

WORKPLACE **BULLYING** INSTITUTE™

2014 WBI U.S. WORKPLACE BULLYING SURVEY

Perpetrator Rank & Number

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PERPETRATOR RANK & NUMBER

56% of bullies are bosses

Mobbing was the term adopted by Heinz Leymann to describe health-harming abusive conduct at work. Mobbing implies multiple perpetrators. Mobbing preceded the term workplace bullying. However, WBI has consistently defined bullying as committed by one or more persons. Bullying nearly always escalates to more than one person joining the main instigator to torment the target.

Question: Who was (were) the principal perpetrator(s)?

Table 9

Responses	Percentage
Single higher rank individual, a boss	40.1%
Single same rank individual, a peer	19.0%
Single lower rank individual, a subordinate	7.1%
Multiple higher rank individuals, bosses	8.1%
Multiple peers	9.0%
Multiple subordinates	2.7%
A combination of bosses & peers	7.3%
A combination of bosses, peers & subordinates	6.7%

From Table 9, respondents said the following:

- 77% of cases involved single perpetrators
- 23% of cases involved multiple perpetrators

In 14% of cases, the bullying was generated by a combination of perpetrators operating at different levels of the organization – bosses, peers, and subordinates.

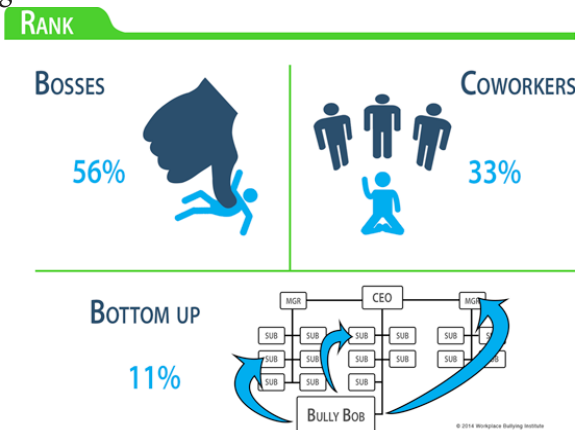
With respect to perpetrator's rank, not counting the combined sources cases:

- 56% held a higher rank, was a boss, top-down
- 33% abuse came from peers, lateral or horizontal, same level
- 11% bullying from subordinates, bottom-up

This pattern is consistent with previous WBI national Surveys.

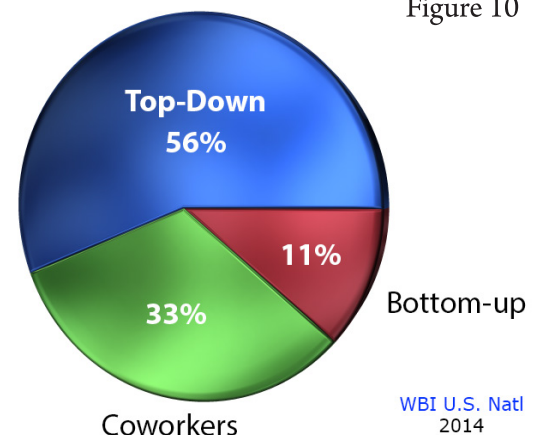
No interactions between rank and race or rank and gender were found.

Figure 11



When perpetrators enjoy a higher organizational rank than targets, opportunities to abuse authority present themselves. Further, the likelihood of targets being able to confront the boss about her or his unacceptable conduct approaches zero, given the difficulty of crossing the “power gradient.” Coworker, peer-to-peer, bullying may not involve power differences, but the health harm caused by social exclusion/ostracism that peers employ poses an equal, if not greater, threat to the target's safety.

Figure 10



ZOGBY ANALYTICS SURVEY METHODOLOGY

The Workplace Bullying Institute commissioned Zogby Analytics to conduct an online survey of 1,000 adults in the US. All interviews were completed January 27 and 28, 2014. Using trusted interactive partner resources, thousands of adults were invited to participate in this interactive survey. Each invitation is password coded and secure so that one respondent can only access the survey one time.

Using information based on census data, voter registration figures, CIA fact books and exit polls, Zogby uses complex weighting techniques to best represent the demographics of the population being surveyed. Weighted variables may include age, race, gender, region, party, education, and religion.

Based on a confidence interval of 95%, the margin of error for 1,000 is +/- 3.2 percentage points. This means that all other things being equal, the identical survey repeated will have results within the margin of error 95 times out of 100. Subsets of the data have a larger margin of error than the whole data set. Additional factors can create error, such as question wording and question order.

One of the conventions used in Zogby surveys is to allow respondents a response option of “Not Sure.” WBI chose to eliminate the “Not Sure” responses from the sample in all questions. Below are the sample characteristics.

Table 18

Sample Characteristics	Frequency	Valid Percent*
Sample size	1,000	100
<i>Region</i>		
East	220	22
South	260	26
Central/Great Lakes	300	30
West	220	22
<i>Age</i>		
18-29	220	22
30-49	360	36
50-64	250	25
65+	170	17
<i>Race</i>		
White	680	68
Hispanic	130	13
African American	120	12
Asian/Pacific	41	4.1
Other/mixed	29	2.9
<i>Religion</i>		
Catholic	260	26
Protestant	530	53
Jewish	30	3
Other/None (religion)	180	18
<i>Respondent Gender</i>		
Male	485	48.5
Female	515	51.5
<i>Employment Status</i>		
Working	532	53.6
Unemployed – Looking for work	63	6.3