



The Connection between the Bystander Effect and Workplace Bullying in Organizations and the Ways to Overcome its Major Negative Outcomes

Örgütlerde İzleyici Etkisi ve İşyeri Zorbalığı Arasındaki İlişki ve Olumsuz Sonuçlarının Üstesinden Gelmenin Yolları

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Abstract

This study focuses on to outline the bystander behavior and its effects including bystander decisions, actions and outcomes within the concept of workplace bullying and to describe the correlation between them and its main outcomes in organizations. There is a phenomenon called the bystander effect in social psychology and it is mainly deal with the individuals who are less likely to offer help to a victim when another individual is present and watching the scene. The question is to explain the behavior of employees who watch workplace bullying but fail to intervene, often don't ignore, or even sometimes join the perpetrator. It can be assumed that bystanders witnessing bullying will restore justice; it has been underlined in previous studies that they might also behave in ways that continue or worsen its progression. So, it can be argued that there is a threesome influence between bystanders, victims, and the perpetrator of the bullying in the organizations. In sum, the goal of this conceptual study is to focus on the connection with the workplace bullying and the bystander effect in organizations and to outline the reasons of the employees who choose to be remaining silent and pretend not to see or hear and prefer not to do anything instead of acting against bullying. Then, in conclusion section, the recommendations will be made to decrease the negative consequences of the workplace bullying and bystander effects in organizations.

Keywords: Workplace Bullying, Bystander Effect, Diffusion of Responsibility

Özet

Bu çalışma izleyici davranışı ve işyeri zorbalığı kapsamında, izleyici kararlarını, hareketlerini ve sonuçlarını irdelemeye ve izleyici etkisinin işyeri zorbalığı arasındaki bağlantının sonuçlarını açıklamaya odaklanmaktadır. Sosyal psikolojide izleyici etkisi denilen bir olgu vardır ve bu da özellikle olay anında orada bulunan ve olanları izleyen bireylerin yardımcı olmaya istekli olmamalarıyla ilgilidir. Sorun ise işyeri zorbalığını izleyen ama müdahale etmede yetersiz olan, sıklıkla görmezden gelen ve hatta bazen zorbalığı yapanın yanında olan diğer çalışan davranışlarını açıklamaktır. Zorbalığa şahit olan izleyicilerin araya girip huzuru sağlayacağı varsayılrsa da, izleyicilerin zorbalığın devam etmesine yönelik davranış sergiledikleri ve hatta mevcut durumu daha da kötüleştirdikleri önceki çalışmalarda vurgulanmıştır. Bu yüzden örgütlerde izleyiciler, kurbanlar ve zorbalığı yapanlar

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arasında üçlü bir ilişki olduğu söylenebilir. Özetle, bu araştırmanın amacı, örgütlerde işyeri zorbası ve izleyiciler arasındaki ilişkiye odaklanarak, zorbalığa karşı harekete geçmektense çalışanların niçin sessiz kalarak görmezden ve duymazdan geldiklerinin nedenlerini ve sonuçlarını ortaya koymaktır. Daha sonra, sonuç bölümünde, örgütlerde işyeri zorbalığının ve buna olan izleyici etkisinin olumsuz etkilerini azaltmak için önerilerde bulunulacaktır.

Anahtar Sözcükler: İşyeri Zorbalığı, İzleyici Etkisi, Sorumluluğun Dağılması

1. INTRODUCTION

Workplace bullying takes place nearly in all kinds of jobs and working environment and workplace bullying can easily be differentiated from other conflicts in that a nonequal power appears between the bully and the victim, which makes it hard for the victim to converse the conflict to an accomplished solution (Johnson and Rea, 2009: 84-85). Workplace bullying, which usually covers verbal, nonverbal, psychological, physical abuse and humiliation and causes either physical or emotional harm in organizations, is commonly repeated forms of uncivil behaviors or mistreatment from individuals toward victims at the workplace. Additionally, workplace bullying is a persistent pattern of mistreatment and it often mentally hurts or isolate individuals in the workplace and it may even cover negative physical contact too. Workplace bullying often refers to repetitive actions or a form of behavior that is intended to intimidate, offend, degrade, or humiliate a particular an individual or a group of individuals and it can also be expressed as the exercise of power via aggression. Individuals who see or know about workplace bullying are usually sympathetic and kind when they offer support and listen to the victims at workplaces, but they usually don't go out of their way to end the mistreatment or aggression, because they are often concern about their own job security and this state is described as the bystander effect in action.

The bystander effect phenomenon has been first coined and outlined by social psychologists John M. Darley and Bibb Latané in 1968 soon after the two psychologists focused on the unfortunate murder of Kitty Genovese in the U.S.A, in 1964. By and large, the bystander effect refers to the fact that individuals are reluctant to act or help to a victim on the scene when there are other people during that time, especially when there are greater number of bystanders, they tend less to act or help the victim with the sense of "anybody apart from me will naturally act or help whatsoever" (Liu, 2006: 2-5). The bystander effect always comes with the murder of Kitty Genovese because many psychologists have studied and argued the matter and the attitude of the witnesses of the crime since 38 beholders exactly did nothing but to watch the crime scene from their windows with the thought of anybody else has already called the police for help. But nobody of them called for help! Kassin (2017) stated in his study that not one of an alleged 38 bystanders called the police for help until it was too late for Kitty Genovese who was murdered brutally in New York, in 1964. Her neighbors were unheeded to her desperate screams somehow although Winston Moseley went on his two-phased, 35-minute barbarian assault against her.

Although it has been thought that concerning the number of bystanders who actually saw or heard all or part of the attack, they were reluctant to act or help, instead they only watched and pulled the curtains and this have attracted the social psychologists attention and it inspired the study of bystander intervention in social psychology as people are less prone to offer help in a troublesome incident when in the presence of others than especially when alone.

So, in organizations, individuals usually abstain from involving themselves in conflict situations and they are usually reluctant to intervene and help a victim or at-risk individual at workplaces. Moreover, similar hesitant attitudes in response to workplace bullying, uncivil behaviors, discourteousness, rudeness, humiliation, harassment, and discrimination in organizations are often regarded as the results of the bystander effect. In sum, although many employees witness or even experience workplace bullying that includes uncivil, inappropriate,

and harmful behaviors and acts toward themselves in the workplace, majority of onlookers don't want to involve in the unwanted situations, instead they often tend to play ostrich. In short, when an individual needs help or is at risk, majority of the bystanders only stand by without doing nothing but watching the scene. And the real problem is why does this phenomenon occur? In the light of this information above, the bystander effect in organizations will be studied and the ways of overcoming its major negative outcomes will be clarified and in conclusion section, the recommendations will be made in detail.

2. WORKPLACE BULLYING AND THE BYSTANDER EFFECT IN ORGANIZATIONS

We the people are always prepared to prevent from threatening situations innately and if we experience such behaviors in others, we often get ready to unwanted situations due to feelings of uncertainty since we cannot predict another's behavior beforehand. Besides, the bystander effect can be observed because of this desire to avoid harm, while also being able to rationalize the decision not to intervene by diffusing responsibility to others and it often occurs especially when the more witnesses, the more people to feel the responsibility to intervene. However, it's obvious that most of the bullying incidents cover a lot of employees comprising of bystanders and partners in crime apart from the bully and the victim so, witnesses play a vital role in in the accruing, escalation or diminishment of workplace bullying and in spotting bullying in organizations and helping victims take reprisals. Then, bystanders come into play in curbing bullying because they tend to outnumber supervisors have the ability to react quickly to bullying actions as employees often trust more to themselves in organizations. To sum up, workplace bullying and the bystander effect will be defined and described by the conceptual framework in this section.

2.1. Workplace Bullying in Organizations

Workplace bullying, which was first defined by Swedish psychologist Leymann in the 1980s, is identified as a persistent conflict in which the victim is exposed to 2 or more negative incidents on at least a weekly basis over at least a 6-month period (Johnson and Rea, 2009: 84-85). Workplace bullying is identified as continuous negative acts happen repeatedly and that is certainly unwanted by the victim and that lead to humiliation, offence, and distress which can affect job commitment and performance negatively or deteriorate workflow and cause an undesirable working environment. However, bullying is about repeated and permanent behavior and a power imbalance which refers to that the target for one reason or another has troubles defending him or herself and coping with the uncivil behaviors. Hence, it can be inferred from that definition that a conflict might not be described as bullying if the situation is viewed in an isolated event or if the two parties are of nearly equal power are in the conflict in organizations (Salin et al.,2019: 204-205).

Niven et al. (2020) stated in their study that workplace bullying hardly ever happens in complete isolation and it has been emphasized that over half of the unwanted, uncivil behaviors occur in the presence of other individuals and it has also been underlined that workplace bullying so common that after conducting a large-scale questionnaire by British national survey, nearly half of the respondents (47%) stated that they had witnessed bullying in their workplace within the last five years. Moreover, according to Peng et al. (2016), bullying, which is so prevalent in organizations, has been an important social problem as well and bullying in an organization should not be overlooked since it may lead to huge hidden costs like physical and psychological damage to employees that result in high costs and big profit loss to the organization and higher levels of employee burnout, employee turnover and eventually loss of organizational reputation. Again, it has been outlined in their study that workplace bullying is aggressive action is repeated and health-harming and it can be characterized by four main features as:

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- Frequency: It describes the intervals weekly that the bullying behaviors are showed, for example the minimum numbers of incidents must be one or two per week and approximately six months' period,
- Persistency: It points out the how long it lasts, for which the uncivil behaviors are encountered by the victim,
- Hostility: It describes the underlying reasons of the roots of the evil, uncivil behaviors,
- Power imbalance: It displays the inequality in perceived power between the target and the perpetrator. This power may take various forms, for instance, physical, social-peer groups so in just not restricted to hierarchical power in organizations.

Moreover, Cowie et al. (2002) maintained in their study that bullying is now being defined as a real problem in the organizational concept and most countries, professional organizations, trade unions, and human resources (HR) departments have recently realized that uncivil behaviors, for example intimidation, overly harsh and unjust criticism publicly, public humiliation, offensive name-calling, social exclusion, and undesired physical interaction has the role to deteriorate the unity among them and confidence of employees and decrease their efficiency significantly. It has also been argued that individuals who have been bullied stated that it influenced them physically and mentally, with stress, depression, and lowered self-esteem and in extraordinary cases, bullied employees might even need counseling or psychiatric examination as well. Table 1 displays the main types of bullying in organizations:

Table 1. Types of Bullying

Types of bullying	
1	threat to professional status (e.g., belittling opinion, public professional humiliation, and accusation regarding lack of effort);
2	threat to personal standing (e.g., name-calling, insults, intimidation, and devaluing with reference to age);
3	isolation (e.g., preventing access to opportunities, physical or social isolation, and withholding of information);
4	overwork (e.g., undue pressure, impossible deadlines, and unnecessary disruptions)
5	destabilization (e.g., failure to give credit when due, meaningless tasks, removal of responsibility, repeated reminders of blunders, and setting up to fail).

Source: Cowie, H., Naylor, P., Rivers, I., Smith, P. K., & Pereira, B. (2002). Measuring workplace bullying. *Aggression and violent behavior*, 7(1), pp. 33-51.

According to Saunders et al. (2007) workplace bullying, which refers to psychological, emotional or physical harm, in which the victim is exposed to the negative verbal or non-verbal behavior and workplace bullying has usually negative, often devastating consequences on both the employees who are targeted and on the organization and workplace bullying includes some uncivil behaviors such as the covert and subtle, for instance overt and veiled threats, a dirty stare or a criticizing an employee persistently and constantly, to the extreme aggressive, such as a physical attack or a physically abusing and threatening abuse. Figure 1 shows the main negative effects of the workplace bullying on employee mood or employee work behaviors:



Figure 1. Main Negative Effects of The Workplace Bullying on Employee Mood or Employee Work Behaviors

Reference: Peng, Y.-C., Chen, L.-J., Chang, C.-C. and Zhuang, W.-L. (2016), "Workplace bullying and workplace deviance: The mediating effect of emotional exhaustion and the moderating effect of core self-evaluations", *Employee Relations*, Vol. 38 No. 5, pp. 755-769.

In addition, Hoel and Salin (2002) argued in their study that poor working environment can directly or indirectly cause workplace bullying and anxious or depressed employees may also give rise to workplace bullying by creating tension and eliciting negative reactions from coworkers and supervisors or managers. Moreover, it has been underlined that bullying itself has negative impact on the working environment by negatively influencing internal organizational communication and causing more stress among employees that lead to organizational problems. Plus, it has been concluded in the study that the underlying effects and antecedents of workplace bullying depends highly on the characteristics of the individuals involved in the conflict, gender, age, and ethnicity of the people and organizational contexts and demographic features of the individuals as well.

Last but not least, Nielsen and Einarsen (2012) argued in their study that workplace bullying is often related with the mental and physical health and welfare of targeted individuals in organizations and in workplace bullying, it is the usual state that a victim is determined beforehand and abused by a range of perpetrators. Moreover, since workplace bullying is described as an even in which one or a few employees continuously, and periodically, assume themselves as being on the receiving end of negative actions from supervisors or coworkers, and where the target of the bullying thinks that it is difficult to defend himself or herself against these uncivil actions. Theoretically, workplace bullying is associated with the whole health and happiness of targeted employees and it can be categorized into seven categories: work related bullying, social isolation, attacking the private sphere, verbal aggression, the spreading of rumors, physical intimidation, and attacking personal attitudes and values. To sum up, these incidents might be viewed as merely mildly offensive, or at least tolerable, on the other hand, in total; these can be viewed as destabilizing, highly distressing and even traumatic by the employees whatsoever in organizations.

2.2. The Bystander Effect in Organizations

In today's world, it can easily be inferred that individuals may think that it's easier to not get involved in anyone's own business. Besides, it has often been argued that people are usually abstain from providing help especially in the presence of other bystanders because of diffusion of responsibility and sometimes they think that they are not for sure whether they are worsening the situation or not. However, there's a saying that the more evil is tolerated the more it will get inflamed. It might be certain that if you witnessed or notice an emergency event happening right before your eyes, you would definitely take some sort of action to help the victim having trouble but psychologists claim that whether or not you intervene may depend on the number of other witnesses present at the scene. Besides, witnesses of bad workplace behaviours are regarded as

secondary victims or co-victims who empathise with how the target is feeling and experience some of the impact or exhibit concerns about being the following target.

First of all, Pouwelse et al. (2018) stated in their study that there are three main actors involved in workplace bullying as the bystander, somebody that witnesses the bullying and interacts with the other actors in various ways. It's clear that there are usually more bystanders in the real bullying incidents than bullies and targets. By the way, the bystanders are the real part of a dynamic context. In addition, apart from assuming workplace bullying as comprising of the perpetrator–target dyad, it can be considered as a triadic phenomenon comprising of three actors, the perpetrator, the target and the bystander and it can be assumed that the bystanders may exhibit various behaviors in the bullying process, such as either providing help the bully or providing help to the victim. The term of bystander has been identified as focusing on the individuals who are the part of the bullying environment but who are not yet targeted and don't yet show mobbing behavior themselves and it has been outlined that the main types of bystanders of workplace bullying are the constructive–destructive and active–passive continua, such as the instigating bystander, who creates the situation; the collaborating bystander, who helps the bully and actively joins in; the abdicating bystander, who stands still and remains passive in the bullying incident; the intervening bystander and the defusing bystander, who either show behaviors to stop the bullying or prevent escalation by involving themselves in the situation; the defending bystander, who defends the target; and the last one, the sympathizing bystander, who offers support in private yet remains passive in bullying situations. Nonetheless, Karakashian et al. (2006) maintained in their study that the prevalence and the intensity of helping behaviors of the individuals mainly depend on the shyness and the fear of negative evaluation of the unwanted situation that the victim experiences.

Furthermore, Fredricks et al (2011) argued in their study that the phenomenon, the bystander effect, might cause disastrous consequences because in many cases bystander effect might easily be turned into a continuum from innocent bystander to guilty perpetrator since allowing harm to occur or remaining silent may cause get things worse because they tend to think that feel that it is not part of their job and finally the perpetrator thinks that he's got the power and whatever he does gets by with his/her boorish acts. However, Rowe (2018) argued in her study that although bystanders are usually emphasized as “do-nothings,” in the literature, helpful bystander actions are also common in daily life as well. For instance, a lot of bystanders report a wide variety of constructive initiatives, including private, informal interventions like lost items are returned to their owners, though they are strangers, they warn people when they drop something on the street or pavement. In addition, it has been maintained that a number of public and private institutions, including the armed services, now train employees to encourage responsible bystander behavior in order to prevent from safety problems, errors, and accidents, uncivil behaviors in organizations and multiple sectors emphasizes the importance of bystander action and some slogans have been generated in order to flourish helpful bystander effect such as “Friends don't let friends drive drunk” or “See something, say something”.

For instance, Cherry (2020) reported that bystander effect is the phenomenon which refers the greater the number of individuals present; the less likely individuals are to help a person in tension and observers are more likely to act if there are few or no other witnesses when an emergency even takes place. Plus, it has been underlined that there are two main factors that trigger the bystander effect. First, the presence of other individuals creates a diffusion of responsibility since there are other witnesses, individuals don't think as much pressure to take action and the responsibility to act is thought to be shared among all of other observers present.

The second one is the urge to act in correct and socially acceptable ways. That is to say, when other observers are reluctant or fail to react, people usually think it as a signal that a response is not needed or not appropriate. For example, in the case of Kitty Genovese, many of the 38 witnesses justified that they thought that they were witnessing a "lover's quarrel," and didn't think that the young woman was really being murdered at that time.

What's more, Coyne et al. (2019) maintained in their study that the witnesses of workplace bullying are regarded as secondary victims or co-victims especially the ones who empathize with how the victim is feeling and experience some of the effect or being stressful about being the next target as they put themselves psychologically in the position of the target and eventually feel some of the concerns of the victim. Thus, it has been emphasized in their study that the empathy with the target is essential in creating this felt bad experience, and empathy has been emphasized as the type of schema a witness of traditional workplace bullying adopts. Indeed, bystander perceptions of the fairness of bullying often depend on the level of empathy with the target and the resultant co-victimization they see. Consequently, it has been argued that the more an individual empathizes with a victim, the more likely they will become a secondary victim and the stronger the need to act and perceptions of injustice and empathic understanding may therefore be moderated by characteristics of the workplace bullying situation in organizations.

Additionally, Madden and Loh (2018) claimed in their study that the bystander effect can be described by a five-step psychological process model in which the model proposes for bystander intervention to occur, yet bystanders won't intervene if any of the five steps is missed in the model. The other factor that is thought to prevent the completion of the five-step model is the presence of others because when others are present at the scene, a diffusion of responsibility occurs that the individual mentally shifts the responsibility for intervention to other bystanders and in doing so, reduces the psychological cost associated with non-intervention. Figure 2 displays the five-step psychological process for bystander intervention to occur if any of the five steps is not missed in the model upon workplace bullying:

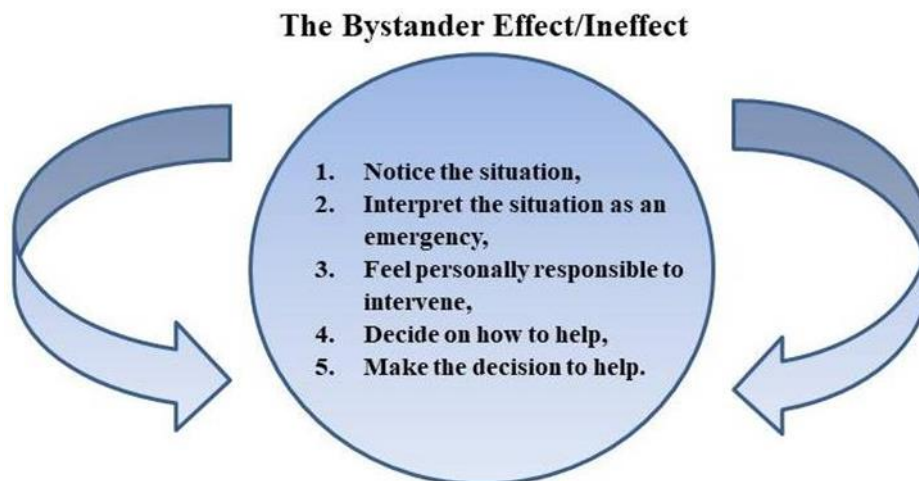


Figure 2. The Five-Step Psychological Process for Bystander Intervention to Occur

Source: Madden, C., & Loh, J. (2018). Workplace cyberbullying and bystander helping behaviour. *The International Journal of Human Resource Management*, pp. 1-25.

Plötner et al. (2015) have also outlined in their study that the bystander effect can be focused on a five-step model of intervention in an bullying incident: An actor has to realize the case (Step 1), thinks and interprets it as an emergency (Step 2), takes responsibility for providing help (Step 3), and know how to help (Step 4) before he or she can provide help (Step 5). Moreover, it has been asserted that the presence of bystanders interferes with the successful completion of these steps

through three processes; it has been referred to as social referencing, diffusion of responsibility, and shyness to act in front of others. Social referencing, or noting bystanders' passivity, interferes with Step 2; diffusion of responsibility interferes with Step 3; and shyness is most likely to interfere with Step 5.

To be concluded, bystanders are the observers who usually prefer to remain silent by when an individual needs help especially within a bullying scene. It can easily be inferred from the information above, the more bystanders there are, the less likely they are to help, because of the concept known as diffusion of responsibility for example with the thinking that someone else will certainly take care of it. It's also clear that most of the workplace bullies are managers or supervisors and they usually abuse their subordinates verbally, even sexually seeking for craving power and control, and usually struggle with emotional instability in the organization. On the other hand, the most important issue with workplace bullying is usually that individuals know very well that workplace bullying exist, but they often do nothing to stop it for their own security reasons about their jobs.

3. THE LINK BETWEEN WORKPLACE BULLYING AND THE BYSTANDER EFFECT IN ORGANIZATIONS

Initially, in this study, a conceptual overview is given focusing on issues related to bystanders in workplace bullying to fill the gap in the literature since the early studies have often focused on the types and the prevalence workplace bullying. However, it's so obvious that there is a correlation between workplace bullying and bystanders, and it can be assumed that bystanders are the part of the problem and therefore they are likely to be the part of the solution in organizations. Therefore, it has been aimed in this study that possible interventions from bystanders can be encouraged to vanish the workplace bullying and this study presents promising and consistent framework on the effect of the bastanders on workplace bullying and concludes with practical implications and solutions for future researches.

Individuals at work often remain silent in order to feel more secured especially when it's time to speak up to managers with work-related ideas, concerns, and opinions or observing workplace bullying, organizational corruption and unfair treatments from their coworkers or supervisors. Then, the management department may fail to get the accurate and instant information for the right decision-making process and it can deteriorate the work flow and work group cohesion in organizations and it will be very hard to get the feedback and solve the organizational problems. However, if the bystanders are brave enough and confident to take promising and effective action to help the victims, it will likely that bullying can stop and the victim who is bullied can recover and workplace bullying might not be observed again in the organizations. According to Emdad et al. (2012) it has been maintained that bully-victim-bystanders who are usually involved in bullying process as a triadic interaction workplace bullying is not only a matter dealing with the individual level but also is an organizational dynamic that effects on every employee who are experienced whether primarily or secondarily and it has also been defined that too much negative feelings and tension may influence on both the victim of the bullying behavior and bystanders to the bullying as well. So, it's clear that the findings outlined that individuals who are exposed to bullying in the workplace face various negative psychological health problems such as depression especially bystanding to bullying behavior also leads to frustration and depression and most of the bystanders can eventually quit their jobs because of witnessing bullying.

Van Heugten (2011) stated that the bystanders are usually described as passive and silent when they encounter workplace conflict and uncivil and destructive behaviors of bullies and the

bystander effect depends on the diffusion of responsibility which refers to the witnesses expect others to take action and wait for signals to best behavior from those others at the scene. On the other hand, it has been pointed out that when the bystander support lacks, it will cause uncertainty, loss of trust, and isolation at workplace and it will also lead to huge hidden costs such as increased staff turnover, absenteeism, and poisoned working environment and loss of organizational reputation. Paull et al. (2012) argued in their study that the bystanders usually act either actively or passively on the side of bully or victim, yet they are not often detached third parties and such behaviors have been defined as from active involvement, for instance, motivating or affecting the bully's actions, to passive involvement, where the bystander begins to think or act as a fellow victim in a bullying incident in organizations. Plus, the bystander is defined with the bully or victim at the two extremes through varying degrees of identification with either position and these roles might be undertaken actively or passively – for instance, through the preventing from speaking out. It has also mentioned that educating organizational members on the nature of bystanders, along with other types of the bullying incident will certainly help decrease or minimize bullying in organizations.

According to MacCurtain et al. (2018), the main bystander actions may differ within a range from active to passive and constructive or destructive and bystanders might think to intervene-or not-for a variety of reasons, and their motives might be altruistic or more hedonistic—acting to ease crime or to look fine and bystander action can be categorized as;

- high involvement, addressing the perpetrator directly,
- low involvement, passively watching,
- high immediacy, acting when the incident is happening,
- low immediacy, taking action after the incident.

Moreover, bystander behaviors seem to be affected by different variables in organizations and if there are a lot of bystanders compared with the fewer bystanders, their intention of acting more responsible and then certainly deters bystander intervention directly. Table 2 shows the main roles of the bystanders and equating them to the types of bystander reactions:

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Table 2. The Descriptions and Main Role Types of Bystanders in Organizations

	Label	Description	Position	Type
1	Instigating Bystander	Sets up actions of bully; initiator, creates situation		Bully (aggressive) bystander; Puppet-master
2	Manipulating Bystander	Seeks to influence actions of bully, takes advantage of existing situation		Bully (aggressive) bystander; Puppet-master
3	Collaborating Bystander	Actively joins in, assists bully	Assistant	Bully (aggressive) bystander
4	Facilitating Bystander	Provides audience (fine line to joining in), can be inadvertent	Reinforce	Bully (aggressive) bystander
5	Abdicating Bystander	Silently allows bullying to continue by doing nothing despite being in position to do so		Abdicating bystander
6	Avoiding Bystander	Walks away	Outsider	Avoidant bystander; Abdicating bystander
7	Intervening Bystander	Takes action to halt bullying or prevent retaliation		
8	Defusing Bystander	Involves themselves in preventing escalation of the situation		
9	Defending Bystander	Stands up for victim	Defender	Helpful (altruistic) bystander
10	Empathising Bystander	Identifies with the victim – says/does nothing		Avoidant bystander
11	Sympathising Bystander	Identifies with the victim – remains silent for fear of becoming target, offers comfort and support in private		Helpful (altruistic) bystander
12	Succumbing Bystander	Becomes fellow victim		Victim (passive) bystander
13	Submitting Bystander	Substitute victim		

Source: Paull, M., Omari, M., & Standen, P. (2012). When is a bystander not a bystander? A typology of the roles of bystanders in workplace bullying. *Asia Pacific Journal of Human Resources*, 50(3), pp. 351-366.

In short, Ng et al (2019) stated in their study that there is a common sense that witnesses are usually prone to intervene either to help victims or punish perpetrators of the bullying, but the usual reaction of the bystanders is usually responding with apathy and overlooking the mistreatments that they observe in organizations, though they might involve in bullying they observe to the extent they think that injustice or unfair treatment has happened after observation of mistreatment or bullying at workplaces. To be concluded, as Mazzone (2020) asserted that the behaviors of passive bystanders to enhance the prevalence and the level of bullying since such behaviors might be perceived as signal of silent assent by the perpetrators. Hence, it has been underlined that the presence of bystander is common not only in organizations but also at schools and it has been found out that bystanders exist at 88% of workplace bullying incidents, but they involve in 19% of them and approximately 30% of individuals have observed bullying at workplaces and nearly 76% of younger employees had been bystanders at least once.

CONCLUSION

This conceptual research study aims to fill the gap by focusing on the behaviors of bystanders that they exhibit to workplace bullying and the facts that affect their behaviors by the bystanders and the purpose of this conceptual research article has been to display the role of bystanders in the workplace through bullying actions by creating fundamental definitions, research findings and approaches, and to develop a conceptual framework that both synthesizes and provides guidance for future researches. Although the destructive effects of workplace bullying have been searched in previous studies very much, fewer studies have been done on the relationship between bullies and bystanders in organizations. As there has been a growing interest

in research around the role of bystanders in bullying recently, this study provides an insight into this matter by investigating the role of bystander behaviors and effects on workplace bullying within the concept of bystander effect.

Drawing on this linkage, on the one hand workplace bullying covers harmful, targeted behaviors which especially occurs at work and since it can be spiteful, offensive, mocking, or intimidating it is usually directed at one person or a group of people in organizations and it often forms some patterns such as extreme harsh or unjust criticism or yelling or using profanity in front of other individuals and threats, criticizing an employee persistently or constantly, humiliation, physically abusing or threatening abuse, behaving aggressively, forcing someone to behave inappropriately and other verbal abuse or even excluding or isolating someone socially in organizations. On the other hand, it is very vital for organizations to evaluate such outcomes of behaviors and negative psychology in organizations and so, to stop the destructive behaviors and mitigate the risks dealing with observed uncivil, bullying, harassment or discrimination at workplaces, bosses or managers must take action to encourage their employees to take action immediately. As some of the advice can be given when a type of bullying or unwanted-uncivil behaviors happened has happened at workplace, individuals should take actions such as they can report it to a supervisor or manager, a health and safety representative or the human resources department, even a representative of an authorized union or visit the Unions and fill a form as a complaint on company's employer relations webpage to find contact with registered unions related with the organization.

According to Kim (2020), the notion of moral courage has often been mentioned as a means of erasing workplace bullying and its roots out of organizations because it has been claimed in the literature that establishing and flourishing moral courage among employees and empowering them to take a stance against would reduce the evolution of bullying since moral courage depends on moral and ethical values that are directly against evil thoughts and behaviors and refer to good and moral, ethical values. Therefore, as workplace can be regarded as a certain form of moral violation and anti-humane, employees don't fear of these costs inhibits personal involvement against bullying anymore if they have more moral courage because they would possibly interpret and recognize when something terrible is happening such as workplace bullying and think to intervene directly to help the victim.

Desrumaux et al. Also (2018) maintained in their study that the bystander effect is both confusing and surprising since the witnesses often know the victims and the perpetrators as coworkers, and it has been argued that the bystanders are not only incidental but also they are an integral part of the concept of bullying since the concept is due to the judgements, thoughts, words, and intentions of bystanders. Besides, it has been discussed that their non-intervention can be identified by their emotions, for instance, intense fear and vulnerability. It has also been concluded that number of the workplace bullying events can be reduced if the management department tries to create a positive workplace environment by promoting a cooperative and helpful working climate, organizational citizenship, or pro-sociability and providing a healthy workplace environment which involves the physical environment of the office or workshop and the occupational health and safety of the employees. And, it has also been claimed that bystander intervention against workplace bullying can be improved if the employees are educated on workplace bullying and make them realize the negative influences of passivity and help them to become active peer supporters in overcoming the serious psychological outcomes and risks of unwanted hostile behaviors.

There is a famous saying that as Albert Einstein pointed out "The world will not be destroyed by those who do evil, but by those who watch them without doing anything" (Hussein

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et al., 2019: 829) so something must be done in order not to be some kind of partner in an ugly crime and reduce the diffusion of responsibility factor in organizations. Some recommendations can be made to increase the rate of intervention among bystanders and some preemptive precautions can be taken about not being a bystander at a workplace bullying scene as follows:

If you observe bullying at workplace taking notes about the incident will be an efficient action about not being a bystander and not being a partner in crime as well. For example, keeping a journal of the who, what, when, where, why of things that happened at that time. In this way, if you have witnessed the bullying occurred in front of you, then go back to your office and sit down at your desk and write down who else was observing the uncivil incident and what has been said, why has it been done or said, and try write down as much detail as you can around kind of the facts of the event just like writing a page in your diary. If you think of reporting the workplace bullying later, then you can present concrete clues or examples of the behaviors you're talking about.

It's very important that if the organization has a policy about workplace bullying because it's obvious that bullying is illegal in many countries dealing with the labor act or regulations so companies should have a formal policy against it and make efforts about printing handbook or any other documents that display the organization's norms values and expectations from the employees. Then, it's required to inform the employees about the policy and the principles of the company well and employees should be encouraged to read, learn and obey the organizational rules and file a formal complaint if they witness mistreatment, verbal abuse and workplace bullying at workplace.

If ten of you witness the workplace bullying and ten of your coworkers document the workplace bullying well about what time and where happened then it will be easier you build a case to which HRM and your management will act accurately with documented details. Last but not least, HRM or management department will take actions more efficiently if they think that they have concrete evidence and real witnesses of the bullying.

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