Bullying in the Workplace:
Survey Reports, 2007

Report to

The Department of Enterprise Trade and Employment

March 2007

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FOREWORD

Tony Killeen TD
Minister for Labour Affairs

I am very pleased to welcome these survey reports by the Economic and Social Research Institute.

This report was commissioned on foot of a recommendation of the August 2005 Report of the Expert Advisory Group on Workplace Bullying. This was that a survey, similar to that commissioned for the 2001 Report of the Task Force on the Prevention of Workplace Bullying be conducted. The intention was to measure the incidence of workplace bullying to establish a base line for future action and to underpin Government consideration of the matter.

The ESRI has now completed two national surveys relating to workplace bullying, one of people at work including employees and self employed, and the second, of employers in both the public and private sectors. The results give us an up to date picture of the current situation and update the 2001 survey insofar as people at work are concerned.

I wish to thank all of those who took time to participate in the survey – over 3,500 respondents in the worker survey and over 1,600 in the employer survey. The participants are the resource on which the conclusions are based. Taking this time whether by telephone or by written response is much appreciated – without you we would not have this valuable report.

My thanks also go to Philip O'Connell, Emma Calvert and Dorothy Watson of ESRI for what is a top quality report. I look forward to its widespread dissemination and consideration.

Tony Killeen TD
Minister for Labour Affairs
March 2007

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Bullying in the Workplace: Survey Reports, 2007

Executive Summary

Bullying is now recognised as a significant issue in the workplace, in Ireland as elsewhere. Research has shown that the implications for both individuals and organisations can be considerable. In Ireland, the importance of addressing workplace bullying has been recognised by Government, with the establishment of the Taskforce on the Prevention of Workplace Bullying in 1999 and the Expert Advisory Group on Workplace Bullying in 2004, whose report recommended that an up to date survey be carried out. This report, on behalf of the Department of Enterprise, Trade and Employment, presents the results of two national surveys relating to workplace bullying, one of individuals at work, the other of employers in both the public and private sectors.

The Survey of Those at Work

The survey of those at work[1] was designed to ascertain the incidence, correlates and characteristics of bullying in Irish workplaces. The survey, which is a follow-up to a similar survey in 2001, was conducted by telephone in Autumn-Winter 2006/7 and covered a nationally representative sample of over 3,500 adults. The response rate was 36%. In addition to those currently at work, the survey sample also includes those who are not currently in work but who held a job within the last six months.

The survey provided a definition of bullying and asked whether the respondent had experienced bullying in the workplace, as defined, within the last six months. The definition used was as follows:

> *By bullying I mean repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work. An isolated incident of the behaviour described in this definition may be an affront to dignity at work but is not considered to be bullying.[2]*

As Table E1 shows, the survey finds that overall, 7.9% of those at work report that they have experienced bullying within the past 6 months. When grossed up from the sample to the

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[1] Those at work includes both employees and the self-employed.
[2] This definition, identical to that used in the 2001 survey of workplace bullying in Ireland, is used in the surveys of individuals at work and of employers.

population of all those at work at the time of the survey plus those who had been at work in the six months prior to the survey, this is equivalent to 159,000 individuals.

Table E1: Overall incidence of repeated bullying in the sample and population

	Bullied
Overall Incidence	7.9%
Number in Population	159,000

Table E2 below compares the results of the 2007 survey with those of the 2001 survey of workplace bullying. The overall incidence rate was 7% in 2001. While the 2007 results suggest a slight increase in the incidence of bullying over time, in fact these differences are not statistically significant. It is noteworthy that women are more at risk in both years.

Table E2: Incidence of bullying, by gender, 2007 and 2001

	2007	2001
	%	%
Men	5.8	5.3
Women	10.7	9.5
All	7.9	7.0

Employment Status

Figure E1: Incidence of bullying classified according to employment status and gender
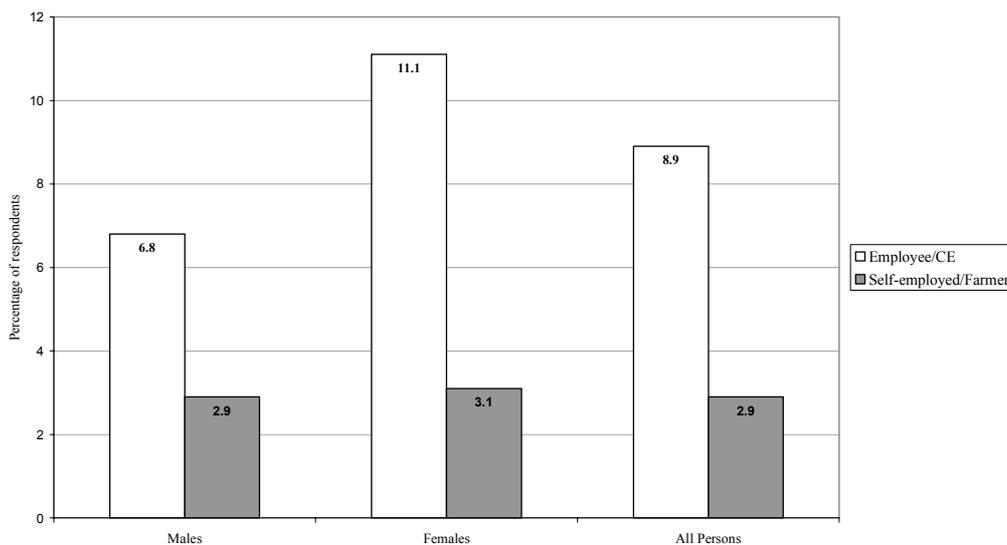
Figure E1 shows the incidence of bullying classified according to employment status and gender. It can be seen that a substantially higher percentage of employees and those on the Community Employment programme report experiencing bullying than those who are self-employed. This pattern holds true for both men and women. Overall, 8.9% of employees report that they have been bullied at work, compared to just 2.9% of the self-employed.

Educational Attainment
In general, those with higher levels of educational attainment are more likely to report experiencing bullying in the workplace. 4.4% of those who have completed the Junior Certificate or lower qualification report having experienced bullying in the workplace; the comparable figure for those with Leaving Certificate is 8.7% and those who have completed third level is 9.5%.

Economic Sectors
The sectors with the highest rates of bullying are Education, Public Administration, Health and Social Work and Transport and Communications, with between 12% and 14% incidence rates. With the exception of Transport and Communications, where there appears to have been a substantial increase, these sectoral patterns are broadly similar to the previous findings in 2001. In both years, workers in Education and Public Administration were particularly at risk of bullying. Generally, the incidence rate in the public sector is higher than in the private sector.

Organisation Size
Overall there is a strong relationship between incidence rate and size of firm: the larger the organisation, the greater the prevalence of bullying. 4.5% of those working in very small organisations with less than five employees report experiencing bullying in the workplace. This figure rises to 7.1% of those working in small organisations, 9.7% of those working in medium sized firms and 10.9% of respondents working in large organisations.

Organisational Change
Respondents were asked about different aspects of change that their organisations had undergone in the preceding 12 months. In general, the results suggest that workers are at greater risk of experiencing bullying in organisations undergoing change. For example, among those who had experienced a change of manager or supervisor, around 11% report that they had been bullied, compared to about 6% of those who had not experienced such management change.

Responses to Bullying
Respondents who reported that they had experienced bullying in the workplace within the last six months were asked about their responses to the bullying. In general, the vast majority of respondents discussed the matter informally, both inside and outside of work. However, over half of respondents discussed the bullying with a supervisor and just under a quarter referred the matter to the personnel department. Around a fifth of respondents used a grievance procedure at their place of work. 17% of respondents who experienced bullying in the workplace referred the matter to a trade union or staff association.

While nearly 30% considered seeking a transfer within their organisation, about 11% report that they did seek a transfer within the company. Nearly 60% of respondents considered

quitting their jobs and just over 15% report that they actually took this course of action. Nearly 9% approached a support group or agency for advice. Approximately one in five report that they have taken sick leave directly because of the bullying.

Impact
Among those who report that they have experienced bullying in the workplace within the last six months, over 48% indicated that it has had a negative effect on their life outside work. One in ten of the respondents who report as having been bullied claim that it has a very significant detrimental effect on their lives in general.

Single Incidents
The questionnaire also asked people about whether they had experienced a *single* incident of inappropriate behaviour at their place of work. A total of 3.1% of people at work report that they have experienced such an incident.

Multivariate Analysis
The multivariate analysis confirms the main patterns of bullying described in the descriptive statistics summarised above. Taking account of other factors, the self-employed are less likely to experience bullying. Those who have attained the Leaving Certificate or attended Tertiary education are more likely to report having experienced bullying. Plant operatives and casual workers face higher risks of being bullied. Workers in Education, Public Administration, Health Services and Transport are more likely to be victims of bullying. Bullying risk is higher in establishments with 26 or more employees. Changes in management and corporate reorganisations are associated with higher rates of bullying. Individuals who report that their organisation has a formal policy to deal with workplace bullying are less likely to have experienced bullying. However, when we take account of the other factors in the model, we discover that the gender differences in the risk of bullying are not statistically significant. It should be noted that the lack of a significant effect in respect of gender represents a break with the previous findings in 2001.

More generally, our multivariate analysis suggests that the principal determinants of workplace bullying have less to do with the characteristics of the victim, and more to do with the nature and organisation of the workplace. The main exception to this general pattern is that those with higher levels of education are more likely to report bullying. This is consistent with the previous research in Ireland (O'Connell and Williams, 2002). This is an important finding, not least because it suggests that, if the principal drivers of bullying are organisational in nature, then appropriate workplace practices and policies can be developed to reduce, if not eliminate, the problem.

The Survey of Employers

The survey of public and private sector employers was carried out by the ESRI in Autumn-Winter 2006/7. The survey was designed to explore how organisations viewed the problem of bullying in their workplaces. Employing organisations were asked about the range of policies and procedures they had in place to deal with bullying, as well as general organisational characteristics. It should be remembered that the survey does not collect information on the incidence of bullying *per se* but on how senior management and those with Human Resources

responsibilities view the problem and the context in which the respondent organisations operate.

There were two components to the employer survey: a survey of private sector employers in the Industry, Construction, Distribution and Services sectors and a survey of public sector employers and employers in the Education and Health sectors. A total of 869 completed the former questionnaire, which represents a response rate of 38%. The latter questionnaire was completed by 779 organisations and this component had a higher response rate of 52%.

Reported Problems with Bullying
Figure E2 below shows how respondent organisations perceive the problem of bullying across the private and public sectors. It is clear that bullying is more likely to be perceived as a problem, be it minor, moderate or major, in the public sector than in the private sector.

Figure E2: Reported problems with bullying by sector
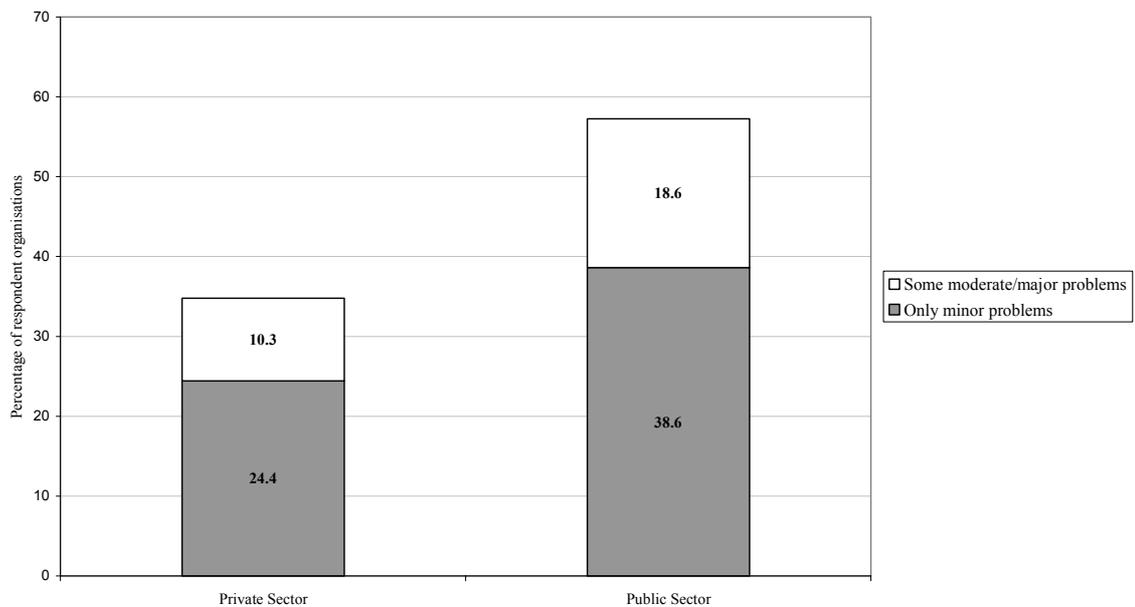
Organisation Size
As Figure E3 shows, bullying is more likely to be perceived as a problem in larger rather than in smaller organisations. While about 10% of micro organisations (with less than 10 employees) perceive bullying to be a moderate or major problem, the comparable figure for large organisations (with 250 or more staff) is nearly 30%.

Figure E3: Reported problems with bullying by organisation size
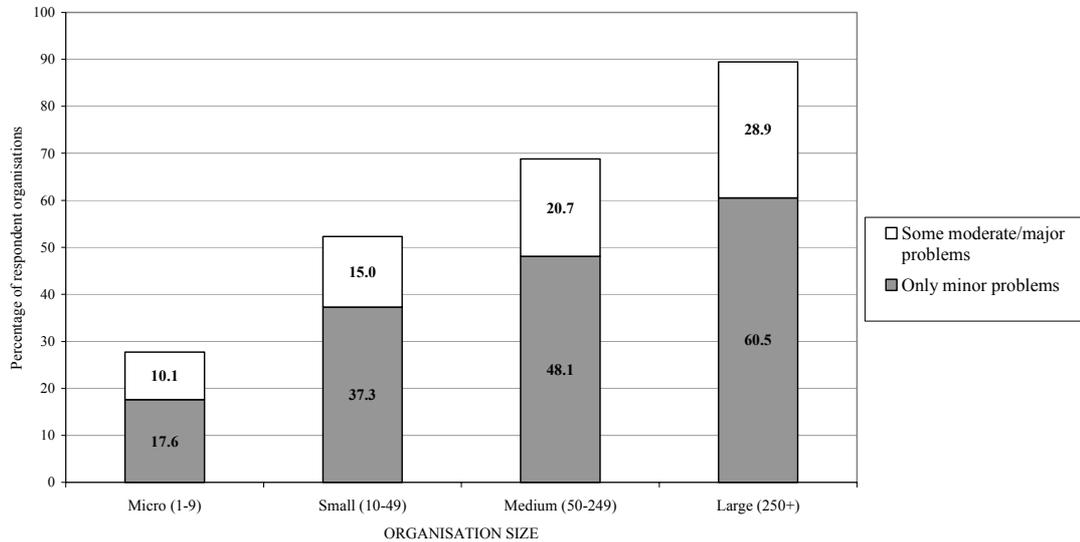
Public and Private Sectors

Figure E4 presents information on types of bullying in the public and private sectors. In general, organisations are more likely to report that bullying by colleagues and by clients is a problem, be it minor, moderate or major. This is particularly true in public sector organisations.

Figure E4: Reported problems with bullying by sector
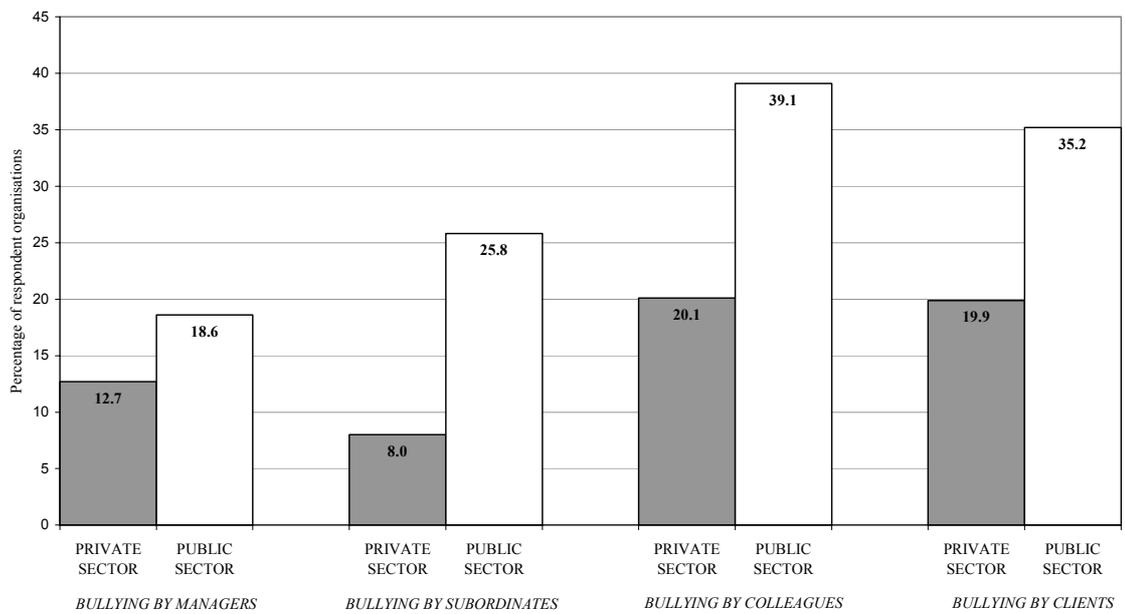
Formal Policies on Workplace Bullying

As Figure E5 shows, public sector respondent organisations are more likely to report having a formal policy on workplace bullying operating in their organisations than those in the private sector.

Figure E5: Formal policies on workplace bullying by sector
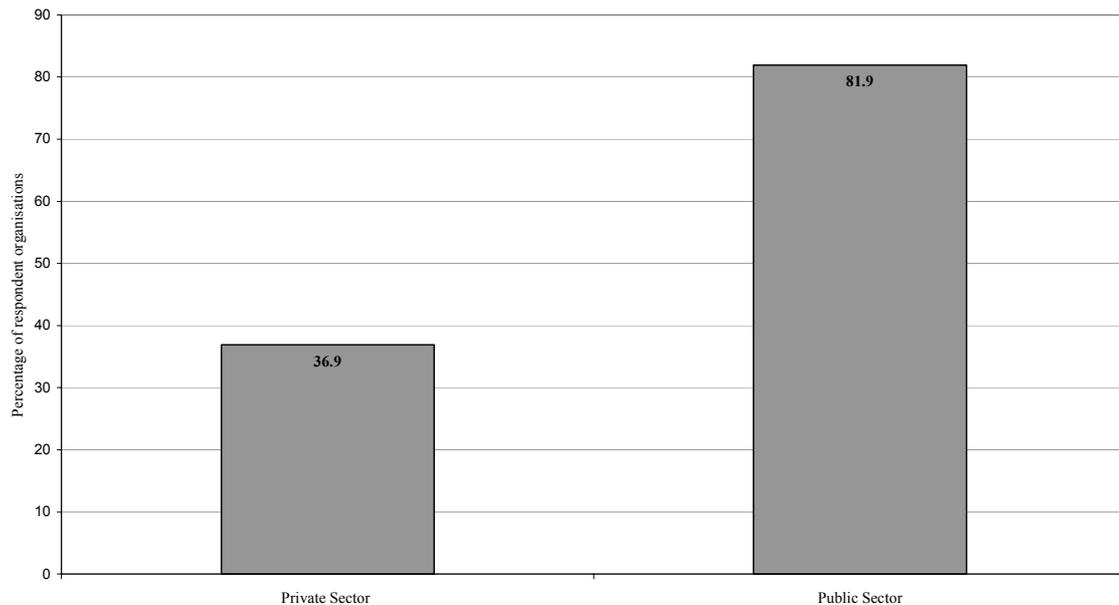
Codes of Practice

Figure E6 below shows how familiar respondent organisations are with the Codes of Practice on workplace bullying. Over half of all organisations report that they have heard of a Code of Practice and are aware of its requirements. Further analysis, as reported in Part III of the report, shows that there is considerable variation in the public and private sectors, with a greater percentage of public sector organisations indicating that they are familiar with the Codes of Practice on workplace bullying.

Figure E6: Familiarity with Codes of Practice
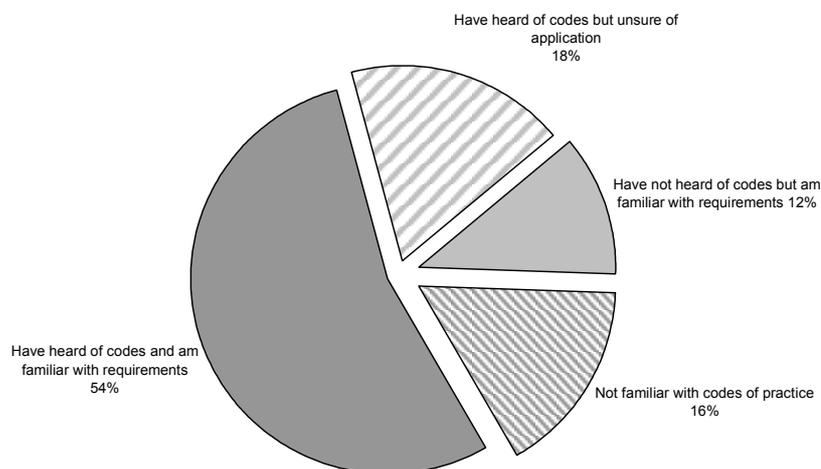
Organisational Procedures Regarding Workplace Bullying
Respondents were asked about the different types of systems in operation in their organisations to deal with workplace bullying. As Figure E7 shows, about 30% of respondent organisations report that they have informal procedures in place to deal with workplace bullying. Approximately half have formal procedures operating while just over a third have an independent complaints procedure. There is variation in the public and private sector, with formal systems much more prevalent in public sector organisations than in the private sector.

Figure E7: Different types of procedures dealing with workplace bullying
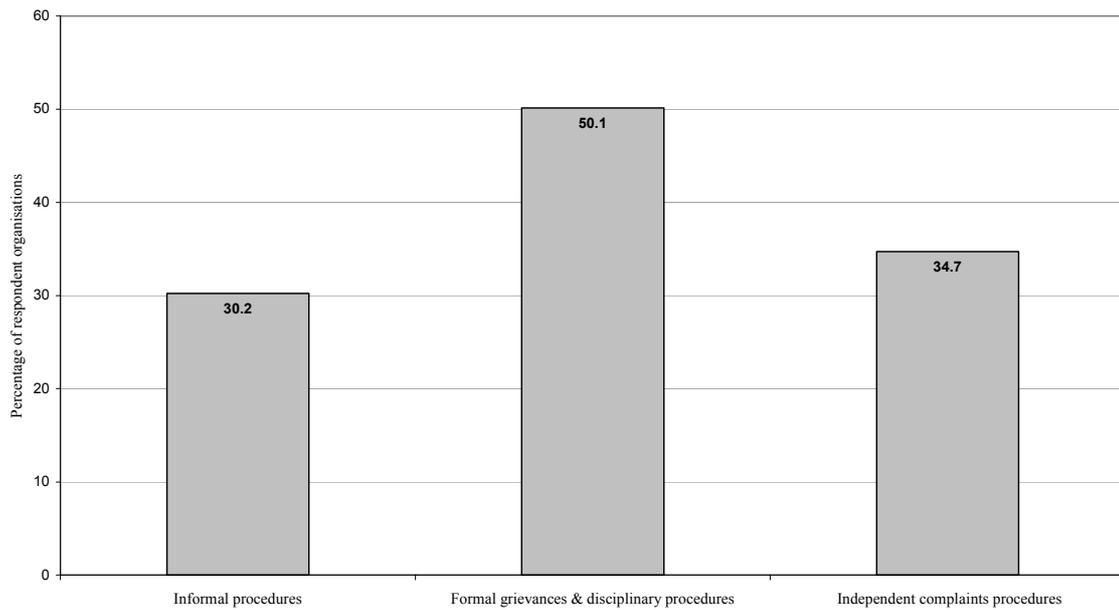
Figure E8: At least one procedure in place to deal with workplace bullying by sector
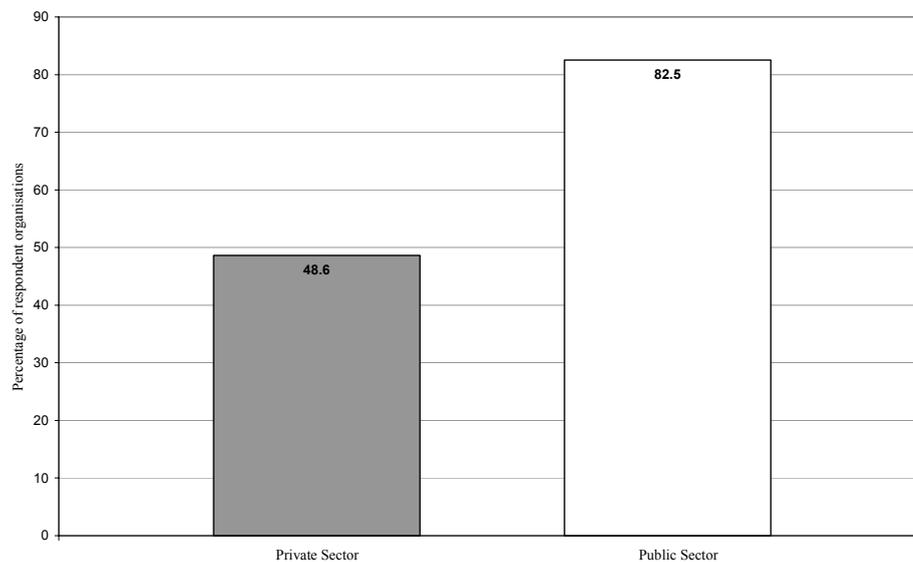
Figure E8 gives an overall picture of the systems and procedures in place according to whether the respondent organisation is in the public or private sector. We can see that a higher percentage of public sector organisations indicate that they have at least one of the three systems or procedures in place to deal with workplace bullying than private sector organisations.

Organisational Change

Respondent organisations were asked about the extent of change in their organisation: organisational restructuring, technological change and the expansion/reduction of the workforce and the findings are presented in Table E3. Among those who indicate that there has been some change in organisation structure, over half report that there is a problem with bullying in their organisation; the comparable figure for those who did not report any organisational restructuring is 23%.

Table E3: Reported problem with bullying by organisational change

		Problem with Bullying %	No. of cases
Changes in organisational structure	Yes	50.6	1143
	No	22.6	464
Technological change	Yes	47.2	1345
	No	15.8	259
Expansion/reduction in workforce	Yes	48.5	1115
	No	28.0	486

Impact of bullying

Respondent organisations were asked about the impact they thought bullying had on their organisation. Nearly three quarters of public sector respondent organisations report that bullying has a minor, moderate or major impact on employee morale. This compares to just under 58% of private sector organisations. While nearly 47% of respondents from the public sector indicate that bullying impacts on absenteeism, the comparable figure for private sector organisations is just over 30%.

Part I: Bullying in the Workplace

Bullying is now recognised as a significant issue in the workplace, in Ireland as elsewhere. Research has shown that the implications for both individuals and organisations are considerable. Victims of bullying may suffer detrimental health effects, for example, stress, depression and anxiety. Organisations may experience higher staff turnover and absenteeism as consequences of bullying, as well as possibly facing legal costs. Other costs to the organisation can include loss of production or deterioration in service delivery.

In Ireland, the importance of addressing workplace bullying has been recognised by Government, with the establishment of the Taskforce on the Prevention of Workplace Bullying in 1999 and the Expert Advisory Group on Workplace Bullying in 2004, whose report recommended that an up to date survey be carried out. This survey report addresses that recommendation. While empirical studies of workers have been conducted in Ireland, the present research includes both a national survey of those at work, as well as the first large-scale survey of employers in both the private and public sector to explicitly address the issue of workplace practices and procedures regarding bullying.

Review of Research

Background
The subject of workplace bullying is receiving increasing attention among both academics and policymakers. Its emergence in Ireland can be traced to the late 1990s and since then, workplace bullying has been the subject of growing academic interest (O'Moore et al., 1998; Coyne et al., 2000; O'Connell and Williams, 2002), as well as governmental consideration (Taskforce on the Prevention of Workplace Bullying, 2001; Report of the Expert Advisory Group on Workplace Bullying, 2005).

Some of the earliest studies on the topic of workplace bullying or 'mobbing' were carried out by Scandinavian researchers during the 1980s (Leymann, 1996), which built on previous research regarding bullying at schools among children (Olweus, 1978; Heinemann, 1972). As well as increased attention in Scandinavia throughout the 1990s (Bjorkqvist et al., 1994; Einarsen et al., 1994; Einarsen and Skogstad, 1996; Leymann, 1996) research was carried out in other European countries such as Germany (Zapf, Knorz et al., 1996; Zapf, 1999), Austria (Niedl, 1996) and the Netherlands (Hubert, 1996).

In the UK, workplace bullying received increased attention in the 1990s in various media, largely driven by dedicated BBC radio programmes (Lee, 2000). One of the earliest UK texts on the subject was mainly aimed at employees to assist in developing appropriate strategies to counteract bullying (Adams and Crawford, 1992). The mid to late 1990s saw several large-scale empirical studies of employees, carried out by trade unions, for example MSF and UNISON, and professional bodies such the Institute of Personnel and Development. The BBC sponsored a survey of part time students at a university (Rayner, 1997) and Quine conducted a survey of over 1000 employees in the National Health Service (1999). In 2002,

leading UK scholars in the field published a comprehensive book, which aimed to address both the theoretical, empirical and practical aspects of the issue (Rayner et al., 2002). Workplace bullying has now been studied systematically internationally with studies in Australia (McCarthy et al., 1996) and America (Keashley and Jagatic, 2003). The European research tradition has continued into this decade (Einarsen, 2000; Vartia and Hytti, 2002; Piirainen et al., 2003; Hogh et al., 2005), with an increased amount of cross-country collaboration (Einarsen et al., 2003; Varhama and Bjorkqvist, 2004). In 2003, the European Foundation for the Improvement of Living and Working Conditions published a report reviewing the European research concerning both violence and harassment in the workplace. (Di Martino et al., 2003).

Ireland
Empirical research on bullying in Ireland was relatively sparse until the early 2000s, although there were some surveys of specific occupational group surveys carried out, among, for example, nurses (Condell, 1995) and teachers (TUI, 1999; ASTI, 1999). However, the topic gained increasing recognition with Costigan's (1998) practitioner-focused text *Bullying and Harassment in the Workplace* and the establishment of the Anti-Bullying Centre (ABC) in 1996 in Trinity College Dublin (Sheehan, 1999). The ABC carried out an early exploratory study in 1998, utilising a self-referred sample of thirty victims of workplace bullying in Ireland (O' Moore et al., 1998).

Coyne et al. (2000) conducted a study investigating the extent to which personality traits can predict workplace bullying victim status. In addition, two large scale national surveys were carried out (O'Moore, 2000; O'Connell and Williams, 2001) and smaller scale surveys of the health sector (Seague, 2004; Cheema, 2006) have also been conducted in recent years. 2006 saw Trinity College Dublin host the *Fifth International Conference on Bullying and Harassment in the Workplace*, bringing together leading scholars from all over the world.

Conceptual Issues
The first issue to consider is the terminology itself. A variety of terms have been employed to describe the concept internationally, for example, 'victimisation' is largely used in the USA to describe the phenomenon (Keasley, 1998). The Scandinavian and German literature largely addresses the topic of 'mobbing'[1] while 'bullying' is the preferred term in English speaking countries. While distinctions have been drawn between these different terms (Leymann, 1996; Zapf, 1999) there is widespread argument that they essentially refer to the same phenomenon (Einarsen, 1999; Einarsen et al., 2003).

Einarsen et al., (2003), building on previous research (Einarsen and Skogstad, 1996; Leymann, 1996; Zapf, 1999) offer a definition of bullying which other scholars have welcomed as a useful collaborative contribution to progressing research on the issue (McCarthy and Mayhew, 2004):

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[1] 'Mobbing' was first used by Konrad Lorenz in his study of the group behaviour of animals. Heinemann (1972) later borrowed the term for use in his study of bullying among children (Leymann, 1996).

Bullying at work means harassing, offending, socially excluding someone or negatively affecting someone's work tasks. In order for the label bullying (or mobbing) to be applied to a particular activity, interaction or process it has to occur repeatedly and regularly (e.g. weekly) and over a period of time (e.g. about six months). Bullying is an escalating process in the course of which the person confronted ends up in an inferior position and becomes the target of systematic negative social acts. A conflict cannot be called bullying if the incidence is an isolated event or if two parties of approximately equal 'strength' are in conflict (Einarsen et al., 2003, p.15)[2]

There are a number of elements to this definition which have been identified as key: frequency; duration; nature of behaviours; subjective/objective dimension; intentionality; interpersonal/organisational bullying; and bullying as process (Einarsen et al., 2003).

As this definition indicates, there is a general consensus amongst researchers that workplace bullying must encompass a dual time dimension. First, the behaviour must be a repeated, rather than an isolated, event. While it is recognised that one off incidences do occur and often have far reaching consequences for the individual concerned, bullying is defined as something which happens repeatedly. However, it has been noted that certain types of behaviour do not 'fit' this time related criteria. Second, the durational aspect of bullying has been emphasised in order to differentiate it from 'normal' social stress in the workplace (Einarsen and Skogstad, 1996; Vartia, 1996; Zapf et al., 1996). Einarsen et al. (2003) note that these two time dimensions of bullying are closely related, with those who experience bullying regularly reporting a longer duration than those reporting bullying less frequently, thus fitting in with the 'conflict escalation' model proposed by researchers (Zapf and Gross, 2001; Matthiesen et al., 2003).

Zapf (1999) identified five main types of behaviour which constitute the most frequent and usual aspects of workplace bullying: work-related bullying which may include: (i) changing work tasks, being given demeaning work tasks, withholding job related information, removal of areas of responsibility or excessive monitoring; (ii) social isolation; (iii) personal attacks by ridicule or insult; (iv) verbal threats; and (v) spreading rumours. This recognises that bullying is often subtle and does not have to include a physical aspect, which is often reported less frequently than the above behaviours (Einarsen, 1999; Zapf, 1999). For example, Vartia and Hyyti (2002) found that gossip, spreading of rumours and devaluation of the worker's contribution to the job or the job itself were some of the most common forms of bullying reported by prison officers in Finland.

Further breaking down Zapf's five main categories of behaviour, various typologies have been proposed: direct action such as verbal abuse versus indirect action, for example, spreading rumours (Einarsen et al., 1994; O'Moore et al., 1998) while a distinction has been drawn between work related bullying and personal bullying (Einarsen and Hoel, 2001). Drawing on the work of Felson and Tedeschi (1993), Einarsen (1999) differentiated between two different types: predatory bullying and dispute related bullying. The former refers to cases when the victim has done nothing to incite the attention of a bully but is attacked purely by chance or through membership of an 'outsider' group, such as the first female officer in a

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[2] See Part II for the definition used in this report.

Fire Service division. The second relates to bullying which is a consequence, and escalation, of an interpersonal conflict at work.

As in the research concerning sexual harassment (Fitzgerald and Shullman, 1993) intentionality is a key issue. Some scholars argue that there must be 'intent to cause harm' (Bjorkquist et al., 1994) while others note the difficulty in ascertaining this (Hoel et al., 1999). While Einarsen et al.'s (2003) definition cited above clearly avoids dependency on the intentionality of the perpetrator; however, its authors note the debate surrounding the issue. In addition, it is widely recognised in the literature that bullying can occur along different planes: horizontal (i.e. bullying by colleagues) and vertical (i.e. downward - bullying by superiors or upward - by subordinates).

Einarsen et al. (2003) draw the distinction between bullying which could be termed interpersonal as opposed to organisational bullying. Interpersonal is meant as a 'dynamic interaction' between at least two parties (p.13). Organisational bullying (Liefooghe and Davey, 2001) or 'structural mobbing' (Neuberger, 1999 cited in Einarsen et al., 2003) are terms intended to capture bullying in which repeated organisational practices are perceived as 'oppressive, demeaning and humiliating'. Einarsen et al. caution about the overuse or misuse of the bullying term (2003, p.13). However, Liefooghe and Davey (2001) found that employee accounts of bullying specifically included organisational procedures.

Einarsen (1999) has been at the forefront of identifying bullying as a gradually evolving process, with his identification of four stages: (i) aggressive behaviour; (ii) bullying; (iii) stigmatisation; and (iv) severe trauma. In addition, he argues that bullying can be explained as an interaction between the (mainly) two parties involved, thus the target is not the 'passive recipient' but rather there is a pattern of 'action and reaction'. Leymann (1996) also argues that bullying should be understood as an 'escalating conflict'.

Methodological Issues
Given the lack of consensus concerning the concept and definition of bullying, it is unsurprising that there has also been substantial methodological debate. Clearly, the choice of theoretical framework will affect how researchers choose to measure bullying, from incidence rates to the impact on victims. If the objectivity of accounts is held as key, then self-reporting will not illuminate the issue. Likewise, cross sectional surveys may prove more adept at measuring the incidence of bullying than understanding the nature of bullying as a process. Cowie et al. (2002) distinguish three methodological approaches that focus on: (i) inside perspectives of bullying (including questionnaires, diary keeping, interviews, focus groups); (ii) outside perspectives (including observational methods and peer nominations); and (iii) multi method approaches which attempt to integrate both inside and outside methods.

Surveys have been the main tool of data collection in most countries to date. Surveys have been conducted using nationally representative samples (Hoel, Cooper et al., 2001; O'Connell and Williams, 2001), representative samples of occupational groups such as the Fire Service (Archer 1999), business professionals (Salin, 2001) and also specific organisations thus allowing a comparison between the bullied and non-bullied employees of same company (Agervold and Mikkelson, 2004).

Self-referred samples have also been utilised, with questionnaires administered (Seague, 2004) and/or interviews conducted (O'Moore et al., 1998). These samples have been drawn in various ways, from notices in the media, to clients presenting to a dedicated centre or service. They are problematic in that they often contain victims who have been most affected by the bullying (in that they have actually sought help or felt strongly enough to contact the researchers) and may thus represent the extreme cases. For example, Rayner and Hoel (1997) problematise the self-selecting nature of Brodsky's (1976) case studies and the validity of the findings and conclusions drawn.

There are a number of different survey instruments employed, ranging in complexity (Cowie et al., 2002). Respondents simply may be asked whether they have experienced workplace bullying (Lewis, 1999). Alternatively, a definition of workplace bullying may be offered and respondents are then asked to confirm if they have experienced bullying, as so defined (Einarsen and Skogstad, 1996). Leymann's (1990) Inventory of Psychological Terror, which has been subsequently revised (Zapf et al., 1996) contains a number of different actions or behaviours. In order to identify bullying, Leymann applied a strict criteria of at least one behaviour weekly for at least 6 months. Einarsen and Raknes (1997) developed the Negative Acts Questionnaire, and respondents are asked to indicate how often, if ever, they have been subjected to each item in the list. The latter makes no reference to terms such as "bullying" or "harassment" (Cowie et al., 2002). Bjorkqvist et al. (1994) administered a questionnaire using a Work Harassment Scale and applied fixed cut off points, above which respondents were classified as victims of bullying.

Following Leymann (1996) some researchers prefer to indicate a duration of at least 6 months in order to distinguish bullying from stress in the workplace (Niedl, 1995; Salin, 2001; O'Moore et al., 2003). Others limit respondents to the last 6 months (Bjorkquist et al., 1994; Einarsen and Skogstad, 1996; O'Connell and Williams, 2001; Vartia and Hytti, 2002) while some make no time limitation at all (Rayner, 1997). The other time consideration is that of frequency of the bullying behaviour experienced. Respondents are often asked to indicate how frequently they experience the bullying on scales of occurrence (Niedl, 1996; Zapf et al., 1996; Einarsen and Raknes, 1997; Mikkelsen and Einarsen, 2001; Hubert and van Veldhoven, 2001).

Salin (2001) convincingly demonstrates that different prevalence rates are possible through the utilisation of different methodologies in her study of Finnish business professionals (see also Mikkelsen and Einarsen, 2001). In Salin's study, almost three times as many respondents (24.1%) indicated that they had experienced at least one of the negative acts at least weekly (using a revised version of the Negative Acts Questionnaire) than those who, when provided with a definition of bullying, confirmed that they had experienced it in the last 12 months (8.8%). However, Salin claims that there was consistency between the two strategies given that those who confirmed that they had been bullied also reported higher exposure rates to the negative acts listed in the questionnaire. Coyne et al (2003) used both self- and peer-reporting in their study and found that rates of bullying varied considerably (victim rates ranged from 3.9% to 36.9%).

Previous Findings

Prevalence Rates

As already noted, the methodological choice greatly affects the prevalence rates reported. In Ireland, O'Connell and Williams (2001) provided respondents with the following definition of workplace bullying:

> *By bullying I mean repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work. An isolated incident of the behaviour described in this definition may be an affront to dignity at work but is not considered to be bullying.*

This definition is also used in the present surveys of individuals at work as well as employers. The 2001 survey found that 7% of those at work reported having experienced bullying in the previous six months. The incidence increased to 8% among employees, but was only 2.2% among the self-employed.

Hoel et al. (2001), using a similar methodology, found the prevalence rate in the UK to be 10.6%. Likewise, Einarsen and Skogstad (1996) found an overall prevalence rate of 8.6% in Norway. Table 1.1 presents these findings. Overall, Zapf et al. (2003) claim that prevalence rates of bullying in Europe fall between 1% and 4%, although this masks substantial variation.

Table 1.1: Comparative studies on the prevalence rate of bullying in the workplace among employees (nationally representative, definition, last 6 months)

Study	Country	Sample size	Incidence of Bullying
Einarsen and Skogstad 1996	Norway	7787	8.6%
Hoel et al. 2001	UK	5288	10.6%
O'Connell and Williams 2001	Ireland	5252	8.0%

Definitional approaches have also been utilised in surveys of specific organisations and professional groups. Mikkelsen and Einarsen (2001) surveyed two Danish hospitals, a manufacturing company and a department store and found a prevalence rate between 2% and 4% within the last 6 months. Salin (2001) also found 1.6% of a random sample of Finnish business professionals were victims of bullying (8.8% "occasionally" bullied), however this was over a timeframe of 12 months. Where no timeframe is applied at all, as in Vartia's (1996) study of Finnish municipal employees, a prevalence rate of 10% was reported. Higher reporting also occurs when respondents are asked if they have been bullied without being offered a definition as detailed as that provided above (53% - Rayner, 1997). The Third European Survey on Working Conditions (Paoli and Merllié, 2001) found that 9% of respondents across Europe indicated they had experienced 'intimidation' in the workplace (up

one percentage point since 1995). However, while the timeframe was the previous 12 months, a definition of 'intimidation' was not given.

As already outlined, the most common other methodological approaches utilise variations of the Leymann Inventory of Psychological Terror (LIPT) (Leymann, 1996), or the Negative Acts Questionnaire (NAQ) (Einarsen and Raknes, 1997). Hogh and Doffadotir (2001) use methodology based on the NAQ, with a time limit of the previous 12 months. Their study reported a 2% prevalence rate, using a representative sample of the whole workforce of Denmark. Niedl (1996) used a revised version of the LIPT on a sample of the employees in an Austrian hospital and found as many as 27% of his sample reported being a victim of bullying for at least 6 months. Reasons for potential over- and under-exaggeration have been suggested. The former could occur as victims may be more motivated to respond than those who have not been bullied (Zapf et al., 2003). This may be of particular concern if the survey has achieved a low response rate. However, since observed bullying is often higher than reported levels of bullying (Vartia and Hytti, 1999), Zapf et al. (2003) argue that this suggests a lack of exaggeration. Instead, they argue that there are strong reasons for underestimation of the phenomenon, given the sensitive nature of the issue.

Many studies have found a higher rate of bullying in the public than the private sector, with some exceptions (Einarsen and Skogstad, 1996). In Ireland, O'Connell and Williams (2001) found that the risk of being bullied was highest in the public sector. The gender dimension of bullying has also been explored in many studies across Europe, although with mixed findings. While it is often found that more women report bullying than men, some researchers argue that this often reflects the gender distribution of the sample. However, in Ireland, bullying risk was found to be higher among women in 2001 (O'Connell and Williams, 2001).

Many studies report the importance of the work environment in explaining bullying. In Ireland, O'Moore et al., (1998) found that changes in work organisation, for example, a new manager, preceded the bullying in all of the victims studied. O'Connell and Williams (2001) confirm that a new manager had a significant effect on the likelihood of being bullied.

Organisational Perspectives
Much of the research on workplace bullying investigates the impact on worker's psychological health, for example, findings suggest victims report anxiety, depression and loss of self esteem. This is often suggested by the literature as a relevant issue for organisations for reasons largely related to productivity. The recent National Workplace Strategy (HLIG, 2006) reports that productivity and competitiveness can be undermined by a poor quality of working life where it affects, for example, physical and psychological health and well being.

Workers who experience bullying may suffer detrimental health effects, which may affect their health to the extent that they have higher rates of sick absence, with the most severe of cases absent long-term. Victims of bullying may also report lower productivity while at work, owing to the negative working environment. Workers who experience bullying may, if possible, seek employment elsewhere, and so this impacts on staff turnover rates, and the associated costs of recruitment and retraining this implies. In addition, extreme cases of bullying may result in legal action being taken. Depending on the legal route taken, this can

lead to costs associated with informal mediation services, time spent on investigation, and potential compensation.

Organisational responses to bullying
In addition to the academic attention the issue receives, there is also a significant practitioner-based literature, advising organisations on how to develop appropriate strategies to combat workplace bullying. In Ireland, the Health and Safety Authority has advocated a *Dignity at Work Charter* for organisations to commit to 'working together' to maintain an environment that supports the right to dignity at work. It recognises that supervisors, managers and trade union representatives have a specific responsibility to promote the Charter. The organisation's name can be added to the Charter, which is intended to be displayed in the workplace. In the public sector especially, many organisations have developed 'Dignity at Work' policy statements or programmes. These often stipulate the positive behaviours expected in the workplace and also list the possible options open to employees if they feel that they are being bullied or harassed. Organisations may designate an appropriate support/contact person who is the key contact for a person experiencing a problem in the workplace. Alternatively, an 'Employee Assistance' service or scheme may be in place which offers support to employees.

Legal situation

Europe
In Europe, improving health and safety at work has arguably been an issue since at least the early 1950s, although the issue has been significantly expanded and developed in recent times. The 1989 EU Framework Directive (89/391/EEC) on health and safety refers to 'every aspect related to the work', therefore encompassing technology, working conditions, organisation of work and job content. This represents a considerable expansion of the understanding of health and safety at work, which was further extended in the Commission's 2002 recommendations *Adapting to change in work and society: a new community strategy on health and safety at work 2002-2006* which argued for a 'global' understanding of health and safety and explicitly including 'new' risks of stress, depression and harassment.

Today, health and safety in the workplace at a European level is not solely understood in its physical aspect, such as prevention of accidents, but other aspects of well being such as risk of harassment or risk of stress arising from the working environment, including organisation and job content. Member States within Europe have a range of different regulatory frameworks addressing workplace bullying (Di Martino et al., 2003). While some Member States have introduced specific instruments, for example, Sweden's 1993 *Victimisation at Work* legislation, others have legislation that deals with both psychological and physical harms in the workplace such as the 1994 *Working Conditions Act* in the Netherlands. While a *Dignity at Work Bill* has been before Parliament twice in the UK, it has been unsuccessful both times.

Ireland's first *Safety, Health and Welfare Act* was enacted in 1989, the same year as the European Framework Directive on the issue. It was subsequently updated in 2005, although the basic principles remained the same and stipulates that employers have a duty of care for

their workers' psychological, as well as physical, wellbeing. In addition, Ireland has introduced non-legislative Codes of Practice, under various Acts (Table 1.2).

Table 1.2: Codes of Practice on Workplace Bullying

Code of Practice	Effect	Issued by	Act
Prevention of Workplace Bullying	2002	Health and Safety Authority	Safety, Health and Welfare Act, 1989
Procedures for Addressing Bullying in the Workplace	2002	Dept of Enterprise, Trade and Employment	Industrial Relations Act, 1990
Sexual Harassment and Harassment at Work	2002	Equality Authority	Employment Equality Act, 1998

The Expert Advisory Group on Workplace Bullying report (2005) highlighted the inadequacies of the legal framework and recommended that greater legislative and enforcing powers be awarded to the main bodies charged with dealing with bullying in the workplace.

Part II: Survey of Those at Work

Introduction

This section outlines the main findings from the survey of individuals at work that was carried out by the ESRI Survey Unit. The survey, conducted in Autumn-Winter 2006/7, was designed to ascertain the incidence, correlates and characteristics of bullying in Irish workplaces. This is a quantitative statistical survey of those at work and represents a follow-up to the previous study completed in 2001 by the ESRI. It should be remembered that as well as those currently at work, the survey sample also includes those who are not currently in work but who held a job within the last six months.

Design of the Survey of Those at Work

The survey was conducted by telephone with over 3,500 adults (age 15 and over) who had been in the workplace in the previous 6 months. Interviewing by ESRI interviewers took place in 248 randomly selected sampling points throughout the country between June 2006 and February 2007.

The reference period for the survey was the six month period ending at the date of interview. The target population, therefore, was those who had been at work in that six month period. This may be as an Employee/Apprentice; Non Agricultural Self-employed person; Farmer; Community Employment Scheme or Unpaid Family Worker. The only difference in this respect from the 2001 survey was in the inclusion of individuals who had worked in the last six months but who were not at work at the time of the survey, such as people who had retired from work, left work to return to college or to take care of children, or who became unemployed. These were included in the population in order to obtain a more precise estimate of prevalence, as some of them may have experienced bullying and left the job for reasons related to this. The vast majority were still at work at the time of the 2007 survey (98%) so the differences from the 2001 population are very slight.

A three-stage clustered sampling design was employed. The first stage is the selection of the Primary Sampling Unit from the GeoDirectory – a listing of all addresses in Ireland. The sampling points are based on aggregates of townlands. The second stage is the selection of the household within each of the 248 sampling units which were selected at the first stage. For each cluster, one or more sets of 100 telephone numbers are randomly generated. Not all of the numbers generated are actually live numbers to private households. Some will not be valid numbers; some will be to businesses; some will be valid numbers to households which have no persons whose principal status is "at work" and so on. This means that there is quite a degree of 'wastage' in the telephone numbers generated in each Primary Sampling Unit. This 'wastage' does not adversely impact on the statistical nature of the resultant sample.[1]

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[1] It does mean, of course, that it is wasteful of resources in trying to contact respondents at numbers which do not exist. This, however, is not a statistical issue.

The third stage is the selection of the actual individual within the household who will fill out the questionnaire. We imposed a post-stratification selection rule in the selection of the individual within the household chosen for interview. This was based on gender and broad age group in order to ensure a representative mix of males, females and different age groups. If one did not impose this post-stratification selection criterion one would find that females over 45 years of age would be over-represented in the final sample for analysis.[2]

Sample Size and Response Rates

Table 2.1 outlines the response rates to the survey. This shows that a total of 35,727 numbers were called as part of the survey.[3] These calls resulted in a total of 3,579 fully completed and usable questionnaires; a further 137 partially completed forms which were not used in the analysis; a total of 5,054 households in which there was someone working outside the home but where the household refused to participate in the survey and 1,277 households where potential respondents were excluded because of the post-stratification controls.[4] From the table, one can see that when the ineligible households are excluded, we made contact with a total of 10,047 valid households, i.e., those in which there was a member who had been at work in the previous six months. Fully completed and usable questionnaires were completed with 3,579 of these households. This gave an effective response rate of 36% of the valid sample.

Table 2.1: Response outcomes

	Number of cases	%
Completed	3,579	36
Partially completed	137	1
Refused	5,054	50
Out of quota	1,277	13
Total Valid Calls	10,047	10
Nobody at work in household	3,426	-
Consistent no reply	9,627	-
Business Number	4,115	-
Non-existent	8,512	-
Total	35,727	

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[2] Willingness to participate in surveys is highest among this group in almost all surveys undertaken.
[3] From June until October interviewers were instructed to attempt each number 10 times before recording a 'non contact'. As the number of non-contacts remained high even after 10 attempts, interviewers were instructed from November to February to attempt each number four times, ensuring that at least two of the calls were on different weekday evenings and at least one was on the weekend.
[4] As discussed above, these controls were adopted to avoid biasing the sample by interviewing too many older and female respondents (who tend to be most co-operative in survey research). These controls at the interview stage are preferable to relying on reweighting to adjust for this bias.

The increasing challenges associated with fielding telephone surveys are reflected in the comparison of these figures to those from 2001. In 2001, 19 % of all numbers resulted in an interview, compared to only 10% in 2007. The refusal rate had also increased, from 32% of presumed valid numbers in 2001 to 50% in 2007. Numbers 'not in service' had increased from 13% to 24% of all numbers called. Despite the difficulties in making contact with a population that is generally unavailable during normal working hours, the proportion of non-contacts had increased only slightly from 24% in 2001 to 27% in 2007. However, a higher number of calls to each number was required in 2007 in order to make this level of contacts.

The Questionnaire
In order to maintain comparability with the 2001 questionnaire, the structure and content of the questionnaire was maintained with a very small number of additional items.

The questionnaire was structured into 3 main sections (see Appendix A). Section A recorded details from *all respondents* on the nature and characteristics of their employment as well as general questions on their outlook on life; their sense of satisfaction with their job; and general measures of their levels of stress and sense of control over their life. Section A is made up of questions A.1 to A.30.

Section B was administered to all respondents and is designed to identify those who experienced bullying in the workplace in the previous six months. In the 2007 survey, we also collected details of 'single incidents' that, while not meeting the criteria of bullying as repeated behaviour, were felt by the respondent to undermine their right to dignity at work. This item was a new addition to the 2007 questionnaire.

Section C was completed by respondents who have left the job in which they experienced bullying. They may have been in a different job at the time of the survey or may have some other economic status (e.g. retired, student, engaged on home duties or unemployed).

In Section D of the questionnaire, details are recorded on the nature of the bullying; the perpetrators of the bullying; the consequences of the bullying and the victims' responses to the bullying. This section includes questions D1 to D25. The 2007 survey substantially extended the range of questions regarding the nature of the bullying.

Finally, Section E records background or classificatory details from *all respondents*.

The survey was conducted by ESRI interviewers, on a telephone basis, with the respondent in his/her home (in contrast to, for example, their place of work). The questionnaire took an average of 17 minutes to administer for someone who had not been bullied while it took an average of 28 minutes for those who had experienced some form of bullying in the workplace.[5]

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[5] The time taken to administer the questionnaire to those who had been bullied varied substantially depending on the nature, intensity and outcome of the bullying.

Reweighting the Data

The purpose of sample weighting is to compensate for any biases in the distribution of characteristics in the completed survey sample compared to the population of interest, whether such biases occur because of sampling error, from the nature of the sampling frame used or to differential response rates.

Whatever the source of the discrepancy between the sample and population distributions, we would like to adjust the distributional characteristics of the sample in terms of factors such as age, sex, economic status and so on to match that of the population. In the current survey this was implemented using a standard statistical technique known as ratio weighting which involves comparing sample characteristics to external population figures, in this case derived from the Quarterly National Household Survey (QNHS). The QNHS is based on interviews conducted in over 33,000 households in each quarter. The data used came from the second Quarter of 2006.

The variables used in the weighting scheme were:

- Age cohort (6 categories) by gender;
- Level of educational attainment (4 categories) by gender;
- Principal status of persons who are 'at work' – (2 categories - self-employed/farmers versus employees) by gender;
- Occupational category (9 categories);
- Main economic sector (11 categories);
- Part-time or full-time employment (2 categories) by gender;
- Family status (4 categories[6]) by gender;
- Region (8 categories);
- Number of persons age 18 and over in the household (special figures provided by the CSO).

The weighting procedure involved constructing weights so that the distribution of each of the characteristics for the responding individuals was equal to the distribution of these characteristics for the population of persons working outside the home. [7]

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[6] With partner and no children, with partner and children, with no partner and children, with no partner and no children.

[7] Weighting was accomplished by using a minimum distance algorithm which adjusts the marginal distributions for a number of variables simultaneously using an iterative procedure.

Results

The Definition of Bullying

The definition used in the survey is central to the results obtained. In administering the questionnaire we avoided any mention of bullying until we had already recorded background classificatory information, employment and job data, as well as measures of health and stress. When these background details had been recorded, a formal definition of bullying was presented to the respondent. All interviewers were instructed to ensure that the full definition was read to all respondents and that the respondent was given sufficient time to ensure that he/she fully understood what it entailed. The definition used was as follows:

> *By bullying I mean repeated inappropriate behaviour, direct or indirect,*
> *whether verbal, physical or otherwise, conducted by one or more persons*
> *against another or others, at the place of work and/or in the course of*
> *employment, which could reasonably be regarded as undermining the*
> *individual's right to dignity at work. An isolated incident of the behaviour*
> *described in this definition may be an affront to dignity at work but is not*
> *considered to be bullying.*

Respondents were then asked the following question:

> *"Would you say that you have personally experienced bullying or any behaviour of this*
> *nature during the past 6 months at work?"*

A total of 240 of respondents answered that they had personally experienced such bullying.

Those who responded negatively were then asked a follow-up question:

> *"During the last six months at work did you experience a SINGLE INCIDENT of*
> *inappropriate behaviour – whether verbal, physical or otherwise – at the place of work*
> *or in the course of employment that could be reasonably regarded as undermining your*
> *right to dignity at work?"*

Table 2.2: Incidence of bullying and single instances of inappropriate behaviour and sample numbers[8]

	Frequency of Incidents		
	Once	More than once	Total
Repeated bullying	23	217	240
Single Instance of Inappropriate behaviour	87	66	153
Total	110	**283**	493

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[8] Throughout Part II, all descriptive statistics have been reweighted to be representative of the population of those at work at the time of the survey and those who were not in employment but who were at work in the previous six months.

A total of 153 individuals in the total sample answered that they had experienced a single incident of inappropriate behaviour, having already responded that they had not experienced repeated bullying, as defined in the questionnaire. As discussed in Part I, a core element of the concept of bullying is that it entails repeated behaviour. We do not regard a single incidence of inappropriate behaviour as bullying, but it is of interest to record its incidence.

Respondents were subsequently asked about the frequency of negative behaviour. Table 2.2 summarises the results of these questions, distinguishing between those who had reported bullying and those who had reported a single instance of inappropriate behaviour. Among the group that reported repeated bullying, 23 reported that they had been bullied "once" and 217 on more than one occasion.[9] Similarly, among those who had reported a single incident, 87 reported that this had taken place "once" and 66 that it had taken place more frequently.

Table 2.3: Overall incidence of repeated bullying in the sample and population

	Bullied	All	
	Number	Number	%
Sample	283	3579	7.9
Population: All those at work at time of survey & those at work within previous 6 months	159,000	2,017,000	7.9

Given that repeated behaviour is at the core of the concept of bullying, it is necessary to take account of the additional information relating to the frequency of inappropriate behaviour reported in Table 2.2, indicating that the true rate of bullying as measured by this survey is 7.9%. As Table 2.3 shows, when grossed up from the sample to the population, this implies that about 159,000 people experienced bullying at work within the last six months.

Table 2.4: Incidence of bullying by gender, 2007 and 2001

	2007			2001		
	Bullied	*95% Confidence Interval Range*		Bullied	*95% Confidence Interval Range*	
		High	*Low*		*High*	*Low*
	%	*%*	*%*	*%*	*%*	*%*
Men	5.8	*4.8*	*6.8*	5.3	*4.5*	*6.1*
Women	10.7	*9.1*	*12.3*	9.5	*8.7*	*10.3*
All	7.9	*7.0*	*8.8*	7.0	*6.3*	*7.7*

Table 2.4 compares the results of the 2001 and 2007 surveys for men and women, as well as the overall prevalence rate. In making such a comparison it is essential to recognise that we are comparing the results of two sample surveys with a view to inferring trends in the

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[9] The response categories were: "Once", "Only occasionally", "Several times a month", "Several times a week", "About daily".

population. To facilitate that comparison, Table 2.4 also displays the ranges associated with 95% confidence intervals around each of the point estimates of the incidence of bullying. In 2007 the survey found that, overall, 7.9% of individual respondents had reported bullying. This point estimate of the incidence of bullying refers to the sample of just under 3,600 cases. Taking into account the characteristics of the sample and the population (i.e. all individuals at work in Ireland at the time of the survey plus those who had been at work within the previous 6 months), we can estimate the range of values within which 95% of cases in the population would lie. In 2007, the overall incidence rate is 7.9%, and the 95% confidence interval range lies between 7% and 8.8%. In 2001, the overall incidence rate was 7%, and the 95% confidence interval range lay between 6.3 % and 7.7%. So while the 2007 results suggest a slight increase in the incidence of bullying, in fact the ranges within which 95% of populations occur actually overlap and the difference between the two estimated rates is not significantly different.[10]

The 2007 overall rate of 7.9% implies 159,000 in absolute numbers (Table 2.3). This represents an absolute increase of 44,000 since the 2001 survey. The total population of those at work has also increased during this period as well, from 1.6 million in 2001 to over 2 million to 2007.

Women report substantially higher rates of bullying victimisation than men: less than 6% of men report bullying in 2007, compared to almost 11% among women. We found a similar gender pattern in 2001. When we compare the ranges in 2001 and 2007 we can see that there is substantial overlap in the gender-specific ranges for the two years indicating that neither of the slight increases in the estimates rates for both men and women are statistically significant. All of these considerations suggest that there have been no marked changes in the incidence in bullying between 2001 and 2007.

Employment Status
Table 2.5 gives details of the overall incidence of bullying classified according to employment status. Respondents were classified according to one of five different categories:

- Employee/Apprentice;
- Non Agricultural Self-Employed;
- Farmer;
- Community Employment (CE) Scheme;
- Unpaid Family Worker.

However, for ease of discussion, these categories have been collapsed into two:

- Employees including apprentices, those on CE schemes and unpaid family workers;
- Self-employed (agricultural and non agricultural).

As can be seen from Table 2.5, 8.9% of employees report experiencing bullying in the workplace; this compares to 2.9% of those who are self-employed. Therefore, the incidence of bullying among employees is about three times the rate among the self-employed. At just

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[10] The absence of a statistically significant difference between the two rates is confirmed by a t-test.

over 11%, female employees report the highest incidence rate of bullying; the comparable figure for male employees is 6.8 %. This means that female employees are 1.5 times more likely to report bullying than male employees. The incidence rate of bullying for respondents who are self-employed is slightly higher for females than for males. These trends are consistent with the previous nationally representative survey in Ireland carried out by O'Connell and Williams (2001).

Table 2.5: Incidence of bullying classified according to employment status and gender

	Males	Females	All Persons
	%	%	%
Employee/CE	6.8	11.1	8.9
Self-employed/Farmer	2.9	3.1	2.9
Total	5.8	10.7	7.9

Gender and Age

The incidence of bullying according to gender, age and employment status of respondent is presented in Table 2.6 below. Just under 8% of those aged between 26-35 years old and those aged between 36-45 years old report experiencing bullying in the workplace. The rates for the under 25 year olds and the 46-55 year olds are slightly higher at just over 9%. This suggests that there is no clear relationship between age of respondent and incidence of bullying. While there does appear to be a slight decline in overall incidence rate in the 56 years and over age category, it can be seen that this is not true for males when considered separately.

Table 2.6: Incidence of bullying classified by gender and age category

	Males	Females	All Persons	Employees	Self-Employed
	%	%	%	%	%
25 yrs & under	5.5	13.1	9.1	9.5	--
26-35	3.9	12.1	7.6	8.5	1.2
36-45	6.4	9.5	7.8	8.6	4.4
46-55	8.4	10.6	9.3	10.6	2.9
56 yrs & over	6.0	3.6	5.2	6.1	3.4
Total	5.9	10.7	7.9	8.9	2.9

Level of Educational Attainment

Figure 2.1 graphically illustrates the incidence of bullying with respect to educational attainment. The incidence appears to rise with the level of attainment. While 4.4% of those who have completed Junior Certificate level or lower qualification report experiencing bullying in the workplace; the comparable figure for those who have the Leaving Certificate or equivalent is 8.7% and 9.5% for those who have completed third level. While the 'step'

pattern is clearly visible for males, it is less marked for females where the percentage of females with Leaving Certificate does not differ significantly from those who have completed third level.

Those who have higher levels of education appear to be more likely to report experiencing bullying in the workplace. One possible reason for this pattern is that those with higher educational attainment may have higher expectations regarding their treatment in the workplace and also be more likely to report such experiences in a survey. While there are some gender differences between the previous survey and the present results, the overall pattern is very similar to the previous findings.

Figure 2.1: Incidence of bullying classified by educational attainment
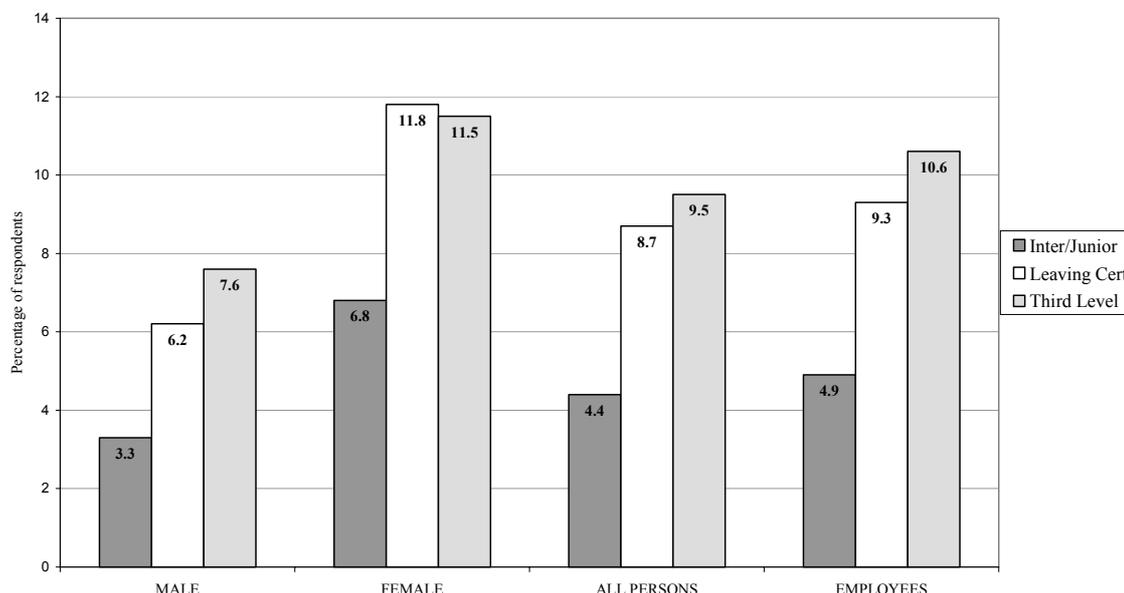
Occupational group

Table 2.7 below summarises the incidence of bullying classified by occupational group and gender. The highest overall rate of bullying is reported by those respondents working in Sales, of whom 12.5% indicate that they have experienced being bullied in the workplace in the last six months. Just under 12% of Plant and Machine operatives and approximately 11% of those working in Personal and Protective Services also report being bullied. Just under 11% of Clerical and Secretarial workers report experiencing bullying in the workplace. There are some gender differences with respect to these findings. Among males, the highest rates are for those in Clerical and Secretarial occupations which at 14.6%, is about three times the rate for male Managers and Administrators. Nearly 15% of females working in Sales report experiencing bullying, the comparable figure for female Associate Professionals is just under 8.5%.

Table 2.7: Incidence of bullying classified by occupational group and gender

	Males	Female	All Persons	Employees
	%	%	%	%
Managers and administrators	4.4	10.1	6.3	8.4
Professional	7.4	11.9	9.8	10.1
Associate professional and technical	7.1	8.5	7.8	8.2
Clerical and secretarial	14.6	8.8	10.7	10.8
Craft and related	1.7	--[1]	1.6	3.0
Personal and protective service	6.9	12.8	11.2	11.4
Sales	7.8	14.9	12.5	13.1
Plant and machine operatives	11.9	12.4	11.9	10.0
Other	2.6	1.8	2.4	2.6

[1] Insufficient number of cases to report.

Table 2.8: Incidence of bullying classified by economic sector

	Male	Female	All Persons	Employees
	%	%	%	%
Agriculture	0.0	--	0.0	0.0
Traditional Manufacturing	4.6	1.2	3.8	4.6
Hi-Tech Manufacturing	5.6	9.0	6.7	6.7
Construction	3.3	3.8	3.3	4.6
Wholesale/Retail	6.0	13.2	9.9	10.9
Business services	3.1	5.2	4.1	4.1
Transport & Communications	12.8	14.4	13.1	11.1
Financial Services	7.3	8.6	8.0	8.0
Public Administration	15.6	9.7	13.2	13.3
Personal Services	1.9	14.1	8.7	10.1
Education	13.0	14.2	13.8	14.0
Health & Social Work	14.5	12.0	12.4	13.0

Economic Sector

Table 2.8 above provides information regarding incidence of bullying with respect to the economic sector in which the respondent works. The Education, Public Administration and Transport and Communication sectors have the highest incidence rates with over 13% respondents working in these three sectors reporting experiencing bullying in the workplace. The comparable figure for Health and Social Work respondents is 12.4%. Less than 4% of respondents working in Construction and Traditional Manufacturing report that they have experienced being bullied in the workplace.

These sectoral patterns are broadly similar to the previous findings relating to 2001. The earlier survey also found that the risk of being bullied was particularly high in Public Administration and Education. However, the incidence of bullying in Transport and

Communications is substantially higher in the later survey. This increase is largely driven by the much greater percentage of males reporting being bullied in this sector.

Public/Private Sector

Figure 2.2 below shows the incidence of bullying classified by whether respondents work in the public or private sector. It is clear that overall there is a greater rate of reporting bullying among those in the public sector than the private sector: 10.5% of public sector respondents report experiencing bullying in the last six months; compared to 6.9% of private sector respondents. However, while this holds true for males, there is less of a difference between the public and private sector among females. At 11.7%, female respondents working in the public sector report the highest rate of bullying.

Figure 2.2: Percentage of respondents reporting bullying by sector
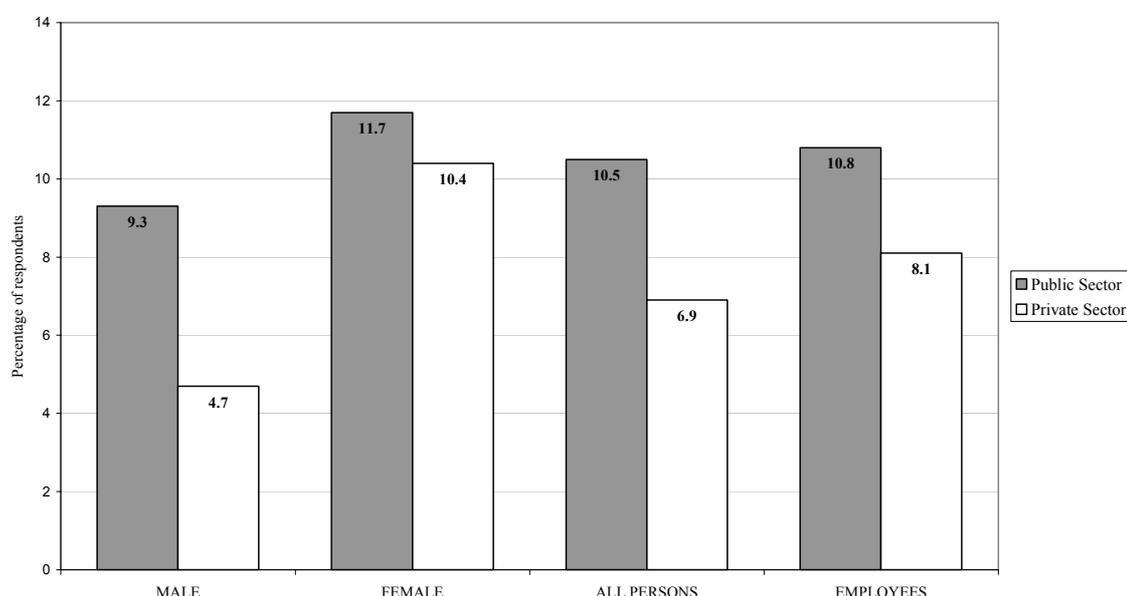
This pattern, in which public sector workers are more at risk of experiencing bullying, is very similar to that reported for 2001 (O'Connell and Williams 2001).

Employment Contract

Table 2.9 below shows the incidence of bullying according to the respondents' employment contract. 7.6% of those in permanent positions report experiencing bullying in the workplace; the comparable figure for those on temporary contracts is 9% and nearly 14% for those respondents employed on a casual basis. These overall figures would suggest that there is a strong relationship between employment contract and incidence rate. However, the relationship between employment contract and incidence of bullying appears to differ between the sexes. Nearly 6% of males employed on permanent contracts report as being bullied; the comparable figure for those on temporary contracts is 8%. However, for females, the pattern is slightly different: around 10-11% of those employed on permanent contracts and

temporary contracts report experiencing bullying in the workplace, this rises to 25% for casual workers.

Table 2.9: Incidence of bullying classified by employment contract

	Permanent	Temporary/Contract	Casual	Total
	%	%	%	%
Male	5.8	7.7	0.0	5.9
Female	10.0	10.7	25.1	11.0
All Persons	7.6	9.0	13.9	8.0

Number of jobs held in the three years preceding the survey

Table 2.10 summarises the relationship between the incidence of bullying and the number of jobs held by respondents in the previous three years. 6.8% of those holding just one job in the last three years report being bullied; this compares to 9.6% of those respondents who have held two jobs in the last three years and 11.8% of respondents who have had three or more jobs over the last three years. Therefore we can conclude that there does appear to be a relationship between the number of jobs held and the incidence of bullying. While it is possible that the reason for this higher incidence rate of bullying among those with a higher job turnover is owing to the bullying itself, this cannot be established by these results alone. Also, while this pattern holds true for males, it is not quite as evident for females where there is little percentage difference between those who have held two and those who have held three plus jobs in the last three years.

Table 2.10: Incidence of bullying classified by number of jobs held in last 3 years

	One	Two	Three +
	%	%	%
Male	5.4	5.0	9.3
Female	8.8	14.6	14.9
All Persons	6.8	9.6	11.8

Size of firm

Figure 2.3 below shows the incidence of bullying according to the size of the branch or outlet in which the respondents work. It is clear that overall there is a strong positive relationship between incidence rate and size of firm. 4.5% of those working in very small organisations with less than five workers report experiencing bullying in the workplace. This figure rises to 7.1% of those working in small organisations with between 5 and 25 staff and 9.7% of those working in firms with between 26 and 99 staff. 10.9% of respondents working in large organisations with over 100 staff report being bullied in the workplace. This pattern is evident for males, however, the 'step' pattern for females is less striking.

Figure 2.3: Incidence of bullying by size of firm
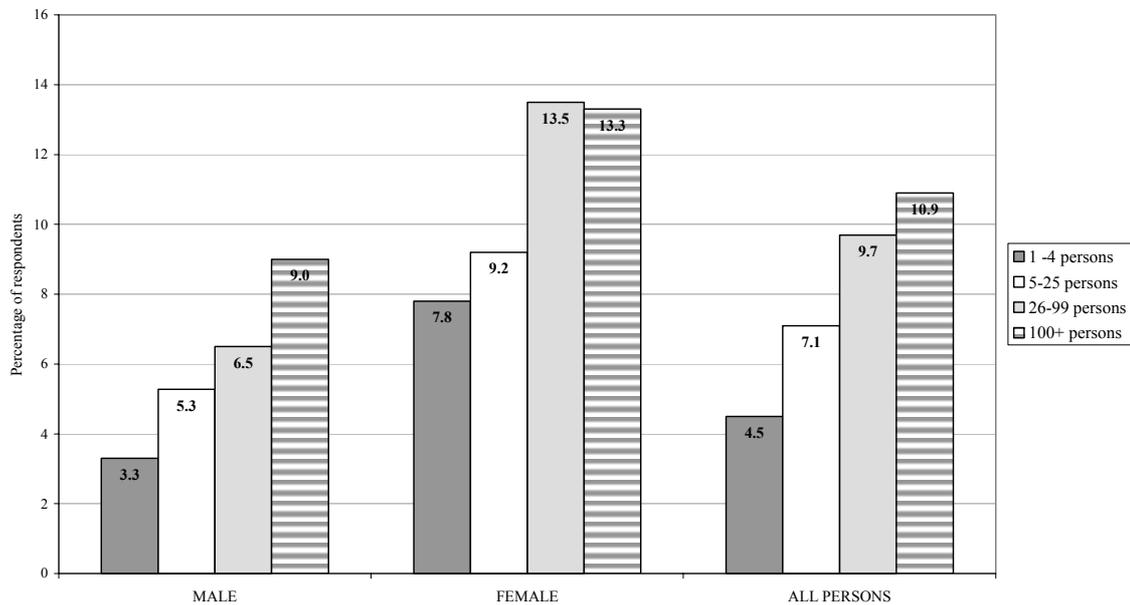
Organisational change in the workplace

Respondents were asked about different aspects of change that their organisations had underwent in the preceding 12 months. Specifically, the types of change that were addressed were:

- New manager or supervisor;
- Change in the ownership of the firm;
- Reorganisation of the company;
- Introduction of new technology.

Table 2.11 looks at the relationship between our indicators of organisational change and reported bullying by comparing the incidence of bullying among those who report organisational change and those that do not. In general, the table suggests that workers are at greater risk of experiencing bullying in organisations undergoing change.

Table 2.11: Incidence of bullying classified by organisational change in preceding 12 months

		Male	Female	All persons
		%	%	%
New manager/supervisor?	Yes	7.7	15.2	11.3
	No	4.9	8.1	6.2
Change in the ownership?	Yes	7.5	15.9	11.6
	No	5.5	10.0	7.4
Reorganisation of company?	Yes	9.2	14.4	11.4
	No	4.5	9.3	6.6
Introduction of new technology?	Yes	6.7	11.6	8.9
	No	5.0	9.9	7.0

Among those who had experienced a change of manager or supervisor, 11.3% report as having been bullied, compared to 6.2% of those who had not experienced such management change. Similarly 11.6% of those who work in an organisation that had undergone a change of ownership report having been bullied in the previous six months, compared to 7.4% who have not undergone a change in ownership. While 11.4% of those who say that there was some reorganisation of their company report that they were bullied, the comparable figure for those who did not report such reorganisation is 6.6%. These patterns hold true for both men and for women.

The weakest of the relationships is regarding the introduction of new technology. While 8.9% of those who indicate that their organisations had introduced some substantial new technology also report being bullied, the comparable figure for those whose organisations did not bring in any new technology was 7%. The difference in bullying incidence between those who had experienced the introduction of new technology and those who had not is somewhat less pronounced in the current survey than was found in 2001 (O'Connell and Williams, 2001).

Relationships in the workplace
Respondents were asked about their perceptions concerning the nature of relationships between:

- Staff and management
- Different staff members

Table 2.12 below summarises the findings with regards to respondent perceptions of staff-management relationships. We can see that 6% of respondents who perceive staff-management relations to be 'Good' report as having been bullied. Conversely, 94% of those who perceive staff relations as "Good" do not report being bullied. Just over half of those who report staff-management relations to be 'Very Bad' also report as being bullied. The comparable figure for those who perceive relations to be 'Bad' is 22%.

This pattern clearly shows more negative perceptions concerning staff-management relationships are associated with a higher incidence rate of bullying. This pattern holds true in respect of both genders, although the relationship is stronger among women.

Table 2.12: Incidence of bullying classified by perceptions of relations between staff and management in the workplace

	Males Bullied %	Females Bullied %	All Persons Bullied %
Very Good	2.4	3.7	3.0
Good	4.5	8.1	6.0
Neither Good nor Bad	9.9	26.3	17.0
Bad	18.3	26.7	22.0
Very Bad	47.2	58.0	53.2

Table 2.13: Incidence of bullying classified by perceptions of intra-staff relations in the workplace

	Males Bullied %	Females Bullied %	All Persons Bullied %
Very Good	3.8	7.5	5.5
Good	6.2	8.6	7.2
Neither Good nor Bad	10.0	27.7	18.7
Bad/Very Bad	17.1	49.9	33.1

As Table 2.13 shows, a similar pattern can be seen between perceptions of intra-staff relationships and the incidence of bullying. 5.5% of respondents who report that intra-staff relations are 'Very Good' indicate that they have experienced bullying in the workplace; the comparable figure for those who perceive relations to be 'Good' is 7.2%. However, of those who perceive relations to be 'Bad' or 'Very Bad', about a third of the respondents also report as being bullied. The incidence of bullying among women who respond that intra-staff relationships are 'Bad' or 'Very Bad' is particularly high.

Formal Policies on Workplace Bullying
Many organisations now have adopted formal policies to deal with bullying in the workplace and organisational practices are examined in some depth in the discussion of the employers survey in Part III of this report. The survey of individual workers also asked respondents about the presence of a policy to deal with bullying in their workplace. As shown in Figure 2.4, over 60% of respondents indicate the presence of such policies in their workplaces. As might be expected, such polices are far more common in the public sector: over 80% of respondents working in the public sector say that their workplace has a policy to deal with bullying, compared to just over half of those in the private sector.

Figure 2.4 Formal policy on workplace bullying by sector
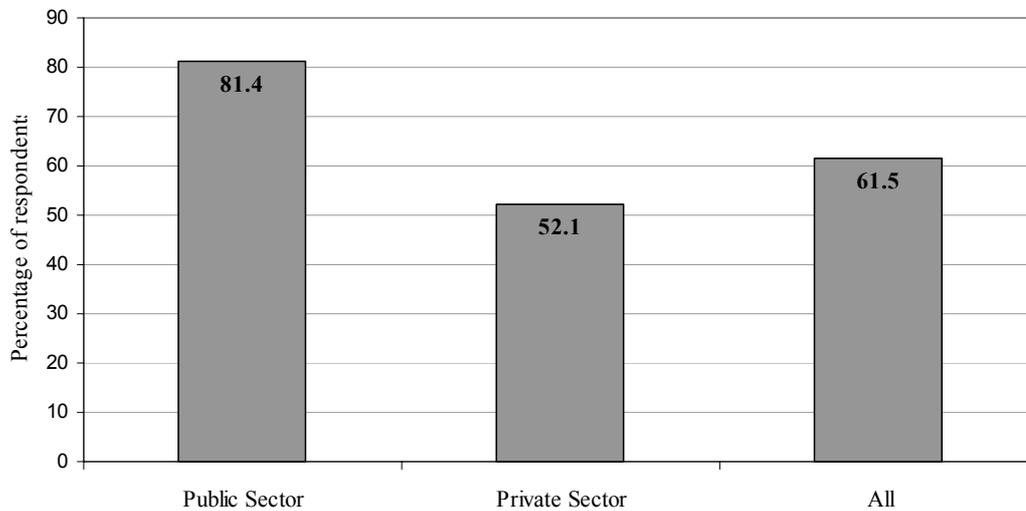
So, does the presence of a formal policy on bullying affect the incidence of bullying? Figure 2.5 suggests some modest effects. Among those who report the presence of such a policy at their workplace, 7.2% indicate that they have experienced bullying, compared to 8.3% of those who do not have such a policy. This may, however, underestimate the preventive role of policies to deal with bullying since those who have experienced bullying can be expected to be more aware of organisational policies on the matter than those who have not.

Figure 2.5: Incidence of bullying by formal policy
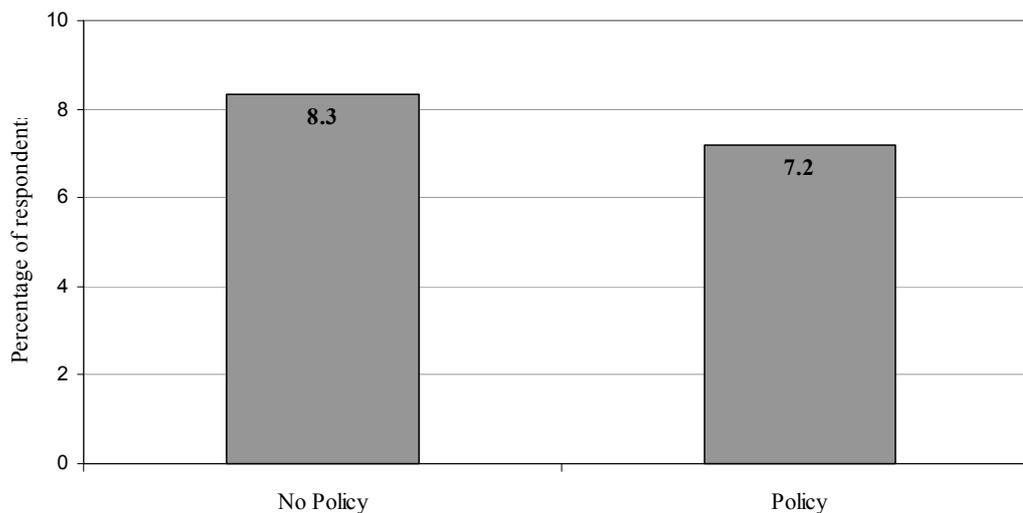
Frequency/Periodicity of Bullying

Table 2.14 presents the breakdown of how often the respondents reported the bullying occurred. Nearly 27% of respondents who report as being bullied indicated that it occurred only occasionally, a further 26% reported that the bullying happened several times a month. Approximately 23% indicated that it occurs several times a week while about 24% of the respondents said that the bullying occurred on a daily basis. A greater percentage of males (nearly a third) than females report that the bullying occurs on an occasional basis, while at the other end of the spectrum, a higher percentage of females than males report very regular bullying.

Table 2.14: Frequency with which bullying of the last six months has taken place
(refers only to those who report having been bullied)

	Males	Females	All Persons
	%	%	%
Only occasionally	32.8	22.9	26.8
Several times a month	25.9	26.4	26.1
Several times a week	20.6	24.5	22.9
About daily	20.7	26.2	24.2
Total	100.0	100.0	100.0

Nature of bullying

In this section we shift our attention from the incidence of bullying to exploring the nature of bullying and our focus, therefore, is exclusively on those who report that they have experienced bullying. Respondents were asked to indicate the nature of the bullying that they had experienced. Bullying was classified according to a list of sixteen different negative behaviours, ranging from exclusion and verbal abuse to withholding work related information and being blamed for things beyond their control. These different types are established in the research literature as being among the most typical of 'bullying behaviours'. Respondents were able to select as many of the different behaviours as they felt applicable to them. The results are presented in Table 2.15 below. Around three quarters of those being bullied reported that it took the form of verbal abuse, insults and being undermined. Roughly 60% indicated that they were treated less favourably and experienced intimidation or harassment. Being blamed for things beyond their control and being humiliated were reported by over 55% of the respondents.

There are notable differences across the genders with more females reporting exclusion, verbal abuse, and being humiliated than males. In contrast, more males report physical abuse and receiving threats than females.

Table 2.15: Nature of bullying
(refers to those reporting bullying only)

	Males %	Females %	All Persons %
Exclusion	35.2	48.5	43.2
Verbal abuse/insults	68.0	82.4	76.7
Physical abuse	11.4	5.1	7.7
Sexual harassment	2.6	6.1	4.7
Treated less favorably	62.9	59.1	60.8
Intrusion/pestering/spy/stalk	37.1	30.5	33.4
Unreasonable assignments	40.0	31.8	35.3
Unreasonable deadlines/targets	28.4	22.8	25.3
Threats (explicit or implicit)	39.3	24.3	30.7
Intimidation/harassment	58.5	65.0	62.5
Aggression	50.0	50.6	50.2
Undermining	70.5	79.3	75.8
Excessive monitoring of work	41.5	34.1	37.3
Humiliation	50.2	62.9	57.9
Withholding work related information	40.9	33.2	36.5
Blame for things beyond control	63.2	51.8	56.5

Perpetrators of bullying

The questionnaire asked respondents about the perpetrator or perpetrators of the bullying. They were asked to indicate the extent to which they thought that the perpetrator or perpetrators had any of the following characteristics:

- Poor communication skills;
- Difficulty in working with others;
- Difficulty in delegating responsibility;
- Poor organisational skills;
- Low self-esteem.

Respondents were given the choice of: Strongly Agree; Agree; Disagree; Strongly Disagree. As Figure 2.6 shows, nearly 70% of the respondents who indicated that they had experienced bullying agreed or strongly agreed that the perpetrator/s of the bullying had poor communication skills. Just under three quarters thought that the perpetrator/s had difficultly in working with others. Well over half of respondents agreed or strongly agreed that the perpetrator/s had difficulty delegating to others, poor organisational skills or low self-esteem.

Figure 2.6: Respondent perceptions of perpetrator characteristics (Agreed/Strongly Agreed)
(refers to those reporting bullying only)
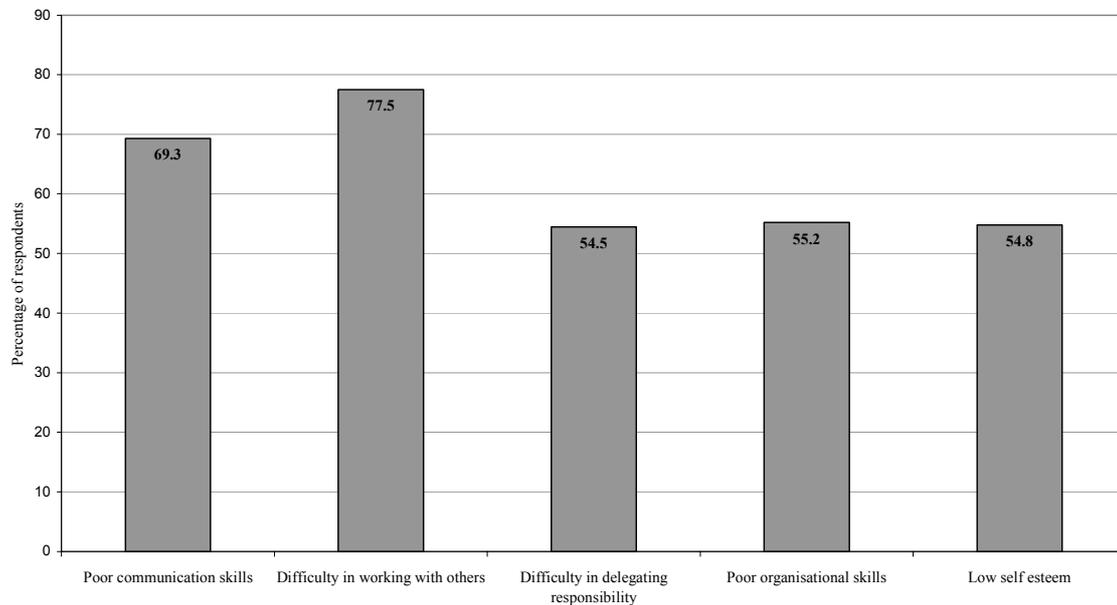
Respondents who reported being bullied in the workplace were also asked about the different kinds of perpetrator or perpetrators. There were several different options and respondents were able to select more than one category of perpetrator. The options were:

- Single colleague;
- Several colleagues;
- Single supervisor;
- Several supervisors;
- Single subordinate;
- Several subordinates;
- Clients/customers.

Therefore respondents were able to select both 'several colleagues' and 'one single supervisor' if this applied to their situation. As Table 2.16 shows, over half of the respondents who reported experiencing bullying in the workplace indicated that the perpetrator was 'one single colleague'. 46% of respondents reported that 'one single supervisor' was the perpetrator. Being bullied by 'several subordinates' was reported by just 5.2% of those who reported as being bullied. 17.3% of respondents indicated that clients or customers were the perpetrators of the bullying.

Table 2.16: Sources of bullying
(refers to those reporting bullying only)

	Males	Females	All Persons
	%	%	%
One single colleague	39.9	59.6	51.3
Several colleagues	32.8	20.8	25.6
One single supervisor	38.3	51.7	46.1
Several supervisors	22.5	12.2	16.8
Single subordinate	10.5	11.4	11.0
Several subordinates	5.6	5.0	5.2
Clients/customers	17.3	17.3	17.3

There are gender differences with respect to the perpetrator or perpetrators of the bullying. Nearly 40% of males report being bullied by a single colleague and/or a single supervisor. About a third report being bullied by several colleagues and a fifth of male workers indicate that the perpetrators are several supervisors. Nearly 60% of females report being bullied by one single colleague and about a fifth indicate that the perpetrators are several colleagues. Over half of females report that the source of the bullying is a single supervisor.

These findings indicate that females are more likely than males to report being bullied by a single colleague or a single supervisor whereas males are more likely than females to indicate that the source of bullying is several colleagues or several supervisors.

Table 2.17: Number of different categories of perpetrator
(refers to those reporting bullying only)

	Males	Females	All Persons
	%	%	%
One	62.3	56.2	58.9
Two	32.6	30.7	31.4
Three or more	5.2	13.1	9.7
Total[11]	100.0	100.0	100.0

A victim may be simultaneously subject to bullying from more than one source or category of perpetrator. A respondent may, therefore, select more than one of the seven categories in question. Table 2.17 presents the percentage of respondents who selected one, two or three or more sources. The majority of respondents select one category of perpetrator, however, just over 30% select two categories and just under 10% select three or more categories of perpetrator.

Table 2.18 details some of the different combinations of the different types of perpetrators of bullying that were reported by the respondents. One fifth reported that the bullying was perpetrated by a single colleague only**.** Over 14% report that the perpetrator was a single manager or supervisor.

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[11] Totals may not always equal exactly 100% owing to cell rounding.

Table 2.18: Combinations of different types of perpetrators or sources of bullying
(refers to those reporting bullying only)

	Males	Females	All Persons
	%	%	%
Single supervisor or manager	11.3	16.7	14.4
Single colleague only	13.6	24.8	20.0
Single colleague/single supervisor or manager	11.6	16.7	14.5
Several colleagues only	10.3	4.2	6.7
Several supervisors only	9.8	1.8	5.5
Clients/customers only	10.9	3.8	6.8
Single subordinate only	--	--	--
Several colleagues/single supervisor or manager	5.5	1.4	3.1
Single colleague/single supervisor or manager	--	--	--
Several colleagues/several managers	5.0	2.5	3.5
Single colleague/single subordinate	5.5	5.3	5.4
Other combinations	16.1	22.8	19.9

Table 2.19: Relationship between gender of victim and gender of perpetrator(s)
(refers to those reporting bullying only)

	Males	Females	Both	Total
	%	%	%	%
Male	74.9	16.6	8.4	100.0
Female	33.1	51.5	15.4	100.0

Table 2.19 provides information about the gender of the bullied respondent and the gender of the perpetrator as reported in the survey. It is clear that the majority of males are bullied by other males. Nearly three quarters of the males who report being bullied are bullied by other males, just under 17% are bullied by females and approximately 8% are bullied by a mixture of both genders. Over half of female bullied respondents are bullied by other females; about a third report that the gender of the perpetrator is male and the remaining proportion report a mixture of both genders. Therefore it seems that males are more likely to be bullied by other males and females are more likely to be bullied by other females.

Bullied as an individual of part of larger group
Table 2.20 below presents the findings according to whether respondents feel they have been bullied as an individual or whether they were part of a larger group. Nearly 40% of the respondents who report they have experienced bullying at work indicate that they feel bullied on an individual basis whereas approximately 60% report that they are part of a larger group. There is little gender difference with respect to these findings.

Table 2.20: Bullied respondents classified by whether or not they report they have been bullied as an individual or as part of a larger group at work
(refers to those reporting bullying only)

	Males	Females	All Persons
	%	%	%
Individual	37.1	39.8	38.9
Group	62.9	60.2	61.1
Total	100.0	100.0	100.0

Responses to bullying

Individuals cope with bullying in different ways. Respondents were asked whether they used a variety of different coping mechanisms and strategies when dealing with bullying. The findings are presented in Table 2.21. The majority of respondents discussed the issue with their family, friends, colleagues and supervisors. Just under a quarter referred the matter to personnel and 17% contacted a trade union. Around a fifth of respondents used a grievance procedure at their place of work. There are some gender differences: females are more likely to seek out informal support through talking to their friends, family and colleagues about it. Men are more likely to have referred the problem to their trade union or have sought legal advice.

Among the 17% who refer the matter to a trade union or staff association, the vast majority are members of a trade union. However, only about a third of those who report being bullied and belong to a trade union refer the matter to the trade union or staff association.

Table 2.21: Respondents' responses to bullying
(refers to those reporting bullying only)

	Males	Females	All Persons
	%	%	%
Discussed with family	52.8	71.8	63.7
Discussed with friend/s	61.3	87.6	76.4
Discussed with colleague/s	77.4	88.4	83.8
Discussed with supervisor	53.8	58.2	56.2
Referred to personnel dept.	22.8	24.4	23.7
Referred to Union/staff association	23.5	12.5	17.2
Used a grievance procedure	16.3	23.6	20.5
Sought medical/similar professional help	12.8	15.3	14.2
Sought legal advice	9.1	5.7	7.4

Table 2.22: Actions taken/considered in response to bullying
(refers to those reporting bullying only)

	Males	Females	All Persons
	%	%	%
Considered seeking transfer within company	27.4	29.9	28.8
Sought a transfer within the company	15.8	8.4	11.4
Considered quitting job	49.4	63.2	57.7
Left a job to take up another one	12.0	17.9	15.4
Considered leaving work completely	21.1	19.3	20.2
Taken sick leave	14.0	22.6	19.0
Approached a group/agency for advice	6.3	10.3	8.7

Table 2.22 shows the different responses respondents actually took, or considered taking, in reaction to their experiences of bullying at work. Nearly 29% considered seeking a transfer within their company. Just under a fifth of respondents took sick leave and 11% actually sought a transfer within the company. 15.4% indicated that they actually left a job. A fifth of respondents who reported being bullied in the workplace considered leaving work completely. Nearly 9% approached a support group or agency for advice. Males seem more likely than females to have sought a transfer whereas females appear to be more likely than males to consider quitting their jobs.

Effects of Bullying on Quality of Life

Respondents were asked about the effect that the bullying had on their life outside work. The results are presented in Table 2.23. Just under 49% indicated that it had a negative effect. Males are slightly more likely than females to report that the bullying had a negative impact on their life outside work.

Table 2.23: Percentage of respondents who report that bullying had a negative effect on life outside work
(refers to those reporting bullying only)

	Yes	No	Total
	%	%	%
Males	52.0	48.0	100.0
Females	45.4	54.6	100.0
All persons	48.3	51.7	100.0

Respondents were asked to further indicate and quantify the effect of the bullying on their lives in general. They could select from a scale of 1, minor effect, to 10, where bullying had a major effect. Table 2.24 summarises the findings with respect to gender.

Table 2.24: Score on scale of 1 to 10 for perceived impact of bullying on life in general
(refers to those reporting bullying only)

	Males	Females	All persons
	%	%	%
Effect on life in general:			
1-2 (minor effect)	28.6	17.8	22.1
3-4	19.7	27.1	24.1
5-6	20.9	30.7	27.0
7-8	16.2	17.4	16.9
9-10 (Very sig. detrimental effect)	14.5	7.0	10.0
Total	100.0	100.0	100.0

One tenth of respondents who reported being bullied said that the bullying had a very significant effect on their lives in general. Over twice as many males reported this than females. 22% of respondents who reported as being bullied indicated that the bullying had only a minor effect on their lives. This percentage is again higher for males so it seems that the males are distributed at either extreme whereas the majority of females indicate that the bullying had a moderate effect on their lives overall (scoring between 5 and 6).

Levels of stress and control over one's life

Levels of Stress

This section is concerned with reporting the levels of psychological stress among respondents. A series of measures were included in the questionnaire to allow the generation of an index of the respondent's overall levels of stress. This measure of stress was constructed from 12 items of equal weight based on the following 12 questions:

Have you recently:

- Been able to concentrate on whatever you are doing;
- Lost much sleep over worry;
- Felt that you are playing a useful part in things;
- Felt capable of making decisions;
- Felt under constant strain;
- Felt that you couldn't overcome your difficulties;
- Been able to enjoy your normal day-to-day activities;
- Been able to face up to your problems;
- Been feeling unhappy or depressed;
- Been loosing confidence in yourself;
- Been thinking of yourself as a worthless person;
- Been feeling happy, all things considered.

The respondent was asked to say whether or not he/she was able to do each of the 12 items: More so than usual; Same as Usual; Less than Usual; Much Less than Usual.[12]

The findings are shown in Table 2.25 and clearly indicate that the experience of bullying is associated with increased stress levels. For example, just under 69% of those not being bullied score zero on the stress score (i.e. have low levels of stress), the comparable figure for those reporting bullying is 43.4%. At the opposite end of the scale, while less than 1% of the respondents who say they are not being bullied score 6 or more (i.e. are experiencing high stress levels), the comparable figure for those being bullied is over 7%. The pattern is similar across the genders.

Using the stress index as a continuous scale, we can compare the mean scores for the bullied and non-bullied respondents, we can see from the mean scores for stress that the scores are consistently higher among the bullied groups than the non-bullied groups.

Table 2.25: Levels of psychological stress among respondents classified by whether or not they are bullied by gender

	Males		Females		All persons	
	Bullied %	Not Bullied %	Bullied %	Not Bullied %	Bullied %	Not Bullied %
(Low Stress) 0	47.7	71.4	39.9	65.0	43.4	68.8
1	12.2	15.5	15.7	18.1	14.2	16.6
2	17.3	6.8	18.5	9.3	17.9	7.8
3-5	12.6	5.7	21.0	6.7	17.4	6.1
6-8	6.8	0.6	4.1	0.9	5.2	0.7
(High Stress) 9-12	3.4	--	0.8	--	1.9	0.0
Total	100.0	100.0	100.0	100.0	100.0	100.0
Average Score	1.69	0.52	1.67	0.67	1.67	0.59

Levels of control over one's life

As well as attempting to measure the stress levels among respondents, the questionnaire also asked a series of questions that were intended to give a picture of the extent to which respondents felt control over their lives. Control is here used in the sense of whether respondents feel they can determine what happens to them and can, if necessary, have the ability to change certain aspects of their lives. The questions were as follows:

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[12] In scoring the scale we assigned a '1' to an extreme negative response for each of the 12 items. If the respondent recorded anything other than the extreme a score of '0' was assigned to that item. For example, in the cases of 'Felt constantly under strain', the extreme negative response was 'More so than usual'. In respect of an item such as 'Been able to enjoy your normal day-to-day activities' the extreme negative response was 'Much less than usual'. In this way a score of 1 to 12 was developed for each respondent on the basis of his/her responses to the 12-items in question. A score of 0 indicates very low levels of stress while a score of 12 would indicate an extremely high level.

- I can do just about anything I set my mind to;
- I have little control over the things that happen to me;
- What happens to me in the future depends on me;
- I often feel helpless in dealing with the problems of life;
- Sometimes I feel that I am being pushed around in life;
- There is a lot I can do to change my life if I wanted to;
- There is really no way that I can solve some of my problems.

Respondents were given the choice of: Strongly Agree; Agree; Disagree; Strongly Disagree.[13] The scores in question run from zero (for those who feel themselves to be in complete control) to 7 for those at the other end of the spectrum. This latter group feels largely helpless in directing what happens to them in their lives and seem to be much more passive than active in determining how their future unfolds.

The relationship between this measure of 'control' and the experience of bullying on the other is summarised in Table 2.26. While 0.8% of those who are not being bullied score highly on this scale and are therefore deemed to be 'not in control', the comparable figure for the bullied group is 2.9%. In contrast, while 35.4% of those who report that they are not being bullied in the workplace are classified as 'in control', only 20.4% of those being bullied score similarly. This means that those not being bullied are approximately 1.5 times as likely to feel 'in control' of their lives than those being bullied.

Table 2.26: Level of control over life among respondents classified by whether or not they report being bullied

| | Males | | Females | | All persons | |
	Bullied %	Not Bullied %	Bullied %	Not Bullied %	Bullied %	Not Bullied %
(In Control) 0	17.2	35.0	22.9	36.1	20.4	35.4
1	28.6	27.3	18.0	27.6	22.4	27.4
2-3	32.6	27.4	43.4	26.9	38.7	27.3
4-5	16.3	9.3	14.6	8.8	15.5	9.1
(Not in Control) 6-7	5.2	1.0	1.2	0.6	2.9	0.8
Total	100.0	100.0	100.0	100.0	100.0	100.0
Average Score	2.19	1.90	1.90	1.34	2.03	1.36

Using the life control index as a continuous scale, we can compare the mean scores for the bullied and non-bullied respondents. It is clear that those being bullied have a higher mean score than those not being bullied; while this pattern is true across the genders, the difference between mean scores is more pronounced for females.

[13] A score of '1' to a respondent who gave either of the negative responses to each of the items in question. Thus, for example, if a respondent said either 'Disagree' or 'Strongly Disagree' to the statement 'I can do just about anything I set my mind to' he/she would be given a score of '1' on that item – otherwise he/she would receive a score of '0'. In this way the fatalism/life control scale varied from 0 to a maximum of 7 – the latter indicating that a respondent felt very little control over what happened to him/her.

Single Incidents of Bullying

The questionnaire also asked people about whether they had experienced a *single* incident of inappropriate behaviour at their place of work. A total of 3.1% of people at work reported that they had experienced such an incident. This figure represents just under 62,000 people in absolute numbers. We can see from Table 2.27 that 4.6% of female employees reported experiencing a single incident at their place of work; the comparable figure for male employees is 2.3%. Therefore we can say that female employees are twice as likely to experience a single incident of inappropriate behaviour at work.

Table 2.27: Single incidents of bullying classified according to employment status and gender

	Males	Females	All Persons
	%	%	%
Employee/CE	2.3	4.6	3.4
Self-employed/Farmer	1.6	0.0	1.4
Total	2.2	4.3	3.1

Table 2.28 shows the single incident rate according to the sector in which the respondent works. 4.6% of respondents working in the public sector indicated that they had experienced a single incident at work, compared to 2.3% of private sector respondents. Therefore a public sector respondent is twice as likely to report a single incident than a private sector respondent. 6.2% of female public sector respondents reported a single incident of bullying behaviour at work, which is more than double the rate for male public sector workers.

Table 2.28: Single incidents of bullying classified according to sector and gender

	Males	Females	All persons
	%	%	%
Public Sector	2.8	6.2	4.6
Private Sector	2.0	2.8	2.3

Multivariate Modelling of Victimisation

Up to this point we have looked at the incidence of bullying in different sub-groups of the population and in different work settings. While this bivariate approach provides essential descriptive information about who is at the greatest risk of bullying, and in which work settings and organisations bullying is more prevalent, it does not allow us to assess the separate effects of different factors. For example, we have shown that women are more likely to experience bullying than men, and that workers in Public Administration have comparatively high rates of bullying. However, we cannot tell from these bivariate relationships whether the high incidence of bullying is a characteristic of the Public Administration sector *per se*, or to the relatively high proportion of women working in the

sector, or indeed, to some additional factor. In order to disentangle the separate effects of a series of potentially influential factors it is necessary to move to a multivariate methodology within which we can control for the effect of each variable when assessing the effect of another.

The analysis consists of a series of conventional logistic regression models of bullying as a function of the characteristics of individuals. The dependent variable in each of these equations is a dichotomous variable coded 1 if respondents indicated that they had been bullied either currently or at some point in the past six months. We are thus using the same measure of bullying as in the descriptive analysis presented so far.

**Table 2.29 Logistic model of bullying victimisation,
individual characteristics**

Equation	(1)		(2)	
	Exp(B)	Significance	Exp(B)	Significance
Self-employed	0.389	0.000	0.517	0.015
Female	1.597	0.000	1.297	0.064
Age 26-35	0.850	0.383	0.875	0.490
Age36-45	1.020	0.918	1.067	0.748
Age 46-55	1.335	0.148	1.402	0.106
Age 56+	0.881	0.649	0.927	0.790
Leaving Cert	1.921	0.001	1.912	0.002
Tertiary Education	2.172	0.000	2.260	0.000
Professional			1.362	0.209
Associate Prof			1.169	0.576
Clerical			1.475	0.109
Craft			0.397	0.022
Personal Services			1.907	0.011
Sales			2.064	0.006
Plant Operative			2.647	0.000
Other Occupation			0.491	0.085
Constant	0.042	0.000	0.033	0.000
No. of Cases	3544		3544	
Nagelkerke R Squared	0.045		0.078	

We start in Table 2.29 with an analysis of the impact of personal characteristics on the probability of experiencing bullying. Equation (1) shows the effects of being self-employed (versus an employee), gender, education, on the chances of being bullied. We report the exponent of the logistic regression coefficient, which can be interpreted as a simple

probability. Thus, the effect of being self-employed (0.389), which is highly statistically significant (p < .0001), indicates that the probability of a self-employed person being bullied is about 40% of the probability of an employee – or that employees are about 2 1/2 times more likely to be bullied than the self employed. This mirrors the findings shown in Table 2.5. but the multivariate framework has the advantage of allowing us to identify the impact of employment status while simultaneously taking account of other, potentially influential variables including gender, age etc.

We have already seen a greater incidence of bullying among women. Equation (1) indicates that this effects remains when we take account of the other variables in the model. The size of the coefficient suggests that the odds of a woman being bullied are 60% greater than those of a man, other things being equal. Age has no statistically significant effect on the probability of being bullied. Those with a Leaving Certificate and with tertiary education are more likely to experience bullying than those with lower secondary education or lower qualification, when other factors are taken account of, reflecting the higher incidence among this group shown in Figure 2.1. We can examine below whether this is an effect of education *per se,* or whether it is has something to do with the kinds of work settings in which those with higher education tend to be concentrated.

Occupation is added in equation (2). Compared to Managers and Administrators, Sales workers and plant operatives are more likely to be bullied; crafts persons are less so. The introduction of occupation reduces the impact of gender to just outside conventional thresholds of statistical significance, although this result should be interpreted with caution, given the concentration of women in certain occupations.

We turn next to the nature of jobs and organisational characteristics. Equation (3) in Table 2.30 confirms that the self-employed are less likely than employees to suffer bullying. Casual workers are more likely to be bullied than those with permanent contracts, but there is no difference between temporary and permanent workers. Neither is there any difference between part-time and full-time workers, nor between the private and public sector, contrary to the pattern suggested by Figure 2.2, although this maybe because we also specified Public Administration, where bullying rates are comparatively high.

The Wholesale/Retail sector shows a higher incidence of bullying than Traditional Manufacturing, the reference category. Workers in Education, Public Administration, Health Services and Transport are more likely to be victims of bullying. Bullying appears to be higher in establishments with 100 or more employees, compared to those with less than 4 employees.

Equation (4) adds a series of variables related to the organisations in which people work. Workers who have experienced the appointment of a new manager or supervisor have a higher risk of victimisation than those who have not. Those who have experienced a corporate restructuring also have greater risk of bullying. However, neither new ownership nor the introduction of new technology has any significant impact on the probability of experiencing bullying, when other factors are taken account of.

Finally, Equation (5) adds the effects of the presence of a formal policy in bullying in the workplace. The effect of such formal policies is to reduce individuals' risks of being bullied.

**Table 2.30 Logistic model of bullying victimisation,
job and organisational characteristics**

	(3)		(4)		(5)	
	Exp(B)	Sig.	Exp(B)	Sig.	Exp(B)	Sig.
Self-employed	0.539	0.040	0.424	0.013	0.364	0.004
Temporary	1.118	0.569	1.202	0.364	1.233	0.315
Casual	2.421	0.001	2.341	0.004	2.355	0.005
Part-time	0.650	0.099	0.669	0.134	0.680	0.160
Private sector	1.097	0.613	1.122	0.548	0.976	0.901
Agriculture	0.000	0.996	0.000	0.996	0.000	0.996
Hi-tech Manufacturing	1.514	0.302	1.774	0.199	2.148	0.088
Construction	0.809	0.627	1.034	0.944	0.934	0.888
Wholesale/Retail Sales	2.667	0.007	3.231	0.004	2.665	0.017
Business Services	1.123	0.788	1.428	0.445	1.556	0.346
Transport	3.531	0.001	3.930	0.001	4.332	0.001
Finance	2.039	0.108	2.227	0.095	2.550	0.057
Public Administration	3.546	0.002	4.103	0.002	4.983	0.001
Personal Services	2.448	0.020	2.797	0.017	2.576	0.030
Education	4.105	0.000	5.510	0.000	6.096	0.000
Health & Social Work	3.678	0.001	4.693	0.000	5.539	0.000
5-25 Employees	1.028	0.903	0.965	0.879	1.081	0.744
26-99 Employees	1.434	0.128	1.200	0.461	1.612	0.061
100+ Employees	1.672	0.031	1.350	0.233	1.747	0.037
New Manager/ Supervisor			1.461	0.010	1.453	0.015
New Ownership			1.149	0.550	1.121	0.634
Corporate Re-organisation			1.444	0.021	1.538	0.008
New Technology			1.004	0.977	1.087	0.579
Formal Policy on Bullying					0.376	0.000
Constant	0.031	0.000	0.021	0.000	0.033	0.000
No. of Cases	3337		3287		3185	
Nagelkerke R Squared	0.081		0.096		0.115	

**Table 2.31 Logistic model of bullying victimisation,
combining individual with job and organisational characteristics**

	(6)		(7)	
	Exp(B)	Sig.	Exp(B)	Sig.
Self-employed	0.450	0.013		
Female	1.234	0.187	1.228	0.209
Age 46-55	1.383	0.065	1.407	0.060
Leaving Certificate	1.799	0.009	1.766	0.016
Tertiary Education	2.083	0.001	2.097	0.002
Clerical	1.362	0.156	1.378	0.145
Craft	0.527	0.147	0.687	0.399
Personal Service	1.133	0.613	1.080	0.759
Sales	1.600	0.191	1.644	0.185
Plant Operative	2.682	0.001	2.234	0.010
Other Occupation	0.543	0.129	0.544	0.132
Casual worker	1.838	0.040	1.941	0.027
Hi tech	1.302	0.428	1.444	0.277
Wholesale/Retail	1.768	0.097	1.760	0.120
Transport	2.991	0.000	2.488	0.006
Finance	1.792	0.125	1.712	0.170
Public Administration	3.831	0.000	3.795	0.000
Personal Service	2.246	0.011	2.452	0.006
Education	4.708	0.000	4.748	0.000
Health & Social Work	4.156	0.000	4.287	0.000
26-99 employees	1.529	0.017	1.583	0.011
100+ employees	1.603	0.014	1.671	0.008
New Management	1.486	0.009	1.483	0.011
Corporate Re-organisation	1.645	0.001	1.610	0.003
Formal Policy on Bullying	0.372	0.000	0.373	0.000
Constant	0.019	0.000	0.019	0.000
N of Cases	3220		2677	
Nagelkerke R Squared	0.144		0.121	

Having developed models for the individual and job or organisational correlates of bullying victimisation, we turn in Table 2.31 to combine the two sets of factors. Given the large number of variables in the two sets of models, our general strategy is to include only those variables which have been statistically significant, or close to achieving statistical significance, in the earlier models. Equation (6) is the combined model for the full sample, including employees and the self-employed. Equation (7) replicated the final model confining the sample to employees only. The pattern of effects in the two equations are very similar. Gender remains unimportant. It should be noted that the lack of a significant effect in respect of gender represents a break with the previous findings in 2001. The effects of

having attained the Leaving Certificate and Tertiary education remain influential. Plant operatives and casual workers face higher risks of being bullied.

Workers in Education, Public Administration, Health and Transport are more likely to be victims of bullying. Bullying risk is higher in establishments with 26 or more employees. The effects of changes in management and of corporate reorganisation are to increase bullying risk. The final model confirms that people who work in organisations that have implemented a formal policy on workplace bullying are less at risk of being victims.

More generally, our multivariate analysis suggests that the principal determinants of workplace bullying have less to do with the characteristics of the victim, and more to do with the nature and organisation of the workplace. The main exception to this general pattern is that those with higher levels of education are more likely to report bullying. This is consistent with the previous research in Ireland (O'Connell and Williams, 2002). This is an important finding, not least because it suggests that, if the principal drivers of bullying are organisational in nature, then appropriate workplace practices and policies can be developed to reduce, if not eliminate, the problem.

Case Histories

In order to illustrate aspects of the bullying process, its impact, and how it is handled in the workplace we constructed a series of typical 'case histories' from our sample based on individuals' survey responses, including, in some instances, the text of their answers to open-ended questions. The names are, of course, fictitious.

Kathleen

Kathleen is 48 and single. She has been working as a teacher in a small school, with under 20 employees, since the early 1980s. She works 30 hours per week, Monday to Friday. She is employed on a permanent contract and is a member of a trade union.

Kathleen reports being bullied at work by several male colleagues over the last six months. The bullying mainly takes the form of verbal abuse, such as humiliation and threats, and also exclusion. She feels that she is being singled out as an individual for the bullying.

According to Kathleen, there isn't a formal policy on adult bullying in her workplace and she feels that the issue is handled very poorly. Despite the lack of a formal policy, she has taken a number of steps to try and address the issue herself. She has spoken to the main perpetrator involved. In addition, she has discussed the matter with her manager and referred it to her union. However, to date, there has been no effect on the bullying. She says that she is experiencing 'isolation and stress' at work. Her home life is also affected as she is 'bringing some of the worries home'.

As well as contemplating quitting and finding another job, she has also considered leaving work completely. She has not contacted any agencies for help as she fears that that 'might make life worse'.

Keith

Keith is 34 years old, married and has one child. Last year, he started working as a manager in a large organisation with over five hundred employees in the Financial and Business Services sector. He works 44 hours per week and is employed on a permanent contract. He is not a member of a trade union.

Keith left his prior employment solely due to the bullying and harassment he experienced there. His previous organisation had less than 20 employees and he was responsible for about eight staff. He used to work 46 hours a week and did not belong to a trade union during his employment.

He reports that he was bullied in his previous job by his male manager on a daily basis over a period of about six months. He explains that the bullying was 'related to a particular incident shortly after arrival in the job'. The bullying was mainly verbal abuse and included being undermined and humiliated. Keith also reports experiencing aggression.

While a formal policy was being introduced during Keith's employment, he did not think it was fair and balanced. He did not use any formal or informal reporting mechanisms at work, mainly because he says he felt 'vulnerable' and thought that 'any action may aggravate the

situation'. He also felt that seeking help, from outside the organisation or from within it, was 'career suicide' and that any 'escalation of the issue would only serve to worsen reputation and future prospects'. As a result of the bullying, he says that he felt more 'uncertain' and experienced a 'loss in confidence'. His home life was affected as well, as he was frequently 'strained and upset'. The bullying continued until Keith found alternative employment.

He describes the relationship between staff and management in his new workplace as very good. There is a formal, written policy on workplace bullying and he feels that bullying is handled very well there. The grievance procedure comprises both internal and external processes in which outside consultants and counsellors are involved.

Elisabeth

Elisabeth is 42, lives with her husband and two children and is a Nurse Manager in the public sector. She has been working for her current employer for the last eight years. She works slightly over 40 hours a week and is employed on a permanent contract. There are over five hundred people working in her organisation and she is responsible for the supervision of a large number of staff. She describes relationships between staff and management as good. She has been a member of a Trade Union for the last 20 years.

She reports being bullied several times a month by a male colleague for the last two years. The bullying mainly occurs when the bully doesn't 'get their own way' and largely consists of verbal abuse. For example, Elisabeth reports being undermined and humiliated. She also indicates that she is not the only one being bullied by this person and that the bully sometimes makes false allegations against people in written complaints to senior management. Elisabeth says that the bullying made work very difficult and created a great deal of extra pressure. In addition, she reported that the bullying also had a bearing on her life outside work as she was frequently 'wound up' when she arrived home. She felt that her 'bad mood affected the whole family', including her two children.

In Elisabeth's workplace, there is both a formal policy on workplace bullying and also an employee assistance program. To this end, she feels that bullying is handled well in her organisation. There is a 'clear and formal process on how to deal with it, for managers and for victims', which is 'available to all'. Elisabeth made use of the formal policy and reported the bullying both to her manager and personnel. She reports that the bullying has been reduced by the intervention, which involved a formal investigation conducted by an external company.

John

John is married and has three children. He joined the Garda Siochana in the late 1970s and is now in his mid forties. He usually works over 60 hours per week and is employed on a permanent contract. He is responsible for the supervision of a large staff. As well as a formal policy on bullying, there is also an employee assistance program operating at John's place of work. If a staff member feels he/she is being bullying, there is a reporting system and also the opportunity to contact the representative body for Gardai.

John reporting being bullied by two of his supervisors in his organisation. The bullying went on for three years, several times a week, and only stopped last year. John says he was not the only person targeted by the bullying. However, he feels that one of the reasons he was specifically targeted was because of his popularity at work. The bullying took many forms

including favouritism regarding allocation of tasks and removal of overtime if the supervisors did not like a particular person. In addition, the bullying included exclusion, undermining and excessive monitoring of work.

John was transferred temporarily and the matter came to light when he met with a senior member of staff. He reports that the bullying was dealt with using sanctions applied to the perpetrators in question. At no stage did John refer the matter to the Gardai representative body. However, he did contact a support group for victims of bullying. He feels that the bullying had only a minor effect on his life and feels bullying is handled well in his organisation.

Claire

Claire is in her mid thirties, single and lives on her own. She is currently working as a teacher in the public sector. She experienced bullying in her previous job as a community development officer in a small to medium sized organisation in the health sector. She was responsible for a small number of staff and was employed on a permanent contract, working three days a week.

Claire experienced bullying in her last workplace over a period of about two years, which eventually led to her leaving her job. She reports being bullied by a male manager. The bullying occurred on an almost daily basis and was mostly verbal and included being 'sworn at, undermined and belittled'. Claire says that she was not the only one being bullied in this organisation and in fact, she feels that one of the reasons she was targeted was because she 'stood up for others who were bullied'.

The organisation where the bullying occurred operated a formal policy on workplace bullying which included a grievance procedure. As well as talking to her manager on several occasions, Claire also discussed the matter with her trade union. However, she felt that these interventions had no effect. She thinks that the main reason for the lack of effect was that the grievance procedure was not independently investigated. Since the perpetrator was a manager, he was the 'final arbitrator in cases of bullying'.

As a result of the bullying, Claire felt less confident in her abilities and her self-esteem also suffered, both inside and outside of work. She did not seek help with an external agency but instead relied on 'very good friends and family for support'. Claire also reported taking sick leave directly because of the bullying. Her reasons for leaving her job were wholly related to the bullying. She is currently working as a teacher, on a temporary contract, in the public sector.

Tom

Tom is 43 and single. He has been employed as an HGV driver for his current employer since 2000 and works 50 hours a week. There are more than five hundred people working for his organisation. He is employed on a permanent contract and joined a trade union in 2004.

There is a formal, written policy on workplace bullying operating in his organisation although he feels that the policy is 'not easily accessible'. However, overall, he thinks that bullying is handled 'very well' at his work. Tom reports that he has been regularly bullied in his workplace over the last six months. The bullying started when his supervisor tried to

pressurise him into taking a job without an appropriate rest break. When Tom refused, the supervisor initiated disciplinary proceedings against him. He says that he is not the only person who is experiencing bullying in his organisation. He feels that the problem to some extent arises because management do not want to 'employ more staff for the expansion and volume of work'. Over the last year, Tom feels that the nature, and pace, of his work has changed considerably. In addition, the organisation has undergone reorganisation.

Tom reports feeling less able to concentrate and is losing sleep because of worrying. He has taken sick leave as a result of the bullying and has considered leaving his job. He has also approached an external group for advice about bullying. Tom has spoken to senior management, including personnel, about the issue and may even become more active in the union in order to address the problem. He reports that the bullying has reduced somewhat because of these interventions.

Anne

Anne is 37, married and has been working in her current job in local government since 1998. Her workplace is quite small, with under 20 employees and she herself is responsible for the supervision of a number of staff. She is employed on a permanent contract. Anne's membership of a trade union dates back to before her current employment, to the late 1980s. While relationships between staff are good, Anne describes staff-management relations as very bad.

There is a formal policy on bullying in her workplace and also an employee assistance program. In cases of bullying, an individual can report the matter to a designated member of staff with particular responsibilities for dealing with such incidents. Meetings are held with all parties concerned. Despite this, Anne feels that bullying is poorly handled in her organisation.

Anne reports that she has been regularly bullied by a female supervisor over the last two years. The bullying often involves 'unreasonable deadlines, shouting, and being expected to work late at short notice'. In addition, she says that she has been treated less favourably, and work-related information has been withheld from her. She thinks part of the reason for the bullying is because of her immediate boss's lack of 'technical qualifications and understanding of technical detail', which leads to unreasonable demands in insufficient timescales. She has considered transferring and quitting her current job because of the bullying and also reports feeling constantly under strain. So far, she has not consulted an external agency owing to her time commitments.

Anne initially reported the bullying to her manager but feels that that did not have any effect. She then initiated the organisation's grievance procedures and referred the matter to personnel, and her union. Several meetings have been held and she feels that the bullying has reduced.

Michael

Michael is a 29 year old Phillipino and has been employed as a care worker for the elderly in the private sector for over a year. He is on a temporary contract and works part time, approximately 26 hours per week over three days. Michael feels that staff and management relations in the organisation in which he works are quite bad. There is no formal policy on workplace bullying and the issue is very poorly handled in his organisation.

Over the last month, Michael reports being bullied by his female supervisor. He says that this supervisor will often 'tell you to do something even when it is not your line of duty', for example, cleaning. In addition, after the allocation of shifts, he often discovers that he is 'replaced by someone else and no reason given'. He also indicates that the bullying has included exclusion, aggression and undermining. He feels the fact that he is a 'foreigner' is a possible reason for the bullying.

He has tried speaking to his boss about the matter, but has not been successful in resolving the bullying. He reports feeling constantly under strain and also unhappiness and depression. He has considered quitting and finding alternative employment. He is not a member of a trade union but is currently trying to contact other migrant workers in his situation.

Fiona
Fiona is 24 and has been working as a waitress for the last three years. Although the outlet where she works has less than five employees, the full enterprise has over 100 staff. She usually works 32 hours per week, four days per week. She isn't a member of a trade union and is employed on a casual basis. The company don't have a formal policy on bullying and handle the issue very poorly. She describes relationships between staff and management as very bad.

The bullying is carried out by Fiona's supervisor and takes place several times a week. It has been going on for the last two months. Fiona feels that her boss has 'issues' and is 'power hungry'. In her opinion, her boss lacks adequate communication skills and finds it difficult to work with others. The bullying is mainly verbal and includes undermining, being given unreasonable assignments, and excessive monitoring of her work.

The bullying has caused her some stress and decreased her 'motivation at work' and her performance generally. At one stage, she did consider quitting and finding another job. However, Fiona felt confident in her ability to handle it herself. She spoke with her boss directly about the issue, and also with colleagues. As a result, the bullying has reduced.

Robert
Robert is 42 years old and has been working in Administration in the Health sector for over 20 years. He is a permanent member of staff and is a long time member of a trade union. He works 39 hours per week. He feels that bullying is handled well in his organisation. As well as a formal written "Dignity at Work" policy, there is also an employee assistance program. The policy specifies a grievance procedure, which involves initially reporting the bullying to a supervisor who then takes appropriate action.

For the last six months, Robert reports that he has been bullied on an occasional basis by a male subordinate at work. The bullying includes being threatened and undermined by this employee. He feels that the problems arise because of possible 'misunderstandings' regarding new organisational policies and that an employee 'may not be happy with work instructions'. Robert feels that the subordinate doesn't appreciate that these may not come from him, but senior management, and are therefore beyond his control.

He feels that it is difficult with 'so many staff to manage' and that it is hard to 'keep all the staff happy with different requests'. The bullying led to his feeling less confident in himself and less able to make decisions. He became 'disinterested in the organisation, stressed and demotivated'.

While he thought about transferring or leaving his job, he did feel that he would be able to 'overcome this problem' himself, without the help of external agencies. In order to resolve the situation, Robert spoke to personnel and his manager. As a result of these actions, he feels the bullying has been reduced.

Dawn
Dawn is in her late thirties, separated and lives with her two children. She has been working in her current job in Administration, which is a permanent post, for the last three years. She works in a large organisation in the Financial and Business Services sector. She joined a trade union the same year she started her current employment.

There is a formal policy on bullying in her workplace. The grievance procedure involves initially reporting the problem to management and then personnel. Mediation is used in order to try and resolve the bullying. However, Dawn feels that bullying is very 'poorly handled' at her work. She describes relationships between staff and management as bad.

For the last year and a half, Dawn says she has been bullied at work quite regularly. The bully is Dawn's female supervisor, who happens to be younger than her. The bullying mostly includes verbal abuse, but also exclusion and aggression. She says that it was 'usually done discretely but there was a witness to it on one occasion'. Dawn reports that she has been 'picked on' many times and even reduced her working hours to avoid meeting the bully. She also reported the matter to her manager. Unfortunately, she says that this 'didn't help the situation at all, in fact only made things worse'.

The bullying had a very adverse effect on her work performance. She started making 'lots of mistakes and started ringing in sick'. She has also experienced loss of earnings as she cut back her hours. She now says that she has 'had enough' and recently handed in her notice. Her home life has also been negatively affected, and she has suffered from depression. Overall, the bullying has had a 'very significant detrimental effect' on life. She has approached an external support group for help.

Part III: Survey of Employers

Introduction

Part III reports on the main findings from the survey of public and private sector employers that was carried out by the ESRI Survey Unit. The survey, conducted in Autumn-Winter 2006/7, was designed to explore how organisations viewed the problem of bullying in their workplaces. They were also asked about the range of policies and procedures they had in place to deal with bullying, as well as general organisational characteristics. Therefore it should be remembered that the following does not report on the incidence of bullying *per se* but on how senior management and those with Human Resources responsibilities view the problem and the context in which the respondent organisations operate.

Design of The Survey of Employers

The Questionnaire
The questionnaire for the employer survey covered the following topics:

- Background information (number employed, type of organisation, whether public or private sector, number of offices/branches);
- Organisational characteristics (whether human resource policy determined centrally or locally, recent organisational or technological change, presence of employee representation, employee appraisal system, safety statement, equality policy);
- Experience of workplace bullying and impact on organisation;
- Policies and procedures related to workplace bullying and evaluation of their effectiveness;
- Sources of information on workplace bullying guidelines.

There were two components to the employer survey: a survey of private sector employers in the Industry, Construction, Distribution and Services sectors and a survey of public sector employers and employers in the Education and Health sectors.

Survey of Private Sector Employers
The population for the private sector employer survey consisted of firms in Industry, Construction, Distribution and Services (except for Health and Education). This survey was conducted by post as a module to the Monthly Business Surveys conducted by the ESRI. The survey involved a mail-shot of the questionnaires to 2,295 firms in these sectors in July and August 2006. A total of 869 completed questionnaires were returned by firms employing 52,000 workers in all. This represents a response rate of 38%, ranging from 22% in Construction firms to 47% in Distribution firms. Table 3.1 shows the number of firms who responded and the response rates in each sector.

Table 3.1: Employers responding to the questionnaire in the first phase
(Private sector firms)

Sector	Number sent	Number completed	Response Rate %
Manufacturing	665	260	39%
Construction	432	97	22%
Distribution (Mainly retail)	590	279	47%
Services (including business and personal services, e.g. Computer services, leisure services, transport, environmental)	608	233	38%
Total	2295	869	38%

Weighting of Survey of Private Sector Employers
The weights are based on numbers employed so that the results are representative of the experiences of employees. The employment weight is constructed to gross the total number of employees in each responding firm to the total number of employees in the population, stratified by sector and size. Sixteen strata were identified based on a cross-classification of size and sector. Four size categories were used: micro (fewer than 10 employees), small (10-49 employees), medium (50 – 249 employees) and large (250 employees). Four sectors were also used: industry, construction, distribution and services.

Since the focus of the survey is on employment practices, the weights were based on numbers employed.[1] A simple ratio weight was constructed that grosses the number of employees in responding firms in each stratum to the total number of employees in firms in that stratum in the population.[2] This ensures that the weighted results are representative of the total employed by sector and size.

Survey of Public Sector & Health and Education Sector Employers
The second phase of the employer survey was conducted with employers in the public sector and in parts of the private sector not covered by the monthly business surveys: this included commercial semi-states, and private sector firms in Education (including private schools, driving schools etc.) and Health (such as private hospitals, medical practices) as well as not-for-profit organisations, cultural and representative bodies. In order to target the survey to those organisations with the most employees, the population was limited to those with five or more employees.[3]

This survey was conducted by post as a stand-alone survey. The survey was piloted in July 2006 on 100 cases (with 26 responding following a single mail shot) and fielded between August and October 2006. Fieldwork involved three mail shots and intensive interviewer

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[1] For other purposes turnover or gross output might be used.
[2] The population figures were obtained from the Kompass database. This is a listing of 115,000 firms and organisations in Ireland which provides contact details and information on the sector and number of employees.
[3] This meant that organisations such as GP practices, driving schools, alternative health care practitioners, charities etc. with fewer than five employees were not included.

follow-up by telephone. Of the 1496 valid organisations contacted[4], 779 organisations with over 220,000 employees responded to the survey. This represents a response rate of 52%, ranging from 59% in the Education sector to 29% among Representative and Cultural organisations.

Weighting of the Survey of Public Sector, Health and Education Employers
As with the survey of private sector employers, the weights are based on numbers employed so that the results are representative of the experiences of employees. Fifteen strata were identified based on a cross-classification of size and sector. Three size categories were used: small/micro (5-49 employees), medium (50 – 249 employees) and large (250 employees). Five sectors were used: Health, Education, Public Administration and Defence, Other Public sector and Representative/Cultural Organisations.[5]

A simple ratio weight was constructed that grosses the number of employees in responding organisations in each stratum to the total number of employees in organisations in that stratum in the population.[6] This ensures that the weighted results are representative of the total employed by sector and size. The number of organisations responding in each of the categories is shown in Table 3.2.

Table 3.2: Employers responding to the questionnaire in the second phase
(Public sector, health and not-for profit)

Sector	Number sent	Number completed	Response Rate %
Education (mostly public sector but also including private sector)	495	290	59%
Health & Social Work (Mostly public sector, but also including private sector)	514	274	53%
Public administration and defence (including civil service, local authorities, Gardaí)	243	126	52%
Other public sector (including Post, Transport, semi-states)	118	53	45%
Representative and cultural organisations (includes representative organisations, libraries, museums, charities, churches)	126	36	29%
Total	1496	779	52%

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[4] A small number of organisations among the 1,500 included in the first mail-shot were no longer operating or were out of scope (had fewer than five employees).
[5] This group included representative and advocacy bodies (such as Chambers of Commerce, Trade Unions), cultural organisations (libraries, museums, broadcast media, sporting bodies), charities and churches.
[6] The population figures were obtained from the Kompass database of firms. This is a listing of 115,000 firms and organisations in Ireland which provides contact details and information on the sector and number of employees.

Results

Perceptions of Problems of Workplace Bullying

This section of the report explores the perceptions of problems with bullying in the organisations that participated in the survey. Respondents were asked about the prevalence of different types of bullying in their organisation during the last two years. As Table 3.3 shows, nearly 58% of respondent organisations report that bullying has not arisen in their workplaces. 29% indicate that they have experienced only minor problems in their organisations and approximately 13% report that there have been moderate to major problems with bullying in their workplaces.

Table 3.3: Reported problems with workplace bullying

	Frequency %
Has not arisen at all	57.9
Only minor problems	28.7
Some moderate/major problems	13.4
Total	100.0
No. of cases[7]	1636

Figure 3.1 below shows how the prevalence of bullying compares across the private and public sector. Nearly one in five of respondent organisations in the public sector indicate that bullying is a moderate to major problem in their organisation; this compares to approximately one in ten of in the private sector. Just under 25% of private sector respondent organisations indicate that bullying was a minor problem, compared to nearly 39% of the public sector.

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[7] The total number of cases is 1648 but throughout the report, the number of cases reported will mostly be less than this: this is owing to missing values.

Figure 3.1: Reported problems with bullying by sector
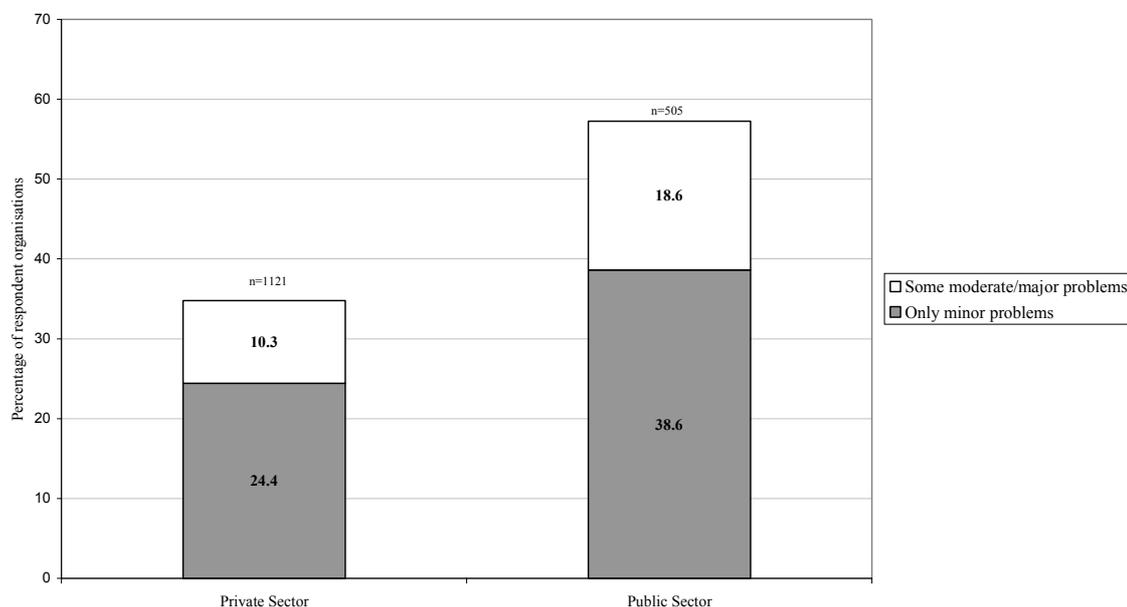
As Figure 3.2 below illustrates, nearly a quarter of all respondents working in the Health and Social Work sector report that bullying is a moderate to major problem in their workplaces, which is the highest rate of all the sectors. The Education sector has the second highest rate with nearly one in five of respondent organisations indicating that bullying is a moderate/major problem. The Other Services sector[8] has the lowest proportion of moderate to major problems - 7.1% - about three times lower than the Health and Social Work sector. Between 8% and 11% of respondent organisations working in the Manufacturing, Construction and Distribution sectors report some moderate/major problems with bullying.

As Figure 3.2 shows, over half of Other Public sector[9] organisations report minor problems with bullying. Approximately a third of respondents working in Education, Health and Social Work, Public Administration, Representative and Cultural organisations[10] and Manufacturing indicate that bullying is a minor problem in their workplaces. The Distribution sector reports the lowest problem rate, with just over a fifth of firms claiming that bullying is a minor issue in the workplace.

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[8] Other Services includes hotels and restaurants, transport, real estate, research and development, architecture, legal services, business services, computer-related services, entertainment etc.

[9] Other Public sector includes post offices, airports, semi-state manufacturing/extraction companies, co-operatives etc.

[10] Representative and Cultural organisations includes professional organisations and cultural organisations.

Figure 3.2 Reported problems with bullying by economic sector

Legend: ■ Only minor problems □ Some moderate/major problems

Percentage of respondent organisations

| Sector	Only minor problems	Some moderate/major problems	N
Manufacturing	31.1	10.7	N=103
Construction	26.6	9.4	N=64
Distribution	20.6	8.3	N=326
Other Services	22.8	7.1	N=368
Education	33.7	19.6	N=362
Health & Social Work	34.1	24.5	N=208
Public Administration	33.0	12.5	N=88
Other public sector	51.4	10.8	N=37
Rep/culture org	35.0	15.0	N=80

Figure 3.3 shows the perceived scale of the problem of workplace bullying by organisation size. Both minor and moderate/major problems with bullying appears to increase with organisation size. Respondents in 'micro' organisations, those with less than ten employees, report the lowest rate for both minor and moderate/major problems, roughly 18% and 10% respectively. Approximately 60% of respondents working in large organisations (with over 250 employees) report minor problems with bullying in the workplace, while approximately half that amount indicate that it is a moderate to major problem. Only one in ten large organisations report no problems with bullying, compared to nearly three quarters of micro organisations.

Figure 3.3: Reported problems with bullying by organisation size
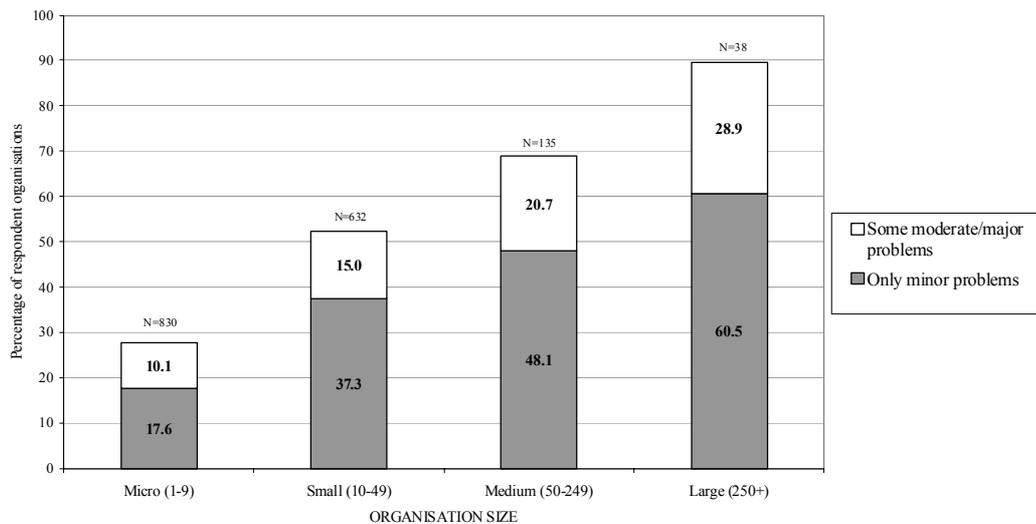
Respondents were asked about the composition of their workforce. Figure 3.4 shows the prevalence of problems with bullying with respect to the female proportion of the workforce. Organisations which have a higher ratio of females to males in their workforce have a higher prevalence of moderate/major problems with bullying. Approximately 16% of organisations in which more than three quarters of the workforce is female report moderate/major problems with bullying, compared to 11.5% of organisations which have a less than a quarter female workforce. Organisations with no female employees are markedly different from the rest, with a very low proportion reporting any problem with bullying.

Figure 3.4: Reported problems with bullying by proportion workforce female
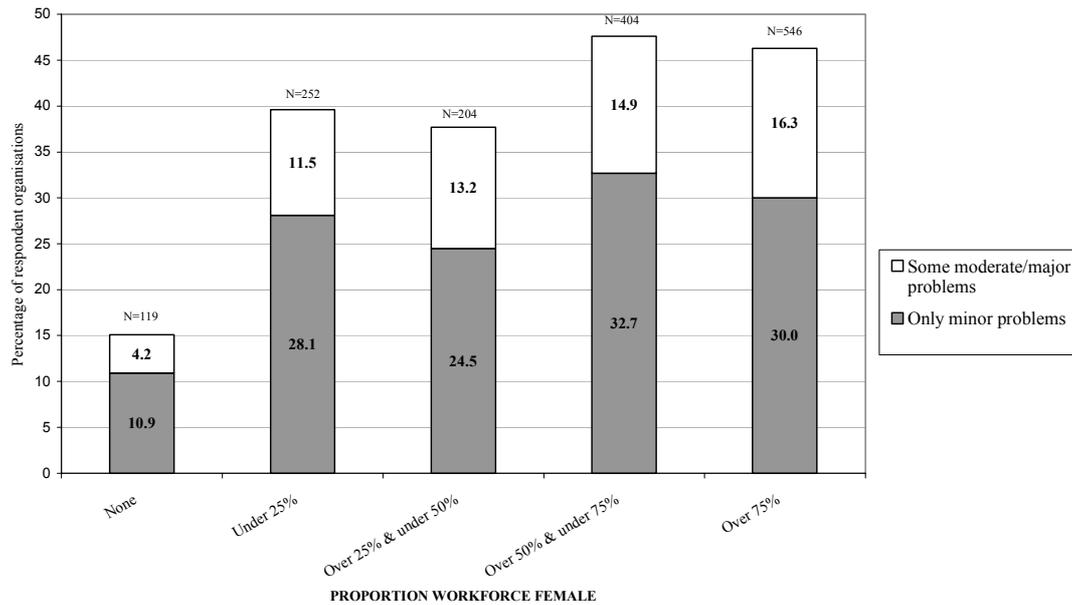
Figure 3.5: Reported problems with bullying by proportion of workforce non-Irish nationals and under 25 years old
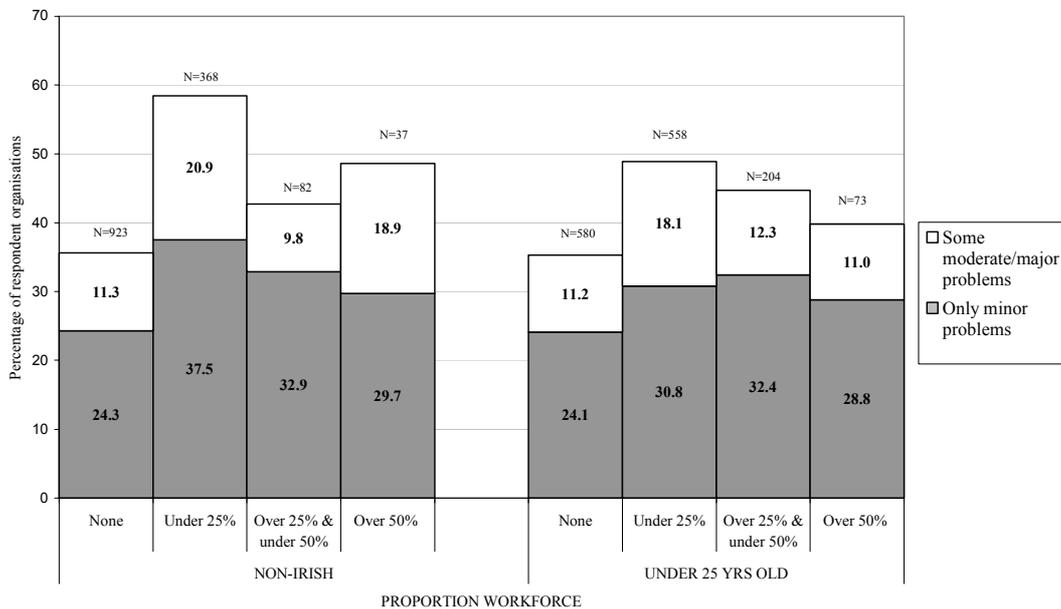
Figure 3.5 shows the prevalence of minor and moderate/major problems with bullying according to the proportion of non-Irish national employees and employees under 25 years old in the workforce.[11] In both cases, there are slight peaks in the "under 25%" category. This could suggest a threshold over which problems with bullying becomes less prevalent: where the proportion of potential targets of bullying workers is no longer a small, and perhaps more vulnerable minority.

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[11] We also explored the relationship between the student proportion of the workforce and bullying but found no systematic relationship.

Types of Bullying

Four different types of bullying are outlined in the survey: by manager, by subordinate, by colleague at the same level and by client. Clearly, all these different types can exist simultaneously in any organisation at any one time. The research literature identifies a typology of different types of bullying: 'vertical' bullying, i.e., bullying by managers and/or by subordinates and 'horizontal' bullying, i.e., bullying by colleagues at roughly the same level. Both vertical and horizontal bullying may be classified as 'internal' bullying, whereas bullying by clients is considered 'external' bullying.

Figure 3.6 below shows that problems with minor bullying by colleagues and by clients is approximately double the rate of problems with minor 'vertical' bullying, i.e., bullying by managers or by subordinates, as indicated by the respondent organisations. Nearly 6% of organisations report that bullying by clients is a moderate or major problem in the workplace and a similar proportion report that bullying by colleagues is a moderate or major problem. Approximately 4% of respondent organisations report that bullying by managers and by subordinates are moderate or major problems. Not represented in the graph, but 3.4% of respondent organisations indicate that all four types of bullying are present in their organisation. Taking both minor, moderate and major problems together, it is clear that bullying by colleagues is reported by the highest percentage of respondent organisations as a problem overall.

Figure 3.6: Types of reported problems with bullying
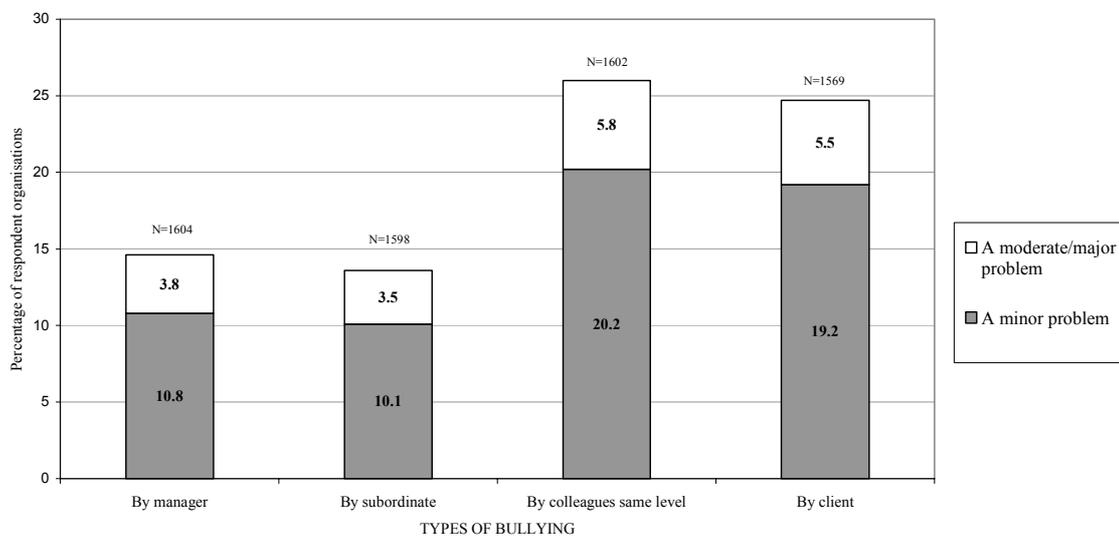
In Figure 3.7, minor and moderate/major problems with bullying have been amalgamated to give a general impression of the prevalence of bullying types by sector. Here, it is clear that the public sector appears to be driving the high prevalence of problems with bullying by colleagues and by clients reported by the respondent organisations.

Figure 3.7: Types of reported problems with bullying by sector
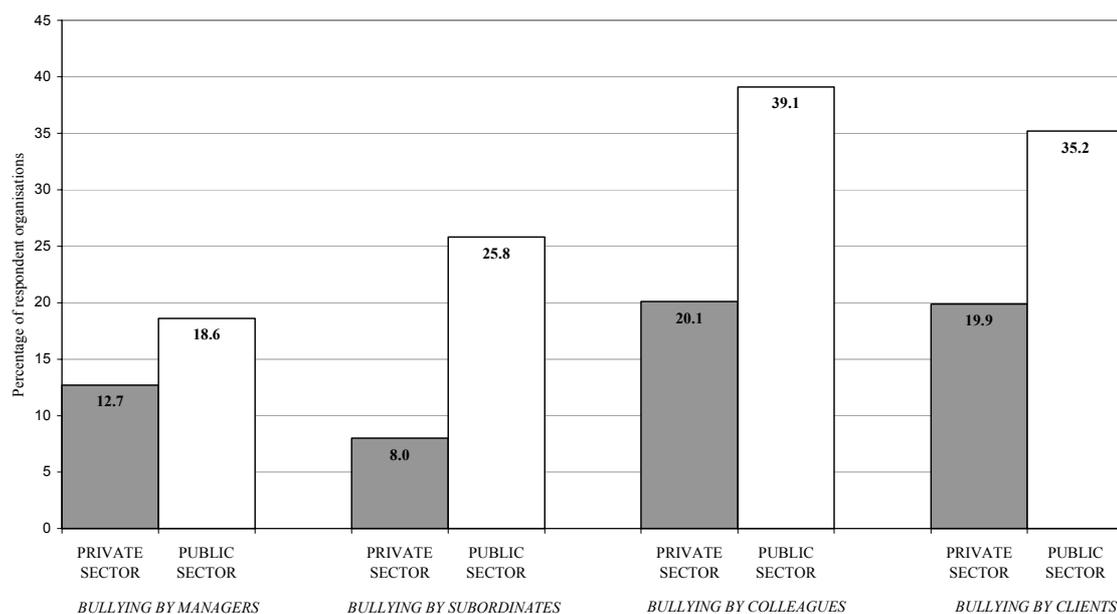
In Figure 3.8 both minor and moderate/major problems with bullying have been again been collapsed to give an overall rate for each type of problem with bullying in each of the economic sectors. Respondent organisations working in the Other public sector report some of the highest prevalence rates for each type of bullying. Nearly half report that bullying by colleagues is a problem for their workplaces. A third of organisations in this sector report that bullying by managers and by clients is a problem, while just under a fifth indicate that bullying by subordinates is an issue.

Well over a third of the respondents working in the Education sector report problems with bullying by colleagues and bullying by clients. This falls to just under a quarter with problems with bullying by subordinates. However, bullying by managers is reported by only one in ten organisations in this sector. Around a third of Health and Social Work organisations report problems with bullying by managers, by subordinates and by clients. However, as many as 2 out of 5 organisations report problems with bullying between colleagues. Although respondent organisations in Public Administration have relatively high rates for problems with bullying by managers and bullying by colleagues of around 30%, rates for problems with bullying by subordinates is around the average and bullying by clients below average.

Approximately one in five of respondents working in the Manufacturing, Construction and Distribution sectors report problems with bullying by clients. The biggest problem for Manufacturing organisations is bullying by colleagues. Other Services report consistently below average rates for each type of bullying.

Figure 3.8: Types of bullying by economic sector

Legend:
- By manager
- By subordinate
- By colleagues same level
- By client

Percentage of respondent organisations

Sectors:
- Manufacturing (n=102)
- Construction (n=62)
- Distribution (n=324)
- Other Services (n=357)
- Education (n=334)
- Health & Social Work (n=198)
- Public administration (n=82)
- Other public sector (n=34)
- Rep/Culture org.(n=72)

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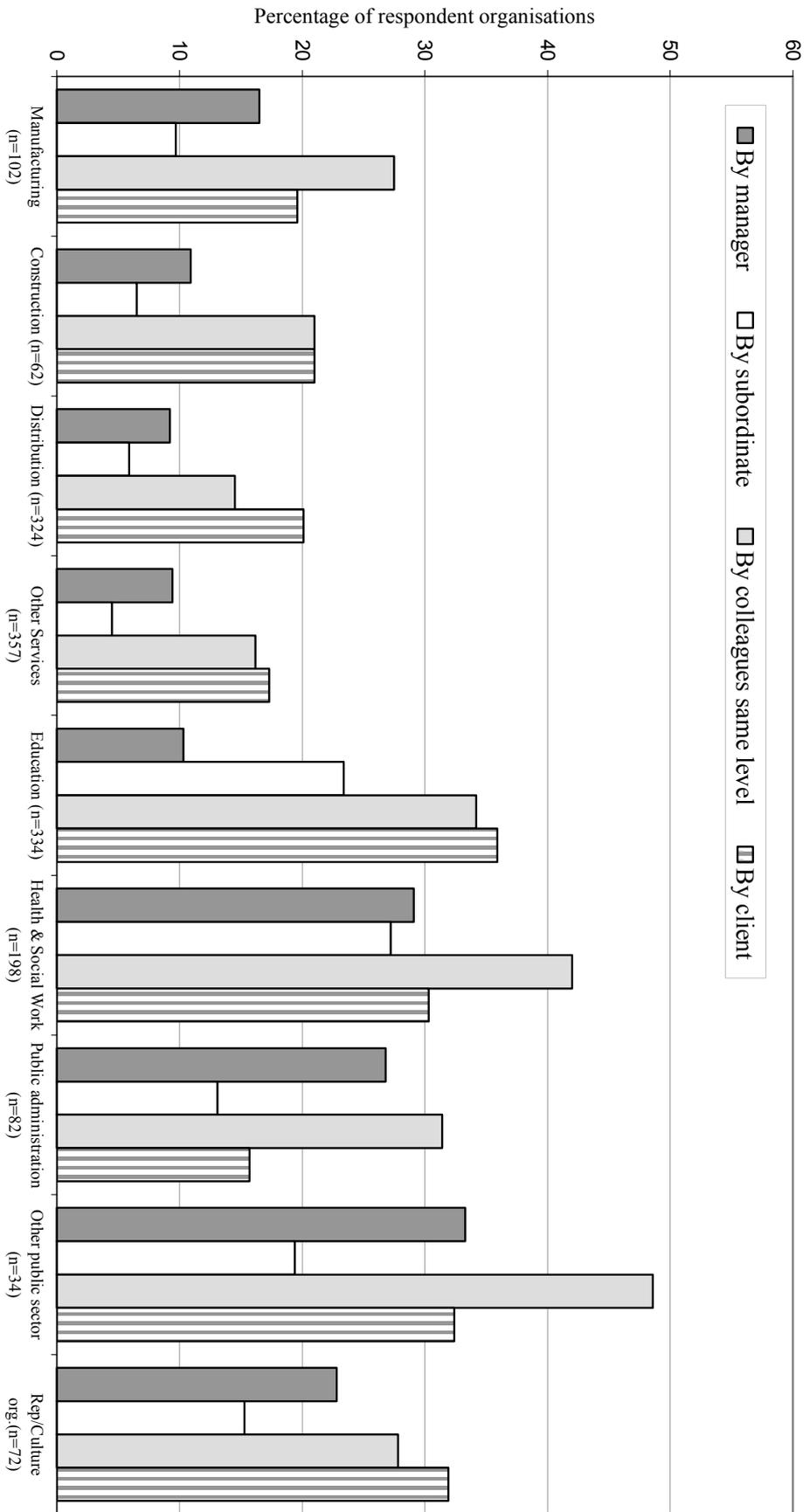
As already shown earlier in this section, the rate of reported problems with bullying increases by organisation size. Figure 3.9 illustrates how this holds true for each type of bullying. The highest reported rate of problems for micro organisations is bullying by clients, with approximately 16% of respondent organisations reporting this to be a problem. This is roughly double the rate for bullying by managers and bullying by subordinates. Approximately a third of small organisations report problems with bullying by colleagues and bullying by clients. About half of respondents working in medium sized organisations report problems with bullying by colleagues. For over a third, bullying by mangers is a problem and for two out of five medium sized organisations, bullying by clients is an issue. Nearly three quarters of large organisations report a problem with bullying by colleagues, with bullying by managers a close second at just under 70%. Well over a third report problems with bullying by clients and over 40% report problems with bullying by subordinates. Figure 3.9 shows clear 'step patterns' by size of organisation for internal bullying. However, for problems with bullying by clients, the percentage differences in respect of organisation size is much less pronounced between small, medium and large organisations. This may be because external relationships between employees and clients do not differ as much by organisational size as do internal relationships between colleagues, managers and subordinates.

Figure 3.9: Types of bullying by organisation size
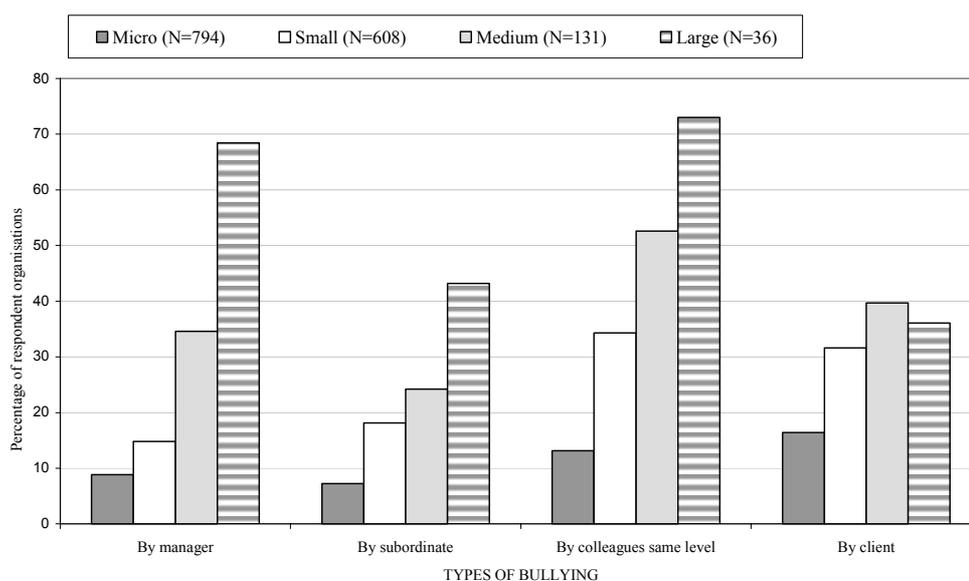
Policies and Procedures

This section explores the health and safety policies and procedures operating in the organisations that participated in the survey. As Table 3.4 shows, more than nine out of ten respondents working in public sector organisations have safety representatives/committees and formal safety statements. Just over half of private sector organisations have safety representatives/committees while over three quarters have a formal safety statement. Around half report that staff have access to qualified people in personnel; this figure rises to 58% for public sector organisations.

Table 3.4: General Health and Safety Practices by sector

	Private Sector	Public Sector
	%	%
Safety representative/safety committee	52.4	93.6
Formal safety statement	76.9	96.7
Access to qualified people in Personnel/HR	50.1	58.0
Total no. of cases	1082	487

Overall, approximately half of all respondent organisations report having a formal policy on workplace bullying. As Figure 3.10 illustrates, over 80% of public sector organisations report having such a policy, while this is the case for approximately 37% of private sector organisations.

Figure 3.10: Formal policy on workplace bullying by sector
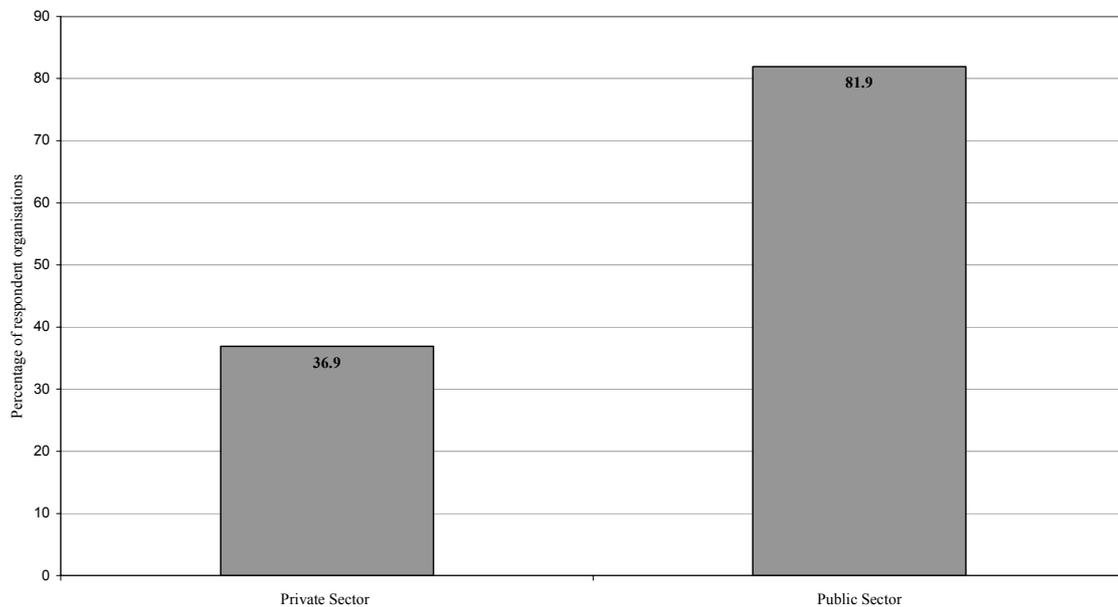
Table 3.5 indicates the percentage of respondent organisations with a formal policy in each sector. Less than a quarter of respondent organisations in the Distribution sector, and less than a third in Construction and Other Services have a formal policy on workplace bullying. Well over nine out ten Public Administration organisations have such a policy. Over three quarters of those working in the Education sector and in Representative and Cultural organisations have a formal policy on workplace bullying.

Table 3.5: Formal policy on workplace bullying by economic sector

	Formal Policy %	No. of cases
Manufacturing	45.0	100
Construction	32.8	61
Distribution	23.9	297
Other Services	30.1	352
Education	75.2	363
Health & Social Work	60.1	208
Public administration	95.3	86
Other public sector	88.6	35
Rep/culture orgs.	77.5	80

As Figure 3.11 illustrates, the likelihood of having a formal policy on workplace bullying appears to increase by organisation size. We can see that approximately a third of all micro organisations have a formal policy on workplace bullying, nearly two thirds of small organisations and over 85% of medium sized organisations. Nearly all of the large organisations that participated in the survey held such a policy.

Figure 3.11: Formal policy on workplace bullying by organisation size
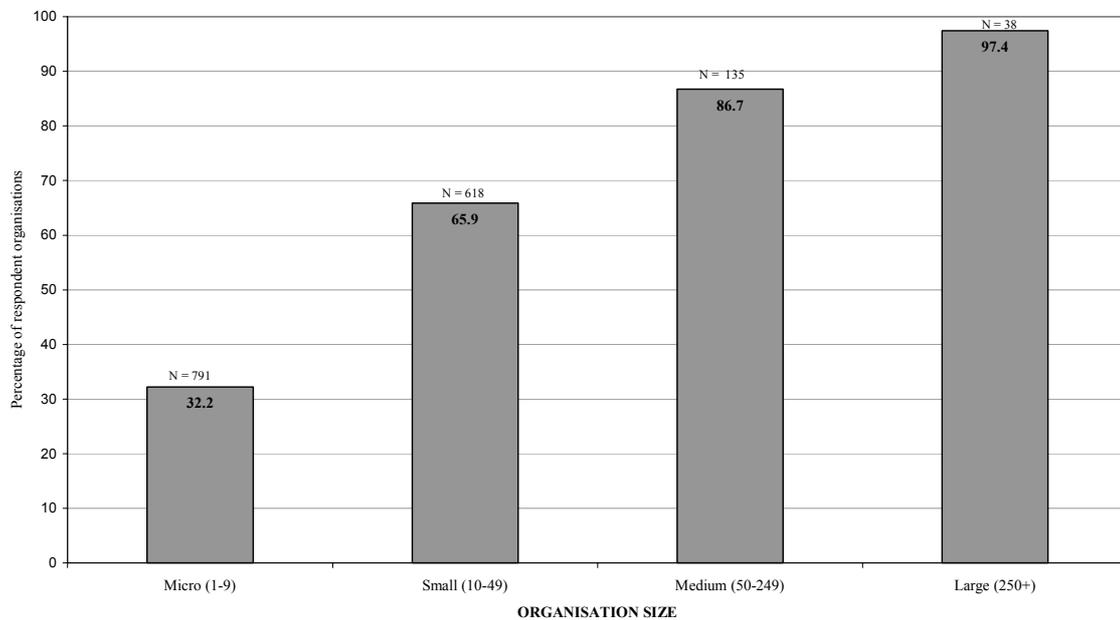
Table 3.6: Percentage of respondent organisations reporting bullying as a problem by formal policy and sector

		Problem with Bullying %	No. of cases
Private Sector	Have Formal Policy	50.5	394
	No Formal Policy	26.9	669
Public Sector	Have Formal Policy	60.0	410
	No Formal Policy	45.7	92

As Table 3.6 shows, of those respondent organisations in the private sector which have a formal policy on workplace bullying, just over half report a problem with bullying. This compares to 27% who don't have a formal policy. In the public sector, 60% of those with a formal policy report a problem with bullying. Of those without a formal policy on bullying, less than 46% have a problem with bullying.

The above results could suggest that the emergence of bullying as a problem in an organisation may lead to the formation and adoption of a formal policy. However, it is also possible that a formal policy on bullying may create an environment in which people are more sensitised to bullying and there is greater awareness generally, thus leading to an increase in the reporting of incidences of bullying. The present data does not allow resolution of this issue.

Codes of Practice

This section deals with the extent of knowledge and awareness of Codes of Practice on workplace bullying. Over half of all respondent organisations have heard of Codes of Practice and are familiar with their requirements (Table 3.7). While a further 18% of organisations have heard of Codes of Practice, they are unsure of their application. Just over 16% are not familiar with Codes of Practice at all.

Table 3.7: Familiarity with Codes of Practice on workplace bullying

	Frequency %
Have heard of codes and am familiar with what is required	54.2
Have heard of codes but unsure of application to my business	18.1
Have not heard of codes but am familiar with general requirements	11.7
Not familiar with codes of practice	16.1
Total	100.0
No. of cases	1523

There appears to be greater familiarity with Codes of Practice in the public sector than in the private sector. As Table 3.8 shows, over three quarters of public sector organisations have heard of Codes of Practice and are familiar with their requirements, this compares to nearly 43% in the private sector. Over one in five of private sector respondent organisations are not familiar with Codes of Practice; this compares to one in twenty in the public sector.

Table 3.8: Familiarity with Codes of Practice on workplace bullying by sector

	Private Sector %	Public Sector %
Have heard of codes and am familiar with what is required	42.5	76.8
Have heard of codes but unsure of application to my organisation	21.6	11.2
Have not heard of codes but am familiar with general requirements	14.4	6.4
Not familiar with codes of practice	21.4	5.6
Total	100.0	100.0
No. of cases	1012	501

Table 3.9 below shows that half of those respondents from organisations who have heard of the codes and are familiar with their requirements report that bullying is a problem for their organisation. Of those who have heard of the codes but are unfamiliar with their application, nearly 40% report a problem with bullying, as do 40% of respondent organisations who have not heard of the codes but are familiar with the general requirements. 29% of those not familiar at all with the Codes of Practice report a problem with bullying in their workplace.

Table 3.9: Familiarity with codes of practice on workplace bullying by reported problems with bullying

	Problem with bullying %	No Problem with bullying %	Total %
Have heard of codes and am familiar with what is required	50.1	49.9	100.0
Have heard of codes but unsure of application to my organisation	39.3	60.7	100.0
Have not heard of codes but am familiar with general requirements	39.9	60.1	100.0
Not familiar with codes of practice	28.6	71.4	100.0

Table 3.9 suggests that those who are not fully familiar with the Codes of Practice are less likely to report problems with bullying in their organisations. This may be because organisations which have problems with bullying are more likely to have increased awareness and familiarity with the codes. This is confirmed by the results shown in Table 3.10 where we can see that of those organisations who report problems with bullying, over 60% are fully familiar with the Codes of Practice.

Table 3.10: Problems with workplace bullying by familiarity with Codes of Practice

	Problem with Bullying %	No Problem with Bullying %	Total %
Have heard of codes and am familiar with what is required	62.5	47.9	54.3
Have heard of codes but unsure of application to my organisation	16.4	19.5	18.1
Have not heard of codes but am familiar with general requirements	10.5	12.1	11.4
Not familiar with codes of practice	10.6	20.4	16.2
Total	100.0	100.0	100.0

Systems and procedures in place to deal with workplace bullying

This section is concerned with the different procedures organisations may have in place to deal with workplace bullying. Three different systems were outlined in the survey: informal procedures, formal grievance and disciplinary procedures and an independent complaints procedure. Clearly, these procedures are not mutually exclusive and more than one type may be operating in an organisation at any one time.

Table 3.11: Types of procedures in place to deal with workplace bullying[12]

	%	No. of cases
Informal procedures	30.2	1648
Formal grievances & disciplinary procedures	50.1	1648
Independent complaints procedures	34.7	1648

Table 3.11 shows that in approximately 30% of respondent organisations there are informal procedures in place to deal with workplace bullying. Approximately half have formal procedures operating while just over a third have an independent complaints procedure. Table 3.12 shows the types of system by sector. Formal systems are much more prevalent in public sector organisations than in the private sector. For example, nearly 60% of respondents working in the public sector report having an independent complaints procedure; this compares to nearly 25% in the private sector.

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[12] Here we are interpreting any blank or missing answer as a "no". This can reasonably be assumed as the respondent who filled in the questionnaire was either a manager or had Human Resource responsibilities and would be expected to know if these systems were operating in their organisation.

Table 3.12: Types of procedures in place to deal with workplace bullying by sector

	Private Sector		Public Sector	
	%	No. of cases	%	No. of cases
Informal procedures	31.3	1131	27.5	507
Formal grievances & disciplinary procedures	37.3	1131	77.7	507
Independent complaints procedures	24.1	1131	57.9	507

We can see from Table 3.13 that 82.5% of public sector organisations answer that there is at least one system or procedure in place; the comparable figure for private sector organisations is just under 49%. On the other hand, one third of respondents in private sector firms report that there is no system whatsoever in place, compared to only 9% of those in public sector organisations. Some 18% of respondents report either that they 'don't know' whether systems are in place, or that at least one of the three systems is not implemented in their workplace. This is true of only 8% in the public sector.

Table 3.13: Procedures in place to deal with workplace bullying by sector

	Private Sector %	Public Sector %
Some system is in place	48.6	82.5
No systems are in place	33.1	9.3
Mixture of "No system" and "don't know"	18.3	8.2
Total	100.0	100.0
No. of cases	1131	507

Employer opinions concerning policies and procedures
Respondent organisations were asked about their opinions regarding policies on workplace bullying and how dealing with bullying impacts on their resources. As Table 3.14 shows, the vast majority believe that having a formal policy boosts morale, with over a fifth 'strongly' agreeing. However, over a third of respondent organisations report that having a policy on bullying could lead to false allegations. Over 40% agree that it is difficult to find relevant information and over half report that bullying is a significant burden on their resources.

Table 3.14: Employer opinions concerning policies and procedures

	Strongly agree %	Agree %	Disagree %	Strongly disagree %	Total %	No. of cases
Difficult to find relevant information	6.4	34.2	48.9	10.5	100.0	1459
Dealing with bullying is a significant burden on resources	10.3	43.5	38.5	7.6	100.0	1452
Having a formal policy boosts morale	21.3	63.5	13.2	1.9	100.0	1441
Having a policy could lead to false allegations	7.1	30.8	52.6	9.6	100.0	1449

Table 3.15 shows how public and private sector respondent organisations differ in their agreement on these statements. A quarter of public sector organisations report that it is difficult to find relevant information, compared to almost half of private sector organisations. The majority in both sectors report that having a formal policy boosts morale. About 42% of private sector and just under 28% of public sector organisations think that having a policy could lead to false allegations.

Table 3.15: Employer opinions concerning workplace bullying by sector

	Private Sector *Strongly Agree/Agree* %	Public Sector *Strongly Agree/Agree* %
Difficult to find relevant information	47.6	25.3
Dealing with bullying is a significant burden on resources	50.3	60.1
Having a formal policy boosts morale	81.6	91.0
Having a policy could lead to false allegations	42.3	27.9
No. of cases	948	475

Across the economic sectors, there appears to be widespread agreement that having a formal policy boosts morale (Table 3.16). Over half of respondent organisations in the Construction and Distribution sectors agree or strongly agree that it is difficult to find relevant information. 48% of the Other Services sector and 42% of Manufacturing sector also agree that finding relevant information is difficult. This figure is much lower for respondents working in Public Administration (just under 18%).

Table 3.16: Employer opinions concerning workplace bullying by economic sector

	Difficult to find relevant info *Strongly Agree/Agree* %	Significant burden on resources *Strongly Agree/Agree* %	Boosts morale *Strongly Agree/Agree* %	False allegations *Strongly Agree/Agree* %	No. of cases
Manufacturing	42.1	49.7	81.5	35.4	93
Construction	52.8	44.5	84.9	46.8	57
Distribution	51.4	58.3	77.4	50.6	234
Other Services	48.2	48.7	79.4	40.7	313
Education	35.5	61.5	90.5	30.7	333
Health & Social Work	38.7	55.9	89.2	32.1	201
Public administration	17.8	53.5	92.3	27.1	86
Other public sector	21.0	41.0	82.6	33.8	36
Rep/culture org.	25.9	40.5	89.7	43.6	76

Table 3.17 shows that 55% of those without a formal policy consider it difficult to find relevant information; this compares to 29% of those with a formal policy. Nearly half of those without a formal policy think that having a policy could lead to false allegations, compared to just under 30% of those with a formal policy.

Table 3.17: Employer opinions/formal policy on workplace bullying

	Formal Policy Strongly Agree/Agree %	No Formal Policy Strongly Agree/Agree %
Difficult to find relevant information	28.5	55.1
Dealing with bullying is a significant burden on resources	54.8	53.5
Having a formal policy boosts morale	89.1	79.6
Having a policy could lead to false allegations	29.3	48.4
No. of cases	784	628

Organisational Profiles

This section reports on the context in which the organisations that participated in the survey are operating in, focusing in particular on the perceived pressures and challenges facing the organisation as well as the extent to which they are dealing with the pace of change. Respondents were asked to rank five types of pressure or challenge from 1 to 5, with 1 being the most important.[13] Table 3.18 shows percentage of public sector and private sector organisations that ranked the different types of pressures in first or second place.

Table 3.18: Types of pressures and challenges (% ranked first or second) by sector

	Private Sector %	Public Sector %
Inadequate infrastructure	25.8	51.9
Increased pressures from performance targets	n.a.	65.3
Increased competition[14]	51.0	n.a.
Poor relationships in the workplace	15.4	32.4
Labour costs	66.9	27.4
Other costs such as insurance	48.2	24.0
Total no. of cases	1009	466

Over half of the private sector respondent organisations ranked 'increased competition' as the most important or second most important pressure facing their organisation. Over two thirds ranked 'labour costs' either the most important or second most important. Of the public sector respondent organisations, nearly two thirds ranked 'increased pressures from performance targets' either first or second most significant pressure experienced by their organisation. Over half of those working in the public sector indicated that inadequate infrastructure is the first or second most important challenge facing their organisation.

Respondent organisations were asked about the extent of change in their organisation: organisational restructuring, technological change and the expansion/reduction of the workforce. Table 3.19 shows the relative differences between public sector respondent organisations and those respondents working in the private sector with regards to these findings. Over 80% of respondents in the public sector report changes in organisational structure; this compares to nearly two thirds in the private sector. Nearly all the respondents in the public sector report some technological change while well over three quarters of the respondent organisations in the private sector do so. Over three quarters of those in the public sector report an expansion/reduction in the workforce, compared to 66% of respondents in the

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[13] The public sector questionnaire included a question about 'increased pressures from performance targets' while the private sector questionnaire asked about 'increased competition'.

[14] The total number of cases for 'increased competition' is 803.

private sector. Overall, while levels of reported change are very high, it appears to be significantly higher in the public sector.

Table 3.19: Organisational change by sector

	Private Sector %	Public Sector %
Changes in organisational structure	65.9	82.3
Technological change	77.7	96.7
Expansion/reduction in workforce	66.1	76.3
Total no. of cases	1103	498

Table 3.20 shows the prevalence of organisational change by sector category. Over half of all the sectors experience some sort of change, however, technological change is particularly high for Education and Public Administration, with over 95% of respondent organisations reporting this type of change.

Table 3.20: Organisational change by economic sector

	Changes in organisational structure %	Technological change %	Expansion reduction in workforce %	No. of cases
Manufacturing	72.5	81.8	80.2	101
Construction	59.6	75.2	75.7	62
Distribution	55.9	69.9	54.8	325
Other Services	67.6	79.6	62.0	352
Education	79.9	96.5	80.2	356
Health & Social Work	74.0	83.6	73.1	202
Public administration	88.1	98.0	69.3	88
Other public sector	94.5	90.4	75.2	36
Rep/culture orgs.	77.3	90.2	82.7	80

In Table 3.21 below, we can see that change does seem to be related to bullying. Over half of those organisations that reported some changes in organisational structure also reported some problems with bullying in their organisation; the comparable figure for those who did not report any organisational restructuring is nearly 23%. Almost half of those organisations that reported technological change indicated that the organisation had a problem with workplace bullying; this compares to 16% of those who reported no technological change. Of those who reported some changes in workforce numbers, 49% reported that bullying was a problem in their organisations, compared to 28% who did not experience any expansion or reduction of the workforce.

Table 3.21: Organisational change by reported problem with bullying

		Problem with Bullying %	No. of cases
Changes in organisational structure	Yes	50.6	1143
	No	22.6	464
Technological change	Yes	47.2	1345
	No	15.8	259
Expansion/reduction in workforce	Yes	48.5	1115
	No	28.0	486

Effects of bullying

This section is concerned with the effects of workplace bullying on various areas of concern to organisations: employee morale, productivity, staff turnover and absenteeism. Organisations may report none, some or all of these effects and so the categories are not mutually exclusive. The results shown here are only for organisations that have reported some problems with bullying. Figure 3.12 shows that nearly a quarter of all firms report that bullying has a moderate/major impact on employee morale, and another 42% report that it has a minor impact. About 10% of organisations reported that bullying has a moderate or major impact on productivity, with another 34% indicating that the effect was minor. Only 7% of respondent organisations considered that bullying had a moderate/major impact on staff turnover, with a further 22% reporting a minor impact. A quarter of all organisations claimed that bullying had a minor effect on absenteeism with another 12.5% considering bullying to have a moderate or major impact.

Figure 3.12: Effects of workplace bullying
(refers only those organisations reporting problems with bullying)
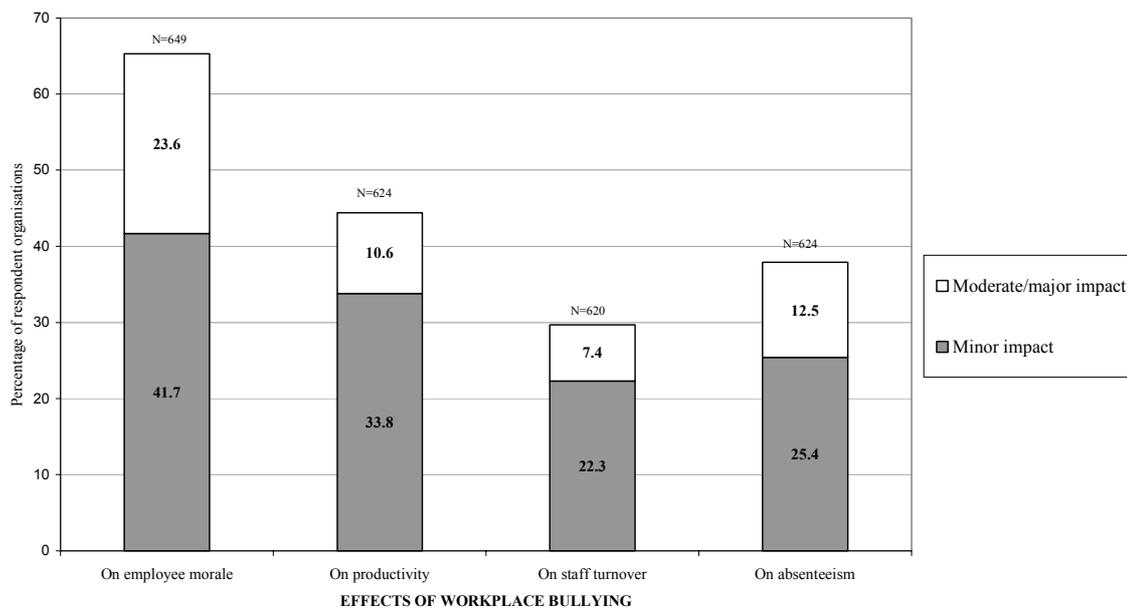
Figure 3.13 compares the impact of bullying in the public and private sectors. Nearly three quarters of public sector respondent organisations report that bullying has a minor, moderate or major impact on employee morale. This compares to just under 58% of private sector organisations. Nearly 47% of respondents from the public sector indicate that bullying impacts on absenteeism, while just over 30% of private sector respondents feel that bullying has any impact. In terms of impact on productivity and on staff turnover, there is little difference of in the reported effects between the sectors.

Figure 3.13: Effects of workplace bullying by sector
(only those organisations reporting some bullying)
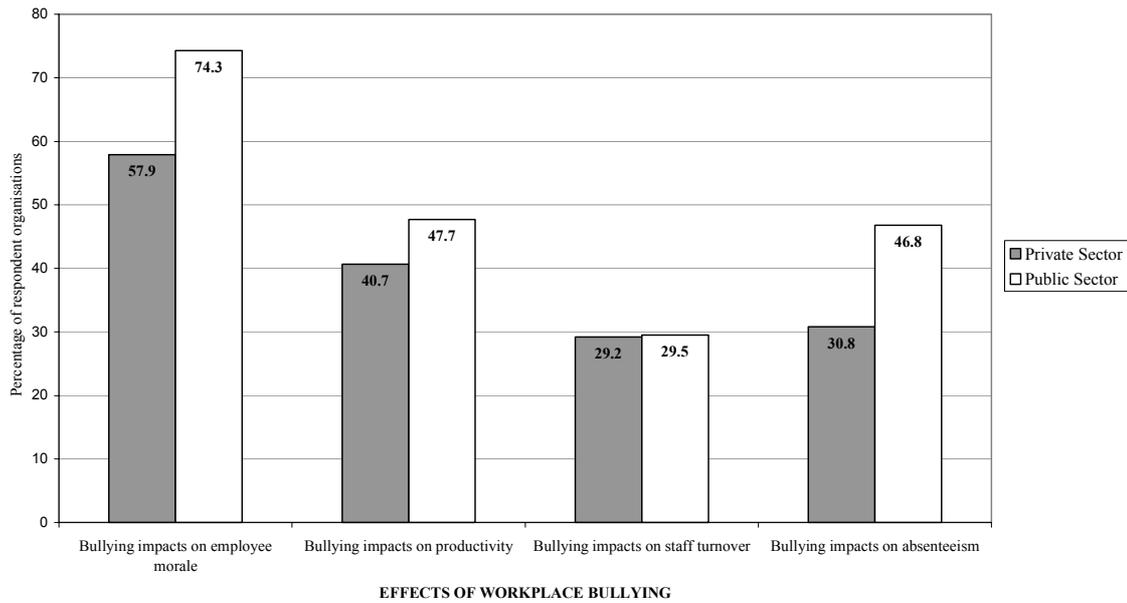
Appendix A

Survey of Experiences in the Workplace

ID number ☐ ☐ ☐ .

Interviewer's Name _____ Interviewer's Number _____

Date of Interview: Day _____ Month_____ Time Began (24 hour clock): ____ : ____

[SELECT PERSON OVER 18 WITH NEXT BIRTHDAY IN HOUSEHOLD, WITH A JOB IN LAST SIX MONTHS]
[Read Introduction from Card]

SECTION A: LABOUR MARKET DETAILS

A1 **I would like to begin by asking you some general questions about your present position regarding employment. How would you best describe your present situation regarding employment? Are you:**

Has a job [Even if temp. absent]

Employee/Apprentice............ ☐1
Self-employed..................... ☐2
Farming............................... ☐3
Community Employment ....
    Scheme(CE)................... ☐4
Unpaid family worker .... ☐5

⟩ Go to A3

Does not have a job

Unemployed .... ☐6
State training Scheme (e.g. FÁS) .... ☐7
Student .... ☐8
Home Duties.................................... ☐9
Retired... ☐10
Other (specify)................................. ☐11

⟩ Go to A2

_____

A2 **Did you work in the last 6 months?** *[IF YOU HAD A JOB IN THE LAST SIX MONTHS, ANSWER YES EVEN IF TEMPORARILY ABSENT FROM THE JOB DUE TO SICK LEAVE, MATERNITY LEAVE ETC.]*

Yes......................................☐1   No.............☐2 ––> *END INTERVIEW*

A3 **I am going to read you out 12 statements about the way you may have been feeling over the last few weeks. For each statement I will read out 4 answers. I would like you to tell me which of the answers to each of the statements best describes the way you have been feeling in the last few weeks**

HAVE YOU RECENTLY....	More so than usual	Same as usual	Less than usual	Much less than usual
a Been able to concentrate on whatever you're doing ?	☐1	☐2	☐3	☐4
b Lost much sleep over worry ?	☐1	☐2	☐3	☐4
c Felt that you were playing a useful part in things ?	☐1	☐2	☐3	☐4
d Felt capable of making decisions about things?	☐1	☐2	☐3	☐4
e Felt constantly under strain ?	☐1	☐2	☐3	☐4
f Felt that you couldn't overcome your difficulties?	☐1	☐2	☐3	☐4
g Been able to enjoy your normal day-to-day activities ?	☐1	☐2	☐3	☐4
h Been able to face up to your problems ?	☐1	☐2	☐3	☐4
I Been feeling unhappy or depressed ?	☐1	☐2	☐3	☐4
j Been losing confidence in yourself ?	☐1	☐2	☐3	☐4
k Been thinking of yourself as a worthless person ?	☐1	☐2	☐3	☐4
l Been feeling reasonably happy, all things considered ?	☐1	☐2	☐3	☐4

A4 **Now I'm going to read a list of seven statements on the way people feel about things. I would like you to tell me whether or not you strongly agree; agree; disagree or strongly disagree with each of the statements.**

	Strongly agree	Agree	Disagree	Strongly Disagree
a I can do just about anything I set my mind to	☐1	☐2	☐3	☐4
b I have little control over the things that happen to me	☐1	☐2	☐3	☐4
c What happens to me in the future depends on me	☐1	☐2	☐3	☐4
d I often feel helpless in dealing with the problems of life	☐1	☐2	☐3	☐4
e Sometimes I feel that I am being pushed around in life	☐1	☐2	☐3	☐4
f There is a lot I can do to change my life if I want to	☐1	☐2	☐3	☐4
g There is really no way that I can solve some of my problems	☐1	☐2	☐3	☐4

A5 In general, how good would you say your health is? Would you say it is …

Very Good ..... $\square_1$ Good .... $\square_2$ Fair .... $\square_3$ Bad .... $\square_4$ Very Bad...... $\square_5$

A6 Do you have any chronic, physical or mental health problem, illness or disability?

Yes .... $\square_1$ No .... $\square_2$ → *GO TO A8*

A7 Are you hampered in your daily activities by this physical or mental health problem, illness or disability?

Yes, severely .... $\square_1$ Yes, to some extent .... $\square_2$ No .... $\square_3$

A8 *[INTERVIEWER: CHECK Q1 AND Q2]*

Person currently has a job $\square_1$ –>*GO TO A9*   Had a job in past 6 months, but not currently $\square_2$ –>*GO TO SEC. B*

A9 Now I would like to ask you some questions about your present job or business. When did you begin your present job or business? _____ month _____ year

A10 Please describe as fully as possible the exact nature of your current job. (If farmer please state acreage farmed. If relevant, e.g. Civil Servant, Garda or Army, please state grade or rank)?

_____

_____

A11 What is the main activity of the business or organisation where you work. *[INT. RECORD AS FULLY AS POSSIBLE THE ACTIVITY OF THE COMPANY OR FIRM WHERE THE RESPONDENT WORKS.]*

_____

A12 Do you work in the Public or Private Sector?

Public Sector – commercial semi-state ..... $\square_1$ Public Sector -other ..... $\square_2$ Private Sector .. $\square_3$

A13 How many people work in the branch or outlet of the business or organisation in which you work. *[INT. IF THE ORGANISATION HAS MORE THAN ONE GEOGRAPHICAL OUTLET OR BRANCH, EMPLOYEE NUMBERS SHOULD RELATE TO THE LOCAL OUTLET, LOCAL OFFICE, BRANCH ETC., WHERE THE RESPONDENT WORKS. INCLUDE THE RESPONDENT IF HE/SHE IS SELF-EMPLOYED]*

None .... $\square_1$ 5 – 19 .... $\square_3$ 26 – 49 .... $\square_5$ 100 – 499 .... $\square_7$
1 – 4 .... $\square_2$ 20 – 25 ..... $\square_4$ 50 – 99 .... $\square_6$ 500+ .... $\square_8$

A14 And now I'd like you to think in terms of the full enterprise or business in all its branches. How many people work, in all branches or outlets throughout the Republic of Ireland in the business or organisation in which you work? *[INCLUDE RESPONDENT IF SELF-EMPLOYED]*.

None .... $\square_1$ 5 – 19 .... $\square_3$ 26 – 49 .... $\square_5$ 100 – 499 .... $\square_7$

1 – 4 .... $\square_2$ 20 – 25 ..... $\square_4$ 50 – 99 .... $\square_6$ 500+ .... $\square_8$

A15 Do you supervise or manage any personnel in your job?

Yes .... $\square_1$ –> **A15a How many?** _____   No .... $\square_2$

A16 In general, how much influence do you have over your work in the following areas? You can answer by saying almost always; often; sometimes; rarely or almost never.

		Almost always	Often	Some-times	Rarely	NA or Never
a	You decide how much work you do or how fast you work during the day ...	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
b	Your manager decides the specific tasks you will do from day to day ...	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
c	You need permission to take a break during the working day ...	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

A17 How many days do you normally work each week? _____ days per week

A18 How many hours do you normally work each week in your main job, including usual overtime?

_____ hours per week →*[IF LESS THAN 30]* **A18a Do you jobshare?** Yes .... $\square_1$ No ...... $\square_2$

A19 Please think back over the last four working weeks, not including holiday weeks. How many days, if any, were you absent from work because of illness or other reasons (except holidays) over the last four weeks.

_____ days   [Int. If none write NONE - DO NOT LEAVE BLANK]

A20 Are you a member of a Trade Union? Yes.......☐$_1$ → **A20a Since when_____** (year)   No.....☐$_2$

A21 Are you employed on a permanent basis, on a temporary/contract basis or a casual basis?

Permanent ....☐$_1$ Temporary/contract....☐$_2$ Casual ....☐$_3$

A22 How many jobs have you held in the last 3 years? Please include all jobs including casual jobs.

_____ jobs held in last 3 years

A23 I am now going to read out some statements about the way you feel about your work and various issues related to your work. For each statement I would like you to tell me whether you strongly agree; agree; disagree or strongly disagree.

	Strongly agree	Agree	Disagree	Strongly Disagree
a In general, I am satisfied with my present job	☐$_1$	☐$_2$	☐$_3$	☐$_4$
b I now have more control over my work than I did a year ago	☐$_1$	☐$_2$	☐$_3$	☐$_4$
c The pace of work in my present job is too intense	☐$_1$	☐$_2$	☐$_3$	☐$_4$
d In general, I get on well with my colleagues at work	☐$_1$	☐$_2$	☐$_3$	☐$_4$
e In general, I get on well with my supervisors at work	☐$_1$	☐$_2$	☐$_3$	☐$_4$
f In general, I get on well with those whom I supervise at work	☐$_1$	☐$_2$	☐$_3$	☐$_4$
g My supervisor is usually satisfied with my work	☐$_1$	☐$_2$	☐$_3$	☐$_4$
h My supervisor respects me	☐$_1$	☐$_2$	☐$_3$	☐$_4$
i The nature of my work has changed over the past year or so	☐$_1$	☐$_2$	☐$_3$	☐$_4$
j The pace of work in my job has increased over the past year or so	☐$_1$	☐$_2$	☐$_3$	☐$_4$

A24 Have any of the following organisational changes taken place in your job over the last 12 months

	Yes	No
a Appointment of new manager/supervisor	☐$_1$	☐$_2$
b Change in the ownership of the organisation	☐$_1$	☐$_2$
c Re-organisation of the company	☐$_1$	☐$_2$
d Introduction of substantial new technology including computer systems etc.	☐$_1$	☐$_2$

A25 Broadly speaking, how would you describe the relationship between:

	Very Good	Good	Neither Good nor bad	Bad	Very Bad	Not Applicable
a staff and management in your workplace	☐$_1$	☐$_2$	☐$_3$	☐$_4$	☐$_5$	☐$_6$
b in general, between different staff members	☐$_1$	☐$_2$	☐$_3$	☐$_4$	☐$_5$	☐$_6$

A26 Have you experienced any of the following at work in the last 12 months …

	Yes	No
a Been transferred to a different part of the organisation (not by choice)	☐$_1$	☐$_2$
b Been demoted	☐$_1$	☐$_2$
c Been promoted	☐$_1$	☐$_2$

A27 Does the organisation where you work have ….

	Yes	No
a a formal system of performance appraisal and review?	☐$_1$	☐$_2$
b an employee assistance program, that is a program for providing counselling or similar services to employees who may be experiencing difficulties?	☐$_1$	☐$_2$

A28 Does the company where you work have a policy to deal with bullying?   Yes.....☐$_1$ No ...☐$_2$

A29 *[IF YES]* What form does the policy take?

_____

_____

A30 In general, how well is bullying handled in your workplace?

Very well ....☐$_1$ Well ....☐$_2$ Poorly ....☐$_3$ Very poorly.......☐$_4$

SECTION B: WORKPLACE EXPERIENCES IN THE LAST 6 MONTHS

NOW I WOULD LIKE TO ASK YOU A FEW QUESTIONS ABOUT BULLYING AT WORK
[INT: MAKE SURE TO READ THE FOLLOWING TO ALL RESPONDENTS].

By bullying I mean repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work. An isolated incident of the behaviour described in this definition may be an affront to dignity at work but is not considered to be bullying.

B1 **In the last six months, have you yourself observed or witnessed any incident of bullying at work (in which you were not personally involved) ?**

Yes ....□₁   No......................................□₂

B2 **Would you say that you have personally experienced bullying or any behaviour of this nature during the past 6 months at work?**

Yes ....□₁ –> *GO TO B4*   No..................□₂ –> *GO TO B3*

B3 **During the last six months at work did you experience a SINGLE INCIDENT of inappropriate behaviour – whether verbal, physical or otherwise – at the place of work or in the course of employment that could be reasonably regarded as undermining your right to dignity at work?**

Yes ....□₁–> *GO TO B4*   No.......□₂–> *GO TO SECTION E*

B4 **Over approximately how many weeks or months has this bullying taken place? How long has it been going on for?** *[INT. NOTE THAT THIS CAN HAVE BEEN FOR LONGER THAN 6 MONTHS, PROVIDED THE RESPONDENT HAS EXPERIENCED THE BULLYING WITHIN THE LAST 6 MONTHS]*

_____ weeks or _____ months

B5 **Is this bullying currently taking place?** Yes ....□₁–> *GO TO B8*   No....□₂–> *GO TO B6*

B6 **When did it stop?** _____ mth _____year

B7 **Why did it stop? What made it stop? Please describe as fully as possible**

_____

B8 **Were you in the same job as you have just described above when this bullying took place?**

Yes......................□₁ → *GO TO SECTION D*   No...................□₂→ *GO TO C1*
[THOSE NOT CURRENTLY AT WORK BUT WHO WORKED IN LAST 6 MONTHS SHOULD BE CODED 'NO' ABOVE]

SECTION C: Job where bullying took place (if different)

C1 **Please describe as fully as possible the exact nature of the job you were in when this bullying took place.** *[IF FARMER, PLEASE STATE ACREAGE FARMED. IF RELEVANT, E.G. CIVIL SERVANT, GARDA OR ARMY, PLEASE STATE GRADE OR RANK].*

_____

C2 **What was the main activity of the business or organisation where you worked when this bullying took place.** *[INT. RECORD AS FULLY AS POSSIBLE THE ACTIVITY OF THE COMPANY OR FIRM WHERE THE RESPONDENT WORKED WHEN THIS INCIDENT TOOK PLACE].*

_____

C3 **Did you work in the Public or Private Sector when this bullying took place.**

Public Sector – commercial semi-state .....□₁   Public Sector -other .....□₂   Private Sector ..□₃

C4 **How many people worked in the branch or outlet of the business or organisation in which you worked when this bullying took place?** *[INT. IF THE ORGANISATION HAS MORE THAN ONE GEOGRAPHICAL OUTLET OR BRANCH, EMPLOYEE NUMBERS SHOULD RELATE TO THE LOCAL OUTLET, LOCAL OFFICE, BRANCH ETC. WHERE THE RESPONDENT WORKS. INCLUDE THE RESPONDENT IF HE/SHE IS SELF-EMPLOYED]*

| None ....□₁ | 5 – 19 ....□₃ | 26 – 49 ....□₅ | 100 – 499 ....□₇ |
| 1 – 4 ....□₂ | 20 – 25 .....□₄ | 50 – 99 ....□₆ | 500+ ....□₈ |

C5 And now I'd like you to think in terms of the full enterprise or business in all its branches. How many people worked in all branches or outlets throughout the Republic of Ireland in the business or organisation in which you worked when the bullying took place? *[INCLUDE RESPONDENT IF SELF-EMPLOYED].*

None .... $\square_1$ 5 – 19 .... $\square_3$ 26 – 49 .... $\square_5$ 100 – 499 .... $\square_7$

1 – 4 .... $\square_2$ 20 – 25 ..... $\square_4$ 50 – 99 .... $\square_6$ 500+ .... $\square_8$

C6 Did you supervise or manage any personnel in your job when this bullying took place?

Yes............ $\square_1$ → **C6a How many?** _____   No .... $\square_2$

C7 In general, how much influence did you have over your work in the following areas? You can answer by saying almost always; often; sometimes; rarely or almost never.

	Almost always	Often	Some-times	Rarely	NA or Never
a You decided how much work you did or how fast you worked during the day	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
b Your manager decided the specific tasks you would do from day to day	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$
c You needed permission to take a break during the working day	$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

C8 How many days did you normally work each week when this bullying took place? _____ days pw

C9 How many hours did you normally work each week in your main job, including overtime when this bullying took place?

_____ hours per week ̃ →*[IF LESS THAN 30]* **C9a Did you jobshare?** ...... Yes $\square_1$ ....No $\square_2$

C10 Were you a member of a Trade Union when this bullying took place?

Yes................... $\square_1$ –> **C10a Since when** _____ (year)   No .... $\square_2$

C11 Were you employed on a permanent basis, on a temporary/contract basis or on a casual basis when this bullying took place?

Permanent .... $\square_1$ Temporary/contract.... $\square_2$ Casual .... $\square_3$

C12 Why did you leave your previous job? Please describe as fully as possible.

_____

C13 To what extent was your decision to leave your previous job due to the bullying?

Completely .... $\square_1$ Partly......................... $\square_2$ Not at all .... $\square_3$

Section D: All who experienced bullying

D1 How regularly would you say that this bullying takes place or took place?

Once	Only occasionally	Several times a month	Several times a week	About Daily
$\square_1$	$\square_2$	$\square_3$	$\square_4$	$\square_5$

D2 What form does/did the bullying take? *[INT. PLEASE RECORD AS FULLY AS POSSIBLE. PROMPT .. **Anything Else?***]

_____

_____

D3 So do you think it is reasonable to say that the bullying took the form of:

	Yes	No			Yes	No
a Exclusion	$\square_1$	$\square_2$	i	Threats (explicit or implicit)	$\square_1$	$\square_2$
b Verbal abuse / insults	$\square_1$	$\square_2$	j	Intimidation or harassment	$\square_1$	$\square_2$
c Physical abuse	$\square_1$	$\square_2$	k	Aggression	$\square_1$	$\square_2$
d Sexual harassment	$\square_1$	$\square_2$	l	Undermining	$\square_1$	$\square_2$
e Being treated less favourably than colleagues	$\square_1$	$\square_2$	m	Excessive monitoring of work	$\square_1$	$\square_2$
f Intrusion - pestering, spying or stalking	$\square_1$	$\square_2$	n	Humiliation	$\square_1$	$\square_2$
g Repeatedly given unreasonable assignments	$\square_1$	$\square_2$	o	Withholding work-related information	$\square_1$	$\square_2$
h Repeatedly given unreasonable deadlines or targets	$\square_1$	$\square_2$	p	Blame for things beyond your control	$\square_1$	$\square_2$

[INT: TICK YES/NO IN RESPECT OF EACH]

D4 **Who has been bullying you/is bullying you? Could you tell me who it is and whether or not they are male or female?** *[INT. TICK YES/NO IN RESPECT OF EACH. IF YES PLEASE ENSURE THAT MALE OR FEMALE IS TICKED AS APPROPRIATE.]*

		No	Yes	*(IF YES)* Male	Female
(i)	One single colleague	☐2	☐1 →	☐1	☐2
(ii)	Several colleagues	☐2	☐1 →	☐1	☐2
(iii)	One single supervisor/manager/boss	☐2	☐1 →	☐1	☐2
(iv)	Several supervisors/managers/bosses	☐2	☐1 →	☐1	☐2
(v)	One single subordinate	☐2	☐1 →	☐1	☐2
(vi)	Several subordinates	☐2	☐1 →	☐1	☐2
(vii)	Clients/customers	☐2	☐1 →	☐1	☐2

[INT: FOR A 'YES' TO CLIENTS/CUSTOMERS THERE MUST BE CONSISTENT BULLYING BY INDIVIDUAL OR SPECIFIC GROUP]

D5 **In your opinion, does[did] the person or people who bullied you have any of the following characteristics? Please say to what extent you disagree or agree with each statement.**

		Strongly agree	Agree	Disagree	Strongly Disagree	Don't Know
a	Poor communication skills	☐1	☐2	☐3	☐4	☐9
b	Difficulty in working with others	☐1	☐2	☐3	☐4	☐9
c	Difficulty in delegating responsibility	☐1	☐2	☐3	☐4	☐9
d	Poor organisational skills	☐1	☐2	☐3	☐4	☐9
e	Low self-esteem	☐1	☐2	☐3	☐4	☐9

D6 **Have you been singled out as an individual for bullying or are you a member of a larger group which is being bullied in your work?**

Individual ☐1   Part of a larger group being bullied ☐2

D7 **Why would you say that *you personally* have experienced this bullying at work? Please describe as fully as possible.**

_____

_____

D8 **Have you done anything to try to stop or tackle this bullying?**

Yes ☐1 →D9   No ☐2 →D10

D9 What have you done? _____

_____ →D11

D10 Why not? _____

_____

D11 **Did you do any of the following in response to the bullying …?**

		Yes	No
a	Discuss the problem with family	☐1	☐2
b	Discuss the problem with one or more friends	☐1	☐2
c	Discuss the problem with one or more colleagues	☐1	☐2
d	Discuss the problem with a supervisor/manager	☐1	☐2
e	Refer the problem to the personnel department	☐1	☐2
f	Refer the problem to a union or staff association	☐1	☐2
g	Use a grievance procedure at work	☐1	☐2
h	Seek medical or similar professional help (e.g. counselling)	☐1	☐2
i	Seek legal advice	☐1	☐2

D12 *[FOR THOSE WHO REFERRED THE BULLYING TO A SUPERVISOR/MANAGER; PERSONNEL DEPARTMENT; UNION; STAFF ASSOCIATION OR USED A GRIEVANCE PROCEDURE I.E. "YES" AT D, E, F OR G]* **As a result of this intervention would you say that the bullying stopped, was reduced or the intervention had no effect on the bullying or made the bullying worse?**

Bullying Stopped ☐1   Reduced ☐2   No effect ☐3   Worsened ☐4

D13 Does [Did] the company where the bullying takes/took place have a bullying policy?

Yes..$\square_1$→D14   No...........................$\square_2$ →D19

D14 What form does [Did] the policy take?

_____

_____

D15 Was the policy implemented in your case?

Yes.....................$\square_1$ →D17   No................$\square_2$→D16

D16 Why Not? _____→D19

D17 Did the bullying stop, was the frequency of the bullying reduced, or did the implementation of the policy have no effect on the bullying or make it worse?

Bullying Stopped...$\square_1$→D19   Reduced ....$\square_2$→D19   No effect ..$\square_3$→D18   Worsened .$\square_4$→D18

D18 Why do you think the bullying was unaffected or worsened by the policy? _____

_____

D19 What effect does/did the bullying have on your WORK LIFE? Please describe as fully as possible. If None write 'NONE'

_____

_____

D20 Would you say that this bullying has/had a negative effect on you LIFE OUTSIDE WORK, with your family, friends etc.

Yes ....$\square_1$→D21   No ....$\square_2$→D22

D21 What effect does/did it have?

_____

_____

D22 I would like you to think of the effect which this bullying has had on your life in general in terms of a scale from 1 to 10. A '1' signifies that the bullying has/had only a very minor effect on your life in general, while a '10' indicates that it has/had a very significant detrimental effect on your life. Where do you think you would place yourself on this scale of 1 to 10 in terms of the impact of the bullying at work on your life in general?

Only Minor   Very significant
Effect _____ detrimental effect

$\square_1$ $\square_2$ $\square_3$ $\square_4$ $\square_5$ $\square_6$ $\square_7$ $\square_8$ $\square_9$ $\square_{10}$

[INT: PLEASE TICK ONE BOX FROM 1 TO 10]

D23 As a result of this bullying have you ever:

	Yes	No
a *Considered* seeking a transfer within the company	$\square_1$	$\square_2$
b Sought a transfer within the company	$\square_1$	$\square_2$
c *Considered* quitting your job to look for another one	$\square_1$	$\square_2$
d Left a job to take up another one	$\square_1$	$\square_2$
e Considered leaving work completely and withdrawing from the workforce altogether	$\square_1$	$\square_2$
f Taken sick leave	$\square_1$	$\square_2$

D24 Did you approach any groups or agencies which offer support or advice to victims of bullying in the workplace?

Yes.............................☐₁→ E1   No...........................☐₂ → D25

D25 Why not? [Please record as fully as possible]

_____

_____

SECTION E: ALL RESPONDENTS - BACKGROUND DETAILS

E1   Gender of respondent: Male......... ☐₁   Female...............☐₂

E2   Could I ask your age at your last birthday:_____ years old

E3   Which of the following best describes your present marital status:

Married..........☐₁   Separated/Divorced..☐₂   Widowed......☐₃   Single, never married ....☐₄

E4   Which of the following best describes the highest level of education completed:

(i) None/Primary Certificate ....☐₁   (iv) Leaving Certificate ....☐₄
(ii) Some secondary (no exam) ....☐₂   (v) Third level ....☐₅
(iii) Junior/Inter certificate ....☐₃   (vi) Other (specify) ....☐₆

E5   How many adults aged 18 years or over, including yourself, live in your household?

_____ adults aged 18 years or over

E6   How many children aged less than 18 years of age live with you? _____ children

E7   How many *dependent children* aged less than 18 years of age live with you?
                        _____ dependent children

E8   Finally, do you consider yourself to be part of any minority group in Ireland?

Yes.............................☐₁–> *E9*   No..................☐₂   –>*END OF INTERVIEW*

E9 Which one? _____

THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS SURVEY. YOUR COOPERATION HAS BEEN OF GREAT ASSISTANCE TO US.

TIME INTERVIEW ENDED (24 HOUR CLOCK) _____ : _____

Survey of Workplace Practices and Procedures: Private Sector Questionnaire

This survey is part of a research project on workplace bullying commissioned by the Department of Enterprise Trade and Employment. The results will be used to examine the adequacy of information available to organisations in dealing with workplace bullying. Please complete the questionnaire if you have one or more paid employee and return it in the reply-paid envelope provided.

The following questions, for private and commercial semi-state firms, are included for a research project on workplace bullying commissioned by the Department of Enterprise, Trade, and Employment. The results will be used to examine the adequacy of information available to businesses in dealing with workplace bullying. Please complete this form if you have 1 or more paid employee.

A1   The following is a list of challenges which could face a company in business today. Please rank them from 1 to 5 in order of importance as they face your company. Assign a '1' to the difficulty you think is most important to your company, a '2' to the second most important and so on.

Rank in terms of importance (1 to 5)

Inadequate infrastructure - transport, communications or other.............................. ____
Increased competition.. ____
Poor relationships in the workplace.. ____
Labour Costs .... ____
Other business costs such as insurance or local authority charges .... ____

A2   In the last two years, how much of the following has your organisation experienced ?

		None at	A little	Some	A lot
a	Change in organisational structure	$\square_1$	$\square_2$	$\square_3$	$\square_4$
b	Technological change	$\square_1$	$\square_2$	$\square_3$	$\square_4$
c	Expansion or reduction in the workforce	$\square_1$	$\square_2$	$\square_3$	$\square_4$

A3   What percentage of your workforce is ..

Female	Non-Irish National	Under age 25	Students working part-time
____ %	____ %	____ %	____ %

A4   How would you compare your company to others in your sector in terms of….

		Higher	Similar	Lower
a	Turnover of staff	$\square_1$	$\square_2$	$\square_8$
b	Level of absenteeism	$\square_1$	$\square_2$	$\square_8$

A5a   Does your company have the following….

		Yes	No			Yes	No
a	Trade Union Representation	$\square_1$	$\square_2$	e	Formal policy on workplace equality	$\square_1$	$\square_2$
b	Other form of staff representation/ involvement (works council etc)	$\square_1$	$\square_2$	f	Formal safety statement	$\square_1$	$\square_2$
c	Safety representative/safety committee	$\square_1$	$\square_2$	g	Access to qualified people in personnel and human resources	$\square_1$	$\square_2$
d	Formal employee appraisal system	$\square_1$	$\square_2$				

A5b   [If the company has a formal safety statement] Is bullying specifically identified as a risk in the safety statement?

Yes .... $\square_1$ No .... $\square_2$ No formal safety statement.............. $\square_3$

A6   The following questions deal with how businesses deal with workplace bullying.

By bullying we mean repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as under-mining the individual's right to dignity at work. An isolated incident of the behaviour described in this definition may be an affront to dignity at work but is not considered to be bullying.

A7   How much of a problem have any of the following forms of bullying in the workplace been for your company in the past two years?

		Has not arisen	A minor problem	A moderate problem	A major problem
a	Bullying of subordinate by manager/supervisor	$\square_1$	$\square_2$	$\square_3$	$\square_4$
b	Bullying of manager/supervisor by subordinate	$\square_1$	$\square_2$	$\square_3$	$\square_4$
c	Bullying of employee by work colleague at same level	$\square_1$	$\square_2$	$\square_3$	$\square_4$
d	Bullying of employee/owner/manager by customer/client	$\square_1$	$\square_2$	$\square_3$	$\square_4$

A8 How much impact has the bullying had on …

		No impact	A minor Impact	A moderate impact	A major impact
a	Employee morale	$\square_1$	$\square_2$	$\square_3$	$\square_4$
b	Productivity	$\square_1$	$\square_2$	$\square_3$	$\square_4$
c	Staff turnover	$\square_1$	$\square_2$	$\square_3$	$\square_4$
d	Absenteeism	$\square_1$	$\square_2$	$\square_3$	$\square_4$

A9 How would you describe your familiarity with codes of practice on workplace bullying? [Tick one box]

a Not familiar with these codes of practice .... $\square_1$

b Have heard of the codes, but am unsure how they apply to my business ....$\square_2$

c Have heard of the codes and am familiar with what is required..$\square_3$

d Have not heard of the codes, but am familiar with general requirements through other sources......$\square_4$

A10   If you have received information on how to deal with bullying in your business, from what sources?

_____

A11   Does the company have a formal policy on workplace bullying?   Yes.......$\square_1$ No .... $\square_2$

A12   Which of the following procedures and systems are in place in the business for dealing with workplace bullying? If in place, how many cases of workplace bullying have been processed under each procedure in past two years?

		System NOT in place	System IS in place	Number of cases in past 2 years - [If none, write NONE]
a	Informal procedures	$\square_1$	$\square_2$	_____
b	Formal grievance and disciplinary procedures	$\square_1$	$\square_2$	_____
c	System for independent investigation of complaints	$\square_1$	$\square_2$	_____

A13   [If any cases processed in last two years] **How effective are the procedures in resolving issues of workplace bullying?**

Very effective	Fairly Effective	Fairly Ineffective	Very ineffective
$\square_1$	$\square_2$	$\square_3$	$\square_4$

A14   Have procedures to deal with bullying improved in last two years?

To a great extent	To some extent	Very little	No change
$\square_1$	$\square_2$	$\square_3$	$\square_4$

A15   Has there been any training in policies and procedures regarding workplace bullying for management or supervisors?   Yes   .... $\square_1$ No ....$\square_2$

A16   Please say to what extent you agree or disagree with the following statements.

		Strongly agree	Agree	Disagree	Strongly Disagree
a	It is difficult for employers to find relevant information on codes of practice related to bullying	$\square_1$	$\square_2$	$\square_3$	$\square_4$
b	Dealing with workplace bullying places a significant burden on the resources of a business	$\square_1$	$\square_2$	$\square_3$	$\square_4$
c	Having a formal policy on bullying is a boost to employee morale	$\square_1$	$\square_2$	$\square_3$	$\square_4$
d	Employers fear that having an explicit policy on workplace bullying could lead to false or exaggerated allegations	$\square_1$	$\square_2$	$\square_3$	$\square_4$

B.1   How many people are currently engaged on a full-time and part-time basis in allbranches or outlets of your business throughout the Republic of Ireland?

Persons engaged on a **FULL-TIME basis**_____   Persons engaged on a **PART-TIME basis**_____

(Note: Please include managers, proprietors etc. If no-one is engaged on a part-time basis please write NONE)

B.2   Please give a brief description of the nature of your business:

_____

B.3 **For the time of year, the number of people employed by our firm in the past month compared with the previous month was: (tick one only)**

Higher ....□₁   The Same□₂   Lower..........................□₃

B.4 **Do you have any vacancies, which you are actively trying to fill at present?** Yes. □₁ No ... ...□₂

B.5 **Are you experiencing difficulties in filling any of these vacancies?** Yes ......□₁   No .....□₂

A17 **As part of a follow-up study in the near future, we'll be talking to some of the people who have taken part in this survey. If your firm were selected for follow-up, would it be alright if we contacted you again?**

Yes ....□₁   No................................□₂

Thank you very much for taking the time to participate in this study.

Survey of Workplace Practices and Procedures: Public Sector Questionnaire

This survey is part of a research project on workplace bullying commissioned by the Department of Enterprise Trade and Employment. The results will be used to examine the adequacy of information available to organisations in dealing with workplace bullying. Please complete the questionnaire if you have one or more paid employee and return it in the reply-paid envelope provided.

A1 The following is a list of challenges which could face an organisation today. Please rank them from 1 to 5 in order of importance as they face your organisation. Assign a '1' to the difficulty you think is most important, a '2' to the second most important and so on.

Rank in terms of importance (1 to 5)

Inadequate infrastructure - transport, communications or other ....____

Increasing pressures arising from performance targets..____

Poor relationships in the workplace..____

Labour Costs ....____

Other costs such as insurance ....____

A2 Please describe as fully as possible the nature of your organisation.

_____

_____

A3 Is your organisation in the public or private sector? Please select the response which most closely describes your organisation.

Private sector	*Public Sector*
Private sector, for profit................................□₁	Public sector – commercial semi-state..............................□₆
Private sector representative body ....□₂	Public sector – non-commercial state agency...................□₇
Private sector educational establishment....□₃	Public sector – educational establishment ....□₈
Private sector health establishment............□₄	Public sector – health care establishment........................□₉
Other private sector, not for profit...............□₅	Public sector – Local Authority ....□₁₀
	Other public sector (incl. civil service, Gardaí, defence forces, prisons etc.) ....□₁₁

A4 How many people currently work in your organisation? Please give the total of full-time and part-time workers (or persons engaged) including managers and transient staff. If a Civil Service department, please record figures in respect of your department only.

Full-time   Part-time   Total

in *all its branches* throughout the Republic of Ireland?   ...._____ ...._____ ...._____
in the *local* office, branch or department
    (e.g. school, hospital, Garda station or local office) ...._____ ...._____ ...._____

A5 **How many branches, offices or establishments does your organisation currently have throughout the Republic of Ireland?**

[FOR EXAMPLE, IF YOUR ORGANISATION IS A PUBLIC SECTOR PRIMARY SCHOOL, THIS REFERS TO THE TOTAL NUMBER OF PRIMARY SCHOOLS IN IRELAND. IF YOUR ORGANISATION IS A PRIVATE HEALTH CLINIC, THIS REFERS TO THE NUMBER OF PRIVATE CLINICS OPERATED BY YOUR ORGANISATION IN IRELAND. IF YOUR ORGANISATION IS THE HEAD OFFICE OF A PUBLIC SECTOR ORGANISATION SUCH AS THE GARDAÍ, THIS REFERS TO THE NUMBER OF OFFICES OR STATIONS IN IRELAND.]

One	2 to 5	6 to 10	11 to 49	50 or more
□$_1$	□$_2$	□$_3$	□$_4$	□$_5$
Go to A8	Go to A6	Go to A6	Go to A6	Go to A6

[IF MORE THAN ONE BRANCH/OFFICE GO TO A6 AND A7, IF ONE, GO TO A8]

A6 *[IF MORE THAN ONE BRANCH/OFFICE]* **Please indicate where the principal decisions and actions are taken with respect to the following Human Resource issues:** *[PLEASE TICK ALL THAT APPLY ON EACH ROW]*

	Central Head Office	Regional Office	Local Branch or Establishment	Not Applicable
Development of Guidelines and Policy on Workplace Bullying...	□$_1$	□$_2$	□$_3$	□$_4$
Informal Investigation of Complaints of Bullying	□$_1$	□$_2$	□$_3$	□$_4$
Formal Investigation of Complaints of Bullying	□$_1$	□$_2$	□$_3$	□$_4$
Development of Grievance Procedures	□$_1$	□$_2$	□$_3$	□$_4$
Implementation of Grievance Procedures	□$_1$	□$_2$	□$_3$	□$_4$
Performance of human resource functions	□$_1$	□$_2$	□$_3$	□$_4$

A7 *[IF MORE THAN ONE BRANCH/OFFICE]* **Are you able to answer regarding workplace practices in relation to the overall operations of the organisation in Ireland or in relation to the branch or office where you are located?**

All-Ireland.............. □$_1$ Local branch/office .... □$_2$

[QUESTIONS A8 TO A27 SHOULD REFER TO ALL-IRELAND OR LOCAL BRANCH/OUTLET – AS PER ANSWER AT A7. PLEASE ANSWER IN RELATION TO THE OVERALL OPERATION OF THE ORGANISATION IN IRELAND, IF YOU ARE ABLE TO DO SO]

A8 **What percentage of your workforce is ..**

Female	Non-Irish National	Under age 25	Students working part-time
_____ %	_____ %	_____ %	_____ %

A9 **How would you compare your organisation to others in your sector in terms of….**

	Higher	Similar	Lower
a Turnover of staff…………..	□$_1$	□$_2$	□$_3$
b Level of absenteeism	□$_1$	□$_2$	□$_3$

A10 **In the last two years, how much of the following has your organisation experienced ?**

	None at all	A little	Some	A lot
a Change in organisational structure	□$_1$	□$_2$	□$_3$	□$_4$
b Technological change	□$_1$	□$_2$	□$_3$	□$_4$
c Expansion or reduction in the workforce	□$_1$	□$_2$	□$_3$	□$_4$

A11 **Does your organisation have the following….**

	Yes	No		Yes	No
a Trade Union Representation	$\square_1$	$\square_2$	e Formal policy on workplace equality	$\square_1$	$\square_2$
b Other form of staff representation/ involvement (works council etc)	$\square_1$	$\square_2$	f Formal safety statement	$\square_1$	$\square_2$
c Safety representative/safety committee	$\square_1$	$\square_2$	g Access to qualified people in personnel and human resources	$\square_1$	$\square_2$
d Formal employee appraisal system	$\square_1$	$\square_2$			

A12 *[IF THE ORGANISATION HAS A FORMAL SAFETY STATEMENT]* **Is bullying specifically identified as a risk in the safety statement?**

Yes ....$\square_1$ No ....$\square_2$ No formal safety statement..............$\square_3$

A13 **The following questions deal with how organisations deal with workplace bullying.**

By bullying we mean repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work. An isolated incident of the behaviour described in this definition may be an affront to dignity at work but is not considered to be bullying.

A14 **How much of a problem have any of the following forms of bullying in the workplace been for your organisation in the past two years?**

	Has not arisen	A minor problem	A moderate problem	A major problem
a Bullying of subordinate by manager/supervisor	$\square_1$	$\square_2$	$\square_3$	$\square_4$
b Bullying of manager/supervisor by subordinate	$\square_1$	$\square_2$	$\square_3$	$\square_4$
c Bullying of employee by work colleague at same level	$\square_1$	$\square_2$	$\square_3$	$\square_4$
d Bullying of employee/owner/manager by customer/client	$\square_1$	$\square_2$	$\square_3$	$\square_4$

[IF NONE OF THESE FORMS OF BULLYING HAVE ARISEN IN THE LAST TWO YEARS, GO TO A16, OTHERWISE GO TO A15]

A15 *[IF BULLYING HAS ARISEN IN PAST TWO YEARS]* **How much impact has the bullying had on …**

	No impact	A minor Impact	A moderate impact	A major impact
a Employee morale	$\square_1$	$\square_2$	$\square_3$	$\square_4$
b Productivity	$\square_1$	$\square_2$	$\square_3$	$\square_4$
c Staff turnover	$\square_1$	$\square_2$	$\square_3$	$\square_4$
d Absenteeism	$\square_1$	$\square_2$	$\square_3$	$\square_4$

A16 **How would you describe your familiarity with codes of practice on workplace bullying? Please tick one box.**

a Not familiar with these codes of practice $\square_1$

b Have heard of the codes, but am unsure how they apply to my organisation $\square_2$

c Have heard of the codes and am familiar with what is required $\square_3$

d Have not heard of the codes, but am familiar with general requirements through other sources $\square_4$

A17 **If you have received information on how to deal with bullying in your organisation, from what sources?**

_____

_____

A18 **Does the organisation have a formal policy on workplace bullying?** Yes......$\square_1$ No .....$\square_2$

A19 Have any cases of bullying been dealt with using *informal procedures* in the past two years? If so, please say how many cases have been processed under informal procedures in past two years.

Yes .... □$_1$ → *[IF YES, NUMBER CASES DEALT WITH]* _____   No .... □$_2$

A20 Which of the following procedures and systems are in place in the organisation for dealing with workplace bullying?
If in place, how many cases of workplace bullying have been processed under each procedure in past two years?

		System NOT in place	System IS in place	Number of cases - processed in past 2 years [If none, write NONE]
a	Formal grievance and disciplinary procedures	□$_1$	□$_2$ →	_____
b	System for independent investigation of complaints	□$_1$	□$_2$ →	_____

[IF ANY CASES PROCESSED IN LAST TWO YEARS – A19 OR A20 – GO TO A21; IF NONE, GO TO A22]

A21 How effective are the formal or informal procedures in resolving issues of workplace bullying?

Very effective	Fairly Effective	Fairly Ineffective	Very ineffective
□$_1$	□$_2$	□$_3$	□$_4$

A22 Have procedures to deal with bullying improved in last two years?

To a great extent ..... □$_1$ To some extent ..... □$_2$ Very little ..... □$_3$ No change ..... □$_4$

A23 Has there been any training in policies and procedures regarding workplace bullying for management or supervisors?

Yes .... □$_1$ No .... □$_2$

A24 Please say to what extent you agree or disagree with the following statements.

		Strongly agree	Agree	Disagree	Strongly disagree
a	It is difficult for employers to find relevant information on codes of practice related to bullying	□$_1$	□$_2$	□$_3$	□$_4$
b	Dealing with workplace bullying places a significant burden on the resources of an organisation	□$_1$	□$_2$	□$_3$	□$_4$
c	Having a formal policy on bullying is a boost to employee morale ..	□$_1$	□$_2$	□$_3$	□$_4$
d	Employers fear that having an explicit policy on workplace bullying could lead to false or exaggerated allegations	□$_1$	□$_2$	□$_3$	□$_4$

A25 For the time of year, the number of people employed by our organisation in the past month compared with the previous month was … *(TICK ONE ONLY)*

Higher .... □$_1$ The Same .... □$_2$ Lower .... □$_3$

A26 Do you have any vacancies that you are actively trying to fill at present?

Yes .... □$_1$ → Go to A27   No .... □$_2$ → Go to A28

A27 Are you experiencing difficulties in filling any of these vacancies?

Yes .... □$_1$ No .... □$_2$

A28 As part of a follow-up study in the near future, we'll be talking to some of the people who have taken part in this survey. If your organisation were selected for follow-up, would it be alright if we contacted you again?

Yes .... □$_1$ No .... □$_2$

Thank you very much for taking the time to participate in this study.

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