

A Typology of Hybrids, Perpetrators, Targets and Nonparticipants: Differences in Personal Background, Traits, and Coping with Workplace Bullying

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Based on Prison-Environment Studies →

Jane Ireland and colleagues

- Hybrid
- Pure Perpetrators
- Pure Victims
- Nonparticipants



Canadian Prairies: 4 Organizational Settings

Hybrid 37%

Pure Perpetrators 16%

Pure Victims 11%

Nonparticipants 36%



What are Hybrids like?

→ mainly Male

- **Hybrids→** **57% Male**
- **Pure Targets→** **16% Male**
- **Nonparticipants→** **28% Male**
- **Pure Perpetrators→** **35% Male**
(No significant Difference with Hybrids)



Hybrids vs Other Employees

➔ *No difference in Self-esteem*

Hybrids have tried more coping strategies ➔

- **More Coping by joking** than **Pure Perpetrators & Nonparticipants**
- **More Indirect passive** than **Pure Perpetrators & Nonparticipants**
- **More Problem Solving** than **Pure Perpetrators & Nonparticipants**
- **More Affective Health Symptoms** than **Pure Perpetrators & Nonparticipants**
- **More Ignored Bully and Self-Doubt** than **other 3 groups**



Hybrids Suffer more than others

Hybrids compared to **Nonparticipants** have

- more Skin Problems
- greater Exhaustion
- greater Cynicism
- No significant results otherwise

Hybrids have lower self-monitoring than **Pure**

Targets

- Low self-awareness?
- Blindly copying cultural norms

Gender?

Results similar controlling for gender

However,

Male hybrids suffer more self-doubt than female hybrids

Male hybrids more likely to ignore bully than female hybrids



Future Research

Longitudinal – Do hybrids move from being bullied at bottom of ladder to become bullies as they move up?

Perhaps Hybrids work in more predominately male environment?

About 40% of the respondents were clerical workers, 30% were professionals, and 16% were managers, with the remaining employed in miscellaneous areas.

Sample

108 were female, and 104 were married.

Mean age was 38 years.

Most (146) were full-time employees.

Mean organizational tenure was 11.4 years;

Mean job tenure was 6 years.

Measures - Coping with bullying.

Measured with 22 items drawn from existing scale items of how targets coped with bullying or psychological abuse (Einarsen et al., 2000; Keashly et al., 1994; Salmivalli et al., 1996).

Respondents were asked to indicate how frequently they responded to the bullying behaviours of others, 5 point response scale ranging from “never” to “always”.

Measures Of Bullying By Others And Counter Aggression/Bullying

43 behavioural items, all drawn from existing scales with the exception of one item (Cortina et al., 2001; Keashly et al., 1994; Quine, 1999; Rayner, 1997).

“Criticized your abilities”, “Told you that you were incompetent”, “Belittled and undermined you”, “Undervalued your efforts”, “Treated you as incompetent”, and “You are given meaningless tasks”).

Respondents indicated how frequently each of the 43 behaviours were directed towards them during the past 6 months (i.e., bullied by others

Respondents then indicated how frequently they directed each of these same 43 behaviours towards others during the past 6 months (i.e., bullied others), using the identical response scale (1 “not at all” to 5 “many times a week”).