Sunday October 10, 2010

MAKING

OPPORTUNITIES

KNOCK ON

YOUR

aggression at work **VACANCY**

Recent research by Wayne Hochwarter, a professor of management at Florida State University, and associate Samantha Engelhardt investigated differences in employees' responses to abusive supervisors. Their study included more than 180 employees from a range of professions and built on 2006 research that assessed the effects of abusive bosses on employees' health and job performance.

Wayne Hochwarter explained:

"Our goal was to isolate those who reported daily abuse from those who did not.

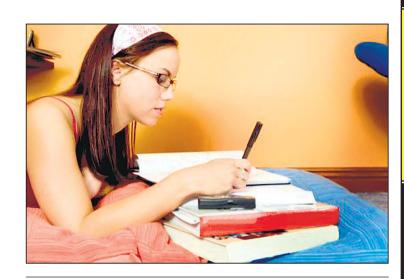
The researchers found significant differences between the two groups. Of those who reported abuse:

- ▶ 30 per cent slowed down or purposely made errors (compared with 6 per cent of those not reporting abuse)
- ▶ 27 per cent purposely hid from the boss (compared with 4 per
- ▶ 33 per cent confessed to not putting in maximum effort (com-
- pared with 9 per cent) ▶ 29 per cent took sick time off even when not ill (compared with 4
- per cent) ▶ 25 per cent took more or longer breaks (compared with 7 per

They also found that participants not reporting abuse were three times more likely to be proactive in solving problems they experi-

enced in the workplace, including perceived abuse. Wayne Hochwarter commented:

"The data do not allow us to definitively state if abuse leads to these reactions, or if managers are just responding to their subordinates' less-than-stellar behaviour. However, it is clear that employee-employer relations are at one of the lowest points in his-



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