TE WHARE WĀNANGA O AWANUIĀRANGI

FOR THE MASTERS DEGREE IN INDIGENOUS STUDIES

NAME: PEGGY MAURIRERE - WALKER

A NASTY PIECE OF WORK

Investigating the affects and impacts of workplace bullying for Māori women

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Declaration

To the best of my knowledge and belief this thesis contains no material previously published by any other person except where due acknowledgment has been made. This thesis contains no material that I have submitted towards the award of any other degree or diploma in any other university or other institution.

This thesis represents research I have undertaken. The findings and opinions in my thesis are mine and they are not necessarily those of Te Whare Wānanga o Awanuiārangi.

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Peggy Maurirere-Walker

Signature: …………………………………………….

Date: ………………………...

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This piece of work is the culmination of my academic journey over the past four years. Ironically the first paper I enrolled in was a Mana Wahine paper delivered by Doctor Virginia Warriner who became my supervisor for this thesis three years later. Thank you for your tireless efforts to motivate, correct and push me to achieve and for having the faith in me that at times evaded me. You epitomise Mana Wahine principles by modelling and shaping women like myself to transform and embrace new ways to grow ourselves and reconnect to who we are as Māori women.

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ABSTRACT

This is an investigative study of workplace bullying and its effects on Māori women. Research on workplace bullying started in Europe in the 1980's. Since that time workplace bullying has become more prominent throughout the world. Although momentum is growing, in New Zealand research on these phenomena is still in its infancy. More questions emerged as this study unfolded. Furthermore, there is a research gap on this topic pertaining to the status of Māori women. Thus, the purpose of this study is to establish a platform for the voices of Māori women on this topic.

Specifically, this study investigated three main questions. 1) How do Māori women view workplace bullying? 2) How has the impact of workplace bullying affected them? 3) How can this research help heal or prevent the trauma of workplace bullying? To answer these questions, four Māori women were interviewed in-depth. Supporting literature also was gathered linking bullying to violence, then violence to colonial influence and the prevailing disruption to Māori culture and our affinity as Māori to land. There is no other literature on workplace bullying from a Māori women's perspective. This study represents the participant's story publicly for the first time. To protect their identities pennames have been substituted and their employer omitted.

Face to face in-depth interviews and subsequent transcripts are the primary source of data used for this thesis with literature being the secondary source. The emergent themes show the effects of bullying on the health and wellbeing of research participants. The findings also show significant impact on the participant's physical and psychological health. Critical improvements to systemic policy and procedure in this regard is desperately needed, to further prevent the trauma associated caused by workplace bullying.

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CHAPTER ONE

INTRODUCTION

1.0 Chapter Introduction

Workplace bullying varies from other forms of harassment. This type of mistreatment occurs frequently in the workplace. Bullying at work is devious by nature and is frequently hidden from public view. The intent of workplace bullying is to harm employees who are targeted by this behaviour. Physical and psychological damage to workers who are subjected to this behaviour. Employment regimes, organisational policy or employment legislation fail to protect targets from this type of damage or offer solutions for healing (Hanely-Duncan, 2011).

> *Although considerable research has linked workplace bullying with psychosocial and physical costs, the stories and conceptualisations of mistreatment by those targeted are largely untold.* (Tracy, Lutgen-Sandvik, & Alberts, 2006, p. 148)

This study aims to investigate the consequences of workplace bullying from a Māori women's perspective. Preliminary discussions with potential candidates were well underway prior to the research proposal submission. This helped gage the viability of the study. I found the topic of workplace bullying surprisingly common. Whenever this topic was raised in conversation with people, they would express interest and share their personal understandings or identify someone else, who had experienced workplace bullying in some form. That said, sampling interest in this topic helped me to decide to press on with this thesis topic or find potential participants to interview.

A research proposal was submitted for ethical approval with a view to conduct in-depth interviews with five to seven Māori women. Searching for the stories of other Māori women who had been bullied at work was futile. Therefore, this study provides a fresh perspective on workplace bullying. This is the first time any of these women have publically shared their personal account of what happened to them at work. Being bullied at work can be a devastating and dehumanising experience. The trauma associated with being bullied can deter informants from participating in

research. With that in mind it was wise to explore potential barriers informants may face during their interviews. An example of a barrier is dredging up past painful emotions and feelings experienced during that distressing time. As a precaution, informants were made aware of the potential risks during preliminary interviews. These initial discussions gave participants time to consider the study, whilst providing an option to exit the process early.

1.1 Background to the Study

This research was based in Gisborne, however respondents resided in the Bay of Plenty and Hawkes Bay regions in New Zealand. The interviews were conducted with four Māori women connected with a number of Iwi (tribes) including, Rongomaiwahine, Tuhoe, Ngāti Ira, Rongowhakaata, Te Aitanga a Mahaki, Te Whānau ā Apanui, Ngāti Porou.

A research proposal was submitted for approval to the ethics committee of Te Whare Wānanga o Awanuiārangi to undertake this research project. Originally, I had envisaged conducting in-depth interviews with five to seven Māori women who had experienced workplace bullying. During the preliminary literature search it was difficult to locate stories featuring Māori women who had been bullied at work. This study proposes a distinctive and fresh outlook on workplace bullying from a Māori women's perspective. To my knowledge this is the first time any of these women have publically shared their personal account of what happened to them at work.

The struggle for Māori women is not a new phenomenon, historically the impacts of colonisation have been significant for Māori. One of the consequences of colonisation is the silencing of Māori women through academic writing, in particular the trivialising of Māori 'history' into Māori 'mythology' and in turn, planting an image in the minds of society that Māori women held insignificant and meaningless roles (Smith, 1992). These misrepresentations have saturated the New Zealand psyche since the mid 1800's. Since this time not much has altered this view in the mind sets of New Zealanders. The silencing of Māori women's voices has been perpetuated by attitudes, behaviours and colonised definitions to maintain the status

quo. The respondents interviewed for this study identify with 'silent suffering'. Through this research, they have found a voice and that voice beckons to be heard.

> *"Within mana wahine methodologies, interviews are an important part of making visible the voices of those engaged in counter hegemonic struggles"* (Hutchings, 2002, p.72).

Associating the historical silencing of Māori women and the impact this has had would certainly warrant further study. Has this history affected the disposition of Māori women? Has assimilation influenced our thinking and worldview of ourselves? This research recognises the place assimilation has played in the past, then looks at that influence in a workplace context through a wahine Māori lens. Connecting historical context lays a foundation for their story to be told and to end their silence.

Māori women have a different worldview from Māori men and non-Māori people. Mana wahine methodology *"strives to create relationships and understandings of the status of Māori women that are relevant to Māori culture"* (Hutchings, 2002, p. 67), it adds depth and value, another dimension and as a result effects change. The most accurate analysis of our experiences can only come from our own experiences. Johnston and Pihama (1995) assert that;

> *"We as Māori women can, and do, provide analyses of our positions which, based on our own experiences, allow us the space to present and re-present our world. In doing so there remains a desire to be visible in our differences ... We are different, and those differences count"* (p. 85).

Being bullied at work can be a devastating and dehumanising experience. The trauma associated with being bullied can therefore be problematic for informants. With that in mind it was wise to explore potential barriers informants may face during their interviews. An example of a barrier is dredging up past painful emotions, and feelings experienced during that distressing time. Informants were made aware of the

potential risks during preliminary interviews. This allowed participants time to consider the study providing an early option to exit the process.

1.2 My Research Journey

Choosing to study this subject was challenging, I struggled to decide whether to use my own narrative whilst ensuring I did not overpower the wahine I interviewed. It was not an easy decision. However, my personal sense of social justice and passion to help others swayed my decision to break my silence. Sharing some of my story links me to the collective voices of others, and signals my understanding and experience of this topic.

To honour the voices of my research participants, it is important to position myself within this study. Sharing personal experience and insights provides context, depth and shows empathy and respect for the women who have shared a very private struggle. From a cultural perspective, positioning connects me to this subject and therefore to the respondents of this thesis via the kaupapa (subject). In this context, blood ties do not bind us, however a common experience and purpose does. The mutual space we share is the experience of being bullied in the workplace.

> "*Our approach to life stems from our worldview. In turn, our worldview stems from our connectedness to everything and everyone. This holistic lore of nature offers us some insight into the reciprocal responsibilities we have when we enter into any relationship. In effect, we are here to create ourselves out of the experiences and relationships we form with others*" (Davis, 2002. p.1, para 3).

My interest in this subject began nine years ago, when I was introduced to workplace bullying first-hand. Having been engaged in the workforce for more than two decades prior, I was ill prepared for what was about to unfold, or the trauma that would accompany it. I had been in that particular role for three years and was exceeding organisational expectations and receiving national recognition for those achievements. Looking back, I have always been a high performer with high personal expectations. In hindsight, I was at the top of my professional game. I was excited to share the positive reports and feedback with my Manager. I had assumed,

that on her return from holiday she would be pleased with her regions elevation and successes. That meeting did not go well, I left that meeting confused and feeling like something was dreadfully wrong, at the same time I was baffled as to what exactly the problem was.

All communication with me from that point on became vague, I started feeling isolated and unsupported. Everything was so subtle, the manipulation, coercing others, mobbing and even out-right lies. I didn't know what was going on and I couldn't identify the problem or name it. Although workplace bullying existed and was on the increase in New Zealand, the concept of being bullied at work was foreign to me. What was this enigma that made me feel powerless, vulnerable and unsafe? I could sense danger coming but I couldn't see it, explain it or touch it.

I went through a period of self-blame, was it something I said or something I did? My work performance was undisputable, and because of that everyone I spoke to thought I was exaggerating. I began to seek logic, a rationale to explain why this was happening. Then came the self-doubt, sabotaging myself to justify being treated badly. The following eight months were devastating, it felt like I was at war. There were two battles coexisting for me the first battle was an internal battle, the fight to keep my spirit in-tact. At the same time an external battle seemed to be going on around me. I could not trust anyone, I had no control of the process. At the time, it was like I was fighting a war against an unidentified dark force. Imprisoned by the constructs of this force, the wounds inflicted upon me deeply affected my wellbeing emotionally, mentally, spiritually and physically.

> *"Understanding bullying at work is crucial considering its devastation to individuals' physical and psychological health and to organisational productivity. Bullying terrorizes, humiliates, dehumanizes, and isolates those targeted and is linked to serious health risks to bullied workers"* (Tracy et al., 2006, p. 153).

Without notice, I was effectively excommunicated from the workplace. Tracey, Lutgen-Sandvik, and Alberts contend that this sort of bullying constitutes *"passive, nonacts of social ostracism"* (Tracy et al., 2006. p. 152). It further causes harm and

stigma through the "silent treatment". This conduct can include exclusion from meetings and gatherings as well as ignoring requests. The process was protracted over almost seven months, during that time my wellbeing deteriorated. I was constantly exhausted just thinking about it every waking moment.

Eventually I was vindicated of any wrongdoing. For all intent and purposes, I had done nothing wrong. The investigation process had ended in my favour. However, despite being cleared of any misconduct I was not permitted to return to my substantial role. Instead a new position was created for me with the same Manager! I couldn't believe it, the same Manager who had no remorse and seemed so intent to drive me from the workplace. The only explanation I could surmise was that, my over performing had in some way lead to my Manager feeling threatened. In hindsight, I don't believe that what I had achieved was a threat, however it did highlight my strengths which inadvertently exposed her weaknesses.

My psychological battle and self-destructive thinking, continued on long after I returned to work. During the mediation process I did not feel heard, in fact I felt incriminated and humiliated. Being bullied at work raised my awareness and sparked a fire in my belly. A fire to help others overcome this struggle.

While other studies look into the commercial cost of bullying, organisational cultures, studies on bullies and their behaviours and procedural etiquette. Internationally the literature written about workplace bullying from a targets perspective is minimal. This study plans to add an indigenous voice to existing studies which makes this thesis authentic. These participants are sharing their story and what happened to them at work, for the very first time.

1.3 Aim and Research Questions

The purpose of this study is to investigate the impacts of workplace bullying and examine how it impacts and affects Māori women. Being bullied in the workplace compromises the health and wellbeing of employees. According to Statistics New Zealand (2014) one in ten employees experience bullying in the workplace. The proportion of bullied workers is reported as significantly higher for Māori women

than Māori men and non-Māori workers. This study has gathered the workplace bullying stories from a sample group of Māori women. It is intended that by sharing their stories, their experience of workplace bullying may help others recover and heal from the trauma of being maltreated at work.

In order to achieve meaningful results, this research seeks to answer some fundamental questions.

1. *How do Māori women view workplace bullying?*
2. *How has the impact of workplace bullying affected them?*
3. *How can this research help heal or prevent the trauma of workplace bullying?*

Exploring the narratives of Māori women who have been bullied at work has dual objectives. Firstly, it is envisioned that breaking their silence will initiate a healing process for participants of this study. Secondly their stories have the potential to reach out to other sufferers who are seeking to heal their own wounds. Identifying the wisdom hidden in their stories, may benefit by healing the trauma of workplace bullying.

Though the effects of this phenomenon impact on others, this research involved recording the stories of a sample of Māori women who have consented to participate by sharing their ordeal of workplace bullying. Exposing their story involved an element of risk specifically associated with memory recall. Flash backs of traumatic events can trigger anxieties and emotional responses.

Revisiting past traumatic events can cause them to relive those painful experiences. The risk of re-traumatising interview participants was high, none of the informants had shared their stories previously, which means that responses were unpredictable. During the data gathering stage of this study one of my interviewees became hesitant about being interviewed. The mere thought of revisiting the experience eventually caused her such anxiety that she asked to withdraw from the interview process. However, the other four participants embraced being interviewed and the opportunity to be heard and potentially make a difference.

"Over time reflecting enables women to improve health, put problems into context and move beyond them" (Lutgen-Sandvik, 2008, p. 111).

1.4 Significance of this study

This study is significant for a number of reasons. In the first instance, it will add to existing information available on workplace bullying. Unique to this study is that the informants are Māori women who were interviewed about their lived experiences of workplace bullying. Secondly it is anticipated that by allowing the informants a voice they may restore their personal self-worth and begin the healing process. Thus, this research promotes the improved health and wellbeing of Māori women.

Another strong element of this research, is its potential to help others maintain their wellbeing and keep their self-worth intact. Workplace bullying has a relational influence on the target and their wider network. When Māori women for example are violated at work, it affects every personal relationship she has at work, with her tamariki, whanau, hapū, and iwi outside of work. It also affects social relationships with friends, work colleagues and extended networks. The trauma from workplace bullying also harms their physical and psychological health.

1.5 Overview of Methodology

"Within mana wahine methodologies, interviews are an important part of making visible the voices of those engaged in counter hegemonic struggles" (Hutchings, 2002, p. 72). Māori women have a different worldview from Māori men and non-Māori people.

Using Mana wahine approaches, this thesis will examine the trauma experienced by Māori women within their work place. Their narratives, will describe their personal stories and insights as they recall the pain of their ordeal. Kaupapa Māori methodology underpins the Mana Wahine methodology. The strength of this approach is that it adds an extra element, this dimension holds the potential to add value that benefits and transforms Māori and non-Māori communities.

Linda Smith (1992) recognises mana wahine theory as a political platform which can be used to address issues for indigenous women. This platform offers space for Māori women to be heard, to control their realities and transform the status quo. Author bell hooks (1989), describes this concept as newly created spaces, a move from peripheral positions of invisibility. She warns that radical spaces can be unsafe, risky and difficult. However, risk promotes and occasionally forces robust dialogue, new thinking and transformative change. This thesis focuses on the issue of workplace bullying and the impact this has on Māori women. It invites awareness, debate and challenges the status quo.

1.6 Chapter outline and summary

This chapter introduced an investigation into the consequences of workplace bullying from a Māori women's perspective. My personal journey and experience of this topic was added to show empathy and understanding to the participants interviewed for this thesis.

Chapter Two, is a review of the literature on the topic of workplace bullying. The section unpacks various definitions of workplace bullying. Bullying in the workplace is likened to violence using descriptors and metaphors to describe psychological and physical pain caused by workplace bullying. Colonisation and marginalisation of Māori women are featured as causal factors that support patriarchal power and control structures that lead to violence and bullying within mainstream systems.

Chapter Three, discusses the research frameworks and methodologies I have used to seek answers to my research question. Using a qualitative methodology, Kaupapa Māori and Mana Wahine approaches have been employed. The primary source of data is drawn from four face to face interviews

Chapter Four, presents the results of the interviews conducted with four informants. Firstly, their story is told individually and in the first person. Each interviewee shares their story of what happened to them, how they were affected and any coping strategies they used.

Chapter Five, describes the findings of the interviews separately and then as a collective group. Influences on each participant and emerging themes are discussed using thematic analysis processes.

Chapter Six, will discuss the findings in relation to the literature outlined in chapter two. Interpretations of the findings are analysed and presented. The Emerging themes across participant's interviews are used to highlight and discuss findings. Extracts from participant transcripts are also presented to support their voice. Lastly, the influences of workplace bullying on each participant were summarised.

Chapter Seven, to conclude this thesis an outline of statements overall will identify what I have found out. Implications for my work and any limitations of the study are discussed. Suggestions for future study are outlined indicating where further research would be beneficial. The conclusion of this chapter will summarise and prioritise the arguments found, incorporating my own views with the findings of this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Chapter Introduction

The previous chapter broadly introduced the research topic workplace bullying and outlined the status of this problem for Māori women in New Zealand. This chapter will review the literature on workplace bullying from both an international and New Zealand perspective. It is important to note here that, whilst researching, it became clear to me that literature from a Māori women's perspective relative to this particular topic was sparse. This meant I had to expand the scope and utilise literature that took into account a broader research context. That included studies of women in the workplace, historical position of Māori women.

2.1 Key literature topics

The literature sourced for this research explored various areas on the topic of workplace bullying. Initially a surface scan of workplace bullying literature was conducted. The areas investigated were the origins of workplace bullying and various definitions. To add depth and context to this research, a backdrop of causal factors such as colonisation, marginalisation and the influence of patriarchal systems were explored. Researching the sites of struggle for Māori women revealed an alarming undercurrent of violence and marginalisation alive and well in New Zealand Society.

2.2 The origins and definitions of workplace bullying

In the 1980's, Heinz Leymann began researching and investigating workplace bullying. Over the past twenty years, worldwide interest has increased. Despite greater interest overseas there remains little written about this subject in New Zealand. The stories of targets who have experienced being bullied at work and the impacts of this experience are non-existent.

Bullying at work has been happening for many years, however research into the topic strengthened during the 1980's and 1990's. Heinz Leymann a trained family therapist and pioneer researcher on this subject, began investigating conflict in the

workplace and workplace bullying. His research included data from 800 case studies of Swedish workers. Further, in 1986 Heinz proceeded to use those findings to write a book on the subject, additionally he introduced the concept of 'mobbing'. According to Leymann mobbing (bullying) can be either hard or soft. The hard form of mobbing refers to psychological terror in the workplace, while the soft bullying is a form of abuse at work (Leymann, 1996). In North America literature describing bullying at work, covers a wide range of concepts such as outlined in the following table:

Figure 1: Terms and decriptions of bullying in the workplace (Chirilia & Constantin, 2013. p. 1177)

Author	Term	Definition
Brodsky (1976)	Harassment	Repeated and persistent attempts by one person to torment, wear down, frustrate. It is treatment that persistently provokes, pressures, frightens, intimidates, or otherwise discomforts another person.
Leymann (1990)	Mobbing	Involves hostile and unethical communication, which is directed in a systematic way by one or few individuals mainly towards one individual who is pushed into a helpless and defenseless position, being held there by means of continuing mobbing activities. These actions occur on a very frequent basis and over a long period of time
Thylefors (1987)	Scapegoating	One or more persons during a period of time are exposed to negative and repeated actions from one or more other persons.
Wilson (1991)	Workplace trauma	Fundamental self, resulting from perceived or real continual and deliberate malicious treatment.
Skogstad & Einarsen (1996)	Bullying	To label something bullying it has to occur repeatedly over a period of time. The person confronted has to have difficulties defending himself/herself. It is not bullying if two parties of approximately equal status conflict or the incident is an isolated event.
Keashly & Ttrott (1998)	Abusive behaviour	Verbal and nonverbal behaviours that are not tied to sexual or racial content, directed by one emotional abuse or more persons towards another that are aimed at abuse undermining the other to ensure compliance from others.
MacLean (1994)	Bullying	Bullying is destructive behaviour. It is repeated verbal, psychological and physical acts conducted by an individual or group against others. Isolated incidents of aggression should not be described as bullying.
Seigne, McGuire (1998) Hoel and Cooper (2000)	Bullying	A situation where one or several individuals persistently, over a period and time, perceive to be on the receiving end of negative actions from one or several persons, in a situation where a target of bullying has difficulty in defending him/ herself against these actions.
Zapf (1999)	Mobbing	Mobbing at work means harassing, bullying, offending, socially excluding someone or assigning offending work tasks to someone in the course of which the person confronted ends up helpless.
Salin (2001)	Bullying	Repeated and persistent negative acts that are directed towards one or several individuals, and which create a hostile work environment. In bullying the targeted person has difficulties in defending herself; it is therefore not a conflict between parties of equal strength.

The term 'bullying' is often used in German-speaking countries and the Netherlands, however 'mobbing' is the preferred term throughout Europe (Zapf, 1999). The term mobbing was not a new concept, yet it was not researched in more detail until the

early 1980's. In the context of workplace bullying, mobbing means "*harassing, ganging up on someone, or psychologically terrorising others at work*" (Leymann, 1996) in addition mobbing is defined as "*psychological terror*" involving "*hostile and unethical communication*" which is aimed methodically by one or a few individuals towards a single person (p. 4).

Pre-dating Leymann's research, Carol Brodsky published a book in 1972 entitled 'The Harassed Worker', however her work did not gain popularity until years later. By this time the problem of workplace bullying was deep-rooted and starting to spread throughout Europe (Beswick, Gore, & Palfermon, 2006).

In 1992, Andrea Adams a journalist, wrote a book and produced radio shows discussing the topic of workplace bullying. Her broadcasting began attracting public attention in the United Kingdom. During the 1990s, awareness and research on workplace bullying began to take hold, and more literature on the subject was being researched, primarily in European countries, the United States of America and Australia. During this period, the United Kingdom experienced a swell in interest on the subject of bullying at work. Government departments, trade unions, employers and employees also began to identify workplace bullying as a serious problem within industries.

Although research on workplace bullying is not a new phenomenon, a common definition of bullying among researchers remains elusive. On the other hand, there are some shared concepts throughout international literature. Broadly defined workplace bullying is a situation, where a person feels they have repeatedly been on the receiving end of negative actions from one, or more than one person. The situation renders them defenceless against these actions, usually because of power relationships (Celik, 2014).

A bully is a person who uses aggressive behaviours, including social exclusion against another person. In the workplace, these behaviours are deliberately aimed at a target (person), with intent to harm that person (Einarsen, Raknes, & Matthiessen, 1994; Namie & Namie 2011). While it can include overt threats or hostile acts, bullying can also comprise of subtle behaviours such as altering a person's tasks without notice, removing or withholding resources needed for work performance,

criticising, social isolation, unwanted comments on a person's private life, verbal aggression and spreading rumours about the person (Rayner & Cooper, 2006; Celik 2014).

In New Zealand workplace bullying is defined as the "*repeated and unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety*" (Ministry of Business Innovation and Employment, 2014. p. 1), these behaviours are persistent incorporating a range of actions over time. Some examples include victimising, humiliating, intimidating or threatening a person.

2.3 Colonial violence as a causal factor

The key concepts discussed in this section link workplace bullying to power and control practices that remain entrenched within employment systems. The roots of these systems in New Zealand stem from colonial influence and patriarchal beliefs.

Central to contextualising the position of Māori women, the history of violence provides a back story, a painful but necessary voice. That voice echo's generations of wahine Māori who can no longer speak directly about their experiences of colonisation. Laying this foundation offers a frame of reference to locate the sites of struggle for Māori women within systems still dominant in colonial New Zealand.

The colonisation of Aotearoa/New Zealand for the purposes of British settlement, was achieved through a variety of mechanisms including, the introduction of missionaries, schooling for assimilation, and forced land alienation. In the wake of the 1840 Treaty of Waitangi, the Māori Land Wars and raupatu/land confiscation and alienation, secured New Zealand as a British Crown colony for the purposes of settlement. The Crown wanted to fashion a single national subject, a kind of one size fits all citizen. To achieve this end, the Crown's priority was to civilise Māori through a program of assimilation. According to their worldview relieving Māori of our access to ancestral land, traditional values, customs and language could be easily substituted by those of the Pākehā. Assimilation for the purposes of 'White settlement' quickly evolved, its purpose was to deny Māori access to their cultural properties, so that settler wealth accumulation could continue to grow unchallenged (Simon & Smith, 2001).

The emphasis on 'Europeanising' the Māori people is evident in the 1880 Native Schools Code. Teachers in Native Schools, who were predominantly Pākehā, were urged to hasten the assimilation process in every possible way.

> "*Besides giving due attention to the school instruction of the children, teachers will be expected to exercise a beneficial influence on the natives, old and young; to show by their own conduct that it is possible to live a useful and blameless life, and in smaller matters, by their dress, in their house, and by their manner and habits at home and abroad, to set the Māoris an example that they may advantageously imitate*" (Jenkins & Matthews, 1998, p. 88).

With the onset of settler colonialism came imposed "*dominant forms of invader/settler masculinity*" (Hokowhitu, 2012, p. 23) that were internalised and practiced by Māori men. The change through colonisation and the replication of settler manhood became accepted and appealing for Māori men who were seduced by the notion of superiority (M. Pitman, personal communication, July 28, 2013). The mimicking of settler manhood by Māori men had particularly lasting consequences for Māori women and whanau. The transformation process to settler womanhood and citizenship for Māori women and promises of a modern Māori society were not realised (Jenkins & Matthews, 1998). Their voices have remained largely silent as a result of patriarchal dominance.

Untangling the meaning of gendered oppression in contemporary indigenous worlds entails battling the resistance of entrenched values (Cavino, 2016). Indigenous feminist theorist such as Linda Smith (1992), Patricia Johnston and Leonie Pihama (1994) provide a powerful lens to critically engage and challenge coloniality and its gendered aspects. Indigenous feminist theory provides a powerful lens through which to critically engage coloniality and its gendered aspects. Lisa Kahaleole Hall (2009) a feminist scholar uses indigenous feminist theory, to help unravel the meaning of gendered oppression in contemporary indigenous worlds. She believes the impacts of the past coexist with a thoroughly colonised present. Hall also argues that this violation is problematic causing indigenous society's issues when maintaining cultural integrity and political sovereignty from the influence of a dominant culture. She insists that this patriarchal culture is fundamentally racist, sexist, and that the world is exposed to violent values through various forms of media.

In New Zealand, the connection between the violation of people and land is a critically important concept. Land alienation impacted on the ability of Māori to meet immediate survival needs. The rapid urban drift which took place in the middle to later part of the ninetieth century, forced Māori, to participate in the machinery of settler colonialism at a local level. Landlessness enforced the internal migration of many Māori onto land that was not their ancestral land. Thus, creating complications to relationships with tribal neighbours. The migration changed Māori, it changed our relationship to the land (our mother), and it changed our relationships with each other. Forced migration also led Māori to participate more readily in patterns of gendered settler colonialism. Māori were obligated to conform to these colonial patterns, in exchange for citizenship rights and acceptance in the wider settler society, a necessary evil for the success of assimilation.

Displaced Māori were in-effect, turned into new settlers on the lands of other iwi, this shaped changes that distorted our connection to land, our practices and pre-settler structures of social organisation and control. Colonial disruption under the settler guise of the 'one nation' concept severed relationships, thus fertilising the roots of inter-generational violence and abuse that we now find within many Māori whanau. Over-representation of Māori in violence statistics grew as settler influence took hold. Remodelling family relationships by planting the notion of male superiority had devastating affects for Māori women and whanau (Mikaere, 1994; Jenkins & Morris-Matthews, 1998).

Within the last 25 years, family violence in Aotearoa/New Zealand has become an 'epidemic'. This is evident in the discourse produced by the media and reported on from government departments such as the Department of Corrections, Justice and social services systems (Te Puni Kokiri, 2010). Family violence statistics report that Māori are disproportionately represented suggest that approximately fifty percent of Māori women will experience partner abuse in their lifetime (Kruger, Pitman, Grennell, McDonald, Mariu, Pomare, Mita, Maihi, & Lawson-Te Aho, 2004). Indigenous researcher Linda Smith compares the violence of the colonisation processes to a kind of genocide. She infers that this historical trauma of colonial conquest is still present and visible in inter-personal violence (Smith, 1999).

Clinical psychologist Eduardo Duran (2006) used a model of intergenerational historical trauma to contextualise the wounding and healing of indigenous peoples. In his book, he writes that the emancipation debate;

> "*involves taking a critical eye to the processes of colonisation that have had a deep impact on the identity of Original Peoples*" (p. 7).

According to Duran (2006) people must understand and challenge the processes of colonisation and their impact. Only then can the past be laid to rest and a new story to emerge. He insists that this new perspective has the potential to heal or transform historical trauma. Colonial oppression is overlooked as a critical causative factor for violence. Instead, mainstream systems deal with violent acts that affect indigenous peoples with punitive remedies. Interventions such as criminalisation and incarceration seriously and disproportionately affect Māori, often producing no result. The reason criminalisation happens is because inter-personal violence is individualised, this is depicted in sayings like 'you do the crime you do the time'.

In the context of the Māori experience, the corrosive impact of colonial systems on holistic health/well-being and positive gender relationships for Māori is the link between colonial violence and family violence (Pihama, Jenkins & Middleton, 2003; Ruwhiu, 2009; Smith, 1999; Te Puni Kokiri, 2010). Since the attention to the link between inter-personal violence and colonial violence was established, research work is being undertaken with vulnerable whanau using restorative practices in response to violence. The focus of that research is to promote and influence understanding and ultimately produce results that enhance whanau wellbeing (Cribb, 2009).

My upbringing was not dissimilar, my parents were part of the urban drift and in 1972 my parents uprooted us and we moved to the city. During this period violence reigned supreme, it was everywhere. In schools with corporal punishment, partner abuse and family violence in homes. The current anti-smacking law was non-existent. Domestic violence between my parents was occurring regularly at home 'in private', and occasionally 'in public'. Within my extended whanau violence was rife, in fact during the 1970's and 1980's domestic violence appeared to be what all adults in relationships did. On reflection, I cannot remember any adult couples that we knew having violence free homes. When my family moved to town we fell victim to

state influence and consequently it's imposed violence. Violence was already in our lives but it became much more animated once we were living in town.

In New Zealand, colonial rule has been substituted unfavourably for Māori understandings of gender and power. Instead communal relationships are now based on patriarchal rule with normalised gender inequality. As a consequence, violence in New Zealand is evident in public and private spheres, in state services, in homes and in the wider community (Duran, 2006; Pihama et al., 2003).

Colonial knowledge systems and land alienation, produce a form of violence which manifests as a forced separation between people of Māori descent and the 'content' of what it might actually mean to be Māori. An analogy for this is 'the haves' (those who hold whakapapa, tikanga, reo and matauranga), and the 'have nots' (those who whakapapa but are disconnected) of Māoritanga. Our understanding of ourselves and our place in the world has become mixed up.

The disconnect from our ancestors knowing, as well as a more detailed account, of what actually happened to us throughout the colonial process, has left profound implications on us as Māori and between each other as Māori men and women. Settler colonialism quickly diminished our ability to be both independent and responsible to one another. Land alienation drove this problem, because when we lost geographic closeness to each other, we also lost our ability to be intimate (Cavino, 2016).

Introducing the subject of workplace bullying from a Māori women's perspective helps untangle unhealthy values and rebuilds belief systems. It adds to existing knowledge directly form an indigenous insider source. The title of this study "A Nasty Piece of Work" signposts my determination to honour the 'insider voice' of the respondents in this study. These courageous Māori women have volunteered to break their silence publicly for the first time. In doing so, it is anticipated that their collective voice, will help aid the healing of others who have struggled with or are contending with workplace bullying.

2.4 Violence as a bi-product

Workplace bullying has infiltrated every industry in New Zealand. In fact, WorkSafe New Zealand views workplace bullying as a *"significant workplace hazard that affects employee health and business productivity"* (Ministry of Business Innovation and Employment, 2014, p. 1). In May 2003 changes to the 1992 Occupational Health and Safety Act meant that employers can now be held accountable for allowing a toxic workplace to exist.

According to WorkSafe New Zealand "acts of violence towards a person can be verbal (verbal abuse, threats, shouting, swearing) or physical (stalking, throwing objects, hitting, damage to property)" (Ministry of Business Innovation and Employment, 2014, para. 29). Violence is a criminal act regardless of where it takes place, these events should be reported to authorities swiftly. Charges can then be laid against the perpetrators by the Police under criminal law and protection and support can be given to the victim/s.

The lack of recognition of workplace bullying as a violent act within legislation is problematic. This is a shameful loop hole for the courts who cannot sufficiently act against perpetrators or support victims appropriately (The Daily Post, 2010). Current legislation also renders employers helpless in that they can neither remove, nor prevent harm occurring with regards to bullying. Ironically, it is common practice for employers to remove or isolate workplace hazards that pose a health or safety risk. However, in regards to workplace bullying lack of legal teeth make it difficult for employers to act. Inability and failure to act by employers is perceived by targets as ignoring it, tolerating it and/or colluding with workplace bullies. In some instances, insufficient action can appear to reward the perpetrator and penalise the target. Tim Field (2002), an anti-workplace bullying campaigner, sums up the workplace effects of bullying in this way;

> *Bullying is not tough management. Its purpose is to hide inadequacy and [it is] a form of thuggery which prevents people from doing their job. Where bullying exists [you will] find disenchantment, de-motivation, demoralisation, disenfranchisement, disempowerment, disloyalty, disaffection, dysfunction, inefficiency, cynicism, alienation and an 'us-and-them' culture, constant*

conflict, an unpleasant atmosphere, misery, unhappy staff, a climate of fear, high staff turnover, high sickness absence, low productivity, impaired performance, stifled creativity, low morale, zero team spirit, poor customer service, and mistakes in delivery of products and services. The cost of these is rarely accounted (cited in Morrow, Verins, & Willis, 2002 p. 159).

2.5 Identifying and coping with bullying

Abuse from bullying occurs, when the person being bullied (the target) perceives the exposure to these behaviours as a threat to his or her fundamental psychological and physiological needs. These basic needs in the workplace include a sense of belonging, the feeling of being a worthy individual, and the ability to envisage and mentally control one's environment and dodge pain. Work is a familiar environment in which people know one another and have an expectation of safety. Most workers do not arrive at their workplace anticipating abuse. Workers expect that the people they work with will be trustworthy, or at least not physically and emotionally violent. However, when bullying occurs, the environment becomes an unpredictable, hazardous place, and co-workers become the source of the danger. The employee's expectation and sense of safety is destroyed, additionally they no longer trust the work environment and relationships breakdown.

The figures for workplace bullying in New Zealand are alarming. Statistics New Zealand states that one in ten employees in our country experience harassment, discrimination, and bullying in the workplace (2014). This data captures reported events of bullying only. What is made clear is that most events of workplace bullying remain unreported, therefore the real number of cases are significantly underestimated.

Figure 2: Graph Statistics New Zealand: Workplace Bullying

Experienced harassment, discrimination or bullying, at work in the last 12 months
By age group
December 2012 quarter

Source: Statistics New Zealand
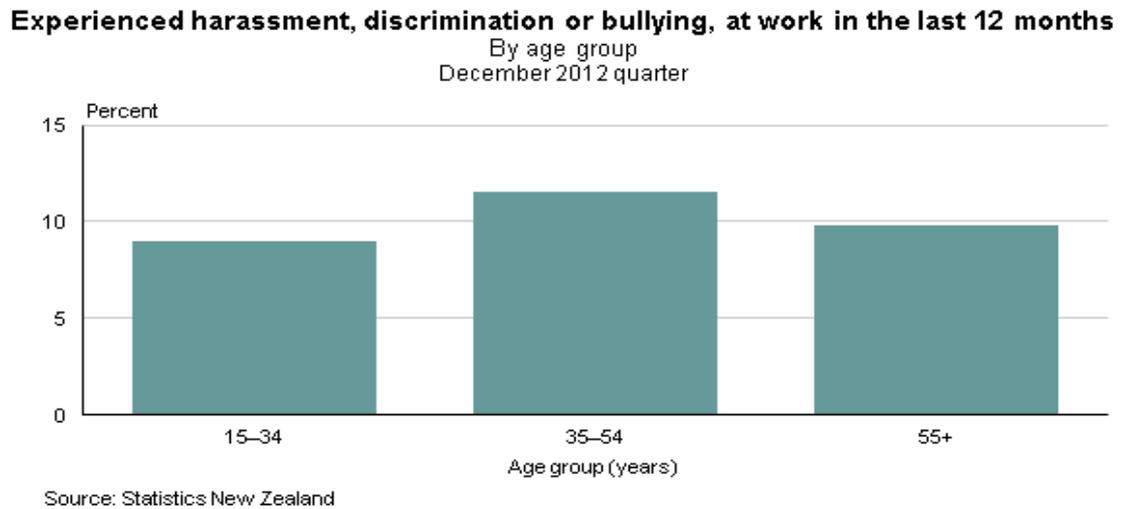
Thirwall (2011) stresses that the proportion of Māori bullied in the workplace is significantly higher than that of non-Māori. A rise in the rate of reporting will not only increase the number of cases of bullying in the workplace for Māori, it's likely that increases will be significantly higher for Māori women who also feature at the higher end of negative statistics such as, domestic violence and unemployment.

The lack of public transparency surrounding historical and ongoing state and colonial abuse, produce conditions within whanau where interpersonal violence may blossom and thrive. This leads to popular belief of relational violence being caused by whanau, rather than being bought about by state of colonial exclusion under which whanau continue to live. Whanau who have experienced violence, are now able to transform their understanding of these experiences by re-storying, recovery and restoration (Stark, 2007).

The connection between domestic violence and the dynamics of workplace bullying, are evident. The bully's negative desire to obtain power and control over their target is an attribute of colonial rule (Needham, 2003; Namie, 2003; MacIntosh, Wuest, Ford-Gilboe & Vercoe, 2005; Einarsen, 2000; Olsen, 2012).

Gary Namie founder of the Workplace Bullying Institute based in Washington, states that; *"bullying is a form of violence, but only rarely involves fighting, battery or homicide"*. It is mostly *"sub-lethal, non-physical violence"* he also contends that *"bullying crosses boundaries of gender, race and organisational rank"* (Namie,

2003, p. 1). The point Namie makes here is that the act of bullying is 'status blind' and intended to deliberately harm the target.

Bernice Field, a workplace bullying litigator used this definition to argue a workplace bullying case, she stated that;

> *"violence in the workplace begins long before fists fly or lethal weapons extinguish lives. Where resentment and aggression routinely displace cooperation and communication violence has occurred"* (cited in Namie, 2003. p. 2).

Namie (2003. p. 4) also reported that seventy one percent of persons who bully are in positions of power over targets. In addition, he states that it is also common for targets to be bullied by both peers and subordinates. In this case the power relationship is perceived as an informal power relationship. These reported findings also identified that, in more than half the cases, bullying is carried out by people of the same sex as their targets.

Aggression and violence against women, are often linked to gender and power issues. Abuse of power in the workplace is characterised as workplace bullying. Within this context it consists of;

> *"repeated physical, psychological, or sexual abuse, threats, harassment, or hostility at work, and these behaviours are known to be unwelcome or unwanted"* (MacIntosh et al., 2005, p. 1).

The criminalisation of domestic violence, also known as intimate partner violence and family violence, refer to the problem of oppressive family relationships. Violence of this nature is considered a social problem that is seen in isolation from context or incident-based. According to Stark (2007), the domestic violence paradigm is characterised by three assumptions. Firstly, that the problem of domestic violence can and should simply be equated with violence. Secondly, that it is possible to isolate the experience of domestic violence into discrete episodes, which are played out or dramatised by displays of power and force. In between these episodes, it is assumed that the victim's actions are no longer constrained by their

experience of violence. Third, that the severity of violence can be determined by applying *"a calculus of physical injury and psychological trauma to violent episodes"* (Stark, 2007, p. 203).

The domestic violence paradigm fails to incorporate feminist analyses, which have long claimed that violence is simply one tactic among many of exercising power over women in order to achieve male domination. Stark (2007), makes this point in the following way;

> *"Placing so much political currency on violence against women as the ultimate weapon in men's arsenal made it the surrogate for male domination rather than merely one of its means"* (p. 14).

Furthermore, in failing to articulate the problem as one of power and not simply violence, the domestic violence paradigm misses the reality of what it means for women to live within an oppressive inter-generational family regime.

To explain these concepts Stark (2007) offers the notion of coercive control in order to better represent the experience of victims of domestic violence. Coercive control entails a malicious course of conduct that subordinate's women to an alien will by violating their physical integrity (domestic violence), denying them respect and autonomy (intimidation), depriving them of social connectedness (isolation), and appropriating or denying them access to the resources required for personhood and citizenship (control).

Although Stark's definition points out the role physical violence has in producing a pattern of coercive control, it is not essential. Therefore, the violence is sometimes obscure, or low level violence. Some examples of low level violence are pushes, slaps, hair pulling, kicks, and grabbing, behaviours that are likely to be missed. Of greater significance within relationships of coercive control, is the use of other bullying and intimidating behaviours to punish and implant fear. Examples of intimidation threats of harm to the woman, her children, harassing phone calls, texts or emails, and stalking. Repetitive attacks on a woman's identity, her capacity for autonomous action, and her connections to people, places and projects that matter to

her, reduces support networks further isolating her. These descriptions bare close resemblance to workplace bullying tactics (Stark, 2007).

> *"Custody litigation is an 'ideal' mechanism for denigrating the mother by providing a forum for attacks on her dignity and competence as a mother while enlisting court personnel to join the attack"* (Meier, 2009, pp. 23-24).

This type of mechanism if used against a mother can act as a double-edged sword. Women are not only at risk of losing custody of their child/ren but they could lose custody to their abuser further inflicting the ultimate injury to their victim. The dominance of the domestic violence paradigm in the family courts and elsewhere allows abusers to also engage in paper abuse. Abusers inflict associated injuries and harm on mothers and their children, largely without penalty and sheltered from prying eyes.

Although family violence refers to a number of forms of violence occurring within families. Domestic violence is the term commonly used in New Zealand, it refers specifically to violence against intimate partners and is treated as the synonym for intimate partner violence.

In 1984 the Domestic Abuse Intervention Programs (DAIP), developed the power and control wheel (see Figure 3). It depicts the violence cycle and typical behaviours, some of which mirror bullying behaviours in the workplace. The wheel is commonly used in anti-violence programmes to identify different descriptors of violence (American Institute of Domestic Violence, 2010).

Figure 3: Power and control wheel diagram DAIP 1984:
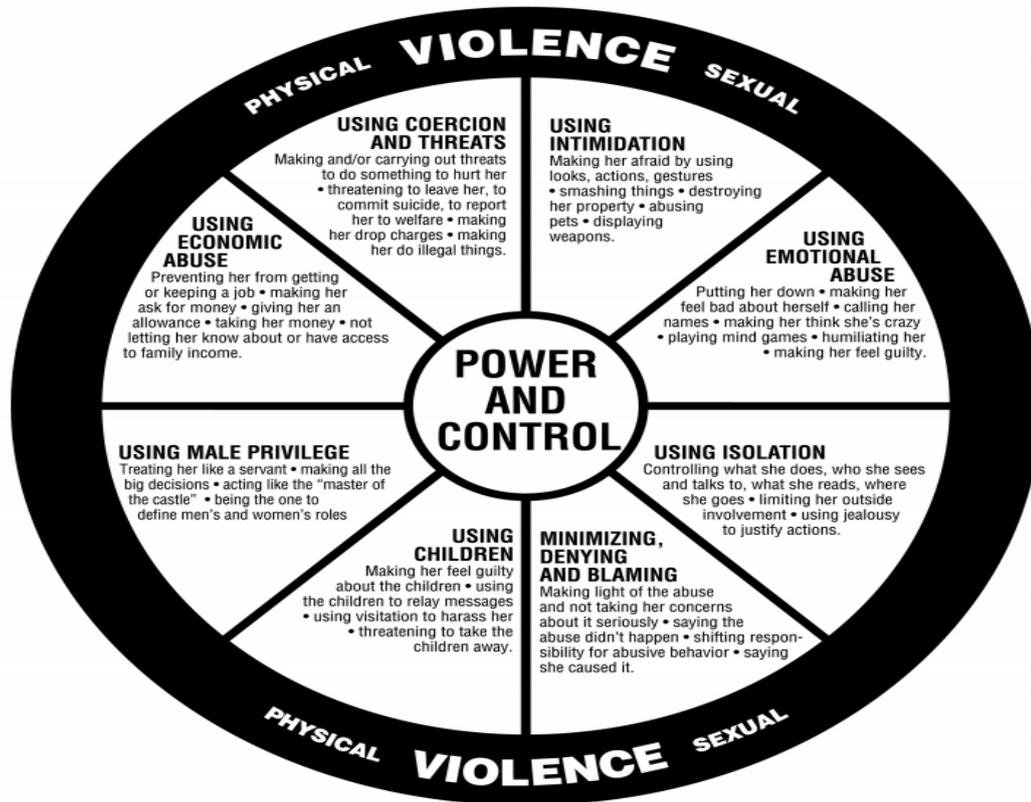
Battering is one form of domestic or intimate partner violence. It is characterized by the pattern of actions that an individual utilises to intentionally control or dominate his intimate partner. That is why the words "power and control" are in the centre of the wheel. A batterer systematically uses threats, intimidation, and coercion to instil fear in his partner. These behaviours are the spokes of the wheel. Physical and sexual violence holds it all together—this violence is the rim of the wheel.

2.6 The toxic workplace

Bullying at work is not only viewed as a form of violence, harassment or assault, it adds unnecessary stress causing health risks to workers (Kivimaki, Virtanen, Elovainio, Vahtera, & Keltikangas-Javinen, 2003). Bullying behaviours are repeated and generally drawn out over long periods of time (Varcoe, 2009; MacIntosh et al., 2005; Einarsen, 2000).

Namie (2012) conducted an online survey of 1000 targets bullied in the workplace, 800 targets were women. He gathered health information to measure the impact the stress from bullying causes. He reported that;

> "*of the top health-related symptoms, many included physical as well as mental health-related issues, including: high blood pressure, heart palpitations heart attack, fibromyalgia, overwhelming anxiety and/or panic attacks, sleep disruption loss of concentration/memory, migraine and tension headaches, uncontrollable mood swings post traumatic stress disorder, eating disorder, irritable bowel syndrome. Nearly half of the people (49 percent) being bullied reported being diagnosed with clinical depression"* (pp. 1-2*).

New Zealander Andrea Needham (2003), author of the book 'Workplace Bullying: A Costly Business Secret' strongly argued that workplace bullying mirrors domestic violence. She compared the dynamics inherent within workplace bullying and domestic violence, her analysis identified that both of these subjects involve addiction to power and control in detrimental ways (Anderson, 2008).

Hayden Olsen an Employment Relations officer recognises workplace bullying as a disgrace to employment practices in New Zealand. He believes that current workplace processes, treat targets of bullying as the problem instead of demanding change of the perpetrators (Olsen, 2012).

Our history of the fight against domestic violence in New Zealand bares witness to our tolerance of violence as a society. According to Olsen (2012) as recent as the 1960's domestic violence was considered 'the rule of thumb' in New Zealand. Beliefs and attitudes of the past hundred years strongly supported the 'rights' of the 'dominant male' and affirmed the 'weaknesses of the 'subservient female'. During the 1960's and 1970's, courts believed that acts of domestic violence were the responsibility of both the perpetrator and the victim. The outcome of these types of court decisions, meant that battered women were further victimised by the courts. According to Olsen (2012) there was no differentiation between the abused and the abuser. Thus, abused women were ordered to participate as an equal in the court intervention.

Olsen (2012) also contends, that the mediation process used to resolve issues in the workplace, mirror the same tactics as the courts. The process undermines the abuse of targets further victimising them in favour of the bully. Instead of demanding change from the perpetrators, the mediation process forces unwilling targets into mediation. Targets are backed into a corner where further risk of maltreatment can and often occurs.

Mirroring Stark's theory of coercive control, using paper abuse and the court system to inflict harm, bullies can manipulate and use mediation interventions as an opportunity to further abuse the target (Klein & Martin, 2011). Increasing the accountabilities for the bully would therefore minimise further abuse and strengthen the targets rights to safety and protection.

Thankfully, beliefs and attitudes towards violence in New Zealand have improved. Domestic violence is now seen as a 'perpetrator only' problem by the courts and general attitudes have shifted to that of 'zero tolerance'. The reporting of domestic violence is now a whole community responsibility, and domestic violence victims are now protected more than ever before within the courts and legal processes. Victims no longer have to endure being punished for the actions of someone else (Olsen, 2012).

There are a number of ways bullying can manifest itself, some examples are unjustified criticism, persistent put downs, discounting your opinions, exclusion from work and work related events, undermining or impeding, being glared at non-verbal intimidation and being ignored. These behaviours may transform into acts of manifested violence and feelings of insecurity (Chirilia & Constantin, 2013). Several other definitions and concepts describe bullying at work as workplace aggression, workplace incivility and emotional abuse (Jagatic & Keashly, 2003).

2.7 Other descriptors of workplace bullying

Interpersonal aggression and hostile behaviours within the work environment can be discrete or overt. Demystifying bullying can be made simple by describing its features for example; it is persistence and transpires over time typically at least 6 months. The behaviours must be repetitive and deliberate and performed weekly or on a regular basis. Power and control relationships and associated behaviours are carried out by a person who has a superior position over another (Chirilia & Constantin, 2013). Based on these descriptions, a one off or single event is therefore not considered workplace bullying (Einarsen, 2000; Leymann, 1993; Zapf, 1999).

2.8 Describing the pain of bullying

A qualitative study conducted in the United Kingdom by Tracy, Lutgen-Sandvik and Albert (2006), used metaphors to describe the pain experienced by targets of workplace bullying. Metaphor analysis provides a way of understanding the complexities of workplace bullying from an insider's perspective. Using focus groups, narrative interviews and drawing methods Tracy et al., (2006) extrapolated narrative descriptors to explore the pain of workplace bullying. These targets viewed their perpetrators as demons, devils and selfish tyrants who ruled over them. In contrast, they viewed themselves as vulnerable victims who were isolated, fearful and held hostage within their jobs.

The method of using metaphors offers an opportunity for the informants to share their painful experiences, and the situations they were subjected to. A benefit of the metaphor approach is that informants relax and tell their story without barriers or fears of retribution. Adding a target's perspective to existing literature source, also helps profile the damage workplace bullying causes. It also contributes to and builds on existing research with the potential to inspire change. Informants share their story about what it was like to be bullied at work, their perspective of the abuser and experiences in different situations. Using thematic analysis, the study categorised four main themes into descriptive codes that expressed the main perceptions their targets shared about their experiences (Tracy et al., 2006).

The emerging themes in their research identified four main frames of reference that could be used to code metaphor descriptors. The first descriptive metaphor compared workplace bullying to being in a 'contest or battle'. Using strategic formations as metaphors informants gave examples such as, it was like being under attack, having to defend and resist, having no rights, powerlessness and extreme feelings of injustice. In category two, 'water torture' is described as a gradual process of wearing down the target by using intimidation in a relentless pattern. This tactic is designed to drive the target into submission, or to the point of resigning from the workplace. Category three 'the matrix' metaphor used here describes a nightmare strategy, it's likened to having a double world view where targets describe being in a separate world from the bully. The differences between these two worlds are so great that they cannot co-exist in the same world. A fourth metaphor labels workplace bullying as a 'noxious substance'. It infers that over time this poisonous matter is ingested with detrimental affects polluting the target emotionally and physically often causing illness.

This noxious substance can affect the work and family life of targets. Often targets will unknowingly carry this noxious substance from the work like trash or gunk only emptying or cleansing this when they are at home or in a safe place. It can take years for targets to heal and rid themselves of the trauma of being bullied at work (Klein & Martin, 2011).

> *"Bullying has been established as a prevalent traumatic stressor both in school and at workplaces. It has been claimed that the mental and physical health problems found among bullied persons resembles the symptomatology of Post Traumatic Stress Disorder (PTSD)"* (NewsRx, 2015, p. 1).

PTSD can develop after exposure to a traumatic event. Emotional processing theory suggests that, when people are exposed to a traumatic stressor they can develop PTSD. At the same time, they also develop a fear structure that subsequently may be re-activated by circumstances which trigger memories of the trauma. Namie (2012) conducted an online survey about the health impact of workplace bullying. A thousand participants took part in the study, of them eight hundred were women. The findings identified the top five health ailments as anxiety, loss of concentration, disrupted sleep, hypervigilance, stress headaches.

Namie further categorises findings of the survey into eight symptom clusters that are identified in the table below;

Figure 4. (Namie G. The WBI website 2012 instant Poll D-Impact of workplace bullying on individuals Health, 2012)

Symptom Cluster	Description
Post traumatic stress disorder PTSD	Intrusive thoughts - flash backs and nightmares Hypervigilance - anticipates next negative event Avoidance - dissociation
Violence	Had suicidal thoughts/actually planned how to commit suicide
Anxiety and phobia	Overwhelming anxiety Panic attacks Agoraphobia
Cardiological	Heart palpitations High blood pressure Cardio arrhythmia Stroke Heart attack Cardiac ischemia Surgery to correct heart disease
Other stress related illness	Tension headaches/migraine headaches Fibromyalgia Chronic fatigue syndrome Irritable bowel syndrome Auto immune disease Psoriasis Diabetes Multiple sclerosis Eating disorder Sexual dysfunction
Self-destructive behaviours	Addictions Bulimia Anorexia
Lost Loyalty	Sense of betrayal by peers Distrust of institutions Grief over loss

Research untaken by MacIntosh et al., (2005), also found that workplace bullying disrupts women's health. They argue that women who have no control at work, can experience a disruption to their health. Their findings identified that a person's existing support system is critical to their ability to cope and rebound after a traumatic event. The impact on the targets health can be influenced positively by having strong formal and informal systems of support.

Informal support systems contain help from family, friends, and co-workers. Both informal and formal support systems include having access to workplace resources,

healthcare, and legal professionals. Dillenger, Fargas and Akhonzada (2008) found that support from family and friends improved a target's ability to manage the stress of bullying. Personal factors including inner strength, self-perception and resilience promote a positive self-image and self-belief. Perception of employability, values and beliefs, relationship patterns and history of abuse can influence health. The target's insight of bullying can also impact their health positively or negatively. Women who have few employment options for example, will often continue working in bullying situations to meet basic financial needs. This can cause further health disruption and deterioration, particularly when work and health are competing priorities and when work is essential to survival.

Values and beliefs are pivotal to the way women approach managing the disruption to their health. Women who believe in fair play for example may seek to resolve bullying issues as a matter of principle, relegating their health and prioritising the work issues. Women with past relationship patterns, such as, previous bullying experiences or partner abuse may not be able to deal with bullying at work. Their capacity to deal with the situation may impact on the psychological process which can encumber their capacity to deal with bullying (Dillenger et al., 2008).

To cope with bullying (Dillenger et al., 2008) identified three strategies that targets employ to cope with bullying. Their research recognised that women revert to protecting, mobilising and rebuilding as coping methods. Protecting involves accommodating or withdrawing approaches, when employed targets are seeking control within the work environment, as a way of promoting health. Protecting occurs in the context of stress and uncertainty as women struggle to understand and manage work experiences. This can play out as a form of over performance and self-neglect where women become increasingly fixated on work environments. Time and energy are exhausted on work resulting in further health declines. Previous relationship patterns, including former experience with bullying and other practises of abuse, lead to and promote accommodating.

Accommodating strategies are attempts to limit bullying by maintaining stability and control at work in an effort to protect themselves. This strategy involves careful and deliberate attempts to make personal changes so as to satisfy expectations and please others at work. Accommodating behaviours include; taking detailed notes, double

checking, working overtime, and "bending over backwards" to meet demands. Minimising and self-blame are also typical responses of accommodating (Dillenger, et al., 2008).

Examples of minimising and self-blame include making excuses or allowing the maltreatment by making statements like, 'she's just under a lot of stresses' or 'he's a perfectionist'. Often targets question themselves or blame themselves, for example 'maybe I'm being over sensitive', or they will say things like, 'for a long time I thought, this was all just me' or 'I must be imagining this'. Salin (2008), report uncertainty and self-blame as normal responses to bullying. This is significant because uncertainty, minimising and self-blaming responses lead women to carry on accommodating. Alternatively, women who identify and link feelings of stress and uncertainty to loss of control at work due to bullying are less likely to minimise and accommodate.

Although documenting is recommended as protection for targets (Namie, 2003) many employees in the first instance, struggle to understand their experiences (Lewis & Orford, 2005; Simons, 2008). Targets do not often document what is happening to them as they do not always recognise that they are the target of bullying. When efforts to seek stability by accommodating are not successful or lasting, and bullying persists, disruption to health intensifies. Women do not realise the risk to their health, and that the trouble may worsen, when they remain focused on seeking control and stability at work. Over time, accommodating leaves women feeling insecure, off balance, and worn down.

Withdrawing is also a protective strategy aimed at seeking control and stability by creating distance. When women withdraw, it indicates that they are beginning to understand the link between loss of control and bullying. They become less focused on assuming responsibility for personal change as a way to seek stability. Instead of trying to accommodate, women avoid interactions by withdrawing and isolating themselves; they get away from work on breaks, seek opportunities to work outside workplaces, work after hours and on weekends, and arrange time off around the bully's schedules. Some women even rely on sporadic use of sick days for relief. Hallberg and Strandmark (2006), and Namie (2003) have identified withdrawal and isolation as consequences of bullying.

Withdrawing, influences social health by inadvertently limiting access to potential support from co-workers. Even though withdrawing offers short-term stability and some relief of health symptoms, by reducing stress and anxiety at work if the bullying is ongoing and persistent this relief is not sustained. Withdrawing as a means to protect and promote health effects is a temporary and superficial strategy. When bullying continues unresolved, disruption to health persist becoming more extensive. As energy diminishes and health deteriorates, daily work tasks become increasingly difficult. When women realise they cannot take it any longer, they refocus energy on strategies to address their health, and this begins their transition to the mobilising process.

Mobilising is a cyclical process of appraisal and action, it incorporates the gathering and use of internal and external resources to manage disruption. Although the focus shifts, the aim is still work centred, and minimising becomes the strategy to regain control of work situations. Basically, when women understand that they are not responsible for the disruption, they transition from protecting themselves to seeking solutions by mobilising themselves.

Women mobilise by assessing and engaging processes influenced by the nature and understanding of bullying, personal factors, and support. Assessing is a process in which women consider how to manage their health using a more holistic and purposeful approach. Recognising disruption to women's physical, emotional, and social health is challenging because symptoms begin subtly, creating cumulative health effects that are obvious only, when they become overwhelming and cannot be ignored. Disruption to health is often complex and requires urgent attention before women realise it. The uncertainty and subtlety of symptoms leads women to delay seeking help and to avoid addressing the disruption. Lutgen-Sandvik (2008) reported similar findings in their study about workplace bullying, notably that women need to pay attention and prioritise their wellbeing before work obligations.

Although replaying events can contribute to stress, it facilitates assessing by helping women acknowledge health effects. Some women note the strain of trying to "bend over backwards" at work and identify that this adds to health disruption by leaving them feeling insecure, off balance, and worn down. For other women, ongoing discussions with co-workers, family, and friends help assess disruption.

Sabina and Tindale (2008) suggested that for abused women, increased confidence may assist with managing disruption. According to Lewis and Orford (2005), they state that when targets are heard and others have listened to their concerns, was an effective and validating form of support. Another benefit of seeking support is that other people may recognise changes in health before the target does and in so doing encourage them to seek help early. However, sometimes an event disrupts health to such a degree that women cannot work at all.

Some women require sickness absences and long-term disability leaves, others request transfers, seek other work, or quit. Outcomes of accessing health resources include medical diagnoses, medication prescriptions, and frustration or satisfaction with usefulness of services. While women become aware of health problems, they do not resume usual ways of caring for health, because their health is so poor that it requires immediate attention first.

The transition to rebuilding is based on outcomes of mobilising and influences of contextual factors. When control over work life has been addressed or bullies are removed, transitioning into rebuilding is faster simply because health improves. Women can therefore direct energy and efforts toward health and usual ways of caring for it, such as proper nutrition, exercise, and rest. Recovery and movement into rebuilding is influenced by the extent of disruption and supports. When women perceive lack of workplace support and no prospects for improvement, they are more likely to quit their job as a way to rebuild.

In the rebuilding phase women try to regain control of health by focusing on and managing all dimensions of health. They rebuild by reclaiming and making sense of the situation. Coping strategies are influenced by support and personal factors as well as individual reflective capacities. When reclaiming, women put their health needs first and actively care for their health. They resume some routine strategies and use new health promoting strategies to develop balance. Women report that they change patterns of diet, exercise, reading, education, self-defence, music, relaxation, meditation, and yoga. In contrast to being overwhelmed by disruption, women focus intentionally on activities to improve health and its long-term management.

If bullying goes undetected by the target for a long time, it can cause health problems (MacIntosh et.al, (2005). Good support systems are critical to the wellbeing of targets, with support from others, they are more likely to bounce back faster, thus improving their health and wellbeing.

The core of this study examines the impacts of workplace bullying on Māori women, how it affected them and the process of healing and recovery (if any) they have undertaken. To do this, I have briefly examined some of the key conceptual ideas underpinning this piece of work. These themes and thoughts have helped frame and assist me to understand the prevailing contexts of workplace bully. Inherited modalities and violent practices handed down from settler beliefs have made the importance of understanding the context and causal factors important and relevant.

Said (1994) and Paulo Freire (1997) introduced a conscientization approach which aims to mobilise history and the recovery of memory. Their model combines the rehabilitation and/or re-creation of cultural knowledge. They highlight the importance of re-learning the past, by revisiting and retrieving the telling of our own stories thereby giving testimony to the injustices.

Concientisation for Māori is a critical concern not only for those interested in justice (Durie, as cited in Morris & Maxwell, 1998; Jackson, 1998) but also for healing of intergenerational trauma. In her piece on developing a decolonising practice, (Huygens, 2011) emphasised the need to revisit history, remain emotionally engaged, and work collectively. Colonisation creates worlds in need of decolonisation for indigenous people as well as for settlers.

2.9 Chapter Summary

This chapter reviewed the literature on workplace bullying from both a global and local perspective. Although there was ample literature available on workplace bullying in general, literature from an indigenous or Māori women's perspective on this topic was minimal. The faces of workplace bullying and its devastating effects on Māori women were unpacked by exploring definitions, descriptions, behaviours, coping strategies, health risks and healing were discussed. To add context to this research, a broader search was activated by casting a wider net linking the history of

colonial systems, violence and the displacement of Māori women in New Zealand society.

Essential to understanding the position of Māori women, the history of violence in New Zealand provided a sinister back drop linking colonial process as a causal factor to various forms of family violence. Laying this foundation provided a frame of reference to locate the sites of struggle for Māori women within the patriarchal systems still dominant in colonial New Zealand. Power and control concepts discussed throughout this section link workplace bullying to colonial rule in two prominent ways. Firstly, forced land and cultural alienation and secondly substituting communal and relationship values for settler values and beliefs, in particular the notion of male supremacy by Māori men.

Although I had expected to briefly touch on colonisation and New Zealand history as a backdrop to introducing this topic and its relevance to Māori women. I had seriously underestimated the colonial influence and the changes that would impact Māori values and beliefs systems. Understanding this influence within the context of this study albeit painful, has the potential to heal and guide others. Workplace bullying is symptomatic of an imposed mainstream system that has caused devastation to the very fabric of what it is to be Māori.

Chapter three explains the methodology and approaches undertaken for this study. A description of how the data was gathered for this research and the use of in-depth interviews will be discussed. How the research was designed will introduce sample size and explain any variances that eventuated during the data gathering stage. To close this chapter, ethical considerations and how the data from interviews was analysed will summarise the approaches undertaken in this study.

CHAPTER THREE

METHODOLOGY

3.0 Chapter Introduction

The previous chapter reviewed the literature and identified some key emerging themes relative to this study. In this chapter I explain how the data gathered is constructed. The context of the study and the profile of participants are introduced. The purpose of this study seeks to understand the impacts of workplace bullying experienced by participants. Processes of data collection, ethical considerations and how data is analysed are reported.

3.1 Methodology

Qualitative research methodologies identify and blend the perspectives of research participants, so weaving their experiences interlocks and strengthens their collective voice. Another beneficial element of qualitative research is that the informant's interpretations and understanding of their experience remains intact. It was important to compliment this research with an approach that was the right fit.

Kaupapa Māori and Mana Wahine research approaches maintain respect while preserving historical and present cultural perspectives. This was critical to the context of this research as the participants of the study were all Māori women. As a novice researcher engaging these approaches involved understanding and accepting obligations and a challenge that reaches beyond academic boundaries.

Taking a kaupapa Māori approach, positioned this research in discourse. Why? Because kaupapa Māori approaches expose systemic problems that have plagued Māori since pre-settler times. Initially I did not expect to link workplace bullying to colonisation. In my ignorance, I thought I could just discuss present experiences, without looking too deeply at past historical contexts. In a kaupapa Māori framework ignoring the past is not an option.

As I unpacked this concept further I found a connection between colonisation processes and the problem of workplace bullying. Coloniality is a mechanism,

through which racial and gendered power were arranged, to acquire land for the purposes of class based social control. The machinery of systems and the actions taken by European missionaries, soldiers, and settlers were focused solely on colonial success. Through those actions and to their detriment, Māori women were stripped of their pre-colonial identity and forced to conform to a patriarchal settler belief systems.

A Mana Wahine approach offers a critical lens to cast over this research. This lens seeks to challenge oppressive dominant ideas and practices that uphold mainstream agendas and the resulting effect on Māori women in this context. As a theory, this approach asserts the voices and perspectives of Māori women in a Māori way (Irwin, 1992; Pihama & Mara, 1994). Examples of these dimensions of the mana wahine approach include whakapapa (genealogy), whanau (family), and wairua (spiritual aspects).

Mason Durie (1997) suggests that researchers should adhere to three principles in the context of research. The first principle recommends that the results of the research should empower people to make positive change to their position, simply put the research must benefit others. Principle two recognises holistic views from multiple lenses and how these views then work in relation to each other. This concept although complex takes into account the past and present realities. The third principle reminds researchers to work in an ethical way by gaining consent and updating informants ensuring they understand what will happen to their information and how it will be protected throughout the research process.

Using these principles to guide my thinking was both valuable and challenging. Principle two became my challenge as originally my focus was in the present. I had underestimated the past realities of colonisation and the impact this change processes on Māori. Having to revisit these realities added a deeper purpose and a missing link behind the systems that substituted Māori ways of thinking and doing for imperialism. This principle rekindled my appetite to complete this piece of work and to continue to seek transformative outcomes long after this thesis is published.

In regard to promoting positive development, Durie (1997) highlights the work of past educators and researchers. He contends that they have devalued Māori realities

and in doing so they have undermined the motivation and confidence of Māori. To rectify these past wrongs, Durie recommends using approaches *"that are Māori centred and protect their Māori identity, their innate knowledge and access to gainful opportunities"* (Durie, 1997, p. 14). These wisdoms serve as constant reminders to place Māori interests at the heart of what we do as academics seeking truth through research.

3.1.1 Mana wahine

A mana wahine approach is underpinned by Kaupapa Māori methodology. Both methodologies stem from Māori values and belief systems. However, mana wahine methodology is an approach which *"strives to create relationships and understandings of the status of Māori women that are relevant to Māori culture, and to effect change as a result"* (Hutchings, 2002, p. 67). Mana wahine approaches critically examine society and culture and the interplay of race, law and power relationships from a Māori women's worldview. Smith (1992) previously recognised mana wahine theory as a political platform used to address whanau, spiritual, state and indigenous women's discourses.

Mana wahine epistemology actively seeks knowledge systems created and informed by Māori women, it recognises the uha (essence) of those experiences (Hutchings 2002). *"A relational epistemology is all the systems of knowledge built on relationships"* (Wilson, 2008, as cited in Chilisa, 2012, p. 21). From an indigenous standpoint knowledge is relational to all of creation and all knowledge is shared through relationships. Using this current study as an example, relational knowledge suggests to me that Mana Wahine knowledge systems are embedded in the herstories of our ancestors and our cosmos. The notion of relational knowledge is therefore traditionally aligned to whakapapa genealogy or bloodlines; however, relationships can include other connections or groupings.

Mana wahine approaches recognise the dignity, rights and authority of Māori women to be heard. Mana wahine paradigms distinguish the intersections of being both Māori and female and the additional roles and obligations this carries. Māori women are kaitiaki (guardians), nurturers and re-builders of knowledge. As such Hutchings (2002) also contends that Māori women, have the right to protect use and manage

that knowledge, and to develop new knowledge based on cultural customs. bell hooks (1989) referred to this as a "*space of radical openness is a margin – a profound edge*" (p. 206), a difficult yet necessary position to be in, it can be an unsafe and risky place.

Within the contexts of this research, claiming that space offers a platform for Māori women to voice the affects and impacts of workplace bullying from their own perspective. It provides an opportunity to influence positive change that may benefit Māori women and others within the workplace. As I reflect on the cautions bell hooks (1989) outlines, the real risk lies in revealing what we know about workplace bullying and not doing anything about it.

3.1.2 Kaupapa Māori

In the 1990's, Professors Graham and Linda Smith the founders of Kaupapa Māori as a methodology introduced this method to safe guard the further exploitation of Māori knowledge. This transformative model challenged existing norms and ways theory is perceived by the western world. Kaupapa Māori also challenges and empowers individuals to use critical consciousness, moving past the already scribed notions of Māori knowing.

Smith, G (2012) further explains that the idea of Kaupapa Māori is more than just culturally positioned, he adds that it also contains the necessity of challenging the status quo and taking political action. From this position, Smith claims that critical theory is implicit within kaupapa Māori. Smith adds that it is important to analyse both political and structural aspects including the impacts of history, economics, and colonisation and how these factors affect everyday practice, both of which inform the other.

As an emerging researcher, kaupapa Māori methodology pushed me further than any other method could. How? It immediately expanded my awareness and my lens from, a narrow view of what is happening now in the workplace for Māori women, to being conscious of how our history and colonisation have impacted have led to today's hazards and the systemic architecture in the workplace.

Coined a distinctive methodology it draws from traditional Māori knowledge. Ahukaramu and Royal (2012) argue that a kaupapa Māori methodology assists with understanding the historical and contemporary dimensions of power relations in New Zealand society and how they relate to Māori.

A Kaupapa Māori approach is thus compatible to this research as it upholds a Māori worldview and reinforces traditional cultural values. Within this framework, a matrix of beliefs functions seamlessly in the natural, spiritual and social worlds, these worlds are interrelated and interconnected (Ruwhiu, 2009). One of the unique attributes of Kaupapa Māori approaches is that it is flexible enough to be adapted to and practiced in any given context.

In addition, Leonie Pihama (2005) views kaupapa Māori methodologies as "*an indigenous framework that challenges the oppressive social order within which Māori people are currently located and does so from a distinctive cultural base*" (p. 192). In this way kaupapa Māori uses critical theory to unpack what is wrong with the current social reality, identifies the agents to change it, and provides both clear principles for criticism and achievable practical goals for social transformation (Smith, G., 2012).

Notably, Durie (2012) contends that one of the practice strengths of a kaupapa Māori approach is that "*it does include good practice*" (p. 24). He also strongly advocates that it should only be undertaken if it benefits others and furthermore that benefiting others is not only good practice but is good research. The x-factor dimension of this approach is its potential to add value and transform. Foremost, this research seeks to add value to existing knowledge as well as help victims of workplace bullying and ideally prevent bullying in the workplace, for the benefit of Māori communities and possibly beyond that to non-Māori communities.

3.2 Research Design

3.2.1 The interviews

The primary source of data for this thesis were drawn from individual face to face interviews. Methods employed to gather this data are outlined pertaining to,

preparing informants, conducting interviews, analysing, reporting and disseminating data.

Informants interviewed for this study are Māori women who have self-identified as targets of bullying in workplace. The informants were recruited to take part in the study using preliminary informal discussions prior to submitting the proposal to undertake this research. Interview sampling was facilitated during a wānanga, held for our research report writing paper, and part of the Master's academic programme. The completed mini interviews, recording and transcribing helped structure questions and confirm whether or not I would be using interviews. Once out in the field the topic of workplace bullying was a hot potato, people were willing to talk about their experiences or refer me to others. During the actual interviews the informants told their stories openly, the questionnaire was rarely used, and when it was it acted as a guide only.

During the preparation phase of the interview an introduction to the study and proposed questions were reviewed by the interviewees. The induction pack also included informed consent papers, the background and proposal of the research, and the approval letter from the ethics committee to undertake the research. Documents were given to informants to read and ask questions, before signing consents and proceeding with the interviews. The exact same papers and guideline questions were used for every interview. To acknowledge their contribution to this study, a copy of the completed thesis will be sent to each informant.

To protect the identities of my informants I suggested using pseudonyms (pennames). Two of the four informants agreed to use pennames because they were still employed and the bullying was current, increasing the risk of repercussions. Two informants preferred to be identified and required more convincing to use pseudonyms. To mitigate any risks to informants, myself, Te Whare Wānanga o Awanuiārangi, and employers, pennames have been used and direct reference to employers or their organisations have been omitted.

All informants were given the opportunity to discuss the project and ask questions before signing consent forms. Minimal encouragers and probing questions also

featured throughout the interview, however these prompts were mainly used to encourage the flow of the dialogue and when I needed to clarify understanding.

The interviews lasted approximately two hours, they were digitally recorded and then typed verbatim in transcript form. The collective word count for the four interviews was forty thousand words. Transcripts were then edited and returned to informants via email for checking.

According to Myers and Newman (2006) the interviews are commonly used in qualitative research. Interviews allow the researcher to control the environment and read social cues. The disadvantages of the interview as a research method are that they can be time consuming and can be fraught with difficulties at each stage of the process, preparation therefore is highly recommended. Rubin and Rubin (1995) argue that it is unethical for researchers to ask participants to share their stories without contributing something of themselves.

> "...*the interviewer participates and shares. An interviewer is not justified in keeping all uncomfortable things to herself while asking others to reveal what is personal and private. Feminist researchers argue that being open about themselves to their research collaborators, the interviewees, is both fair and practical*" (p. 37).

Though participating is seen as empathetic and fair, at the same time, interviewers should avoid dominating the interview (Rubin & Rubin, 1995). I was able to achieve a simultaneous high level of comfort and minimal intrusion in the interview precisely because the participants knew me prior to the project, they also knew that I had also been a victim of bullying in the workplace. Also, because of this familiarity, I carefully monitored my assumptions about the participant's journeys. The interview protocol consisted of twenty questions that were pre-read by participants. Probing questions and minimal encourages were used during the interviews.

The interviews were conducted using an interview guide composed of open-ended research questions. To aid the informants further they were given an introduction pack explaining the research proposed. All informants were interviewed individually and face-to-face using a voice recording device. Interview recordings were then

transcribed verbatim, edited and returned to the informants via email for proof reading. This ensured transparency and accuracy, whilst allowing for any amendments interviewees saw fit to make to their information. The final transcripts were printed so that I would have them available in written form to analyse. The transcripts were used numerous times throughout this study. When not in use, the transcripts were filed confidentially with consent papers to be forwarded to my research supervisor for safe keeping on completion of this work.

I was the sole interviewer for the interviews which were conducted in a variety of environments depending on the requests of informants. Two interviews were conducted in the homes of the interviewees. One interview took place at a mutually agreed location, and one was conducted in my home at the request of the interviewee. Other than the interview that was held in my home, the rest of the interviews were held out of town and therefore required travel of up to four hours in total.

The original number of interviews planned for this research was six. However, only four of the six respondents were interviewed. Despite reducing interviews from six to four, three of the four informants had experienced multiple workplace bullying events. In total, there were seven events of workplace bullying identified and discussed by informants. The interviews were in-depth and lasted between an hour and thirty minutes to two hours of recording time per interview. This was recording time only and excludes additional preparation and closure processes for each interview. The time allowed for each respondent to acquaint themselves with the study information, ask questions, sign consent papers and peruse the questionnaire prepared for them.

Ethics approval was gained from Te Whare Wānanga o Awanuiārangi Ethic Committee (Appendix 1). It was agreed that all participants in this research would be referred to pseudonyms. Sensitive data which may identify participants such as their names, employers and or other parties would be removed or modified as this was negotiated with participants. During the recruitment and selection of participants for this study, three of the participants were employed in the organisations where they had been bullied. Consideration was given to participant safety and privacy, in case there were any further repercussions regarding their employment. The other risk was

potential litigation for myself as the researcher as well as Te Whare Wānanga o Awanuiārangi.

The proposal and information sheet (Appendix 2) was presented to participants prior to the signing of consent, so that participants could gain an understanding of this research in its entirety. Their participation was voluntary. Once signed consent from participants was received, they were invited to take part in the research. Participants were then invited to an interview that was approximately 90 minutes. Participants were informed that when processed, a copy of the interview transcript would be returned to them to check for accuracy, and make amendments of the written transcript. Participants were given the option to withdraw from the research project at any time, without reason and withdraw the information they had provided. One participant took the option of withdrawing from the research as revisiting the pain of that experience was still very painful. Another potential participant was ineligible for this research because, her incident was a one-off incident not an ongoing workplace bullying situation.

Informed consent forms were signed at the start of the interview. Prior to each interview, participants were reassured about confidentiality and that their identity would be kept secret.

3.3 Group profile of interviewees

The informants interviewed for this thesis were Māori women aged between 45 and 65 years. They were mature women who had raised children, they were also all grandmothers. These women had large extended families and were all involved with various affiliated marae and iwi development initiatives. Their employment histories spanned more than twenty years each with an extensive range of roles between them. They had held various jobs including management, leadership roles, customer service, teaching, consulting and public service. All four informants had held permanent long term positions throughout their careers. It was important that the location and environment of the interviews needed to be conducive to the interviewee's needs, safe and free from distraction.

3.4 Preparing to gather data

"*Qualitative interviewing is not just simple conversations. It is close contact to the life story of an informant, a certain type of intrusion into his or her natural context*" (Mikene, Gaizauskaite, & Valaviciene, 2013, p. 58).

Mikene et.al., (2013) draw attention to the complexities and intrusiveness the interview process can impose on an interviewee. These observations reminded me of my responsibilities to the relationship with informants. I maintained these by valuing their rights, beliefs, and their experiences. Their stories were treated with respect and integrity and I remained vigilant with my duty of care. This meant preparing, listening, recording accurately, protecting their identity and data, and producing their story in a meaningful and transformative way.

Initially I wanted to exclude my story from this research. However, after some deliberation I decided to participate and share my story. It felt wrong to expect others to expose themselves while I withhold my own experiences of the subject. When researchers are "*open about themselves to their research collaborators, the interviewees, is both fair and practical*" (Rubin & Rubin, 1995, p. 37). Empathising with my interviewees was critical, to building trust between me and the interviewee. There were a number risks involved for informants and I had to assure them that I understood them, and that their safety was paramount.

Writing the informants stories in the first person retained their voice and the uniqueness of each story. It also enabled me to manage my presumptions of their journey, remaining engaged with each individual's story, without jumping to conclusions or blending ideas with my own or others version. To ensure that my personal story did not dominate, or over power the voices of informants, I shared only one of my experiences of workplace bullying in chapter one titled 'my research journey'.

3.5 Eligibility

For different reasons two of the original respondents did not take part in this study. One informant did not meet the selection criteria as her experience was a single event

and that was resolved immediately rendering this informant ineligible. Workplace bullying is characterised and defined as "*repeated and unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety*" (Ministry of Business Innovation and Employment, 2014 p. 1). Though the event was verbally abusive the matter was dealt with by the organisation quickly. The respondent identified a change in the dynamic at work, however there were no further incidences or repercussions.

The other respondent took the option to decline the interview after careful deliberation. Her experience of workplace bullying had impacted severely on her health and wellbeing at the time of the event. Although four years had passed she decided that revisiting that trauma was too overwhelming for her. I respected her decision to withdraw from the project.

3.6 Analysing the data

My original research proposal suggested a paradigm using Māori values and beliefs to analyse the interview data. In the end, I decided to employ thematic analysis to analyse emergent themes the data presented. Thematic analysis identifies data that relates to patterns that exist within the interview transcripts. These patterns are then categorised and matched to corresponding patterns with literature and other interviews of the group. I chose to tell the stories of informants in the first person, then extrapolate the patterns in the findings chapter of this study.

3.7 Sampling

During the 2015 academic year, the opportunity to examine literature reviews and face to face interviews was incorporated into our study programme. Sampling is an important step in research design, it helps determine whether a particular design is going to work in practice (Flick, 2007). The benefit of sampling helped me formulate questions and confirm the use of face to face interviews as a method. Finding potential informants who had been bullied in the workplace was not difficult. I was overwhelmed with the willingness of respondents to share their stories. Underpinning their enthusiasm was their desire to contribute towards positive change that would help others understand the effects of workplace bullying.

3.8 Thematic Analysis

"*It is important to remember that Māoritanga is a thing of the heart not the head. For that reason analysis is necessary only to make explicit what the Māori understands implicitly in his daily living, feeling, acting and deciding*" (Marsden, 2003, p. 2 as cited in Ruwhiu, 2009, p. 16).

The method selected to analyse the stories of informants and data was thematic analysis. Catherine Kohler Riessman (2008) surmises that thematic analysis emphasises content rather than the actual written/spoken word. Thematic meanings and understanding the *'point'* of the narrative are stressed over language and form.

This method is flexible and allowed me to flow in and out of each stage as I became familiar with the literature and the data within the interview transcripts. Analysis involved constant revisiting and reviewing of the transcripts and literature to deepen my understanding of content and context. Once I became confident with the information, I was able to filter relevant patterns within the stories. To reach this point, I immersed myself in each story separately, then analysed the data as a collective. The voices of informants are heard in Chapter four, their stories are themed under three main headings. The findings of these results are explored further in chapter five. The data is then analysed again collectively and discussed in relation to the literature reviewed in chapter two.

Analysing the data involved looking for common themes and concepts. I then considered how each informant's experience shaped and influenced them personally. Following that the collective stories were analysed again in relation to their experiences in relation to other. The themes are then extrapolated out, coded and grouped to make one general story which again is analysed. Codes are formulated from common themes and descriptors within the transcript content and cross referenced to concepts gathered in the literature and data.

The goal of coding is to break up the data and rearrange it into categories that can be used to compare data "*within and between the categories and to aid in the development of theoretical concepts*" (Strauss, 1987, as cited in Maxwell, 1996, pp. 78-79). Analysing one transcript at a time allowed me to code viewing each person

and their story without the assumption of categories, or blending with other transcripts. Admittedly, as I continued to analyse, this became more and more of a challenge I became familiar with the data, and as clear categories emerged in all four narratives.

Thematic analysis was the first stage of gathering and investigating data. It should be noted here however, that going beyond the findings and concepts was an additional step. This is where critical consciousness and kaupapa Māori entered the context of this thesis. It gave depth to the context of the study that connected the whole story of what happened in the past, how it affected Māori and led me to linking and understanding the systemic failures of the current day through a different lens. I understand this stage to be reflected by Thomas and Harden (2007) who discuss 'going beyond' the content of the original studies has been identified by some as the defining characteristic of synthesis.

Searching for emerging patterns and themes, chapter six presents the findings of these interviews in relation to how each participant is individually influenced. Information was analysed again to report on any collective influence experienced by the interviewees as a group.

The design of the research evolved over the course of the study. As I progressed with my analysis of transcripts and the inherent stories, I constantly referred back to the transcripts. It was not always clear which way to go with the data, however this helped direct my own thinking as themes emerged. Conducting an early analysis of the transcripts were fractured to provide a frame of reference. Three sub categories emerged to frame the stories of the interviewees. Each story was categorised using this framework in the following way; a) description, b) how the informants were affected, and c) coping strategies. This helped to calibrate my thoughts and clarify the direction my participant's voices were taking me.

3.9 Ethical Considerations

Each respondent was offered the opportunity to use a pseudonym to protect their identity. Although two respondents would have preferred to be identified by using their known names I decided to keep them all safe by using pennames. Remaining

incognito protects respondents, researcher, workplaces and Te Whare Wānanga o Awanuiārangi from any future litigation and repercussions.

To further protect all parties, no organisations or employers are identified. The aim of this study is to stay focused on the voices of informants and their story. There is no intent to name and shame institutions or become distracted by political agenda's that do not immediately serve this purpose.

3.10 Chapter Summary

This chapter explained how the data for this study was gathered and constructed. The purpose of this study seeks to understand the impacts of workplace bullying experienced by participants. The primary source of data for this research were the interview transcripts. The processes of data collection, ethical considerations and how data was analysed are reported on. Chapter four introduces the participant's voice in narrative form revealing their experiences as extracted and then categorised from their transcripts.

CHAPTER FOUR

RESULTS

4.0 Chapter Introduction

"*Embedded in the lives of the ordinary, the marginalized, and the muted, personal narrative responds to the disintegration of master narratives as people make sense of experience, claim identities, and 'get a life' by telling and writing their stories*" (Langellier, 2001, p. 700, cited in Riessman, 2008, p. 1).

The previous chapter discussed the qualitative methodology that was employed for the purpose of this study. The results of interviews will be unpacked in this chapter revealing the stories of participants. The stories are grouped using three themes that relate directly to the thesis question. The themes include; a) a description of what happened to each informant, b) how they were affected by the experience and c) any coping strategies they employed to overcome the situation.

Each informant will be introduced briefly to provide some background and to acknowledge their ancestral and indigenous ties. The participant's voices will be the main feature of this chapter.

4.1 The first interview

Interviewee Profile: Te Pora

For the purpose of this interview I will use Te Pora as my penname. Of Ngāti Kahungunu/Ngai Tūhoe descent, I was raised part of a large immediate and extended whanau on ancestral whenua (land). I'm a mother and a grandmother and in my early 50's.

a) Description

I had been employed in a range of jobs throughout my career and this is the first time that I have experienced workplace bullying. I have two examples of bullying to share. The events happened in the same workplace over a period of four years in total. Both experiences of workplace bullying were led by Māori woman who were my Managers during this period. The first event spanned a period of two and a half

years and the second event was unfolding at the time my interview for this project was conducted.

My worksite was located an hour away from the main body of the organisation which was problematic. Distance made communicating and relationship building with other staff difficult which added to the isolation of being the only staff member working remotely.

After I was employed, I had minimal support before launching into my core role. Induction was inadequate and I found that I had to figure out job expectations by trial and error without sufficient management support. Resourcing was nominal and I felt at times like I was treated unfairly compared to other staff. Working remotely also meant that I did not have ready access to the same privileges as other staff members.

Within the first twelve months of the job a new venue/location was being sought to accommodate the growing needs of the service. I volunteered to help find appropriate venues that might fit the organisations requirements as I was familiar with the region and I was *"happy to help"*. The lease agreement for the existing location had already expired, consequently stress was building as deadlines loomed. I had no work site, but I was still expected to meet the obligations of my role. A few weeks later I received a call confirming that a location had been selected. I did not agree with the location so I challenged the decision explaining that to perform my job adequately, the location would need to be accessible to service users. In response, my Manager began yelling and screaming at me during the phone conversation (basically telling me to do as I was told). Consequently, the call did not end well and I was left absolutely shell shocked by the experience. *"It was 9pm and I contacted my only support, a colleague to talk to her about how I was feeling, I was still clearly shaken during this conversation"*. After quite a lengthy discussion, we both agreed to write down what had happened and forward our letters to the Human Resource Manager. After that we were advised that the best way forward was to make a complaint to allow a formal process to proceed.

In hindsight "*this was not a helpful process"*, the process dragged out and in the meantime, I and my colleague received quite a lot of negativity from my Manager and her supporters. After submitting a complaint, me and my colleague were excluded from the process and did not receive any feedback from management.

My manager had alliances including family members who were loyal and who colluded with her. Over the next twelve months I was ostracised. Whenever I went to the main facility for work "*it felt cold, no one would talk*" to me. Other things started to happen too, my work was being questioned and work that I had submitted was constantly being misplaced. I started receiving directives questioning my work. Sometimes I was just ignored, no replies to emails, phone calls and resource requests were not being responded to.

With no word of the formal process outcomes I *"felt like a pawn"* in management's game, I started to suspect something else or underhanded was going on. It was like they (management) needed a *"scapegoat and that my complaint was being hijacked for their own agenda"*. I felt unheard and when I tried to query what was happening I was *"told to just get on with it and do her job"*. I remained under the same manager during this time until my manager took leave then I had a couple of transition managers during that time. After months that had passed with no resolution from the formal process, I started seeking closure as it was wearing me down. *"It felt like a slap in the face"* because management hadn't responded to my original complaint.

b) How were you affected?

During that time, I "*couldn't sleep at night*", I just kept mulling it over in my head…. Trying to figure out what's happening and what to do. I would stay awake thinking how I am going to cope if my supports were not there when I arrived at the main site. The isolation made it difficult, I had no one to offload to or share with.

This impacted on my health, every time I went to the main worksite I would have *"painful gall stone attacks"*. At times the pain was so bad I would contemplate how to *"get through the day"*. Sometimes I *"didn't want to go to work"*. "*I was quite frightened*" to attend the main worksite without at least one support person there, I believed that I would be unsafe and be vulnerable and open to attack. Unfortunately, no union or external supports were engaged so my supports were limited.

At the time, I did not recognise the stress my family were under. I was preoccupied a lot of the time, *"just writing a letter was bloody hard"*. One day my grand-daughter asked how I was. When I asked her why she was asking, my grand-daughter remarked that I looked sad and angry all the time. This made me conscious of my

behaviour in front of family *"because the incident became quite heavy"* I had to hide my frustrations and what was happening. I believe that my manager and the organisation *"acted without integrity"* and that at no time did I feel supported or that progress was being made.

c) Coping Strategies

Eventually I approached a Senior Manager to propose a meeting to clear the air with my Manager. The Senior Manager said she would organise a meeting and let my Manager know that I was seeking a resolution so that we could move on. I wanted to be heard, *"no one was listening"* so I tried to instigate a process of moving forward and I went to speak to my Manager directly. The process had taken a long time I just wanted to know where things stood between me and my Manager. I wanted to guage whether the complaint was going to continue to impact on our working relationship? My manager was not prepared (she seemed surprised) to be confronted and refused to discuss the matter further. Consequently, the tension between us remained unresolved for about a year and a half after that. My Manager then started to make things difficult with persistent unrealistic demands, mostly via email about administration and day to day tasks. Requests from my Manager for work that had already been submitted were constant. During this time the tension persisted.

I felt like I *"was continuously fighting"* to maintain a high standard of work. I was justifying requests for resources that were critical to the performance of my role and to key service delivery areas. I would avoid going to the main facility wherever possible to minimise *"the hostility and cold vibes"* I would have to contend with from staff. I had two support people who knew what was going on, I only felt safe in their presence, and if they were not around I would try and be as discreet as possible when I needed to be at the main work site. Once my business was complete I would leave. At one point, I confronted a colleague who had been particularly nasty to me. I asked this person what her problem was, the person then called me a "nark" because I had made a complaint. This person was a close relative to my manager and was convinced that I was at fault.

There was no resolution process or support to resolve or heal any issues between myself and my manager. The most traumatising things for me was the length of time the issue remained unsolved, the exclusion and negativity from others. I lost faith and

trust in the organisation because they didn't support me or keep me safe in that process, it wore me down and my health suffered.

I wanted to resolve the issues and followed advice to formalise a complaint. I contacted and sought support from two colleagues. Where possible I would avoid contact or being at the main worksite to prevent hostility and nasty treatment from other staff. I was refused a change of manager and eventually I requested a face to face meeting with my manager. This attempt to resolve things did not work as my manager was not ready to discuss or resolve any issues. I would utilise sick leave when my health was affected, I would utilise this time to try to recuperate but my health issues recurred. I tried to protect my family when I realised they were being impacted and tried not carry issues home where my family could see that I was visibly upset. I withdrew from family further isolating myself but protecting them.

Example 2: Te Pora

Eventually my manager lost her job and a new manager was appointed to the position. This new manager was much more aggressive than the last and right from the outset things went from bad to worse.

a) Description

I believe I was being micromanaged by my new manager as soon as she was appointed. It felt like she was *"stamping her authority"* on the job, she wasn't wanting to honour past processes or organisational agreements. The new manager's motto was that everything has changed, I'm not the same as your last manager and I want things done my way. I felt like this manager was creating doubt and confusion about my capability, my performance and my ethics. I had to check and cross check for everything, this caused lots of mistrust issues. I started to check the validity of requests from my manager. Contacting other colleagues whose roles were similar to mine, I discovered that my colleagues were not being directed to follow the same expectations as I was. It seemed like there was a set of rules exclusively for me, it was unfair treatment and it felt like this manager had it in for me (it became personal).

The difference between managers was that this new manger was aggressive and repeatedly attacked my integrity and ethics (reputation). I also felt undermined

culturally and personally. My relationships with iwi and the wider community were being compromised. On a number of occasions my personal integrity as the face of the organisation was on the line. It's *"been one battle after another with this manager"*. She makes me feel incompetent. She's been withholding resources on the basis that there are performance issues, however I've never had performance issues.

My workplace is marae based so when there are tangihanga/funerals I would support that process and then go back to work, this has been revoked. As both a hapū member and staff with this organisation I felt obligated to honour and mediate or resolve any conflict. At the same time my resources were cut so any cultural processes or gatherings like hui, wānanga, powhiri for example were impacted. I felt compromised and having to choose to ignore my people for the sake of appearing to be doing my job. I was told that if I was to continue to employ these work processes for people I was working with directly then I would need to do that on a reduced budget and cook and prepare kai (food) in my personal time and at my own house. Māori values and beliefs were an integral part of my work up until that point. None of my colleagues had these types of directive enforced, only me.

When I spoke to my Manager I got the impression that she was "*playing bloody mind games*". Another tactic that was used was *"shifting the goal posts"* and keeping me in a state of confusion consistently like a game. I was not used to being kept in a state of confusion and flux. I began doubting myself about everything.

"So yeah there's been a lot of incidents like that. Always being checked up. I've never had so many sick days off like I have this year". It was becoming quite stressful, since this change of team and manager. An indicator of the stress of being in a new team with a new manager was *"all the sick days I've had. Some days I just didn't want to go to work"*.

I was having to double check and watch my back constantly. Requests for work that had already been completed were ongoing, accusations that I hadn't submitted work in the first place created mistrust and confusion. Keeping copies of everything and resubmitting things on demand. Feeling constantly undermined, and being contacted while on sick leave with request for work that had already been submitted. It's tiring.

My professional development plans were delayed, questioned and then declined. I had to justify my own development. I believe I am being performance managed out of my job. I sensed that something is going on but I was unable to articulate it or evidence it. I can confirm that my Manager is collecting proof and digging up dirt on me. The environment is not safe and don't trust anyone. I think the union and human resource processes are not going to support me at the end of the day.

In one of the incidents I felt humiliated, I was getting harassed by phone, by text message and via emails. Over a twelve-hour period, I was bombarded with derogatory messages, yelling and screaming. I was on the phone being asked what are you doing, the same messages were relayed by text message and via multiple emails the messages were the same.

b) How were you affected?

After the first aggressive phone call I broke down, I ended up cracking at that point and just broke down. I felt like I was just on the edge and I'd had enough. To me that was the straw that broke the camel's back. I'm not sure if it was a culmination of both experiences but I just broke down.

That really hit me. When I tried to respond, or write a response I actually noticed, that I sat there for a while before I was able to write anything. I just froze, couldn't think. I was trying to say in an email how unsatisfied I was and I wasn't happy about the way she was yelling and screaming at me, but it wouldn't come out. I just went silent and for a whole week I didn't communicate. I tried to protect myself by (keeping away, disengaging) withdrawing. After a week of silence my manager arrived unannounced and proceeded to humiliate me in front of people who were there.

She started asking them questions about me including what hours I kept at work and the use of facilities, to get dirt on me, to discredit me. I felt as if it was all about belittling and disempowering me so that she could say, I made her do that – look at me, she's got to do that because that's what I want. It's just been one after the other, even when I'm on sick leave and getting this email.

c) Coping strategies

I believe that if the issue does not get resolved properly then it will have some effect on how I work in any future organisation and how I perceive them as well. I will have to strengthen my support systems. I can see myself going to counselling to rebuild my self-confidence, I know I will need some help to cope with what has happened to me.

On reflection, an apology would go a long way. An apology, just an apology, validation of what has happened. I've realised that I will never get that, but an apology to me is just confirmation that I wasn't going nutty. I don't mean that to be in the apology, but an apology alone will counteract everything that I have been feeling, I will feel vindicated somewhat through an apology. Just a simple sorry about all that. I'm sorry that you went through all that.

I work with people who have been in vulnerable positions. I've learnt how to be there for others and to strengthen them when they need it. Applying those lessons to the self is quite hard to do. I haven't had the opportunity to reflect on this current event as it's been continuous. Time away (sick) has given me time to just be. I can't at this moment think of anything that I can do other than take myself out of the organisation. I haven't been able to think out or past what's been happening, right now.

I employed some self-protective practices spiritually like *"karakia"*. I try to minimise questions about my work by making sure that *"my I's are dotted and my T's are crossed"* and my work is submitted in a timely manner

When I voiced that I needed time to reflect on what had happened, I was threatened with disciplinary action for lack of communication. If I didn't attend a meeting, then consequences and disciplinary action would take place. When I was asked why I wanted to reflect I replied that I had not communicated because I had been humiliated. My Manager had no idea of the impact of her actions on me neither did she acknowledge her actions. Her response was well my emotions can't come into it.

She brushed her actions and behaviours aside and told me to deal with my own emotions *"just deal with it"* were her words. *"Communicating with her that month actually affected everything in my life"*. When I reflected on what was happening in my life at the time I had stopped communicating with everyone, *"I actually shut down and closed myself off. I was only in contact with the only trusted person I had"*. Thinking through the events I had withdrawn, *"God I've been in this isolation mode for a long time"*. It's affected my whole life.

I have always self-reflected and taken ownership of things. I've pondered on what I could have done differently to make the situation better. Worn down, all I can think about is keeping myself safe by isolating and withdrawing myself from potential conflict and further harm.

4.2 The Second Interview

Interviewee Profile: Erana

My name (penname) is Erana and I'm in my early 60's. I'm a mother and a grandmother. My iwi affiliations are Rongomaiwahine/Ngai Tūhoe. Growing up my parents were old school, so they instilled a very strong work ethic in me from a young age. Consequently, I have always worked hard, I do my best at whatever I lay my hands to. During my marriage, I was the sole provider for my children. I've been in the workforce since I was 15 years old and have been employed both in New Zealand and Australia. Recently I retired and returned home from working and living in Australia for more than twenty years. I have volunteered to share my story to help others.

   a) Description

When I think about it I have experienced bullying throughout my career. I believe bullying behaviours were present in every workplace that I've been employed in. During my early working years whenever I was bullied or maltreated at work I simply thought *"that person or those people don't like me"*. At the time, I did not identify it or name it as bullying, I didn't know why it was happening and didn't tell

anybody about it. I did not want to burden family and often would use these events to motivate me to work harder.

My jobs were mainly dominated by women and most of the time my direct supervisor or manager was a woman. I'm driven, I love to work and I'm a good worker. I learn my job and perform very well. Usually my efforts are noticed and I'd be offered promotions. In hindsight, I believe that being elevated/promoted is the reason why I wasn't liked by others in the workplace. For this reason, I usually worked alone and therefore always felt isolated even in a team.

Bosses always respected me, I was reliable and did my job well. I admit I'm extremely shy and struggle to communicate in a team, "*I suffer from what I call stage fright*". I'm fine communicating one on one, but in a team, I struggle to voice or assert myself, however I usually kept this to myself. I never shared this with my family, either because I didn't want them burdened by what was happening to me. I just went to work kept my head down and worked. People would become threatened by my work ethic and the volume of work I did, this caused problems.

b) **How were you affected?**

An opportunity arose where I acted up for my supervisor while she was on leave. When she saw that I was doing her job she returned early from leave. On her return, she set about allocating work to me that I was unfamiliar with and had not been trained in. She then wrote a complaint letter to management that I was not performing, I was dismissed for that. That was the only time I've ever been sacked from any job.

On another occasion, one of my supervisors spread malicious rumours about me, she was very influential with others in the workplace *"she ruined my reputation"*. Then while I was away on holiday she decided to restructure my job. She removed my work space from the office leaving my belongings in a box on the floor, I was humiliated. She had also reallocated my workload and I consequently ended up with more than fifty percent of the whole work of a team, while they shared the remaining fifty percent among them. Prior to this I had observed that the supervisor was very influential, she used this influence often to create fear, and for personal gain. I learnt that the ability to influence others was powerful. I decided to get my supervisor

onside and make her an ally. Onlookers were appalled at how I was treated, so whenever they asked me why I would help this person after what she had done to me, I asked them to speak to management about it. I did not dispute the changes, however eventually others influenced management to reallocate my work fairly and apologised (not directly). I also knew that the only person who could fix my professional reputation was the person who had ruined it and eventually she did.

The reason I chose to stay in jobs is that leaving it would impact on my ability to feed and provide for my children and I was not in a position to do that. Family obligations were priority number one to me and they depended on me as the sole provider. "*It wasn't about me whatever I had to do I had to do*". Also, as I got older it was harder, I perceived that it would get more and more difficult to find suitable employment, I believed that opportunities were limited for older women.

I never went forward to get support because I had previously supported a colleague who tried to get support. Eventually my colleague was worn down and just couldn't cope. She ended up leaving the workplace because of the situation. My colleague kept in contact with me and shared that she had recurring nightmares about what happened in the workplace. When I supported my colleague, I was threatened by management to distance myself from supporting her, they tried to isolate and cut off her supports but I chose not to abandon my colleague. My faith in the organisation diminished, however because I had observed what had happened to my colleague I knew that the organisation was not going to support me. Consequently, I did not mirror the experience, and chose not to pursue similar actions.

c) Coping Strategies

I avoided conflict partly because I'm a selfless person, and partly because I had observed what had happened to my colleague and did not want to subject herself to harm and or risk being forced out of the workplace. Reflecting on my experiences I acknowledge that bullying would have had an effect on my mental and my emotional state. However, I learnt not to show emotion as this would be seen as a weakness. There were times when I'd be in tears, but I never let anyone see that, I would cry in the toilets at work or exit the workplace.

Sometimes I didn't want to go to work. It was lonely, cold and an unpleasant space to be in. I didn't turn my emotions off entirely I just didn't let anyone see them. I didn't show or share these feelings or events with anyone even family at home. I didn't show anyone because it embarrassed me. I believed that those who show emotions or cry at work are vulnerable and open to attack from others who perceive this as a weakness.

The choices I made were out of pure necessity, I had to work so I would keep going back even when I didn't want to …..."*I didn't know how to make it disappear*". I knew I had to go back the next day. That seemed to motivate me to return and pushed me to do better. I think jealousy and insecurity are the main causes for the way I was treated in the workplace. Others felt threatened by me because of my work ethic.

I did not engage any meaningful healing processes during or after each experience. "*There was no real healing, I didn't have time to heal*". One of my strategies was to always start my day off with a prayer even if I had 10 things at once in my head, I did it regardless. My motivation was my children, they were my life's purpose I did what I needed to do whatever the cost.

4.3 The third interview

Interviewee Profile: Rachel

My penname for this interview is Rachel, I affiliate to Te Aitanga a Mahaki and I'm in my late 50's. I'm a devoted mother and grandmother with strong work principles. This was the first time I had ever experienced any type of bullying in the workplace. Over a four-year period, I was employed as a Manager of an organisation with responsibilities to a Board of Trustees.

a) Description

Once employed I spent the first year and half learning my role. As I became more and more familiar with my job I began asking questions and then challenging decisions that were being made by a person appointed by the board as an external contractor. Eventually I discovered that this person had significant influence within

the organisation, she also had strong alliances to two board members. When I challenged any decisions one of the board members would reprimand me and tell her that this person (whom I viewed as a silent CEO) was the eyes and ears of the board and therefore she spoke on behalf of the board.

I found that there was an overlap between governance and management. The silent CEO was making decisions that undermined my position as Manager. I was being excluded from staffing decisions, she was meddling and controlling service operations which were my core role and then going over my head to the board. The silent CEO was interfering with operational decisions and employing divisive tactics to make me and my staff look incompetent.

I was upset and felt like I was being put in my place rather than engaging in discussions with board members. Tension was escalating in the workplace and relationships were deteriorating. Mistrust between me and the board was intensifying and the silent CEO was fuelling the mistrust. I started to think the Board were unable to look at things professionally with open eyes. I then felt like it was becoming personal, I can't say when it turned ugly. *"It seemed like the more I pushed for things to happen the more resistance I got"*. I felt abandoned and betrayed by my board.

The Board member that supported me was ostracized for supporting me and ultimately left. After that I got the thumbs down on everything at this point I was being ostracized myself.

On one occasion, I engaged in a yelling match with the silent CEO who was trying to tell me what to do with my staff. Staff who were loyal to the silent CEO started going over my head. An internal audit was carried out on the organisation and the Board was not happy with the findings as the report had indicated that the relationship between myself and the Board was problematic, so the Board commissioned another audit report.

I felt like the board were taking any opportunity to look for dirt on me and get rid of me. Board members started meeting in secret with funders and with each other. These behaviours indicated to me that the Board mistrusted me, even my emails were hacked when I was on leave, and this went on for about a year.

b) How were you affected?

I was phoned and asked to go on leave. I and the other Service Manager were both served letters that day. The outcome was that I was dismissed. I burst into tears I felt like my mana had been trampled on. There was no opportunity for me to clear anything it was straight disciplinary procedures. I didn't believe I had done anything wrong. They said I was dishonest that's what got me, I cried and cried all the way home, driving crying and shaking all the time. My family saw me and thought someone had died. I felt like a piece of me had died and someone had trampled all over me. I'm getting teary just thinking about it. It felt like they had been describing someone that wasn't me. Through my tears, I told my family what had happened. I felt like I was in mourning, like I'd lost something or someone. It was a terrible feeling, a cold feeling. I couldn't do anything I couldn't eat. I couldn't sleep……. (interlude, emotional tears) ………

I had to attend a workshop out of town the next day, so I had to act all day so my staff wouldn't notice anything was wrong but I was numb. I went on leave and went to see family in Australia but couldn't enjoy myself. I couldn't relax or sleep or share what was going on. On my return, I had to attend a meeting to respond to the grounds of dismissal I had been served.

c) Coping Strategies

During mediation, I couldn't bear to read anything the Board had written as it just took me back to that negative space. I felt sick to my stomach at the hearing, I was wanting to vomit listening to the things they had to say about me. Even though the hearing went well I still lost the case. I felt it was unjust.

I've lost my faith, I've also lost my faith in the justice system. I've never been dishonest in my life. I loved my job. It's changed me, I'm more cautious about what I do, I double check everything, I used to be a confident person but I'm no longer that. I'm not in a managing job at the moment because I can hide in the job I have. I can stay under the radar. I'm still not sleeping I stay awake as long as I can, because it gnaws away in my head.

Emotionally I'm not in a good space they (the organisation) broke me. It's driving me to get some sort of justice. It got to the point where I thought I was going in to

work to battle all the time. I didn't feel like going to work and I've always looked forward to getting up and going to work. I have not shared this story with anyone not even my family because they've always seen me as the strong one. My family don't know what to do when I'm broken, so I have to try and stay fixed for them.

This is the first time I've broken down to someone else (I haven't even told my family) but the dismissal tore a piece of me because I pride myself on honesty, integrity, and professionalism.

I'm passionate about my job, and never put myself before anybody else. Like I said I sit up at night. If I wake up I've got to go to bed really exhausted. Too many things going around in my head.

4.4 Fourth Interview

Interviewee Profile: Taryn

Kia ora, my penname is Taryn and I whakapapa to Te Whanau a Apanui. I'm a mother and a grandmother and I've worked all my life. I will share three experiences of work place bullying. When bullying first happened to me I didn't recognise it. It was very subtle and I was naïve to it.

a) Description

I'm a high performer, I'm often promoted because of the work that I do. This particular time a promotion caused dissention amongst the ranks, innuendos, a few grumbles, and some horizontal violence by peers/colleagues. Previously I had strong friendly relationships with head office however when I visited head office I was alienated. There had been a change in relationships, they had cooled down where prior I would have felt welcomed. We were being restructured and new management were introduced. During this time and unbeknown to me my colleagues had accused me of bullying others, a formal letter had been submitted and an investigation was launched.

b) How were you affected?

I was shattered, gutted and extremely embarrassed. We had moved from transformational leadership to micro managing. A consultant was hired to interview

all staff, she was known to the new Operations Manager so there was a conflict of interest. I became conscious that I was being watched, it was unnerving. The consultant interviewed me, the questions were leading. I believed the process was shonky and unsafe, I felt I was prejudged. My manager who supported me initially thought I was over-reacting. It started to affect my work, it was affecting my home life as well. I lost a hell of a lot of weight, I wasn't eating. Workload doubled because the team was stressed. At home, it was eating into my world, it consumed my conversations and I was always deflated, my family were sick of hearing about it.

c) Coping strategies

I started to research, I looked online and found information on mobbing and horizontal violence. Reading the information was like reading what was happening in my life. I was relieved when I found out what it was, it felt wrong throughout the process and very shameful. I started researching more about it and learning what my rights were. I took time out from work, I contacted the union, took stress leave and went to a psychologist which cost me $1400. I wasn't fit for work, while on leave my Manager who was supporting me got targeted, had a nervous breakdown, collapsed at work and resigned. I had support from one colleague and my manager who had now left. The Operations Manager was an evil devious character, she was incompetent and didn't know her job. After that I decided to resign, the organisation didn't want me to leave but I got a good settlement and left. The Operations Manager got rid of all but one Manager and most of the staff eventually left. My health suffered I had lost a lot of weight, I wasn't eating or sleeping. Researching and knowing my rights helped me regain control. Identifying what was going on was a big relief. The psychologist was expensive and wasn't helpful, although he had identified Post Traumatic Stress Disorder he didn't use the term bullying.

Example 2: Taryn

a) Description

In another organisation it happened again. This time I put a complaint in when I was yelled at.

b) How were you affected?

The situation was ugly however it was a one off. The resolution process that was implemented was successful in that I felt heard.

c) Coping strategies

We had a meeting in the wharenui (meeting house) it was similar to a healing circle. I was able to let go of everything and leave that meeting feeling no animosity.

Example 3: Taryn

In my next example my Manager was challenged by me. I was complimented on a good acting up job, the compliment was overheard by my Manager who then remarked well I'm back now and from that point she let me know that I should be worried about my job, even fearful. A new team member colluded with Manager they were like dogs with bones, it was a feeding frenzy. They set about belittling me, moved my office and then relocated me to another site. I had words with my up-line, she was abusive to me on the phone yelling and screaming at me. The then Regional Manager intervened to try and keep the peace and resolve any issues. Then I was told to take all my stuff home and that I had to share an office space with my manager.

The Regional Manager suggested an office upstairs, eventually I made a formal complaint which was upheld by the organisation and my Manager took a year off work. On her return after a year she was still my manager, by this time the regional manager had been ousted. The organisation was going through restructuring so more game play happened however by this time I was a union member and representative so I was quite clear about my rights. In hindsight, all two incidences were instigated by Māori women. I believe that these events are driven by people with their own insecurities, incompetence and jealousy. My thinking is that our own just don't like to see others succeed, instead of doing the business or getting on with their work.

d) Coping Strategies

If you're getting bullied go through your options. Find people you trust who you can talk to. Reading and researching can help you relate to and understand what's happening. Don't be scared of formal complaints, it's just a process that allows you to be heard. Know what the processes are. There is no shame in putting in formal

complaints. You've done nothing wrong, there is no shame. Personal grievances (PG's) and formal complaints make people scramble on decks. Take time off, stress or sick leave discuss it with Human Resources but take the time and be productive with that time, use it for you. Check out your union and your rights, you don't know how useful they are until you need them, be active. Be mindful of taking things home and prioritise your relationships especially whanau and your health. Whanau can help but if you get stuck in a cog, and just keep reliving the same experiences this can put a strain on relationships.

4.5 Chapter summary:

This chapter revealed the stories of four Māori women who shared their experiences of workplace bullying. During the preliminary stages of this research these women had volunteered to participate in this study by sharing their story. Their stories will reveal what happened to them in the workplace bullying in narrative form.

The stories were grouped using three themes that relate directly to the thesis questions. The stories were extracted from interview transcripts and categorised to provide a frame of reference. The next chapter utilises the interview transcripts to presents the findings of the research. Using thematic analysis, the common themes have been identified. The chapter summary will look at how the experience has influenced participants.

CHAPTER FIVE

FINDINGS

5.0 Chapter Introduction

In the previous chapter the stories of participants revealed their experiences of workplace bullying. Drawing extracts from the interview transcripts the voice of interview participants will be introduced. Common themes that have emerged across participant's interviews are listed. Data from interviews are presented to support these themes ending with a summary of the influences on each participant.

Returning to the purpose of this thesis the findings speak directly to my research questions which were:

1. How do Māori women view workplace bullying?
2. How has the impact of workplace bullying affected them?
3. How can this research help heal or prevent the trauma of workplace bullying?

The answers to these questions are portrayed in the voices of the interview participants.

5.1 Participant's backgrounds

5.1.1 Participant 1: Te Pora

At the time of this interview Te Pora had been employed for four years with this particular organisation. During this time, she has had two Managers and two interim Managers. Te Pora shared two experiences of workplace bullying from both Managers. The second incident of bullying was still current at the time the interview was conducted. This was the first time Te Pora had experienced workplace bullying, by her two Managers who were both Māori women. Te Pora worked remotely and was isolated from other colleagues and other support. When the first incident of bullying happened Te Pora submitted a formal complaint. However, her complaint was not upheld and this deterred her from seeking support when the second event

happened. The bullying continued without resolution and for nearly four years Te Pora became worn down, ill, lost motivation and believed her only escape was to leave her job.

5.1.2 Participant 2: Erana

Erana has experienced workplace bullying multiple times throughout her career. This has manifested itself in many forms, petty jealousy, ostracism and manipulation. Her experiences included mobbing and direct bullying by Managers. Erana always felt alone even when working in teams. She was a hard worker and an over performer which lead to opportunities where she was promoted. Her work ethic seemed to threaten her superiors, this was used against her in one incident where her Manager gave her work she had not done before and then complained to her superiors that Erana was not performing. It was used against Erana, this was the only time she was ever dismissed from a position. Erana's Managers or supervisors were all women. Despite being isolated and rejected by colleagues Erana maintained her positions for years. Now retired, Erana held her last position for ten years. When things got tough at work Erana just worked harder, for her leaving work was not an option. She was the sole provider for her family and if she didn't work her family would suffer. Her family were her priority.

5.1.3 Participant 3: Rachel

Rachel has experienced being bullied at work only once. At the time of this interview Rachel had entered into a mediation process for wrongful dismissal. Distinct to this case Rachel was in Management and was not answerable to an individual. Instead Rachel was being governed by a Board of Trustees. During her first two years Rachel familiarised herself with her core responsibilities. Changes of Board members removed allies and supports that Rachel had on the Board. Over the next two years Rachel was subjected to mobbing by multiple board members, who were three females and one male.

5.1.4 Participant 4: Taryn

Taryn shared her experiences of workplace bullying. She had been subjected to this treatment on three different occasions across two different organisations. Her first experience involved mobbing by colleagues at work and a Regional Manager. Taryn is a high performer and had been promoted, she describes what her colleagues did to her as 'horizontal bullying'. Two more separate events happened, one of these incidences of bullying was enacted by a male and the other two events were by two females.

Taryn was awarded compensation for the first incident. The second incident she received an apology and was part of the process. The third incident of bulling was drawn out over two years. Taryn's complaint was upheld and her Manager took a year's leave. At the time of this interview Taryn's Manager had returned to work and continued to harass Taryn. However, her behaviours were not as overt.

5.2 Emerging themes

The stress of workplace bullying can take a major toll on the victim. Not only does bullying create significant mental health issues but it can also manifest in physical consequences as well. Using thematic analysis, I sought common themes from the interview transcripts. These stories can be described as narratives that have been arranged in sequence and order. It is important to note that the analysis was not only focused on the text or what was said. The analysis took into account the environmental factors, the state of participants and the disturbance of the events into their lives.

Riessman (2008) says that stories unpack truths about experiences. Telling stories can create order and instigate a search for meaning and connection with others. When analysing narratives Catherine Kohler Riessman (2008) outlines three levels of enquiry: 1) the stories told by research participants (narrative); 2) interpretive accounts by investigator (narrative of the narrative), and 3) the reader's reconstruction (narrative of narrative of narrative).

In this section a general description (narrative of narrative) for each common theme will lead into extracts from participant transcripts (narratives/direct quotes). Honouring individuals is difficult to do when pooling text, concepts, and interpretations, hence data from interview transcripts are employed in this way to simply allow the participants to speak for themselves. This allows the reader to construct, or reconstruct their own understandings and meanings of the data presented.

5.2.1 Isolation: All participants acknowledge their connectedness to whanau/family and their sense of belonging to tribal groupings is strong. Their upbringings supported the value of participating as part of a whole and understanding the importance of these principles. The state of being separated from others in a place or situation would naturally cause internal conflict. Isolation is the most emotionally painful experience a mentally healthy person can endure, and primarily used to punish and torture. Isolation therefore is the bully's most harmful weapon.

5.2.2 *Te Pora:* *describes the discourses and additional difficulties working of remotely.*

> So where I deliver, the site is geographically quite a distance from the main site. And the other thing too was that I was working in isolation really. I had no one there directly around me. No hoa mahi (co-workers) directly around me so I was operating solely on my own. I think I was inducted for three days. Not only being new to the organisation but also new to what I was doing. There was no support from my manager around that. I basically had to learn stuff my own ways.

5.2.3 *Erana:* *always felt like she was alone even amongst a team. She protects herself from harm by distancing herself, she did not want others to see her vulnerabilities.*

> I'd work hard, get noticed and then I'd be offered a promotion. What's happened because of that is I've not been liked. Not by everyone, those who liked me liked me. The bosses always liked me because I was always reliable.

But within the team I often felt isolated so I always worked alone even though I was with a group. I suffer from stage fright so find it hard to communicate. I'm ok one on one but not in a team this supports why I didn't communicate. I kept this to myself. I didn't share it with my family, I didn't want them burdened with what was happening to me. I couldn't trust people to express how I was feeling because it had no physical substance to it. I see this, I feel this….. to me that's not proof so I kept it to myself (being bullied). It's safer in my own walls. It never left my mouth.

5.2.4 *Rachel:* *discusses when she realised that she was alone and that she was being targeted by the Board.*

I felt I was being put in my place rather than have an open conversation. There were two Board Members and me. I felt comfortable enough, I trusted them to have an open conversation with me and give me direction as I was asking for it and that is what I was told. That I was the only one that was getting paid. I didn't correct them but it hit me after that. It told me that my relationship with the Board was one of mistrust on both sides. I didn't trust them to look at things professionally with open eyes. I felt it was personal. I can't even say when it turned ugly.   It seemed like the more I pushed for things to happen the more resistance I was getting.

5.2.5 *Taryn:* *felt like she was being ambushed by her colleagues who had colluded and ganged up on her after she was promoted.*

I was shattered, gutted and incredibly embarrassed. Wondering, I just didn't know what was going on. I only had one person in the team that I worked with, only one person that supported me plus the Manager and she just couldn't get it. Even she didn't know what was going on either. I became quite conscious that I was being watched. It became quite unnerving.

5.3 Communication: Issues may potentially develop in any circumstance or social relationship. It can be easy for individuals to misunderstand or misinterpret others, and these misunderstandings may lead to arguments or tension in personal, platonic,

or professional relationships. Conflict often involves communication problems, as both a cause and an effect. Misunderstandings, resulting from poor communication, can easily cause a conflict or make it worse. Additionally, once a conflict has started, communication problems often develop because people in conflict do not communicate with each other as frequently, as openly, and as accurately as they do when relationships are not strained.

5.3.1 *Te Pora: lodged a formal complaint then never got a response from management. She found the process frustrating as she was shut out and did not feel listened to. She started to suspect other people's agendas hijacked her complaint.*

> Nothing was fed back other than the organisation had looked into the complaint, had sorted it out, you're to go back into her team. And I thought that was, well I had no choice but to go back into the team. But I thought that the complaint was a major set up. I felt like a pawn actually, a pawn in their (management) game.

5.3.2 Erana: *struggled to communicate in a team setting however she felt confident to speak one on one. She viewed her shyness as a weakness, to Erana if she allowed others to see this they could then use it as weapon.*

> Two things that contributed to me being bullied was the fact that I'm shy and the second thing is I suffer from stage fright I don't know another word. I'm ok to speak one on one but if I had to stand and speak to a team or to a group I suffer from what I call stage fright and it's still with me today. I've only just recognised my limits so I was never able to communicate what was happening and I believe that my shyness and my stage fright supports why I didn't communicate. And then when I do communicate I can communicate alright when I'm speaking one on one with a friend or a mate with someone else close, but not within the workplace. I would get shy, it would go around then it would become worse. I often kept this to myself. I didn't share it with my family, I didn't want them to be burdened with what was happening to me. I never shared it with my parents, my whanau or my children within my household. I kept it isolated. I just went to work, kept my head down and

worked.

5.3.3: Rachel: *felt undermined and mistrusting of the Board. She was shut out of decision making and was not consulted, the more Rachel questioned the more she felt alienated.*

> I can't remember how far back that was, probably before I met you. It was before then. It told me that my relationship with the Board was one of mistrust on both sides. I didn't trust them to look at things professionally with open eyes. I felt it was personal. I can't even say when it turned ugly. It seemed like the more I pushed for things to happen the more resistance I was getting.

5.3.4 Taryn: *colleagues accused her of being a bully in one of her examples, she didn't see it coming. She believed the instigator was her colleague that wanted the promotion that Taryn was offered. This colleague had convinced about four staff that Taryn wasn't a team player and that they should put a formal complaint letter in to management. An external audit was conducted.*

> Anyway this lady came in to investigate and she was absolutely hideous. I didn't think she knew what she was doing. Her questions were very leading. She tried to say it was a safe setting and all that stuff, but we had all been given an opportunity to write stuff down and so she collated all those notes and that's what she formulated her questions around. It was a bit shonky. Anyway I ended up having words with her because I didn't think it was safe. It didn't feel safe at all and I had already been prejudged. Whatever I was being judged about, I was still pretty much in the dark about that. And so I told my Manager that.

5.4 Relationships: All four participants discussed the strain on their personal and professional relationships. Being stressed at work influenced their home life.

5.4.1 Te Pora: *found that the isolation made it difficult for her to connect and establish strong working relationships. The stress from work began to take its toll on*

Te Pora, it consumed her thinking and was eroding her home life as well.

Having to contend with other staff members and their reaction to the complaint or the reaction to me. Say as an example I remember going onsite and being hit up by another staff member. Actually I had to confront her about it because I could feel it. I could feel her anger towards me so I asked her why she was angry. What was I feeling? Then she told me it was about the complaint that had been made. She felt that I had 'narked' I think that was her word narked and that it was unfounded. Then I realised after that there were two people that approached me like that. It was after that I realised that the manager had gone out and talked about the incident with others.

My family suffered during that time and I didn't even know. I didn't even know how I was feeling was impacting on them. It pre-occupied a lot of my time. Just to be able to write a letter was bloody hard, I couldn't write a letter. I think the only time I was able to operate without raru (issue), without thinking about it was when I was actually delivering (working). It took my mind off what was going on. Like I say I didn't realise that my whanau was suffering through it. And it was my moko (granddaughter) who actually said to me one day Nan are you alright? And this was a seven year old. She said you're sad all the time, you look angry. And it was that call that woke me up to think and be conscious of my behaviour around my moko.

5.4.2 *Erana:* *As a high performer Erana had no problems earning respect and winning promotions however she felt staff were threatened by her work ethic. One of her Managers sabotaged her reputation at work, to counter-act this Erana began to observe how she worked. Erana was able to use her learning to influence others to speak up about fair work distribution and eventually the very person who had sabotaged Erana was rebuilding her reputation for her. Erana never formally complained or reported her incidence of bullying. She never shared what was going on at work with whanau as she didn't want to burden them. The reason I do not leave the workplace is my ability to feed my tamariki. So that's what kept me in a workplace.*

There's something with her, because nothing you could physically see, she did nothing physical. It was her persuasion to others that influenced them towards me. Having group hui (meetings), little discussions, big discussions, her influence on the group around her, it was always quite negative. Even when she said what she said, it never ever sounded negative. But the impact of it was negative towards me. Now how do you explain that? So this is how powerful this woman is, that attacked me and attacked others. I've seen her attacking others. Now none of them knew that she was the culprit that got us to change our mind but as per a previous episode when one of the ladies went to his office to tell him she had been bullied, what did he do... He decided he couldn't do anything about it because there was nothing he could do.

I have never left a job because of workplace bullying. I wasn't there in the first place for myself and I think workplace bullying is on the person making them uncomfortable, belittling their work ethic so that they leave. The reason I do not leave the workplace is my ability to feed my tamariki (children). So that's what kept me in a workplace. An option? That wasn't an option for me on the table to leave my job. So I never left a job because of workplace bullying, I had to work it out. In the last place, I was able to identify these people and put up my protection around me.

5.4.3 Rachel: *experienced mobbing in that she was answerable to a Board of which three members of the Board ganged up on her. The relationship became intolerable. She felt unjustly treated and like they had questioned her integrity. Rachel mistrusted the Board's intentions and found herself ostracised when she started seeking answers to management decisions. During this time Rachel believes that the Board tarnished her reputation, she lost faith and was offended by their personal attacks on her. An audit report was commissioned,*

I gave it to one of the other Board Members, that Board Member who was actually there supporting me and helping me with the strategic plan and she thought it was ok. She didn't see anything wrong with it. She ended up getting told off by the other Board Members and she ended up getting ostracised and consequently she left.

I felt she was my only support that I had on the Board and she supported the other Manager as well. She was there for the organisation, she wasn't there for herself as an individual. She ended up leaving and I got the thumbs down on everything. Even the Chairperson at the time, he stopped dealing with me as well. It was then that I felt I was being ostracised. They weren't taken anything I was saying into consideration.

When Rachel was given a letter from the Board questioning her honesty and integrity she was distraught.

What got me was the dishonest part. I just cried all the way home. I just cried and cried all the way home, driving, crying and shaking all the time. My daughter came out and said "Mum what's wrong? They thought somebody had died and I felt like that. I felt (I'm getting all teary now), I felt that a piece of me had died and that somebody had trampled all over me. At that time I couldn't explain it but I felt like somebody had trampled me into the ground. It felt like they had been describing somebody that wasn't me. So through my tears I told them what had happened?

So they were my first support, my husband and my daughter. I felt like I was in mourning, like I had lost somebody or something. I was in mourning, it was a terrible feeling. A cold feeling like when I lost my siblings and my mother, that feeling. Couldn't do anything, I couldn't eat. I think it was about midnight, my husband was quietly there, my daughter had left and my husband was quietly there, just waiting, hovering in the background. Just waiting in case I wanted to talk but I couldn't so he just hovered.

5.4.4 *Taryn: During this time the organisation was undergoing restructuring. A culture of fear was being created and a new level of Regional Management was initiated. It appeared that the Regional Manager wanted to stamp her mark on the organisation. It caused a lot of mistrust and stress amongst staff. Relationships at work were toxic and when Rachel took leave, the attention transferred to her Manager. Her Manager collapsed in the office, had a nervous break-down and resigned while Taryn was on leave. It also affected her relationships at home with*

whanau.

All this time I didn't have a name for what was happening. And I remember I was at home. It kind of starts eating into your world because that's all I talked about and it's deflating.

Taryn took stress leave and while on leave she received a call from the Human Resource Manager who said;

I've just rung up to tell you that the Managers left, my Manager. He said we were very sad to see her go but there's been quite a few problems and we felt that it's all about moving on and looking forward. More or less like she had a problem. And I thought oh the spotlight is off me now and it's her. And I came back to see her and she had had a nervous breakdown. She said she walked into work and just collapsed and she thought "I can't do this anymore." And it had gotten really ugly with the Ops Manager. My Manager was a strong woman and obviously the Ops Manager was too but in an evil and devious way. She was really incompetent, she didn't know her job either.

When asked about whanau support Taryn replied; whanau can get really hoha (stressed) very quick because they hear the same old shit every day that you keep coming home with. Yeah initially they can be quite awhi awhi (caring) but then if you get stuck in a cog, it happens, it becomes ground hog day, you wake up in the morning and relive the experience again. So of course you want to talk about it, but it's the same thing you talked about the day before. It's just got angrier and nastier. And so it can put a strain on relationships. With my marriage, he was really good but in the end he just got too overwhelmed with it. I could see that. He couldn't fix it. His idea was to go in and beat everyone up but he couldn't do that. So I just had to, I just stopped talking about it. It starts eating into your world, every waking moment.

5.5 Health: Bullying affected the health of all four participants psychologically and

physically. Though each participant's experience was different some common themes emerged such as inability to sleep, feeling a sense of shame or embarrassment. Emotional responses included crying, anger, fear, self-blame, worrying, over thinking. Both Te Pora and Taryn experienced noticeable physical ailments. Due to the stress Taryn wasn't eating, as a consequence she lost a lot of weight. Te Pora experienced excruciating pain due to gall stone attacks, these attacks would intensify when she visited the main work site. Te Pora would be taking pain killer medication, once she left the site her attacks would subside.

5.5.1 *Te Pora:* *experienced gall stone attacks. She was also fearful of making a formal complaint when her new manager was appointed because she did not get a response from her original complaint. Te Pora had difficulty sleeping, blamed herself and constantly worried about what was happening.*

> To me it feels like part of our mana was taken and it's never been replaced. I'm bit fearful of, I'll talk about the fear. It's taking me a long time to get to the point of actually making a complaint about this one, about the current issue, current stuff that are going on, because of my experience with the organisation with the first one. They never dealt with it appropriately or the backlash.

> On the organisations part there was never ever, a healing process of returning to work to the point where I really couldn't stand the HR (human resources) process. To me it was too long and the damage done in the meantime was traumatising simply because that process takes far too long. It didn't retain my mana (integrity) in that whole process. And the trust towards the organisation went because they didn't do anything. They basically asked me to lay the complaint and didn't do anything about it to support me in that.

> There was a lot of impact for me health wise. I was forever having gall stone attacks every time I went there to the site. It was really stressful for my family too because that's all that was occupying my mind at times was how am I going to get through today. At times I didn't want to go to work, didn't want to go, if I had to go to the site.

Like I say during that whole time I couldn't sleep at night. It just kept mulling over in my head what was happening. Why are people negative like that? When I knew I was going there, how I was going to cope with this person being there or that person being there how am I going to cope with all that. Went through a whole lot of that. It affected, being in isolation too, it's really hard to talk about what was going on with anyone.

5.5.2 Erana: *often found herself crying, she never did this in front of anyone she would either go to the toilet at work and cry there or if she felt overwhelmed she would go home sick so she could cry in a safe and private environment. Erana said the shame embarrassed her and that's why she didn't want to disclose what was happening to anyone.*

It would've played, it would've had a big impact on my life. However, I had switched those off because there were no options for me. My workplace fed my family, priority number one. My kids didn't have a father that worked, I was always the worker. It would've had an effect on my mental thinking, on my emotions but I just learnt to turn them off. I guess it wasn't about me, whatever I had to do I had to do. I guess it's probably been a saving measure in my life because I suppose it would've been easier to walk out, leave it there and go to another one. I always knew that I could find a job. I was always confident that I could show an employer what benefits they would get if I was put in. My confidence was fact. I could have walked out knowing I had this confidence that I was able to find employment, good employment or knowing that I could progress where I wanted to be.

So what impact did it have on me mentally? I guess it would've had a lot physically. Because there were times when I'd be in tears but I never let anyone see that, it would happen when I was in the toilet. And if I couldn't get rid of it, I would call sick and go home, rather than let anyone see that. When I think about it now, there were those times and there were times when you don't want to go to work. And many times when you're in those situations you don't want to go to work, you have no friends, you can't trust

anyone. Whatever you have to say was going to be repeated, you were very much isolated. And it's lonely, it's cold, it's unpleasurable. I said I turned them off. I didn't turn them off, they were there, all there, and I just didn't show it. I didn't go home and show them at home. I didn't show anyone at work. It was some of the things mentally that would've happened to me. Yeah, cried in the toilet and then go back to my desk but you could see it on my face. And then I would have to go home even though I did not want to leave work. I'd rather leave work than let anyone see my face like that. This was done because I felt even more, I did that action because it embarrassed me.

5.5.3 *Rachel:* *was a confident person prior to being bullied by her Board. During her interview Rachel cried when she described how she was treated.*

It's changed me, it's changed me in the sense that I'm more cautious in what I do now. I double check that what I'm doing is ok. I was a very confident person, very confident, but I no longer feel like that.

Do I sleep properly since it's happened? No I don't. I try and stay up as late as I can. Go to sleep sitting up watching TV because that's the only thing that gnaws in my head. I just stop because when it's quiet and all the drama of the day is not in your head anymore. You start thinking.

They broke me. They broke me for ... there's a part of me that …........ is that what's driving me, those sort of questions? Is that what's driving me, to keep going until I get some kind of justice? But it's not because I feel I still don't believe I deserved to lose my job. Not like that. I would've moved on eventually.

5.5.4 *Taryn:* *lost a lot weight because of the stress, she wasn't sleeping and started searching for answers. Once she could identify that in fact it was mobbing another term for bullying she felt a sense of relief she could name what was happening.*

It seemed like months. It went on for a while. It was very drawn out and

protracted. So very stressed. I lost lots of weight, I was back into my size 8 jeans. I wasn't sleeping, I was wide awake trying to rack my brain. When I found out what it was though I was able identify it.

5.6 Coping Strategies: Te Pora, Rachel and Taryn took leave from work when they were being bullied. Typically, sick leave or stress leave was used. Erana however continued to work as she could not afford to stop. There were three participants who sought legal or external assistance as well as processing an internal complaint about the bullying.

5.6.1 *Te Pora:* *coped by accommodating and withdrawing. Wherever possible she tried to ensure that she was meeting the responsibilities of her role. As she worked away from the main site she was also able to withdraw by not contacting or giving minimal responses to communications. Te Pora wanted closure and at least a response.*

> From that incident others asked, oh first of all an email was generated alerting the organisation as to what was going on. I was then told to write a complaint letter which I did. After that complaint letter went in the organisation did a HR (human resources) process around that and basically I was left out of that loop. The complaint was laid, a PG was placed against the upline manager. The organisation then didn't, throughout that whole process notify me what the outcome was going to be. And in that process which was going to be three or four months the reaction from the rest of the staff was really quite makariri (cold) around that time. Not even responding back, just the feeling of not being heard at all because I was placed straight back into the fire. So that made it really impossible. Didn't know how to work with her, with somebody I had made a complaint against, not knowing how to do that. I ended up going to the manager myself.

Te Pora's manager kept harassing her via phone message, email about the same things and she could not take any more abuse.

> And so after that phone call I just broke down. You know I ended up

cracking up, I just broke down. I felt like I was just like on the edge that was it. To me that was the straw that broke the camel's back. Yeah, boom! So that really hit me. And I noticed, I actually noticed, that I sat there for a while before I was able to write something. I actually noticed that I actually blocked and I went to write an email to her about how unsatisfied I was. I wasn't happy about the way she was yelling and screaming at me. Yeah, a whole week I didn't communicate. That's why I was held up – lack of communication.

5.6.2 *Erana:* *had supported another colleague and after observing what happened to her Erana decided against seeking help internally or externally. Erana did not share what was happening with anyone.*

So wide reactions of how it made me feel. I was embarrassed and those who cry at work, those who showed their emotions are open to attack. So I tried to keep all those behind closed doors and when I couldn't, when it showed on me, I would not talk. Not that I was much of a talker at any time. Would hide it, I left the premises and that was so they couldn't see.

No there was no healing thing at all, I had no choice. I didn't heal. I knew exactly what I was walking into the next day. It wasn't going to go away because of me. And to move that type of culture, I simply had no idea. My choices made were purely for necessity. I go back? Also my work ethic, I valued that, I protected that. That also helped. It pushed me back into the workplace and it made me perform, even though it's the last thing you want to do. But I had no idea how to get rid of that, how to attack it, how to make it disappear. I still don't today. I think that's the reason why I've come through in the end.

Erana reflected on what had helped her throughout her career.

I always try to start my day with a prayer even though I'm trying to do 10 things at once in my head while I'm doing it. Even when I'm talking and I can hear my voice saying something because it's angry. I know if I'm angry

what I'm saying is always going to be wrong, always. But it pushes itself out into the open and I can't take it back. I fight with that, it's always been a battle for me. I suppose since I grew with the Lord, he's always been in my life. I know that doesn't take away the situation it just helps me to know that even though they can't see what I've got I know what I have. They can't see what they're doing, they're not just doing it to me. I have that. I have that sort of peace, one day you're going to get it because all you want to do is give it to them. I've always had that peace on me. One day you're going to know about this. At some time and some place it's going to happen.

The last time Erana was bullied on the workplace she devised a strategy. She decided to allow others to speak for her, other staff and contractors could see what was happening. Erana copied others into an email explaining the recent reallocation of work and that the unfair distribution of work would cause delays for service users. She did not get emotional she laid out the issues as professionally as she could, broke down the issues and quantified her argument with facts and figures and proposed a plan of action.

Yeah so I sent him the email and I copied in the Business Manager and I copied in Senior, the Construction Manager and also we had two Managers out in constructing. Because they had voiced to me their concerns of my ability to do that volume of work which means they are not able to perform their job. So I copied them in and they said to me "if you were to do anything we would back you". So I copied them in. I didn't say they said anything, it was just all me. So broke it all up in summary, I have received over 50% of the workload for this office and what I have done and this is what I have done. So I put down what I had been trying to achieve. I said unfortunately this is not achieved. This is what I have done and this is what I was trying to do. That I could hold, perform as much and get as much done as possible without it affecting the work teams that we impact back to. However, I need you to relook and reassess so they would not be impacted, the workplace would not be impacted, and you know their goals, their timeframes, their budgets, can be met.

Yeah so straight away it bounced back because I copied in the Business Manager, copied in the Construction Managers and they actually entered into my email and they also added to it. By the end of the day he had responded back to me and apologised.

5.6.3 *Rachel:* *initially sought solace from her immediate whanau. She refused to accept that she had done any wrong and was refuting the Boards accusations. Rachel was numb and felt like she needs to defend her integrity. She went on holiday after she was presented with a letter from the board.*

So it was a dream like state that I was in pretending to be happy when I wasn't. Trying not to talk about it. I had to break out of this dead state I was in and come back fully prepared. And I did that.

Rachel sought legal assistance and contested and argued her innocence with the Board, the dispute went to employment court and was in the mediation process at the time this interview was carried out. She is still questioning and blaming herself for everything. There were a few minimal expectations that Rachel had; she was not going to accept hush money for her silence, she wanted the Board to be made accountable for what they had done to her.

He (my employment consultant) made it for Constructive Dismissal, Unjustifiable Dismissal. So that's what he was saying, it was a shambles. He (the mediator) didn't even take the law into account.

5.6.4 *Taryn:* *had been bullied three times, after the first incident, Taryn found herself trying to figure out what was happening. She began researching and realised that she had been mobbed by her work colleagues, after that she was able to identify what was happening. This didn't alter what others did or said to her, but she became conscious of her rights;*

So I would encourage people to know what the processes are. Read up about it. You've done nothing wrong, I think that's something that's really important. To fight the shame stuff as its shame based stuff. Especially if

you're a high performer, do your work really well, that's your Achilles heel isn't it. And it can get you down. It is around standing staunch to who you are. And then it sort of means it doesn't matter. I mean the thoughts come.

So I think that I have that, that's something I can give back. It's just about being clear about what the processes are, there's no shame in putting in a formal complaint. If you need to take that time, take that time and be productive in that time. I don't mean to say to race around, it's your choice but if it's just about sitting around and reading a book, do that. It's about being productive and using that down time for you.

What you need though is you need to be in a Union. They kind of dismiss Unions these days but Unions are very on to it with any form of harassment. They live and breathe that every day. I'm a staunch supporter of Unions, one it doesn't cost you a cent and two if it gets to where it becomes quite legal, because you pay union fees, you get a lawyer. It's all paid for.

5.7 Influences on each participant

As far as each participant is concerned, each participant has unique individual qualities and with that their own perspective. The influence workplace bullying has had on participants is outlined as follows.

5.7.1 Te Pora:

Workplace bullying has influenced Te Pora's self-efficacy and worthiness. The isolation and lack of support has resulted in her losing her sense of self-worth. She mistrusts processes because when she followed process, those responsible failed to keep her informed or allow her a voice. To help herself, Te Pora instigated a process of resolution and challenged negative third party behaviours that were causing her anxiety. However, by this time the stress had affected her health. Her health became the priority which meant taking leave and prioritising her health.

There were no outcomes for Te Pora, no apology and no recognition that she had not been treated fairly. Te Pora believes that this experience will influence future employment opportunities. Without a resolution, Te Pora's faith in organisational management and operational systems remains low.

5.7.2 Erana:

Erana's journey was reflective. Now that she's retired she was able to look back at her working life and identify what happened to her. Erana singled out her motivation for working and her survival instincts as keys to her resilience at work. Admittedly, Erana is a very shy person, she was not noticed for what she said rather she was noticed for what she did. Her performance was recognised and this often attracted both positive and negative tensions in the work place. Erana was mostly influenced emotionally by workplace bullying, she suffered in silence and alone because she did not want to burden others.

She had supported a colleague through a process and it was managed badly, her colleague resigned and was traumatised by the experience. Erana learnt through that involvement not to follow formal processes because they do not help targets. The difference for Erana is that she had always been the sole provider for her children, this motivated her to keep working.

5.7.3 Rachel:

Rachel experienced mobbing by the board of Trustees of an organisation. She was bullied by multiple people from the board. She spoke about 'being broken' like someone had trampled all over her. Her experience included mistrust, betrayal, stress and ill health. Prior to this incident, Rachel had not experienced any form of workplace bullying. At the time this interview was conducted Rachel was entwined in litigation and seeking legal counsel. Rachel sought legal advice, the legal fees and associated costs added financial worry and stress. The experience of workplace bullying has knocked her confidence and Rachel no longer wishes to work in management.

5.7.4 Taryn:

Taryn's responses to being bullied were her point of difference. Although she did not identify that she was being bullied initially. She began to ask questions and seek answers via research. Her research helped her identify mobbing by multiple people. Eventually she resigned from her position after hearing her Manager had been bullied and collapsed at work. Taryn's decision was value based as she no longer wanted to work in a place that could treat staff badly.

Taryn continued to educate herself on her rights as an employee, employment law and processes, she recorded and sought help from others and took time out from work to understand the problem and strategise. She sought help from others including her union and eventually became the union delegate in the workplace. This learning helped Taryn manage when she was bullied again at work. She became conscious of her rights, strengthened her own knowledge base and accessed relevant resources and systems. Her awareness did not stop bullying at work, however she was able to identify it and navigate it for herself and others.

5.8 Chapter Summary:

This chapter revealed the stories of participants and their experiences of workplace bullying. Common themes that have emerged across participant's interviews are used to highlight and cross reference similarities. Extracts from participant transcripts are presented to support their voice. Lastly, the influences of the experiences on each participant are summarised. The next chapter will discuss the findings in relation to the literature reviewed in chapter two of this thesis.

CHAPTER SIX

DISCUSSION

6.0 Chapter Introduction

The previous two chapters revealed the stories and the findings of four research participants and their experiences of workplace bullying. Emerging themes across participant's interviews were used to highlight and discuss findings. Extracts from participant transcripts were presented to support their voice. Lastly, the influences of workplace bullying on each participant was summarised. This chapter will discuss these findings in relation to the literature reviewed in chapter two of this thesis.

For this research to achieve meaningful results, these fundamental questions were asked;

1. How do Māori women view workplace bullying?
2. How has the impact of workplace bullying affected them?
3. How can this research help heal or prevent the trauma of workplace bullying?

These questions will lead this chapter. Under each section, the findings and relevant literature will examine themes that respond to each question.

6.1 How do Māori women view workplace bullying?

6.1.1 Isolation

According to Catherine Riessman (2008), stories reveal truths about experiences, telling stories can create order and instigate a search for meaning and connection with others. When the opportunity to share, and connect to others is impeded people are penalised and marginalised. Being isolated increases the vulnerability for targets. If they cannot share their stories, then the bully can continue to maltreat them. This is a tactic that bullies often use sometimes overtly and sometimes in secret which is much more devious.

Te Pora was isolated geographically from her work colleagues and management. When she needed support, to share ideas and debrief to get advice it was not readily available.

Erana always felt like she was alone even amongst a team. To protect herself from harm she would distance (self-isolation) herself so she was not exposed or appear vulnerable.

Rachel was mobbed by multiple Board members. She was being undermined and ostracised, she began to lose faith and mistrust decisions by the Board.

Taryn felt like she was being ambushed by her colleagues who had colluded and ganged up on her after she was promoted. She was kept out of the loop of what was happening and isolated socially at work. During her interview, Taryn described this as horizontal violence.

6.1.2 Subtle and overt bullying tactics

Bullying can include both overt and subtle behaviours such as altering a person's tasks without notice, removing or withholding resources needed for work performance, criticising, social isolation, unwanted comments on a person's private life, verbal aggression and spreading rumours about the person (Rayner & Cooper, 2006; Celik 2014).

Te Pora had two managers that used micromanaging techniques. She would receive repeat requests via multiple media, for reports that she had already submitted. Resource requests were questioned and declined for without a rationale for the decision. A culture of fear crept in and at times became very aggressive. Te Pora would receive repetitive emails, phone messages and texts, often requesting she do tasks or submit work. The tone of these demands were aggressive for example yelling or screaming via phone messages. At times, Te Pora was fearful and chose to delay her responses, this allowed her time between to regather her confidence and to consider her responses.

According to Gretchen Arnold (2009, p. 4) micromanagement can be used *"to crush the victim's spirit by leaving no room for independent thought or action"*.

Rachel explained that over a two-year period she was worn down by repeated harassment by three Board members eventually her words were that the Board *"broke me"*. Rachel inferred that by not supporting her, undermining her decisions with her staff, and excluding her from normal team functions, diminished her confidence and spiritually changed her. She lost faith and hope which led her the decision that she does not ever want to be in a management position again. Rachel's resilience and her spirit was as Arnold (2009) described, '*crushed'*.

Mobbing is a deliberate attempt to force a person out of their workplace by humiliation, general harassment, emotional abuse and/or terror. Mobbing can be described as being "ganged up on" and is usually executed by a leader, a manager, a co-worker, or a subordinate. The term for this is defined by Leymann (1990) as mobbing.

Erana and **Taryn** were high performers, both had experiences where malicious gossip was incited by others. They were not just bullied by a single person; their Managers had incited their colleagues to exclude them from discussions and from team dynamics.

Te Pora also experienced mobbing by co-workers when she visited the main site. No one would talk to her and some co-workers were openly nasty, they would glare at her and at times be verbally abusive.

6.2 How has the impact of workplace bullying affected them?

Bullying in the workplace affected the health of all four participants of the study psychologically and physically.

6.2.1 Health and wellbeing

 Though each participant experience was different, some common themes emerged such as inability to sleep, feeling a sense of shame or embarrassment. (Namie, 2012) Emotional responses included crying, anger, fear, self-blame, worrying and over thinking. Two participants experienced noticeable and visible physical ailments caused by stress and anxiety.

Te Pora experienced excruciating pain due to gall stone attacks, these attacks would intensify when she visited the main work site. She would be taking heavy pain killer medication when she was at the main worksite. Once Te Pora left the site and returned home her pain attacks would subside. This regime went on for nearly two years.

Rachel: At the time of her interview, Rachel was still unable to sleep and had to tire herself out by falling asleep sitting up in her lounge watching television. She said if she went to bed as normal she would not be able to stop thinking about what was happening. The lack of restful sleep and the stress affected emotionally, she had also started developing back problems.

Taryn: Due to stress Taryn wasn't eating, as a consequence she lost a lot of weight. She also had difficulty sleeping, and she would be *"wide awake trying to rack her brain"*. She was shattered and incredibly embarrassed. She became conscious that she was being watched. It started to affect her work and it was also having an impact on her home life.

Targets who have no control at work can experience a disruption to their health. A persons existing support system is critical to their ability to cope and rebound after a traumatic event. The impact on the targets health can be positively influenced by having strong support systems (Needham, 2003: Namie, 2003; MacIntosh et al., 2005; Einarsen, 2000; Olsen, 2012).

6.3 Relationships

6.3.1 Power and control

Coercive control, is the use of other bullying and intimidating behaviours to punish and implant fear. Coercive control according to Stark (2007) entails a malicious course of conduct that subordinate's women to an alien will by violating their integrity. In a physical context, this would manifest in a domestic violence situation. Less visible, but just as dangerous are threats of harm, harassing phone calls, texts or emails and stalking. Often accompanying conduct includes intimidation by denying women respect and autonomy by isolating and depriving from social connectedness. This can be further complicated by refusing or denying them access to the resources required to perform their duties and participate as an equal team member. Although Stark is referring to intimate relationships, similar conduct has been identified in the transcripts of participants and supporting literature.

In the workplace, bullying behaviours can be determined by four main features. Firstly, the behaviours are repetitive in a systematic way and over a longer period. The second feature is that it becomes apparent that there is an imbalance of power between the target and the bully. The third feature questions the number of aggressors. The fourth feature considers the intention of the negative acts. Are these acts being orchestrated and do they include communication with co-workers and threats of physical violence? Chirilia and Constantin (2013), outline the powerlessness this can cause a person, when the state of affairs arrives at;

"a situation in which one or more individuals encountered in a repetitive manner a number of negative acts from the part of one or more of their co-workers, supervisors or subordinates, situation which makes the person defenceless" (Chirilia & Constantin, 2013, p. 1178).

All four research partcipants found themselves in defenceless positions because the agressor was in a power position and coercing other co-workers or board members to act in a similar manner.

Te Pora was bullied by two different managers consecutively. The first manager had coerced co-workers by convincing them that Te Pora was in the wrong. Te Pora was ignored, stared at gossiped about and confronted by co-workers defending her manager. Erana was employed mostly in teams or workplaces that were largely staffed by women. She was bullied by women who were in a power relationship to her, usually a manager or supervisor. In her early working days she did experience ostracism by her co-workers who again were all women.

Rachel was bullied by multiple people in a power position. There were three main culprits who coerced others, voted out non complying board members, undermined operational decisions and Rachel's responsibilities.

Taryn was mobbed by co-workers who were incited and fuelled by a regional manager who had alternative agendas.

6.3.2 Support systems

Having a strong support system is critical so that targets can bounce back after a traumatic event. Informal support systems include family, friends and co-workers. Formal supports are about having the resources to do the job, healthcare, unions and legal advice. Having a strong system in place can prevent health issues and assist the target to manage the stress of being bullied.

Te Pora had the care of two grandchildren and had a lot of whanau support around her. Her granddaughter told her that she was always stressed and unhappy. At that point Te Pora realised that what was happening at work was seeping into her home life. This awareness made her conscious of her presentation at home and she began blaming herself for the problem. At work she was under resourced and working in isolation. She struggled to secure the same resources her co-workers enjoyed. The location of her worksite in proximity to the main site meant that Te Pora could not develop meaningful co-worker relationships which was a disadvantage especially when she was stressed.

Erana was embarrassed to share what was happening at work with anyone. She never spoke about being bullied at work with anyone informally or formally. This was the first time Erana had shared her story. Erana stayed in work as she was the sole provider for her family. She believed that if she showed vulnerability to anyone that they could use that against her. Her saving grace was that Erana had a strong religious faith which she drew on in times of trauma.

Rachel had strong whanau support at home. She also accessed formal support from an employment consultant to help her through a mediation process. Rachel had high ethical standards and believes in fair play. Her battle was about restoring her integrity. At the time of her interview Rachel was seeking legal remedy and was newly employed elsewhere.

Taryn did have support at home and a strong informal support system. However she spoke about whanau feeling helpless because she was repeating the same things everyday. She said she felt like a burden on whanau and this motivated her to seek alternatives including accessing formal support systems and advice. Taryn became a union delegate and researched workplace bullying, this helped her understand what was happening and encouraged her to help others. Her growing consciousness helped her cope and rebound from the stress of being bullied. It did not eliminate stress, but Taryn realised that she was not at fault and stopped blaming herself.

6.4 Descriptive Metaphors

Describing the pain of workplace bullying is different for each participant. The use of the following four metaphors frame the theses of their discussion.

1. Workplace bullying is likened to being in a 'contest or battle'.
2. A gradual wearing down of the person 'water torture'
3. Two world views that repel each other 'the matrix'
4. Workplace bullying is a noxious substance (like ingesting poison) (Tracy et al., 2006)

6.4.1 A Contest or Battle

Using strategic formations as metaphors, informants gave examples such as it was like being under attack, having to defend and resist, having no rights, powerlessness and extreme feelings of injustice (Tracy et al., 2006)

Te Pora was constantly under attack via email, texts, phone message and face to face aggressive encounters. She also had a continuous battle on her hands with resourcing and equitable treatment. She felt that she was being treated unjustly and was powerless to change this.

Erana's battle was different, it was obscure and underhanded. It directly undermined her performance by deliberately setting her up to fail. Rachel also was entangled in a battle but was out-numbered. She had no voice and was feeling powerless. However, she was determined to defend her integrity.

Taryn was attacked by co-workers and eventually took time out from work to get some perspective on what was happening. She used the time to gather information, seek advice and to restore herself.

6.4.2 Water torture

'Water torture' (Tracy et al., 2006) is described as a gradual process of wearing down the target by using intimidation in a relentless pattern. This tactic is designed to drive the target into submission, or to the point of resigning from the workplace.

All the participants of this study experienced being worn down over long periods of time. The timeframes amongst participants varied.

Te Pora was bullied over a four-year period. At the time of her interview she was contemplating resigning and six months later she had resigned.

Erana said she had been bullied at work all her life and that even in a team she felt alone. She never resigned a position because of bullying. Her motivation to stay in work was out of pure necessity. When she felt worn down she would take sick days off to try and recuperate.

Rachel was bullied over two years, she was worn down and stated that the Board had broken her spirit and her faith.

Taryn gave three examples of bullying. Only two of these examples fit the characteristics of workplace bullying. The examples were across two different organisations. The duration of these events spanned three to four years.

6.4.3 The matrix

Though none of the participants interviewed referred to "the matrix" (Tracy et al., 2006) metaphor directly, indirectly there was conflict between the participants and their bully. The participants did note a growing intolerance of the behaviours and resulting consequences. This eventually led to three of the participants exiting their employment.

6.4.4 Noxious substance

The most visible of the metaphors was the 'noxious substance' (Tracy et al., 2006). All four participants spoke about the detrimental effects of bullying through this metaphor.

Te Pora spoke of excruciating painful gall stone attacks that would appear when she arrived at the main site. Her granddaughter commented about how Te Pora presented unhappy and angry all the time. Until this point Te Pora was so pre-occupied with what was happening at work. She started to become conscious of the affects and tried harder to present when she was at home or around whanau. The toxicity of the experience had permeated through Te Pora's whole life. The only option she could see was to resign her position.

Taryn spoke about losing a lot of weight through loss of appetite.

6.5 Coping with bullying

According to Dillenger et al., (2008) there are three common methods employed by targets when they are coping with bullying. Their study identified protecting,

mobilising and rebuilding as models that targets revert to when dealing with bullying at work.

6.5.1 Accommodating

Protecting can be described as over performance and self-neglect, accommodating and pleasing others at work, minimising and self-blame.

Te Pora spoke about *"dotting her I's and crossing her T's"* and *"double checking"* everything she did. When she reflected, she blamed herself and questioned how she could do things differently. Seeking control and stability at work Te Pora would do some self-blame.

6.5.2 Mobilising

Assessing is a process in which women consider how to manage their health using a more holistic and purposeful approach. However, the priority of their plan is still work and not their health.

Erana hid any sign of vulnerability at work and at home, she was focused on staying employed to support her family. When she was stressed she took sick leave to relieve stress and used karakia (prayers) to keep her well so that she could maintain her employment.

6.5.3 Rebuilding

Rebuilding is a process that aids health improvements. Te Pora, Rachel and Taryn had eventually resigned from positions to exit toxic workplaces and to ultimately remedy health concerns. They had all taken leave when they needed to relieve ailments, followed organisational processes and tried; dietary, medical, psychological/counselling supports to remedy health ailments.

One reason why the participants of this study have vacated their positions of employment is 'lost loyalty'. Namie (2012) defines this as a sense of betrayal, by peers and those in power. Rachel had lost faith and mistrusted the institution because the board members abused their privileges. For Rachel, this has changed her whole

outlook on future work opportunities. She no longer wants to work in management, she does not want the responsibility but mostly she does not want to be betrayed again by her employer. She believes that the Board broke something within her (her spirit) and grieves that loss.

Māori women are more likely to be bullied in the workplace than any other person in New Zealand (Thirwall, 2011). Furthermore, a connection was established between bullying and domestic violence otherwise known in New Zealand as intimate partner abuse. The likeness connects to the abuser/bully having a negative desire to obtain power and control over their target. This desire is an attribute of colonial rule (Namie & Namie, 2011; MacIntosh et al., 2005: Einarsen, 2000; Olsen, 2012).

Land and cultural alienation is a causal factor of workplace bullying. Through colonisation much of what we know as Māori has been lost. Thomas and Harden (2007) identify that this disconnect from land has impacted. Māori are taught what it is to be Māori by someone else;

> *"The memory which is assigned him is certainly not that of his people. The history which is taught him is not his own ... He and his lands are non-entities ... or referenced to what he is not"* (p. 190-191).

Stark (2007) proposes re-storying, recovery and restoration as a way to bridge what has been lost. The participants of this study were all bullied by women. The main forms of bullying for the participants of this study were isolation, spreading malicious rumours, mobbing, undermining, changing tasks without notice, unfair distribution of resources, yelling, harassing, repetitive behaviours, causing a divide amongst teams. Bullying comes in many forms and can be difficult to detect. Namie (2003) uses the term sub-lethal, explaining that physical force does not have to be applied. Namie also surmises that it is the intent to harm and therefore deliberately target someone that is violent.

The participants of this study have had an opportunity to reflect on their experience, have a voice and be heard. Two participants had not spoken to anyone about their ordeal, or the resulting issues attached. Lutgen-Sandvik (2008) wrote, that over time

reflecting helps improve health, placing the issues into context enables the target to move beyond the experience of being bullied. Also, critical to improving health is the individual support system, socialising and resuming healthy routines that promote balance like exercise and diet.

6.6 Chapter Summary

This chapter discussed these findings in relation to the literature reviewed in chapter two of this thesis. The thesis questions were answered by marrying examples from participant transcripts and supporting literature. 1) The participants viewed work place bullying as a negative experience with long lasting effects. 2) Workplace bullying affected participants physically and emotionally. 3) Recommended coping strategies and the participants approaches used when their experience of bullying was unfolding. The final chapter of this thesis will identify key findings and any practical implications and limitations of this study.

CHAPTER SEVEN

CONCLUSION

7.0 Chapter introduction

The previous chapter discussed the findings in relation to supporting literature. Throughout this thesis, the faces of workplace bullying and its devastating effects on Māori women were unpacked by exploring definitions, descriptions, behaviours, coping strategies and health risks. To conclude this thesis, I will identify key findings and any practical implications, limitations and suggestions for future work related to this study.

7.1 Key findings

The findings of this study strongly identify workplace bullying as calculated, repetitive and deliberate. Participants interviewed for this study suffered physical and psychological impacts from their experiences at work. One of my original participants eventually declined an opportunity to interview. Even though four years had passed, her reason for withdrawing was that she could not bring herself to relive her experience. For her it was like yesterday, still raw and painful.

Health was clearly not identified as a priority for participants whilst they were under attack. It is common for targets overlook what is happening and therefore not quickly recognise the implications to their health. This delays their ability to act or remedy their disrupted health. Without a good health regime in place health ailments often worsen. Diminishing energy and health care gradually impedes the ability to regain proper health balance (Lutgen-Sandvik, 2008).

Inappropriate management was highlighted by Te Pora when she was excluded from the formal process after making a complaint. She had not been updated, she wasn't offered support, and she did not receive any notification of outcomes. This diminished her faith in the process and the organisations ability to manage a formal complaints process.

Erana stayed in the workplace because of personal reasons. Finances to support her family were a priority, she also perceived that her employability and work options

became limited as she aged. When she needed relief Erana would use her leave to restore herself although she never believed it was sufficient to properly heal.

Although there was ample literature available on workplace bullying. The literature on this topic from an indigenous or Māori women's perspective was minimal. I undertook a broader literature scan, eventually identifying a connection between the histories of colonisation to violence which ultimately then led to the displacement of Māori women. The other concept was the use of metaphors as described by Tracy et al., (2006). Utilising metaphors allowed participants to tell their story with less formality and to basically tell it how it was.

What became obvious was that the bullying only ended when targets and their bullies were no longer working in the same workplace, however the emotional scars of the experiences are long lasting. Bullies who thrive on power and control rarely stop the behaviour, they just change the way they target. When tactics become more discreet it creates a nightmare for the target and difficult for the employer to detect. Bullies often hold positions of power so their motivation for change is minimal. If an organisation wants to minimise or eliminate bullying a culture of respect may be the only strategy they can employ.

MacIntosh et al., (2005) argued that one of the negative outcomes for employers is that targets become less committed employees. Rachel said she was not prepared to go back into management because of her experience. She has re-entered the workforce but no longer wants responsibility, she just wants to stay under the radar.

Essential to understanding the position of Māori women, this thesis has outlined the history of violence in New Zealand. Against this back drop, colonial processes which depict the architecture of power and control systems have been identified as a causal factor to various forms of family violence. From this position, the foundation provided a frame of reference to locate the sites of struggle for Māori women within the patriarchal systems, still dominant in colonial New Zealand. According to Cavino (2016) power and control concepts linked workplace bullying to colonial rule in two prominent ways, land alienation and cultural disconnect.

Land and cultural alienation which changed the way we understood our relational obligations, our values and beliefs. The affects have left profound implications on how we relate to each other. Respecting each other's independence and the responsibilities we have to each have been diluted. Land alienation drove this problem because we moved geographically, mixed up our tribal boundaries and our closeness to each other (Cavino, 2016).

Decolonisation is a key aspect of the struggle to heal indigenous people. It involves the recovery and restoration of an identity rooted in land and history (Freire, 1997). Identifying a process of transformation, begins with a painful journey in New Zealand, and into the roots of our own tolerance to accept foreign beliefs. Though this would be an individual journey, not forced and at a pace determined by them, it is a starting point to healing. For Māori women, the potential to understand deeply what has happened to us is the beginning of transformation. Only then can we bring the past with us, reflect on it and use that knowledge to transform and heal ourselves.

Conducting further research therefore is a necessary obligation to begin to re-tell an expansive story about our lives, expose truth and re-story ourselves across generations and time. According to Parsonson (2001) and Walker (1996) incorporating lived experiences and collective memories of historical events and the meaning made of them albeit painful, is a critical key to the healing process for Māori.

Current systems and processes do not acknowledge past wrongs nor the consequences of wrong doing. Let's get informed, let's know our rights and let's strengthen our supports systems and help one another and let's keep telling our own story until our voices are heard.

Thinking back, I had seriously underestimated the colonial influence and the changes that would impact Māori values and beliefs systems with regards to this topic. I now understand that workplace bullying is symptomatic of an imposed mainstream system that has caused devastation to the very fabric of what it is to be Māori. Understanding this influence within the context of this study has the potential to heal and guide others.

7.2 Strengths and limitations

Thematic analysis helped me to sort and categorise concepts, which in turn allowed me to maintain a strong participant presence in the findings chapters of this study. The methodologies used provided different lenses, this challenged me to reframe the way I interacted and understood the narratives and literature I had gathered. Kaupapa Māori and mana wahine theories also kept me grounded to the voices of my participants and tuned my senses into the stories and the litany of cries deep within those voices. Although the sample used for this study was four Māori women in total, their stories at times resonated the voices of thousands of others.

This study has identified a need for ongoing improvement in organisational policy and practice. In my view workplaces need to be a safe place that practices a culture of respect not an unsafe toxic mess that sacrifices people on any given day. Workers don't expect to walk into their work place to be emotionally or physically violated, they expect to be safe and return home the same way they left it at the end of the working day.

Contributing to future literature and publishing papers may guide Māori and non-Māori women through the struggles of trauma caused by bullying at work. These key findings reveal the insidious violence within New Zealand systems. Māori women to keep our struggles at the forefront of everyone's mind.

More research is required to support Māori women in the workplace. The colonial tree has invisible roots that at times, trip us up, cause instability and drip feed poison to current and future generations through its many veins.

7.3 Chapter Summary

Workplace bullying has devastating effects on Māori women. What struck me was both the individual difference and similarities between the stories of participants. The subject of workplace bullying has been unpacked by exploring definitions, descriptions, behaviours, coping strategies and health risks, and hearing the voices of experience from the participants. Bullying can go unnoticed so educating yourself and others is critical to minimising harmful consequences in the workplace. Targets

are usually unaware that they are being targeted therefore they do not know their health is at risk.

Strengthening one's own resilience and support systems is a must, this will aid recovery at a faster rate. Always tell someone and never get isolated. Sometimes this will be hard when not much help is around you will lose confidence and faith like Rachel. Don't get ashamed to tell someone chances are you might just be helping someone else find the courage to speak up. Understand the policies, procedures and core values of the organisation but the most important point that emerged throughout this thesis is the paramountcy of your health and wellbeing. Take care of yourself first and foremost.

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Te Whare Wānanga o Awanuiārangi

10th December 2015

Peggy Maurirere-Walker
89 Moana Road
Okitu
GISBORNE 4010

Tēna koe,

Re: Ethics Research Application ECR2015.01.0061

At a meeting on 8th December 2015, the Ethics Research Committee of Te Whare Wānanga o Awanuiārangi considered your application. I am pleased to advise that your submission has been approved.

You are advised to contact your supervisor and the Ethics Research Committee wishes you well in your research.

Yours Sincerely

Associate Professor Paul Kayes
Acting CHAIR

INFORMATION SHEET

Investigating the impacts and affects of workplace bullying for Māori women; "A nasty piece of work"

Tena koe,

I am a Masters student at Te Whare Wanānga o Awanuiārangi. In order to complete my Masters study I am required to submit a research thesis. My research topic is "Investigating the affects and impacts of workplace bullying; A nasty piece of work". You are being invited to take part in a research study to share your experiences with other Māori women who have also been targets of bullying in the workplace.

Before you decide to take part in this research it is important for you read the following information so that you understand why the research is being done and what it will involve. It is up to you to decide whether you want to take part in this study. If you decide to take part you will be given this information sheet to keep and be asked to sign a consent form. Accordingly you are still free to withdraw from this research project at any time and without giving a reason.

Type and purpose of project

Bullying in the workplace has saturated the employment market both internationally and here in New Zealand. Workplace bullying is intended to cause harm to a person/people (target). It is repeated, deliberate, and usually carried out by someone upline for example a supervisor of the person bullied. Being bullied is a degrading and traumatic experience for targets and to add salt to wound there are usually no consequences for the perpetrator. Statistics New Zealand state that 1 in 10 employees are harassed or bullied. Of these reported cases Māori feature significantly higher than non-Māori with the majority of incidences remaining unreported.

This project will investigate the ramifications of workplace bullying for Māori women. To achieve this I propose to interview (in-depth) 5 to 7 Māori women who have experienced bullying in the workplace.

The study will look particularly at the impacts on relationships, wellbeing, consequences and empowerment using a kaupapa Māori paradigm. The Treaty of Waitangi is an essential component to any mana wahine research therefore an examination of past struggles for Māori women will provide context and a backdrop to this study.

Participant Recruitment

- This study only applies to Māori women who have experienced workplace bullying
- You who have self-identified as having experienced workplace bullying and are now being invited to participate in this study
- This study will include in-depth interviews with 5-7 Māori women. There will be 3 meetings per participant, a total of 3.5 hours maximum.

- As a koha for your contribution towards this study a copy of the completed thesis will be gifted you. I will contribute a koha kai towards meetings/interviews.

Project Procedures
- The data collected from this study will be used in my thesis which will be submitted for examination to the School of Graduate Indigenous Studies at Te Whare Wānanga o Awanuiārangi and deposited in their library. It is intended that I will be using data from this thesis as part of presentations. Other scholars may also use parts of the data as references.
- Once gathered the data will be transcribed and returned to participants for review, amendment and editing. Data will then be analysed. Results will be reported on and used in a thesis supported by other literature.
- Data will be stored for 5 years. After 5 years data will be disposed of by shredding unless participants have requested the return of their data.
- Thematic analysis will be used to analyse data and identify common themes. This process will highlight and emphasize, pinpoint, examine and record patterns within the data derived from transcripts.
- To preserve confidentiality and anonymity pseudonyms will be used. You will be given the option to select a pseudonym or pen-name for this study. Data will be held in a locked filing cabinet and electronic data will be stored on a password protected computer accessible only by the researcher.

Participant's involvement

The interview process will involve me talking with you at least 3 times to introduce the study to you and gather your story. The interview will be conducted the second time we meet. The next time we meet your information will be returned to you for amendment, editing and approval providing an opportunity to change or delete data.

Participants Rights:

You have the right to decline to participate;
You have the right to decline to answer any particular question;
You have the right to withdraw from the study at any time including up to the time of submission;
You have the right to ask any questions about the study at any time during participation;
You have the right to provide information on the understanding that your name will not be used unless you give permission to the researcher;
You have the right to be given access to a summary of the project finding when it is concluded.

You have the right to ask for the audio tape to be turned off at any time during the interview.

Support processes
It is possible that you may experience psychological discomfort due to the sensitivity of issues discussed. You are welcome to have a support person of your choosing

during the interview. If trauma does occur as a result of your participation in this project I will assist you to find the best suited intervention or support eg counsellor

Project Contacts
Researcher Information
Name: Peggy Maurirere-Walker
Address: 89 Moana Road, Okitu, Gisborne 4010
Mobile: 027-3486953
Email: peggy.maurirere@gmail.com
Position: Kaiako (permanent) Te Whare Wānanga o Aotearoa
Research Supervisor
Name: Dr Virginia Warriner
Address: School of Indigenous Graduate Studies, Rongo-o-Awa, Domain Rd, Whakatāne
Phone: 07-306 3293
Email: virginia.warriner@wananga.ac.nz
Position: Associate Professor Acting Head of School
Ethics Committee Approval Statement
☐ This project has been reviewed and approved by Te Whare Wānanga o Awanuiārangi Ethics Committee, ECA # eg. 09/001. If you have any concerns about the conduct of this research, please contact the Ethics Committee administrator as named below.

Contact Details for Ethics Committee administrator:
Shonelle.Iopata@wananga.ac.nz
Postal address:
Private Bag 1006
Whakatāne
Courier address:
Cnr of Domain Rd and Francis St
Whakatāne