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Examining and defining mobbing and work harassment

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EXAMINING AND DEFINING MOBBING AND WORK HARASSMENT

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ABSTRACT

The purpose of this dissertation is to read, examine, understand and prove that verbal violence (abuse), bullying or Mobbing and aggression displayed in workplaces does exist. In this study will present and carry out mostly through references and systematic researches related to work harassment as well as through the analytical study of the existing studies from Greek and foreign bibliography. In Cyprus there is a high level of mobbing even though people in 2019 still afraid to expose and face their problem. There is a believe though that this is a something to newly created in our days. On the contrary, history confirms that this topic stands from the beginnings of human employment business. Many researchers, over the past twenty years, have tried to examine and understand the reasons causing the work harassment behaviors and the impact that might have on both employees and the company itself.

Research says that the number of working harassment - Bullying or mobbing incidents to employees are increasing rapidly yearly, while the examination of the factors that drives to some people on this kind of intimidating behavior and the serious consequences that this causes might have on the mental health of the workers and on the well-being of a company, make it imperative of taking direct measures to prevent and overcome this problem.

Keywords: work, psychological violence, mobbing, consequences, prevention



INTRODUCTION

Officially and scientifically, Workplace bullying, "workplace bullying" or "mobbing," terminology that was first studied and presented by Leymann in the Scandinavian countries in 1986. One of the most common forms of violence that thousands of employees are facing in their everyday working life is the work mistreatment. The phenomenon of work-related mistreatment is a form of psychological harassment in workplaces, which is associated with insistent and acts of psychological violence that intends of creating hostile work environment and negative experiential psycho-emotional situations for one or more employees. Even though Mobbing does not enlist as form of violence, in the workplace it is a natural significance in a work environment.

Work harassment is as old-fashioned problem, started being identifiable at early 1990s and immediate termed as a phenomenon that harms the working environment, reduces the productivity, helps to employees' absences because of the serious psychological and psychosomatic problems that might causes Workplace bullying, "workplace bullying" or "mobbing," as used in the international literature.

In this dissertation it will be attempted to review and summarize the existing literature and articles on harassment and mistreatment in the workplace so to understand the huge and worrying hostile problem.

This thesis will be presented in six parts. It starts with an effort to define and outline the problem of work-related harassment, analysing in detail its characteristic traits and categories. It also describes the phases and process in which it arises.

In the second part a special reference is made to the people that directly involved into the incidents of work-related harassment, victims and perpetrators. Their features are studied and analysed to see if there is a specific profile of people that might be victimized and intimidated. Also, it will be shown the differences between the two sexes and the frequency and forms of harassment according to different researches.

The third chapter will be dealing with the legislative interventions at European Union level, which have been instituted for the protection of employees from work harassment, while in the fourth chapter an attempt will be made to clarify the causes of this problems as individual, group, social and organizational level. The fifth part will include the effects of mobbing at work in both on the psychosomatic and mental health of the employees having this kind of working environment.

Finally, references will be made on how to prevent or interment to a harassment.



Αυτή η πτυχιακή εργασία βασίζεται στην διερεύνηση, δια της μεθόδου της βιβλιογραφικής και ερευνητικής ανασκόπησης του φαινομένου της εργασιακής παρενόχλησης και κακομεταχείρισης (workplace bullying ή mobbing). Η παρουσίαση του θέματος θα γίνει μέσα από τις αναφορές σε επιστημονικές έρευνες σχετικές με την εργασιακή παρενόχληση αλλά και μέσα από την αναλυτική μελέτη της βιβλιογραφίας. Γίνεται αντιληπτό ότι η εργασιακή παρενόχληση αποτελεί ένα διαχρονικό φαινόμενο, το οποίο δεν εμφανίστηκε ξαφνικά στις μέρες μας. Τις τελευταίες δύο κυρίως δεκαετίες, επιχείρησαν να ερευνήσουν τα αίτια που οδηγούν σε συμπεριφορές εργασιακής παρενόχλησης, αλλά και τις επιπτώσεις που αυτή επιφέρει τόσο στους εργαζόμενους, όσο και στον ίδιο τον οργανισμό. Μέσω της ερευνητικής ανασκόπησης διαπιστώνεται η αύξηση των περιστατικών παρενόχλησης και κακομεταχείρισης των εργαζομένων ειδικά στις μέρες μας, ενώ η εξέταση των παραγόντων που συμβάλλουν στην εκδήλωση εκφοβιστικών συμπεριφορών και οι σοβαρές συνέπειες που αυτή επιφέρει τόσο στη ψυχική υγεία των εργαζομένων, αλλά και την πορεία των οργανισμών, καθιστά επιτακτική την ανάγκη λήψης μέτρων πρόληψης και καταπολέμησης του φαινομένου

CHAPTER 1

1. Description of the phenomenon

1.1 The History of Work Harassment

The term "mobbing" originates from the English verb "to mob", which translates as a malign, insulting, abusive, and which in turn derives from the Latin phrase "mobile vulgus", which paralleled to the words "crowd, crowd, mob" also meant hordes of poor a group of disobedient people.

In the 19th century, English biologists were using the term "mobbing" express the defensive behavior of birds protecting their nest from predators. However, in 1960, the same term was reused by the Austrian physicist Konrad Lorenz in his book "Aggression" to describe the aggressive behavior of a group of small animals to another in larger size.

Primary researches for Mobbing began in the middle 1980s in the Scandinavian countries, after looking the researches from students into intimidation and aggression to other students (Olweus, 1987, 2003).

The first to deal with workplace bullying was Heinz Leymann, a German psychologist and family therapist who was experienced in family conflicts. He decided to directly and indirectly investigate different forms of conflict in the workplace (Leymann, 1995).

Leymann, after various researches in numerous of businesses, he initiates some sort of harassment and abuse to the employees and called "mobbing" or psychological mistreatment, relating all the negative effects on physical and mental health effects mobbing has on employees. In 1986, Leymann wrote the first book that dealt with this issue called *Mobbing: Psychological Violence at Work*. Leymann soon as he understood that the problem had its roots in the organizational factors and to the characteristics of the psychosocial work environment.

Inspired by Leymann's research and motivated by the public interest in this new phenomenon, many researchers began large-scale of researches in Norway (Einarsen & Raknes, 1991; Einarsen et al., 1994b; Matthiesen et al., 1989); Sweden (Leymann, 1990, 1996) and in Finland (Bjorkqvist, 1992; Vartia, 1996) examining and explaining the significant of the working Environment

However, in 1976 American psychiatrist Carroll Brodsky wrote an illegal book for her time titled "The Harassed Worker." Brodsky, inspired by the aggressive behaviors of the human species,

described in his research study cases of systematical harassment to the employees by their bosses or colleagues and their damaging effects on productivity, health and dignity. Brodsky found and named five types of harassment: sexual harassment, deprivation, physical abuse, work pressure, and verbal mockery. Nevertheless, Brodsky's revolutionary work was discovered and recognized many years later, after Leymann's research effort in Sweden had already been known.

In 1992, British journalist Andrea Adams (continuing with Leymann's work (1990), was the first to identify the adult intimidation hazards in the workplace in UK and its devastating influence on the lives and personalities of the employees. Adams's first two radio shows on work harassment had great response from listeners. Adams used the term "workplace bullying" to describe a category of harassment in which employees can undergo at any stage of their careers, regardless of their gender or nationality (Namie & Namie, 2000). In 1992 Adams wrote the book "Bullying at Work", which offered solutions to address this stressful work experience.

Since the mid-1990s, work harassment and the possible negative impact on employees' lives and on the well-being of the companies started paying attention from researchers worldwide who try to understand and explain the complex of interpersonal behavior deeper.

1.2 The Meaning and Definition of Work Harassment

It has been observed several different behaviors and number of incidents in mobbing and mistreatment, as well as different concepts of violence in different social contexts and different working cultures.

Leymann (1996: 120) defines work harassment as "an immoral and hostile communication that is systematically directed by one or more individuals, particularly against one person." Again, in 1990b claimed that in order to be described as a victim of bullying, he/she should suffer the episodes at least once a week for a period of six months.

Field (1996: 46) reports that "workplace bullying is a persistent, undesirable, intrusive behavior of one or more individuals whose actions prevent others from performing their duties." While Einarsen (2000: 381) defines that "it is a systematic aggression or violence manifested by an individual or a group of individuals and addressed to one or more individuals, it consists of repeated and lasting acts and the individual - the target is or ends with a disadvantage, from which it is difficult to defend itself".

Davenport (1999: 33) believes that work harassment "is an emotional aggression targeting an individual becomes the target of methodically so to wicked and damaging his /her behavior. Mobbing usually starts with rumors, imputations and disputes that creates a hostile environment which one or more people willingly participate in continuous actions to a person in the workplace.

According to Einarsen, Hoel, Zapf and Cooper (2003a: 15), "intimidation in the workplace has the concept of harassment, social exclusion and the negative impact on a person's workload. To characterize an act, an interaction or process as intimidation should occur at regular intervals (e.g., weekly), repeatedly and for a certain period (e.g., about six months). Work Intimidation is a staged process during the targeted person tolerates systematic negative social acts. Though one incident cannot be described as work bullying if the incident is isolated event and especially if the people involved have about the same work power. "

In English, the word "mobbing" is used to identify the attack on a large number of people, while the word "bullying" is used to define the treatment displayed in a despotic and intimidating manner. Leymann (1996) defines mobbing as "psychological tremor", which includes morally unacceptable behaviors, which are directed to a particular person in order to lead to a powerless and defenseless position. In another definition of mobbing, Zapf (1999) considers it a psychological form of aggression, which arises either between two individuals, or between a group and a person.

Bullying may take the form of verbal, physical or disguised, such as the isolation and devaluation of work performance, which are intended to intimidate or punish the target. Workplace bullying can be understandable as a repetitive and persistent aggressive behavior that seeks to harm a person. That is why a simple and individual act cannot be considered bullying or mobbing.

Continuing, the main difference between the terms "bullying" and "mobbing" comes from the focus of the surveys that have been made. It was claimed that in mobbing the research focuses on Company's factors and their effects on the victim, while in bullying the research focuses on the personality and behavior of the perpetrator and the victim.

Researchers who prefer the term mobbing claims that the term bullying refers to physical aggressive behaviors, while the term mobbing refers to indirect collective harassment. It can be said that the term bullying is used by English-speaking countries, while the term mobbing is used by European countries

From what has been said so far, it is understood that there is no commonly accepted scientific definition of work harassment. On the contrary, there is a set of definitions that deal with the phenomenon of harassment in workplaces from different perspectives. According to Einarsen and Raknes (1997), the lack of a commonly accepted definition makes it difficult to accurately determine the real dimensions of the problem.

However, in all research's and can be realized at least three common features:

- a. the prolonged actions of psychological work abuse over time;
- b. the victim-worker is at a disadvantage position from perpetrator, failing to defend himself and

-
- c. intimidating actions are addressed either to an employee or to a group of employees and are characterized by the intention element

1.3 Prevalence of Work Harassment

Until today many surveys have been conducted to investigate the prevalence of work bullying in different countries and in different professions (eg Einarsen & Raknes, 1997; Einarsen & Skogstad, 1996; Hoel & Cooper, 2000; Leymann, 1992a; Niedl, 1995; O'Moore, 2000; Vartia, 1996).

Nevertheless, there are several factors that make it difficult to directly compare the meaning of the different studies:

The not acceptance of an official named definition of work-related mistreatment or bullying makes it particularly difficult to compare the various prevalence studies. On the other hand, the different strategies used to identify victims of work-related intimidation and the different criteria regarding the minimum frequency and duration of intimidation have led to different estimates of victimization rates.

Furthermore, studies have examined how many people have been victimized of workplace bullying at some point during their working lives, and other studies have examined how many have been bullied within a specific timeframe, and even the percentage of people surveyed differs significantly.

Hoel et al. (2001), believes that these difference rates of bullying can be attributed to different research methods, while Salin (2001) advises researchers to be careful when comparing prevalence rates from different studies, noting that the research methodology used at any time may affect the results.

In addition, Mikkelsen and Einarsen (2001) consider that rates of harassment may be higher than those reported by researchers, as the fear of stigma could discourage victims from revealing intimidation in their working environment. The most recent large-scale surveys conducted in the United Kingdom and Ireland have shown higher rates of victimization, especially for intimidation that is "sporadic".

Hoel and Cooper (2000) conducted the first nationwide survey in the UK with a sample of employee from different work sectors and found that 2.4% of the participants had been intimidated several times over a month while almost 11% participants said they had been intimidated at least once during the last six months.

Furthermore, another large British survey, Hoel and colleagues (2001) found that 10.6% of employees said they were intimidated in their work. However, in an Irish survey, 23% of workers were intimidated at work occasionally, while 6.2% of respondents claimed that they were often victims of labor violence (O'Moore, 2000).

Di Martino and his colleagues (2003) reported that in Europe the rates of psychological harassment were significantly higher than the corresponding rates of work harassment. In addition, Di Martino (2003: 41), comparing the findings of European surveys, found that work intimidation differed significantly between countries, sectors and research studies at rates ranging from 1% to 50%. He presented that the Mediterranean countries reported the lowest prevalence of work intimidation in Europe, while the highest prevalence was recorded in Finland, the Netherlands and the United Kingdom.

1.4 Characteristics

Work harassment is a distinct communication problem defined by its features. Indeed, these distinctive features of different intimidation forms from aggressive or discriminatory actions observed in the workplace:

1. Repetitive: Intimidation is frequent and repetitive. The repetition differentiates the problem of intimidation from negative environment in workplaces (Rayner, Hoel & Cooper, 2002).
2. Duration: long duration is a prominent feature that gives harassment its destructive character. Researchers adopt the minimum duration of six months to be considered an act of intimidation (Leymann, 1990), but victims usually claim that it lasts longer (Lutgen-Sandvik et al., 2007; Namie, 2003).
3. Scaling: Intimidation is getting worse over time, especially if left unchecked (Leymann, 1990; Lutgen-Sandvik, 2003). During the first stages victims encounter difficulties in encoding their experience. They can only express feelings of agitation and anxiety experienced (Adams & Crawford, 1992; Lutgen-Sandvik, 2008). As intimidation evolves, victims realize that when someone attacks them but cannot accurately define the experience they are having (Einarsen et al., 2003).
4. Damage: Mobbing is excessively destructive and is linked to the diminishing the physical and mental health of the victims, the deterioration of their personal and social relations, as well as the economic dangers caused by the possible loss of work.
5. Purpose: work harassment victims and witnesses of intimidation consider that the actions of the victims are purposeful. Although researchers neglect the notion of intent in definitions of work harassment (Rayner et al., 2002), the victims themselves are convinced that intimidation is a deliberate aggressive action (Lutgen-Sandvik, 2006; Namie & Namie, 2000).
6. Hateful working environment: Intimidation consists of hostile working environments (Liefoghe & MacKenzie-Davey, 2001; Salin, 2003), characterized by the dominant fear and terror of group members.
7. Power Difference: Work intimidation is characterized by the inequality of power between the victim and the offender (Einarsen et al., 2003), which is usually obvious

even before the start of the harassment (eg abusive supervision) (Keashly & Nowell, 2003).

8. Configuration of communication: work mistreatment is a mix of verbal and non-verbal actions that constitute a distinct and repetitive pattern (Keashly, 1998). Victims even consider that their experience cannot be understood outside this interpretative pattern.
9. Distorted communication networks: communication networks are usually blocked or preoccupied in intimidating work environments. Open communication between workers is dangerous and, in many cases, even forbidden (Lutgen-Sandvik, 2006; Rayner et al., 2002). The situations "that are most afraid of all the instigators of intimidation are the possibility of more than one person gathering to complain and thus their behavior becomes public" (Crawford, 2001: 26)

As is perceived, intimidation in the workplace is much more big problem than a list of negative communicative behaviors. It is a complex pattern of negative interactions exacerbated by the distinct descriptive features mentioned.

1.5. Categories of Work Harassment

Most researchers divide work-related harassment into the following three categories:

- Downgrading: it is the harassment directed by the boss or Manages (Vandekerckhove & Commers, 2003). A direct harassment is strategic mobbing or bossing, in which the company's management takes on the role of perpetrator by incorporating psychological violence into its policy.
- Horizontal: Is the harassment between colleagues in a working environment (Crick & Grotpeter, 19952)
- Ascendant: is the harassment directed by an existing or a group of subordinates against the superior (Ramage, 1996).

Mobbing can ensue in two ways: The direct form (eg verbal abuse) or indirect form (eg defamation, concealment of information). It can also be distinguished in work-related actions, which make it difficult for victimized employees to do their work (Einarsen, 1999).

Zapf in 1999 classified work intimidation into the following five categories:

- i. Threats related to the job position (eg public professional humiliation, accusations of lack of effort)
- ii. Threats related to the personality of the employee (eg insults, nicknames, devaluation)
- iii. Isolation (eg physical or social isolation, concealment of information)
- iv. Overwork (eg undue pressure, short deadlines, overtimes)

v. Destabilization (meaningless goals, removal of responsibility)

Continuing, Leymann (1996) defined six different dimensions of work bullying depending of the impacts on the targeted person:

1. The "attack on the victim- employee' methodically consisting of behaviors designed to isolate and undermine the professional skills of the victim.
2. The "attack through social exclusion", involves of behaviors aimed at limiting the victim's communication channels with other co workers
3. The "attack on the victim's privacy" Involving Rumors and criticizing the personal life
4. The 'physical violence', includes sexual harassment, threats of physical violence and the use of force (pushing).
5. The attack on the attitudes of the victim," Usually offend the victim's nationality, religion and political beliefs.
6. Finally, "verbal aggression", includes criticism of the victim's work and verbal threats.

Einarsen (1999) proposed a division into "predatory" and "disputed" intimidation. Einarsen (1999: 22) defines him predatory intimidation as "where the victim has not done anything provocative that can reasonably justify the behavior of the perpetrator." e.g. a minority ethnic or racial group.

On the contrary, "intimidated" intimidation is characterized by a particularly intense escalating work dispute, which is out of control, and one of the parties is led into a disadvantaged and difficult position (Einarsen, 1999).

1.6. The Harassment Process in the Workplace

Harassment appears, as mentioned, in an organized working framework and could be described as a staggered process in which the group processes and the actions of the other members play a decisive role.

Leymann (1996) considers that intimidation usually starts after a conflict and might evolve over time. Einarsen (1999) writes that intimidation is an "evolving process" where the initial indirect acts of the intimidation process evolve into direct forms of harassment. According to Zapf and Einarsen (2001) the conflict is staggered until the victim finds himself in such a disadvantage that he is exposed to extremely aggressive and negative acts. Moreover, Leymann (1996), after long-term research efforts, concluded that labor-induced bullying is an evolutionary process that takes place through four distinct and sequential phases:

1. Daily conflict: The first stage assumes that a dispute can spontaneously occur in all workplaces, whether due to differences in perceptions and characters, or because of jealousy or competition. Usually, the conflict is showed through a series of verbal attacks or jokes that appeal to the victim-employer, resulting in a negatively charged climate. Such disputes may act as a trigger for the principle of bullying.
2. How it starts: This stage is characterized by the maturing of the daily conflict, as the insults become constant and systematic, while the role of the perpetrator and the victim becomes evident. The offender acts intently and systematically using intimidating strategies, while the victim gradually becomes isolated by losing self-esteem. Very often, this phase is characterized by a state of chronic anxiety established by psychosomatic pathological symptoms, the victim is either often absent from work or forced to use pharmacological support.
3. Management involvement: At this stage, harassment goes beyond the boundaries of the narrow workspace and is made public in the wider work environment. The victim complains about health problems and is systematically away from work. The administration is concerned about the continued absence of the victim and the decrease in quality and quantity of his performance. Listening to the negative opinions and rumors circulating for this individual prefers to be placed on the side of the persecutors. At this stage, the victim is isolated, not being heard and subject to further malicious comments.
4. Exclusion from the work market: It is the final stage of the Mobbing problem that includes the removal of the victim from the working environment. However, the resignation of the worker, whether voluntary or compulsory, is unfortunately not the definitive solution to his suffering. The consequences of the psychological violence suffered will remain for a long time, creating the victim's changes in his emotional state responsible for a wide range of psychopathological problems.

Einarsen (1999), in agreement with Leymann (1996), also claims that intimidation is a process that escalates and evolves through four phases: aggressive behavior, intimidation, stigmatization and serious trauma. The first phase is characterized by "subtle", indirect acts of aggression. In the second phase, the victim is powerless and defenseless against obvious and normal aggressive acts (Einarsen, 1999). Over time, intimidation has resulted not only in the fact that the victim is socially stigmatized, but also that the victim believes that all other workers are negatively

prejudiced (Einarsen, Raknes & Matthiesen, 1994; Leymann, 1996) and is accused by the administration when complaining of what is happening to it (Einarsen, 2000)

The increasing incidences of work-related harassment and the shame that causes to the victim might be start treated as a problem by his colleagues and help contribute to the victim's inability to do his or her work requirements. All this makes the victim even more vulnerable and insecure, which results in the cruel treatment of the perpetrator (Einarsen, 2000). Finally, the mental and physical health of the victim begins to be seriously compromised (Einarsen, 1999).

Furthermore, Field (1996) divided the process of intimidation into two phases:

Subordination and control: In the first phase the main objective of the perpetrator is to establish control and sovereignty in the workplace. The perpetrator will dominate, subjugate and violate the right of independence and self-determination, aiming at the complete obedience of the goal. And

Destruction and eradication: In the second phase the perpetrator realize that might not gain the complete control of the victim, so the only real solution is to neutralize the victim (Field, 1996; Namie & Namie, 2003). The offender initially recognize that the victim has realized what is going on and is starting to take defensive action. The victim then feeling angry, dissatisfied, and injustice about the negative attitude that he repeatedly accepts in his work.

The constant frustration and the inconvenience they feel cause the victim to lose his patience and temper, and hence takes aggressive and retaliatory actions. At this point, the perpetrator understands that the victim will never submit to his will, and his only choice is to expel the victim from his current position or even from his work (Field, 1996).

This escalating process of work abuse has also been described in terms of intimidating methods (Björkqvist et al., 1982). This approach considers both the individualization of the conflict and the collective nature of intimidation. The process in this case starts with an indirect negative behavior (such as gossip or malicious comments) that is difficult to neutralize. When this negative behavior continues for some time conditions begins to change. Intimidation become more direct, and the victim can easily be isolated or ridiculed.

Additionally, the victim's co-workers start to believe that the personality of the victim fault that is in a situation like that. Indeed, they directly accuse the victim of being responsible for the problematic situation and believe it deserves to be dealt with negatively, which gradually leads to the loss of the human dignity of the victim.

By reducing and underestimating the victim, the perpetrator manages to justify his behavior and avoid feelings of guilt. In the next phase, intimidation takes the form of immediate threats, while physical and psychological violence is used for the first time by the offender. Attacks to the

victim's privacy and hints of being mentally disrupted are strategies used by the perpetrator in the final phase of the intimidation process.

It should be considered that the role of all other employees is particularly important in escalating the intimidation process. The employees themselves could very easily see and get involved to the process of intimidation at its primary stage, but many employees' reasons such as the pressure exerted by the co-workers, self-protection, or even the fear that the next victims may become themselves, lead them to their decision not to oppose the perpetrator and to leave the victim unprotected.

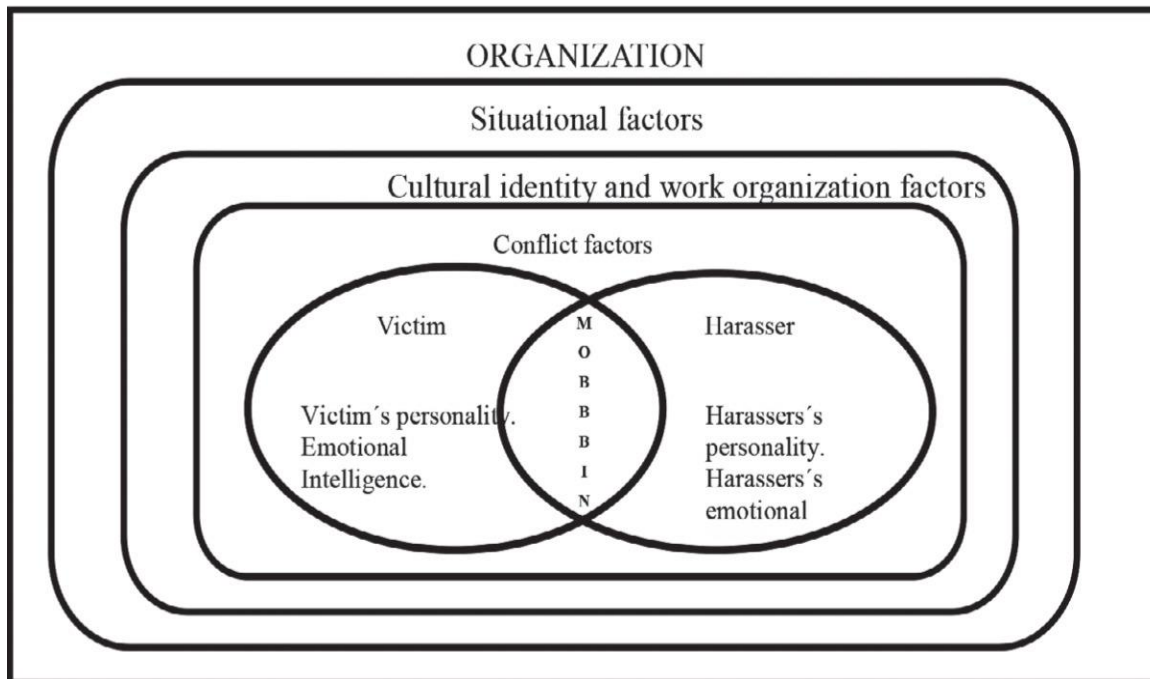
1.7. Types of Work More Sensitive to Work Harassment

Although harassment is practicable where the way it is organized, there are workplaces that are more exposed and sensitive to the occurrence of such destructive phenomena.

According to a national survey conducted by Hoel and Cooper (2000) in Great Britain, prison employees, postal and telecommunication employees, as well as professions as teachers and those professionally involved in dance and art, are at greater risk of experiencing work harassment. Employees working in the construction, pharmaceutical and IT industries reported the lowest levels of work intimidation. Bukspan (2004), investigating the phenomenon of harassment in France, concluded that, unlike the private sector where measures have been taken to protect employees, the public sector lacks laws that are particularly protective of employees.

Zapf even claims that in the private sector the employee much easier to leave the job when the harassment begins, compared to the public sector employees, where leaving the work that might lead to the loss of his/her occupational safety.

Another work environment that is aggressive, noisy and stressful environments that can easily aggravate the effects of intimidation according to Hoel and Cooper (2001).is the kitchen of restaurants.



CHAPTER 2

2. The Victims of the victims of Intimidation and Mobbing

2.1 Characteristic Features of the Victim

A question arises whether there is a specific profile of people who might be victimized to a work intimidation. At the end, studies show that anyone can get victimized at workplace, regardless of their personality, education and characteristics.

2.1.1 Personality

Zapf (1999b) describes that personality characteristics play an important role in whether an employee might be bullied at work. Characteristics of those personalities are: high levels of anxiety, depression, shyness, cowardice, inability to understand the problem. Blase and Blase (2003) realises that most of the employees that experienced work harassment were happy and

cheerful, while Crawford (1999: 90) interviewed victims and surprisingly found that they were "balanced and smart people."

Coyne, Seigne and Randall (2000) supports that work harassment differs according to employee personality. They notice that victimized employees were asking for extra confirmation, approval from other employees. Moreover, employees easier to victimized were less competitive, demanding, and honest, while they were distinguished for their introversion, conscientiousness, systematicity and credibility.

Using MFA-2 (Minnesota Multiphasic Personality Inventory 2), Girardi et al. (2007) studied the personality and psychopathology profiles of intimidated employees and they were indicating in symptoms of depression, passive-aggressive features. However, it was unable to distinguish whether all above existed prior to or was a consequence of victimization.

The MMPI-2 personality test also used Matthiesen and Einarsen (2001) to discover the typical personality profile of the victims and concluded that most of the victims were hypersensitive, tended to depression reviling psychosomatic symptoms when they were psychologically pressed. They have concluded, that the personality of the victims plays a decisive role in causing intimidating behavior. However, they point out that they could not distinguish a typical "victim personality" as the individuals who participated in their research had "differently shaped personalities and different degrees of sensitivity" (Matthiesen & Einarsen, 2001: 482).

2.1.2. Social Skills

Zapf (1999b) claims in his research that victims of work-related harassment were usually lacked on social skills behaviours. Applying the multiphase MMPI-2 personality, Matthiesen and Einarsen (2001) understood that the psychological problems and poor social skills of the victims could irritate their colleagues.

2.1.3. Work Performance and productivity

Employees with high work performance are at risk of some form of intimidation in their work (Zapf & Einarsen, 2003). Mikkelsen and Einarsen (2002a) believe that most victims have a successful career with no previous interpersonal problem. That is why they cannot understand why they have been the targets of this unjustified aggression.

Coyne et al. (2000) found that since victims tend to be more conscientious, follow the rules and be more organizational than the members of a control group then their overall job performance may be better than that of their colleagues.

Similarly, Blase and Blase (2003) discovered that the victims before the harassment period had the best work performance. They therefore allegedly became targets of intimidating actions because they are so effective and thus make the perpetrators feel disadvantaged. Zapf (1999b) considers that the most likely reasons for victimization of efficient employees are either that high-performance employees do not adapt to the team's regulations or that the team does not appreciate an arrogant employee and boasts of his high performance.

2.1.4. Age

"Discrimination due to age in the workplace arises when an employee is treated differently from another because of his age" (Shah & Kleiner, 2005: 15). According to Einarsen and Skogstad (1996), older employees are easier to be intimidated than younger age groups. Einarsen and Skogstad (1996: 16) assume that older employees may not tolerate behaviors it is also possible that older employees are expecting with greater dignity and respect.

Salin's (2001) research has shown that there may be differences in the age and gender of employees who might be victimized at work. She recognized that the prevalence rate was higher among the average age of women, while the greatest risk was the older 50-year-old men. Guerrero (2004) in a survey conducted in France found that the over 35-year-old employees were more often intimidated than their younger colleagues.

However, high rates of victimization of older employees were not apparent in all surveys. Vartia (1996) after researching found that there is only a very small connection between age and harassment. Di Martino and his colleagues (2003) conclude that there is no obvious link between bullying and age.

Shah and Kleiner (2005) claim that although all people must be treated with respect and dignity, age discrimination is widespread in all types of professions and in all companies. They believe that such discrimination should be dealt with by law enforcement.

2.1.5. Sex: Male - Female

In Scandinavian countries Einarsen and Skogstad (1996) and Vartia (1996) claim that there is no significant different results in work harassment between men or women.

On the other hand, Zapf and his colleagues (1996) found that more women than men reported being intimidated at work. Salin (2001) found that significantly more women reported that the

perpetrators spread gossip and false rumours about them, ignored them and socially isolated them, and attributed them competencies below their qualifications and abilities. Salin concludes that women are mostly exposed to covert forms of intimidation.

Hoel and colleagues (2001) found a significant connection between gender, business location and the frequency of intimidation. At the level of employees and supervisors, they found that more men than women suffered of work harassment. The most distinct differences were at the level of managers where 15.5% of women, compared to 6.4% of men, reported being intimidated. In addition, none of the male directors reported that they had been harassed repeatedly, while 4.5% of female directors reported being intimidated on a regular basis.

In 2001 Salin reported that women were intimidated by their bosses in 32% and by their colleagues close to 36%, while men were usually intimidated by their superiors (57%). What she distinguished is that while 20% of women were harassed by existing employees, none of the male employees reported such harassment. Salin gives the explanation that men and women perceive the concept of power in a different way.

2.2. Characteristic Features of the offender (perpetrators)

There is no specific and scientific explanation of how a person is engaging in intimidating behavior. There are only some features to the dynamics and processes behind human relations. Di Martino and his colleagues (2003) concluded that their investigations carried out so far have been unable to outline the exact profile of a bully.

2.2.1. The personality

About Perpetrator's personality, there is not too much information available. Vartia (2002) believes that it is difficult to study the perpetrator's personality, as the existing researches and evidences are very poor and non-confirmed.

According to Rayner and Hoel (1997) only a small percentage of perpetrators can be classified as psychopaths. "Psychopaths have no conscience and are incapable of feeling guilt, empathy or faith in someone other than their own self" (Babiak & Hare, 2006: 19). Therefore, the psychopathic perpetrator is "an insensitive, vengeful, authoritative person with little or no worry about the rights and feelings of the victim" (Babiak & Hare, 2006: 190).

2.2.2. Self Esteem

Self-esteem refers to the opinion that one has of himself. In 1996 Baumeister and his colleagues concluded that there is some connection between high self-esteem and aggression. They concluded that when a person with positive self-esteem believes that others do not respect and appreciate him/her as deserved, then he/she might become aggressive.

Stucke and Sporer (2002) report that narcissistic people are vulnerable to criticism. They even claim that people with increased and unstable self-esteem tend to be aggressive after an event affecting their ego. Additionally, an important finding is that people with narcissistic characteristics usually direct their aggressive actions to the source of criticism or threat. Zapf and Einarsen (2003) conclude that many executives may become intimidated as they often have a positive self-esteem and assertive.

.2.2.3. Social skills

The of work-related harassment offenders are usually do not realize that their behaviour is "intimidated," as they believe that their behaviour is typical of actions to which other people would have been led in similar difficult circumstances (Zapf & Einarsen, 2003)

According to Kitt (2004: 1) the perpetrators "are inadequate in their ability to communicate in an open and healthy way, and often lack the insight or the initiative". When they are at risk of revealing the perpetrators, they pretend to be the victim and turn their attention to them, which is another example of the ability to manipulate their colleagues.

2.2.4. Sex: Male - Female

Even though, male perpetrators use natural aggression when they are young, with age they choose the covert forms of intimidation (Björkqvist, et al., 1994b). Einarsen and Skogstad (1996) found that harassment rates were higher in male-dominated work environments. Rayner and Hoel (1997) claims some interesting facts about the sex of the victims in their research: female victims reported being intimidated by both men and women, while male victims reported that they were only frightened by women. Lee's (2002) research claims that the sex of the offender has different impacts of how perceives and responds to intimidating behavior.

2.3. Differences between the Male - Female

Very few researches have focused on the investigation of racial differences inherent in the occurrence of occupational harassment (Lewis & Orford, 2005; Zapf et al., 2003). Lewis and Orford (2005) believes that there are important gender gaps in the frequency and forms of harassment, and that workplace bullying has a different impact on both men and women.

An important finding demonstrating differences between Men and Women is the fact that women report more often that they have been harassed in their work than men (Lewis & Orford,

2005). Zapf and his colleagues (2003) even confirmed that in most samples the victims of harassment are $\frac{1}{3}$ men and $\frac{2}{3}$ women.

In a survey conducted by Bjorkqvist and his associates (1994b), the participants answered how often they had experienced several kinds of degrading and repressive behavior by their colleagues over the past six months. According to the findings, women claimed that they had been harassed much more frequently than men (55% and 30%, respectively). However, some other studies indicate that men and women are victimized about the same rate (Rayner et al., 2002).

Research data shows that examining the role of the perpetrator shows men are most of the victims and are overrepresented compared to women (Zapf et al., 2003). In terms of aggression in the workplace, direct aggression is particularly characteristic of male gender, while indirect aggression is manifested to a greater extent by women (Zapf et al., 2003). Several studies about the gender of the harasser have found that women are usually intimidated by other women, while men are usually intimidated by male offenders (Bjorkqvist et al., 1994).

Zapf and his colleagues (2003: 113) believe that "while women are sometimes intimidated by men, very rarely men are intimidated by women." Zapf attributes this finding to that men usually hold high-ranking jobs in a company (compared to women), which may increase the risk of women becoming victims of harassment. (Adams, 1997; Zapf et al., 2003).

Some researchers report that there is a link between the role of the victim and female socialization, as the female socialization process raise girls that become women to be powerless and with less self-confidence than men (Zapf et al., 2003). Therefore, women are less likely to defend themselves when intimidated. Although the researchers have theoretically supported the influence of a female socialization process on work harassment, there is very little observed evidence to support this claim (Zapf et al., 2003). Some other studies report that bullying has a more adverse effects on women than men (Rayner et al., 2002). Lewis and Orford (2005) say that women report present more negative psychological effects as a result of work-related harassment than men. Other research data show that men and women are themselves affected by harassment (Bjorkqvist et al., 1994).

Region/Country	Male Victims	Female Victims
West Europe	3,6	3,6
Austria	0,0	0,8
England	3,2	6,3
North Ireland	2,3	3,7
Scotland	3,1	2,6
Finland	3,1	4,3
France	11,2	8,9
Holland	3,6	3,8
Sweden	1,7	1,7
Switzerland	4,3	1,6
Transition Countries	2,0	1,4
Albania	0,4	0,4
Czech Republic	1,9	0,8
Armenia	1,7	0,9
Hungary	0,6	0,0
Kyrgyzstan	2,5	3,4
Lithuanian	1,0	0,8
Lithuanian	0,8	0,5
Macedonia	0,9	1,3
Mongolia	8,7	4,1
Poland	0,4	0,5
Romania	3,2	2,4
Russia	3,9	5,0
North America	1,0	4,2
Canada	1,9	3,6
U.S.A	6,1	11,8
Latin America	0,4	0,9
Argentina	0,2	0,4
Bolivia	0,8	1,4
Brasil	0,4	1,0
Costa Rica	0,3	1,1
Asia	0,5	0,8
Indonesia	2,3	1,9
Philippines	0,7	0,7
Africa	3,2	4,3
South Africa	3,0	0,7

Table: International Crime (Victim) Survey: Pınar Tınaz, “**Mobbing: İşyerinde Psikolojik Taciz**” Çalışma ve Toplum Dergisi 006b/3, 2006, ss.11-23.(Amtonio Ascenzi ve Gian Luigi Bergagio(2000), Il Mobbing Il Marketing Sociale Come Strumento per Combatterlo, G.Giappichelli Editore, Torino, pp.12,13.)

CHAPTER 3

Legal Dimension

3.1. Law Intervention at European Level

Member States of the European Community have begun to include in their legislation provisions on moral harassment from 1990 onwards. Based on Leymann's 1990 research, Sweden only in 1994 started concerning about mobbing and discover that 15% of suicides were intimidated and became the first country in the European Union to adopt legislation against harassment at work.

The Swedish National Occupational Safety and Health Committee (NHSO) has made three provisions in its legislation on harassment.

Typically, Sheehan and his colleagues (1999) report that a provision as part of the Swedish work law goes into the prohibition of mistreatment at work, including harassment behaviors. The provision gives management the primary responsibility for identifying and addressing the problem (AFS, 1992: 6) f.

The second provision requires immediate direct interventions when an incident of harassment from the company management in the workplace (AFS, 1993: 17) and the third provision imposes on the employer responsibility for professional help if the employee is absent on sick leave very often during the one year or for at least one month (AFS, 1994: 1).

The Netherlands has a law on working conditions that protects employees from sexual harassment and psychological violence (Hubert & van Veldhoven, 2001: 415). In the Netherlands, since 1994, employers are obliged to protect their employees from phenomena sexual harassment as well as general aggression or psychological violence at the workplace.

In the United Kingdom, Lord Monkswell introduced the Bill on Dignity at Work in the House of Lords in 1996. Although the bill failed to reach the books of constitution, the subsequent debate played an important role in improving the existing image and reporting on the phenomenon of work harassment in the United Kingdom (Sheehan et al., 1999). However, a 1997 Protection from Harassment Act (Act No. 40) 6 has turned into a criminal offense any behavior that can be assimilated to harassment. Although this law does not specifically address work-related harassment, its rather broad application covers harassment at work.

Another country that has legislated for this problem is Belgium. The Belgian law of 20027 refers generally to violence in workplaces and more specifically to moral and sexual harassment.

"Examine the possibility of explaining or extending the scope of the framework directive on health and safety at work or, alternatively, considering the design of a new framework directive as a legal instrument to mistreatment in order to ensure respect for human dignity, privacy and integrity of employees.

In addition, in its Resolution (2001/2339 INI), the European Parliament:

"Calls on the Member States, in the fight against the moral and sexual harassment at work, to review existing legislation and if necessary, to supplement it, as well as to revise and standardize the definition of moral harassment. "

Involvement of this initiative by the European Parliament contributed to worrying research data from workplaces, which highlighted the high levels of violence and harassment of employees. For this reason, the European Commission in its recent communication stresses the need to adapt the legal framework in order to address possible psychosocial risks.

Also, Council Directive 2000/78 / EC12 of the Council of the European Union on the establishment of a general framework for equal treatment in employment and occupation aims at combating all forms of discrimination in the field of employment. In this law as a prohibited discrimination is also meant: "... harassment or any other offensive act which is manifested by undesirable behavior relating to one of the grounds referred to in Article 1 and which has the purpose or effect of infringing the dignity of a person and of creating an intimidating, hostile, degrading, humiliating or offensive environment. The specialization of the concept of harassment also considers good and honest practices".

However, legislation to protect against the phenomenon of work Harassment is also imperative in Cyprus as it would be a kind of minimal prevention and protection of the health and dignity of victims, as research studies carried out so far in the country show us that this phenomenon is showing increasing intensity and is now a daily social problem in the workplace.

3.2 Motion for a European Parliament Resolution

European Union has official measures to prevent and combat mobbing and sexual harassment at workplace, in public spaces, and political life in the EU (2018/2055(INI)). Please find it attached in the Appendix 1.

CHAPTER 4

4. Causes of Mobbing and work Harassment

The investigations carried out to explain the causes of mobbing have revealed that have many forms and usually multidimensional problem (Zapf, 1999).

Zapf and Einarsen (2003: 166) believes that in order to understand mobbing, it must "take into account a variety of possible causes, like the company, the perpetrator, the social psychology of the working group and the target itself". Hirigoyen in her book "Ethical Harassment at Work" (2002) supports that the causes of the mobbing may be the difference of one's personality,

jealousy and competition, the fear of things we can not control, the effort to coerce the victim resignation with the smallest losses for the company / organization

Despite the difficulty of determining the exact causes of the phenomenon, Leymann¹³ identified four possible factors contributing to his manifestation:

- a. inadequacies in work planning,
- b. inadequacies in leadership behavior,
- c. the socially exposed position of the victim and d. low ethical working patterns.

It is perceived that some researchers have highlighted the traits of the personality of the victim and the perpetrator (Coyne et al., 2000), others highlighted the role of inadequacies in the work environment (Einarsen, 1996; Vartia, 1996; Zapf et al. al., 1996), while emphasis has been placed on the impact of group procedures and social services on the manifestation of the phenomenon (Lee, 2000; Neuman & Baron, 2003). Based on what has been mentioned, the causal factors of work harassment can be classified into the following categories:

4.1. Individual level

These factors can be considered as;

- Socio-demographic variables (gender, age, education, marital status, etc.),
- Personality behaviours,
- Certain behaviours,
- Properties that determine individuals' commitment to workplace (working hours, experience, educational background)

The explanations given to the intimidation at individual level emphasize the traits of the personality of the victims. Drawing attention to classical forensic studies and studies on school bullying, Aquino and his colleagues (1999) assumed that two groups of employees were at increased risk of being harassed in their work, "obedient" employees and "provocative employees.

Work intimidation is not a conflict between two individuals of equal physical or mental strength but is a conflict where there is an imbalance of power as the victim feels inferior and unable to defend himself. It is not surprising that some of the main characteristics of the victims are stress, low self-esteem, low self-determination, inability to take initiatives (Aquino et al., 1999; Coyne et al. 2000). The results of some research seem to support the profile of the "provocative" victim. For example, Coyne et al. (2000) found that victims were often very conscientious, and more rigorous and moribund compared to non-victims. Such attributes can very easily contradict the established group rules (Zapf & Einarsen, 2003), causing frustration with the other colleagues, who may then react with aggression.

In addition to investigating the personality of the victims, some researchers have emphasized the characteristics of the perpetrators of intimidation. Ashforth (1994) studied the behavior and manner of managing the heads of various organizations and found that chiefs were usually distinguished by the belief that the average employee disliked his work, avoided responsibility, and lacks ambition.

Exploring demographic features might get some explanations as to how and why some employees are more likely to be harassed in their work. More specifically, being a different person or belonging to a minority seems to be a risk factor. For example, employees of "colored" ethnic groups (Hoel & Cooper, 2000) and employees with disabilities have higher rates of victimization. Likewise, belonging to an employee in "weak" and "inadequate" sex is an additional risk factor. While women have reported higher rates of victimization compared to men in male-dominated occupations (Björkqvist et al., 1994a), men working in the women's caregiver sector reported particularly high rates of harassed. As far as age and education are concerned, the results of the investigations are still contradictory and questionable (Hoel & Cooper, 2000; Vartia, 2003).

As mentioned above, individual factors, ie personality and demographic factors / social status, can have a significant impact on who will be the victim and who is the victim of work Harassment.

These factors determine the level of the individual's encounter with mobbing or determine the level of resistance of the individual to the behaviour.

4.2. Binary and team level

At binary level, work harassment is defined as the interaction between a victim and one or more perpetrators. Researches have revealed that the way the victim perceives and responds to aggressive actions affects the harassment process as well. However, the fact that the victim's reactions play an important role in the intimidation process should not be the same as imputing responsibility to the victim (Zapf, 1999a).

Power differences is another factor for discussion. It has already been mentioned that the inequality of power between the victim and the victim is the main feature of work intimidation (Einarsen & Skogstad, 1996; Vartia, 1996) and that the victim feels weak, defenseless and humiliated. That is why some researchers analyze the sources of interpersonal power differences, as well as the power theories, which are related to the understanding of harassment. It is therefore perceived that the power disagreements are not solely due to the individual characteristics of the victims but also to other irregular features (Cleveland & Kerst, 1993).

Shifting aggression is what we often call the workplace as "scamming" or "witch hunting." As a result, employees are trying to protect themselves by showing the feelings of failure and frustration to an unprotected and weak worker.

4.3. Mobbing in the Company

As it has been written, Company plays major factor for the level of work harassment, the most important of which are:

- The business culture and the work environment of the company,
- Leadership and
- Organization and work planning

4.3.1 The business culture and the environment in a company

Culture is a phenomenon which is shared by individuals belonging to the same community, passes from one generation to another and provides interpretation of the attitudes, behaviours, evaluations, beliefs and ways of lives. Hofstede claims that culture is a mental programming which distinguishes a group of people from the others. And according to Geertz; culture is a structure that explains and guides the actions of humanity experiences. Business organizations are also sub-cultures of a society.

Business culture refers to the usual ways in which a company's operations are performed. In some business's harassment can be perceived as part of the business culture. Business companies have some characteristics of the general culture that relates with it and also has its own system of values and symbols. Business organizations are accepted as social units with unique cultural structures which are created by their members.

Brodsky (1976: 83) said that "in order for harassment to arise, there should be harassment elements in the business that allow it and reward it." In companies where offenders feel that they can "escape" without being punished, due to the lack of necessary policies or punishments, intimidation seems to thrive (Einarsen, 1999; Rayner, Hoel & Cooper, 2002).

In some Business cultures encourage with a way the cruelty and violence (Neuman & Baron, 1998). This is usually the case for so-called "closed institutions", such as army or paramilitary services. Work harassment also seems to thrive in businesses where young managers are socialized in a culture that displays intimidation and other forms of antisocial attitudes as the "normal" and acceptable way to perform the actions (Robinson & O'Leary-Kelly, 1998).

As far as the company's environment is concerned, Einarsen and his colleagues (1994a) and Vartia (1996), found an important correlation between work harassment and low satisfaction with the social environment. Competitive environment seems to make an organization particularly susceptible to intimidation (Vartia, 1996).

4.3.2 Leadership

Ouchi's Model

William Ouchi developed Theory Z which is an extension of Douglas McGregor's Theory X and Y concepts. Theory Z culture involves, long-term employment, consensual decision making, individual responsibility, slow evaluation and promotion, an informal control system with explicit measures of performance, moderately specialized career paths, and extensive commitment to all aspects of the employee's life, including family.

Shortly, the main items of this theory:

- Long-term employment and intermediate level of specialization.
- Employees should directly or indirectly participate in the decisions that concern them.
- Employees must take individual responsibility.
- Employees should be rarely assessed and increased slowly.
- Closed natural control, open formal assessment must exist.
- Continuous relationships within the organization, discontinuous relationships as a family outside the organization.

However, some forms of leadership contribute of the work harassment among employees at the same hierarchical level. Some researchers have shown that the liberal leadership style is associated with high levels of harassment in the workplace (Einarsen et al., 1994a; Hoel & Cooper, 2000). Consequent, leadership need to recognize intimidating behaviors and intervene to prevent them creating the perception mobbing and work harassment.

Similarly, Einarsen (1994a) claims that some association between the high levels of intimidation and dissatisfaction with the quality and amount of guidance received by management from employees.

4.3.3. Organization and work planning

Two of the aspects of work design that have been particularly associated with high levels of harassment and other forms of antisocial behavior are the conflict of roles, which refers to the extent to which workers feel the contradictory expectations and demands in their work, and the ambiguity of roles, (Einarsen et al., 1994a; Spector, 1997). In addition, it is important to note that there is a lack of confidence in the workplace.

Other findings show that unclear expectations, inadequate internal communication and vague roles contribute significantly to the outbreak of labor intimidation (Leymann, 1996; Vartia, 1996). In addition, organizational constraints and lack of control of work are associated with high levels of harassment and antisocial behavior (Einarsen et al., 1994a; Spector, 1997; Vartia, 1996; Zapf et al., 1996).

The high degree of pressure in workplace is another additional factor for the emergence of mobbing. Several studies have found a positive correlation between the high workload and the hectic work environment and high levels of intimidation and interpersonal conflicts (Einarsen et al., 1994a; Hoel & Cooper, 2000; Sutela & Lehto, 1998).

Several explanations have been suggested to explain the relationship between anxiety and harassment. Stress and pressure reduce job satisfaction. On the other hand, in a confused work environment, there is limited time to solve problems, which the risk of a normal conflict to become "disputed" bullying.

Finally, changes in the business, such as restructuring and crises, are often associated with the emergence of mistreatment. For example, shrinking, layoffs and wage cuts are positively related to hostility, obstruction and intimidation (Baron & Neuman, 1998; Sutela & Lehto, 1998).

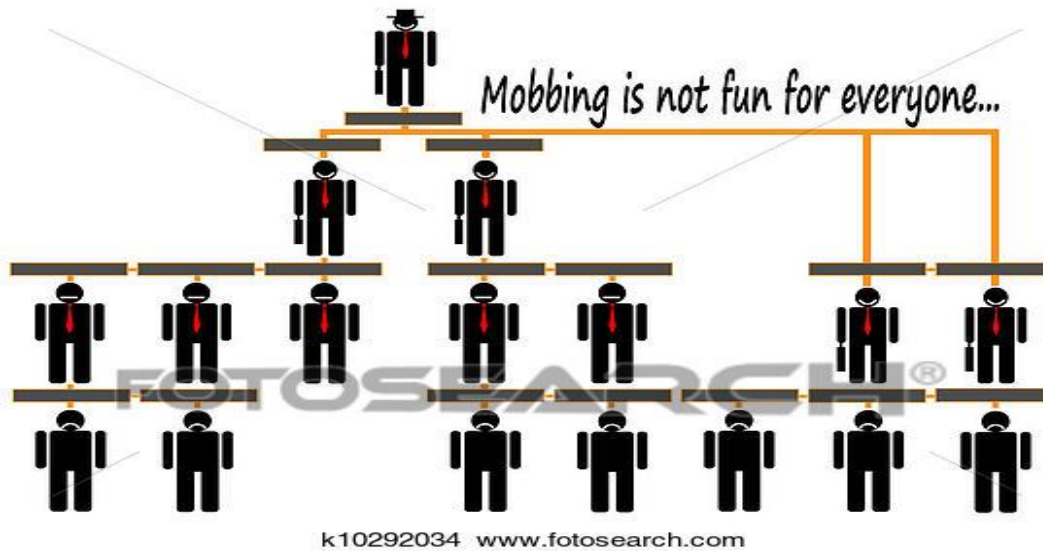
4.4. Social status

Changes that happen in companies are potential causes for work harassment behaviors. Many of these changes are affected by the greatest changes and trends that happens in the society. Researchers report on the effects of globalization and liberalization of markets, increasing efficiency gains, empowerment, trust in influential systems, and these changes can lead to increased intimidation and abusive behavior (Lee, 2000; McCarthy, 1996; Wright and Smye, 1998). For example, McCarthy (1996) says that "the pressure produced by the above status reduces the threshold in which superiors may adopt intimidating behaviors - even unintentionally." In addition.

Neuman and Baron (2003) refer to the existence of rules that emphasize "resilience" and "survival of the most appropriate" in modern society. Increasing pressure to achieve profitability violates the rules of reciprocity and can lead to environments where hostility and aggressive attitudes are more of a rule than an exception.

Most of the research into the impact of social status on mistreatment has taken place in England, the United States and Australia. In these countries, harassment is considered as a negative conduct directed by the superior to the existing (vertical intimidation). However, in Scandinavia and Finland, where about half of the victim's report having been harassed by their colleagues (Einarsen & Skogstad, 1996; Leymann, 1992a; Vartia, 2003), Finally, it could be assumed that social trends, including reformation, increasing struggles for profitability and labor intensification, can have a negative impact on relations between colleagues.

Researchers today accept that work harassment, Mobbing and other related situations are the result of the interaction between individual and occasional factors (Aquino et al., 1999; Zapf, 1999a). Work harassment is, moreover, a causal problem and cannot be explained by emphasizing only one factor.



QUESTIONNAIRE

I couldn't believe how difficult could be to make people to talk or write down about mobbing at work even anonymously.

It took me a lot of time to make people talk and discuss with me with the questionnaire. 100 people tried to genuine complete it and about 50 people we just discussed it.

150 Questionnaires were answered with variation of age and gender and I must say it was more difficult to approach and discuss mobbing at work with men. Women were more talkative and straight with their answers. Men from Youngers to orders were not ready to admit mobbing loudly.

In the questionnaire 90 women and 60 men answered.

I was very pleased to see that everybody knew and understood what mobbing is and also all of them admitted that at one point of their career had someone harassed them.

As at the workplace behaviour the answers were very clear. Only few people answered that are working to a hostile and unfriendly environment. On the other hand, the answers were equally shared on Neutral and Friendly from men and women.

What was really surprised me was that men and women answered 50% that are treated in the same way and also did not notice any discrimination at work and 50% that there is a noticeable different way of treated at their workplace. Men said that there was discrimination on education, friendships and salaries. Women mentioned verbal abused, gender and salary discrimination even in the same positions in the company.

. What symptoms of Mobbing did you encounter in your workplace how often did they appear

- undermining an employee in the presence of a team

Men and Women answer mostly never, rarely and often, very few people answered Very often and three women and two Men said every day

- deriding an employee in the presence of a team

Men and Women answer mostly never and rarely eight men and nine women answered often, seven men and Four women Very often and three women and two Men said every day

- deliberate assigning of very difficult or impossible

Men and Women answer mostly never and rarely 7men and 10 women answered often, 8 men and 7 women Very often and three women and two Men said every day

- disregarding the ideas and suggestions of an employee

Men and Women answer mostly never and rarely 7 men and 6 women answered often, 9 men and 6 women Very often and three women and two Men said every day

- neglecting an employee in decision-making processes

Men and Women answer mostly never and rarely 8 men and 17 women answered often, 10 men and 7 women Very often and 8 women and 3 Men said every day

- intentionally reassigning work of an employee to other people

Men and Women answer mostly never and rarely 6 men and 10 women answered often, 6 men and 4 women Very often and 1 woman and two Men said every day

- Direct verbal abuse of an employee

Men and Women answer mostly never and rarely 4 men and 5 women answered often, 7 men and 4 women Very often and three women and two Men said every day

- intimidation of an employee

Men and Women answer mostly never and rarely 3 men and 9 women answered often, 7 men and 5 women Very often and three women and two Men said every day

- isolating the employee from the team

Men and Women answer mostly never and rarely and three women and two Men said every day

- Inappropriate sexual behaviour to an employee

Men and Women answer mostly never and rarely 2 men and 2 women

Most of the answers don't show any frequent mobbing. Many of the answers are never or rarely. Some women have often. I have to say though that discussing with all of them there is some hesitation.

As it was expected women that experienced mobbing was from subordinate and supervisor and men as I could distinguished was from supervisor and associates. It was noticeable that the employer is clearly not involved in mobbing.

Listening to those that really wanted to talk most of them had problems with their supervisors especially if their education and work experience is similar. Women were more intense.

The next answer is kind of supporting the answer above with the superiors. In this question both men and women equally answered that incompetence of superiors is the main cause of mobbing in a workplace. Another strong point was the competition between colleagues. Most of the employers have chosen these answers cause as most of them said, nowadays, motivation, bonuses and salary increases are so rare so when one of these benefits come, it will be easier to earn it. No clear established rules and principles of work was a shocking answer. As many of the employees said not having a clear code of working and be fair with it gives the opportunity for misunderstandings and bad behaviours between colleagues. Excessive Level of employees

control -- bad bonus and salary system are coming next, controlling and not get paid enough it was said madly especially from men. Men cannot handling easily the controlling issues, they get mad and start abusing someone else most of the times women that can easily be targeting. I have to mention that many women talked about Jealousy. Jealousy though is objective and cannot be proved.

According to men, they do react in mobbing to another employee through verbal comment or by telling it to a supervisor or event with the mobbed employee. The answers were equally told about the reaction with a slight more the conversation with the mobbed employee. Men act more than women especially with the other employees in contrast of women that as they said usually act with a verbal comment or notify the supervisor or they do not react at all. As women mentioned mobbing can be seen everywhere so why should be react.

Furthermore, when time comes to react about them in mobbing opinions differ. Men are almost equally talk and no about themselves. Asking them why they are not reacting I could see that younger people aged between 18-25 and 45 years old plus they said that didn't have the courage to say it loud or there was a fear of losing their job. Another strong reason was the fear of introducing a bad atmosphere at work or even they felt the lack of support from colleagues. On the other hand, women act more id about 65% reacting and 45 not reacting. Those who were not acting the answers were very clear. Fear of losing their job and the lack of courage to express their problem and unfortunately this can be seen in all ages. Women do afraid to lose their job or how their colleague reacts, Women don't believe in the principles. Most of them are sure that the law will not apply on them.

Continuing, as we can see most people that answered the questions and did or still suffering from mobbing is from people working over a year or more than three years in a workplace. Much many of them they do work more than three years in a company of around 50 people.

CHAPTER 5

5. Effects of Mobbing and work harassment

The effects of mobbing are particularly important for the mental, psychological and physical health of the employee, but also and for the company or organization itself that incidents have been observed.

5.1. Effects of harassment on the employee

All researchers involved in mobbing circumstances concluded that it has serious and long-lasting impacts on working-class victims. Björkqvist and his colleagues (1994b: 29) write that work harassment "is a form of interpersonal aggression that is at least as harmful as violence in its traditional sense". Ashforth (1994) reports that harassment is so damaging that it affects the victim at the cognitive, emotional and behavioral level, while Adams (1997: 178) appropriately describes this phenomenon as "destruction of self-esteem".

In their research with a sample of elementary school teachers who were harassed by their directors, Blase and Blase (2003: 407) found that "the effects of such abuse are extremely detrimental to the professional and personal lives of teachers." The teachers themselves reported that they felt shocked, disoriented and humiliated. In addition, intimidation has led to "chronic fear and anxiety, depression, a variety of physical, psychological and emotional problems, as well as unfavorable personal and family outcomes" (Blase & Blase, 2003: 407).

According to Zapf (1999b), work harassment is a serious issue of social anxiety. Björkqvist (2001) states that after the family, the social group at work is probably the second most important group in an adult's life. The working group is a benchmark and can affect a person's self-esteem. That is why Mayhew and his associates (2004) consider that intimidation can be detrimental to the interpersonal skills of the victims, as well as to their relations with their co-workers.

Mikkelsen and Einarsen (2002a) revealed that a large percentage of victims reported a moderate to severe attenuation in adaptation and performance in several important aspects of their lives. Social isolation is one of the most frequently practiced tactics of work harassment (Zapf et al, 1996). Matthiesen, Aasen, Holst, Wie and Einarsen (2003) consider social support to be particularly important to enable the victim to overcome intimidation. Similarly, Zapf et al. (1996) found that the more social support the victims received from their colleagues, the less isolated and ridiculous they felt.

Adams (1997) says that work-related harassment can affect the family of the victims, as the victimized tend to be irritable and withdraw from others. Lewis and Orford (2005) confirm the fact that intimidation can lead to social disclosing. They even noticed that inadequate social support made victims more vulnerable and unable to protect themselves. The negative impact of harassment on interpersonal relationships and the lack of social support may therefore be the reason why victims adopt different survival strategies and feel they cannot get rid their problem (Hogh & Dofradottir, 2001; Zapf & Gross, 2001).

Many researchers refer to the negative impact on the health and well-being of the victims (Zapf & Einarsen, 2001; Mikkelsen & Einarsen, 2001). The consequences of work-related intimidation can be shown in the form of illnesses, psychosomatic symptoms or even unjustified absences from work (Mayhew et al., 2004). Zapf (2002) reports that stress, depression and psychosomatic symptoms cause victims to seek medical attention. Wager, Feldman and Hussey (2003) found in

their research that a strict boss causes anxiety, which can lead to increased blood pressure and problems of the cardiovascular system.

Gilioli and his colleagues (2003) also report that coronary heart disease could be one of the consequences of harassment. A wide variety of physical and psychological symptoms are also associated with exposure to intimidation. For example, Gilioli et al. (2003) report hypertension, asthma, rapid heartbeat, dermatitis, headache, migraines, loss of balance, stomach pain, muscle aches, anxiety, depression, concentration problems and mood swings as the most common symptoms associated with work intimidation.

Disguised forms of emotional harassment cause more serious emotional trauma than physical abuse (Mayhew, et al., 2004). Given that victims are perceived as bullying and abusive, harassment can therefore lead to a reduction in psychological well-being (Zapf et al., 1996). Mikkelsen and Einarsen (2002a) report that 80.5% of the victims claimed that harassment was the most serious traumatic event in their lives. Although many of the victims had experienced other stressful events, such as mourning, divorce, accident or serious illness, claimed that the harassment they suffered in their work had the worse effects. According to Leymann and Gustafsson (1996: 273), the victims are not only confronted with the undesirable social condition of "severe psychological trauma, but also with an extremely stressful and pressing situation that threatens the socio-economic existence of the individual. As they are cut off from their social network, an early retirement life with permanent psychological damage threatens to the majority of victims. "

Mikkelsen and Einarsen (2002a) also found that people who had suffered with work harassment developed lower self-esteem, felt less able, and felt they were unlucky compared to those who had not been harassed. Adams (1997: 178) emphasizes that "work intimidation is stealing self-esteem and self-respect of people." While Mayhew and his associates (2004) point out that intimidation reduces the productivity and quality of work of victims.

Kivimäki et al. (2003: 781) found that there was a correlation between work-related harassment and depression found that the risk of depression increases after long-term exposure to harassment behaviors. They also made the interesting observation that employees already having the signs of depression are more likely to suffer some form of intimidation. Blase and Blase (2003) consider that victimization causes long-term anxiety that leads to chronic fear and depression, while Mikkelsen and Einarsen (2002a) found that many of the victims reported feelings of fear and disability.

Björkqvist and co-workers (1994a) also report that victimized employees showed insomnia, lack of concentration, social phobia, aggression, melancholy and apathy as a result of the harassment they had suffered. Adams (1997) also stresses that victims have suicidal ideation and often lead to suicide. Namie and Namie (2003) also agree with this finding that employees who face unpleasant and stressful situations in their work are constantly thinking of suicide.

Some researchers believe that work-related harassment can lead the victim to the appearance of a serious anxiety reaction, called Post-traumatic Anxiety Disorder. Matthiesen and Einarsen (2004: 349) explain that Post-traumatic Anxiety Disorder "poses a negative health impact after exposure to a shocking anxiogenic factor e.g. an accident, "while reporting that the longer the victims of bullying suffered, the more severe and long-lasting was the Post-traumatic Anxiety Disorder that followed. Mikkelsen and Einarsen (2002a) found that exposure to other traumatic events can increase the sensitivity of victims to develop Post-traumatic Disorder.

Finally, it is worth mentioning the impact of work-related intimidation on the quality of life of the victims. Di Martino and his colleagues (2003) report that one of the most important effects of the work harassment problem is the reduction in the quality of life of the victims. Harassment has a negative impact on the victim's profitability in all areas of life, including work, family and private life (Gilioli, et al., 2003). Namie (2003) notes that intimidation is associated with financial problems for victims, as there is a 70% chance of losing their job as they either leave voluntarily or are dismissed by their bosses.

5.2. Effects of work harassment on witnessing employees

Work harassment has a "wavy" chain effect that, according to Rayner (1999: 32), has wider implications within a business. Because of the variety and severity of the impact on the victim, all employees perceive the risk of victimization. Employees are usually upset by what they see happening (Heames & Harvey, 2006). According to Lutgen-Sandvik (2006: 406) "adult bullying is an incredible and catastrophic experience, both for people who have been targeted and for those who have watched it." Hoel and Cooper (2002) report that work harassment affects the employees and give two explanations to support their findings, employees that are present in front of the harassment are affected by the fear of who will be the next target of the perpetrators, and on the other hand it is very likely that unpleasant working environment to affect all people working there.

Witnesses admitted that the victimization of their colleagues and the fact that they noticed it increased their level of anxiety (Rayner, 1999). In a survey carried out in Britain with a sample of 761 civil servants, Rayner (1999) reports that 73% of the witnesses said they felt more stressed at work, while 44% feared that might get targeted. Einarsen, Raknes and Matthiesen (1994) found that both victims and witnesses of harassment reported the existence of a high degree of conflict and an unpleasant working environment.

The observers of victimization wanted to intervene and help them, but eventually they did not do it because of fear not to get targeted (Heames & Harvey, 2006). To ensure their personal safety, witnesses are backing up from interactions or even sometimes take part of the intimidation. This is very exhausting, emotionally and positively impacting on communication and interpersonal relationships within the working environment (Heames & Harvey, 2006).

5.3. Effects of harassment on the working environment

Work harassment is not only a mental and psychological problem but usually extend to the body too. According to Einarsen, the effects relate to two areas: (a) the financial cost of compensating the victims for abandonment; and (b) the extra cost of the valuable experience and knowledge that might lose because of the employee resignation (Einarsen et al., 1994).

Many surveys indicate that work harassment leads to a employee to decide to give up their job easier. Niedl (1996) claims that employees that harassed lost their motivation and interest in work and eventually resigned. In addition, Zapf and Gross (2001) supports that 22% of the victims considered abandoning their work as the only solution to escape intimidation.

Continuing, Adams (1997) reports that the increasing work leaf's of victims for health reasons, absence from work, prevent the company from operating efficiently, leading as it is reasonable to financial losses. According to Schabracq and Cooper (2000), the absence of victims from their work due to the psychological and physical problems, it is particularly costly for a business.

Hoel and Cooper (2000) believe that there is an important connection between intimidation and productivity failure. Mayhew and his colleagues (2004) consider harassment to reduce the efficiency and quality of work of victims, while Hoel et al. (2003) point out that due to health and attentiveness problems, productivity can be reduced even from loyal and hardworking employees.

The harassment that occurs in a company might negatively affect company's image and reputation. The negative effect of intimidation on interpersonal relationships and productivity leads to a negative effect on product quality, which could then lead to customer dissatisfaction, loosing clients and further economic losses.

CHAPTER 6

6. Addressing the Problem

The need to deal with work-related harassment is particularly urgent because of the devastating effects on the physical and mental health of workers and the harmful effects on the proper functioning of the company. As it is been discussed researched and observed this problem should be deal with at many different levels.

Many proposals have been made at times to protect employees from psychological mistreatment and harassment. The proposed measures can be divided into two categories:

- in preventive measures; and
- intervention measures.

Researches' suggests that preventative interventions should include whole community awareness campaigns about the nature of bullying and its dangers. Efforts should also be made to enhance the emotional and organizational environments in school and work settings by promoting sensitivity, mutual respect and tolerance to diversity while prohibiting bullying. Mobbing incidents should be reported to leadership which should ensure a consistent and organized response, including support of the victim and counselling for the perpetrator by sensitizing him or her to the harm they have inflicted. Another suggestion is the creation of advisory groups to provide recommendations and develop guidelines for a whole-community strategy for the prevention, intervention and treatment of bullying-related public health risks.

Strategies for work harassment presentation might even help governments to ensure safe and healthy learning and working conditions. Furthermore, they can reduce disrupted student achievement and worker ineffectiveness, due to absenteeism; expenses in social welfare/benefits and other costs related to loss of productive workers at a premature stage. Fewer "dropouts" linked to bullying mean a healthier, happier and more productive population.

6.1. Prevention Level

Preventing work harassment is an important element in improving working life and preventing social exclusion. According to Leymann (1993), a program aimed at preventing the phenomenon should include primarily activation of the administration, continuous training on occupational risk, appropriate planning of the working environment, as well as the training of its own staff.

It is imperative that senior executives be mobilized as it is criminal to remain indifferent to such a crucial issue. Directors should receive training for responsible and legally valid intervention and for dealing directly with incidents of harassment. It is also an obligation for managers to act to combat and not cover up intimidation.

One of the primary objectives of prevention measures is to provide workers with a good work environment, thus reducing stress, as this creates favorable conditions for harassment.

A good working climate can be achieved with the appropriate equipment with security systems (eg alarm system, immediate emergency assistance system) in the workplace, avoiding lonely work, reorganizing work division and sharing responsibilities, as well as the establishment of infrastructures to tackle harassment (for example, the creation of a staff listening unit, the drafting of a code of conduct against harassment). The good working climate creates satisfied and dedicated employees, thus increasing their productivity and thus the profitability of the organization.

Typically, Di Martino and his colleagues (2003: 69) refer to the approach "where health, safety and welfare of workers are becoming an integral part of business growth". In this approach, the agency also appreciates its intangible assets, such as "knowledge, education, quality, and its main

employees". In an organization where human well-being and development are important, violence, harassment and intimidation are totally unacceptable.

Finally, the management of an organization should ensure that its employees are trained to gain full control over their work, in order to reduce stress levels, reduce the level of action of senior officers over the lower ones and direct communication with employees so that they are timely informed of any problems they encounter. It is advisable to inform and sensitize all employees with lectures and speeches about the ways in which work has been harassed and its impact on the victim and the working environment.

The Employee Information Campaign is one of the most appropriate methods of preventing work-related mobbing and can also be achieved by issuing brochures and posting forms that enable employees to be informed about their rights and obligations.

6.2. Intervention level

At the intervention level, two ways of addressing the phenomenon are proposed: legislative intervention and psychological rehabilitation of the victim. As far as legislative intervention is concerned, the third chapter of our work has made extensive reference to the legislation that has been adopted in Cyprus and in other European countries. In summary, we could say that in order to confront the problem of harassment in other countries, specific anti-bullying legislation has been introduced, others have recourse to the existing provisions of criminal and civil legislation, while others adopt non-legislative measures, such as example codes of conduct, regulations and collective agreements

Regarding the psychological rehabilitation of victims of work intimidation, this is achieved mainly through psychotherapy and through the organization of self-help groups. Psychotherapy is one of the best ways to break the ring of silence in which the harassed worker is locked. The main role of psychotherapists is to aid and individual follow-up of victims. Because the victims are in great confusion and may feel responsible for their attack, the therapist must help them to be exonerated.

In addition, self-help groups, which are made up of individuals who have been harassed in different situations, can contribute to the psychological support of the victims. At the meetings of the self-help groups the participants share their experiences, their personal feelings, their information and the strategies they have developed to deal with work harassment and live a satisfying life. It is, therefore, mutual support through the exchange of personal experiences, knowledge, concerns, and strategies that help the victim to open up, outsource his problem, feel that he is not alone, find ways to deal with and succeed in continuing his personal and professional life without stress and anxiety.



EPILOGUE - CONCLUSION

The aim of this dissertation was to systematically and thoroughly analyze Work harassment and mobbing in the workplace, aiming to clarify the concept of harassment, to describe its extent, its features and its forms, and to obtain a more comprehensive picture of the problem.

Emphasis is placed on the effects of harassment on the workers who have suffered it, on their colleagues who have turned into eyewitnesses, but also on the company itself, within which such phenomena thrive. Finally, the legislative arrangements for the protection of workers are presented and reference is made to how to deal with harassment at both preventive and intervention level.

Summing up through the review, it has been found that the phenomenon of harassment and

mobbing at the workplace is been researching for over 20 years. Recent publications and research studies on working conditions and the work environment, have shown that a growing number of employee's report having suffered some form of harassment in their working environment.

Work harassment syndrome is mainly displayed by severe effects that may take the form of increased cooperative difficulties, reduced resistance to stress, physical discomfort, abuses and psychological reactions. It can also cause the worker difficulties in sleeping, depression, developing various forms of aggression, physical fatigue and / or suicidal tendencies. If the harassment is not stopped immediately, the causes caused by it in the workplace and the necessary measures are not taken, there is a risk that the problems will become so serious that it will require long-term medical and psychotherapeutic care by specialists.

The negative impact on business, in terms of profitability and economic performance, is significant, as it has been noticed that the level of performance of an intimidated worker may decline significantly in terms of his / her skills, resistance to work-related stress, and his attention, resulting in the occurrence of a mental or physical illness that would lead him either to resign or to a long absence from his job.

The increasing rates of victimization and harassment of workers in our country make it particularly urgent both to investigate and combat the root causes of harassment in the workplace and to make amendments to the legal support of victims. In addition, it is necessary to inform everyone about the issue of harassment, to increase employee information and to educate on how to deal with the problem both by the victims and by the competent bodies of the organization.

PERSONNAL CONCLUSION

In this thesis I have read, studied and watched researchers, employers and people in general to discuss and talk about harassing in work. I have read stories, researches and even though I don't have written statistical facts in my thesis I had made 150 interviews with Cypriot employees, managers, students and workers. However, the main reason for doing this research and thesis is as a person working for over twenty years in Cyprus and abroad, the past three years, I have experienced mobbing and humiliation and I really wanted to understand why human co-workers behave in this way.

My experience starts after my divorce and losing my job at the same time. It took me time to stand on my legs again. After a year of struggling I took some decisions for my life. I have a fifteen years old at home so I decided to find a job that can support my house with the work hours that I wanted and not a very career wise even though that I have a great work background

and not only. Few months later I found a job with the criteria I wanted but, as mentioned before, not career strong. The department I was placed in the company was easy going, at that point I was and still am the older person of that department and even my manager is older than me. For two years I was balancing my life with the divorce and having a teenager daughter to raise and working at the same time. I was going to my work doing what had to do with kindness and politeness with no showing who I really was. Some co-workers and even my manager started teasing me about my age having this work career. Teasing continued with bad behaviour insulting and having a bad attitude in front to my co-workers, one of them notices it and discussed, some others took the manager's side and some others did not even paid attention. It took me two years to put my personal life in an order and the past year I decided that I didn't really want a career yet, but it was time to show the really me at work, my family taught me that that you live the life you choose. I have chosen to raise my daughter like I want but after putting in order my home it was time to put order my work career and, in a day, I found the strength to change everything. I started showing up at work with different clothing, more determined and talking with stricter and more particular way. In between lunches, I left some rumours to my co-workers about my previous work career and way of life so to make sure that understand I was not stupid, and I knew everything of what was happening in the company.

Suddenly, the attitude changed, even the director learned my name and the manager of my department started seeing me different. It is been a year since then. My career did not change because of my will but everything else changed. There is a say 'A Fish Rots From the Head Down'.

My conclusion is that if the company's leaders are more involved and concerned about the company's employees then everything would be different.

Richard Branson, one of the most famous businessmen on earth has said many things but there are two says that I agree and is very important for a company in my opinion:

- "Train people well enough so they can leave, treat them well enough so they don't want to." –Richard Branson
- "Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients."

“My pain may be the reason for
somebody’s laugh.
But my laugh must never be the
reason for somebody’s pain.”

~ Charlie Chaplin



APPENDIX 1

Motion for a European Parliament Resolution

European Union official measures to prevent and combat mobbing and sexual harassment at workplace, in public spaces, and political life in the EU (2018/2055(INI))

The European Parliament,

- having regard to Articles 2 and 3 of the Treaty on European Union (TEU) and Articles 8, 10, 19 and 157 of the Treaty on the Functioning of the European Union (TFEU),
- having regard to the Charter of Fundamental Rights of the European Union, which entered into force with the adoption of the Treaty of Lisbon in December 2009(1), and, in particular, Articles 1, 20, 21, 23 and 31 thereof,
- having regard to the 2014 report by the European Union Agency for Fundamental Rights (FRA) entitled ‘Violence against women: an EU-wide survey’(2),

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- having regard to Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation(3),
 - having regard to Council Directive 2004/113/EC of 13 December 2004 implementing the principle of equal treatment between men and women in the access to and supply of goods and services, which defines and condemns harassment and sexual harassment(4),
 - having regard to the Gender Equality Index of the European Institute for Gender Equality (EIGE),
 - having regard to the EIGE publication of June 2017 entitled ‘Cyber violence against women and girls’,
 - having regard to the EU Presidency Trio declaration of 19 July 2017 by Estonia, Bulgaria and Austria on equality between women and men,
 - having regard to the United Nations legal instruments in the field of human rights and notably of women’s rights, such as the Charter of the United Nations, the Universal Declaration of Human Rights, the International Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and its Protocol, and the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment,
 - having regard to other UN instruments on sexual harassment and violence against women, such as the Vienna Declaration and Programme of Action of 25 June 1993 adopted by the World Conference on Human Rights, the Declaration by the United Nations General Assembly on the Elimination of Violence against Women of 20 December 1993, the Resolution on crime prevention and criminal justice measures to eliminate violence against women of 21 July 1997, the reports by the UN Special Rapporteurs on violence against women, and General recommendation No 19 by the CEDAW committee,
 - having regard to the Beijing Declaration and Platform for Action adopted by the Fourth World Conference on Women on 15 September 1995, and to the subsequent outcome documents adopted at the UN Beijing +5 (2000), Beijing +10 (2005), Beijing +15 (2010) and Beijing +20 (2015) special sessions,
 - having regard to Directive 2012/29/EU of the European Parliament and of the Council of 25 October 2012 establishing minimum standards on the rights, support and protection of victims of crime, and replacing Council Framework Decision 2001/220/JHA (the Victims’ Rights Directive)(5),
 - having regard to the Commission proposal of 14 November 2012 for a directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures (Women on Boards Directive) (COM(2012)0614),
 - having regard to the Framework Agreement on Harassment and Violence at Work of 26 April 2007 between ETUC/CES, BUSINESSSEUROPE, UEAPME and CEEP,
 - having regard to the report of the European Network of Equality Bodies (EQUINET) entitled ‘The Persistence of Discrimination, Harassment and Inequality for Women. The work of equality bodies informing a new European Commission Strategy for Gender Equality’, published in 2015,
 - having regard to the EQUINET report entitled ‘Harassment on the Basis of Gender and Sexual Harassment: Supporting the Work of Equality Bodies’, published in 2014,
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- having regard to the Istanbul Convention on preventing and combating violence against women and domestic violence, in particular Articles 2 and 40 thereof(6), and to Parliament’s resolution of 12 September 2017 on the proposal for a Council decision on the conclusion, by the European Union, of the Council of Europe Convention on preventing and combating violence against women and domestic violence(7),
 - having regard to its resolutions of 20 September 2001 on harassment at the workplace(8), of 26 November 2009 on the elimination of violence against women(9), of 5 April 2011 on priorities and outline of a new EU policy framework to fight violence against women(10), of 15 December 2011 on the mid-term review of the European strategy 2007-2012 on health and safety at work(11), of 25 February 2014 with recommendations to the Commission on combating Violence Against Women(12) and the accompanying European Added Value Assessment of November 2013, and of 24 November 2016 on the EU accession to the Istanbul Convention on preventing and combating violence against women(13),
 - having regard to its resolutions of 14 March 2017 on equality between women and men in the European Union in 2014-2015(14), of 10 March 2015 on progress on equality between women and men in the European Union in 2013(15), and of 24 October 2017 on legitimate measures to protect whistle-blowers acting in the public interest when disclosing the confidential information of companies and public bodies(16),
 - having regard to its resolution of 26 October 2017 on combating sexual harassment and abuse in the EU(17),
 - having regard to the European Trade Union Confederation report entitled ‘Safe at home, safe at work – Trade union strategies to prevent, manage and eliminate work-place harassment and violence against women’,
 - having regard to the report for the Meeting of Experts on Violence against Women and Men in the World of Work (3-6 October 2016), organised by the International Labour Organisation,
 - having regard to the study by the Inter-Parliamentary Union entitled ‘Sexism, harassment and violence against women parliamentarians’, published in 2016(18),
 - having regard to the study entitled ‘Bullying and sexual harassment at the workplace, in public spaces, and in political life in the EU’, published by its Directorate-General for Internal Policies in March 2018(19),
 - having regard to Rule 52 of its Rules of Procedure,
 - having regard to the report of the Committee on Women’s Rights and Gender Equality (A8-0265/2018),
- A. whereas gender equality is a core value of the EU, recognised in the Treaties and the Charter of Fundamental Rights; whereas gender-based violence stems from an unequal balance of power and responsibilities in relationships between men and women and is linked to patriarchy and persisting gender-based discrimination;
- B. whereas elderly people, especially older single women, represent a particularly vulnerable social group when facing psychological and physical harassment and bullying;
- C. whereas sexual harassment is defined in Directive 2002/73/EC as ‘where any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment’;
- D. whereas that definition should be redrafted in the light of social and technological developments and attitudes, which have all evolved and changed over time;
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- E. whereas the fight against harassment on grounds of pregnancy and motherhood is necessary in order to achieve a true work-life balance for women;
- F. whereas sexual harassment is a form of violence and is the most extreme, yet persistent, form of gender-based discrimination; whereas some 90 % of victims of sexual harassment are female and approximately 10 % are male; whereas, according to the EU-wide FRA study of 2014 entitled ‘Violence against women’, one in three women have experienced physical or sexual violence during their adult lives; whereas up to 55 % of women have been sexually harassed in the EU; whereas 32 % of all victims in the EU reported that the perpetrator was a superior, colleague or customer; whereas 75 % of women in professions requiring specific qualifications or in senior management jobs have been sexually harassed; whereas 61 % of women employed in the service sector have been subjected to sexual harassment; whereas, overall, 5-10 % of the European workforce is at any one time being subjected to bullying at the workplace;
- G. whereas both sexual and psychological harassment are prohibited in employment at EU level, including in relation to access to employment, vocational training and promotion, and come under health and safety considerations;
- H. whereas it is the responsibility of the EU institutions and agencies to keep improving the mechanisms in place by implementing the most efficient rules in order to raise awareness of the definition of sexual harassment and protect workers;
- I. whereas cases of sexual harassment are significantly underreported due to low social awareness of the issue, fear and shame associated with talking to other people about the topic, fear of dismissal, difficulties in obtaining evidence, insufficient reporting, monitoring and victim-protection channels, and the normalisation of violence;
- J. whereas reporting sexual harassment at work can in many cases lead to the victim’s dismissal or isolation within the workplace; whereas less serious offences, when left unchallenged, provide motivation for more serious offences;
- K. whereas bullying and sexual harassment continue to represent serious problems in a variety of social settings, including the workplace, public spaces, virtual spaces such as the internet, and political life, and are increasingly being carried out using new technologies, for example websites or social networks, enabling perpetrators to feel safe under cover of anonymity;
- L. whereas in the context of emerging new forms of organisation of work and social life and a blurring of the boundaries between private, professional and social life, negative behaviour towards individuals or social groups may intensify; whereas workplace bullying can very often take a variety of forms, occurring within both vertical relationships (perpetrated by a superior or by subordinates) and horizontal relationships (perpetrated by work colleagues on the same rung of the hierarchy);
- M. whereas sexual and psychological harassment are phenomena that involve victims and perpetrators of all ages, educational and cultural backgrounds, incomes and social statuses, and whereas this phenomenon has physical, sexual, emotional and psychological consequences for the victim; whereas gender stereotypes and sexism, including sexist hate speech, offline and online, are root causes of many forms of violence and discrimination against women and prevent women’s empowerment;
- N. whereas the Victims’ Rights Directive defines gender-based violence as a violation of the fundamental freedoms of the victim and includes sexual violence (including rape, sexual assault and harassment); whereas female victims of gender-based violence and their children often
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require special support and protection because of the high risk of repeat victimisation, intimidation and retaliation connected with such violence;

O. whereas violence in the world of work is often addressed in a piecemeal fashion, which mainly focuses on more visible forms, such as physical violence; whereas, however, sexual and psychological harassment can have even more destructive effects on the individual concerned;

P. whereas the acts of sexism and resulting sexual harassment to which women may be subjected in the workplace are a contributing factor in driving them out of the labour market, which has an adverse effect on their economic independence and family income;

Q. whereas women who are victims of harassment and violence in rural and remote areas in the EU usually have more difficulty obtaining full assistance and protection from aggressors;

R. whereas the effects of both physical and verbal harassment, including such acts perpetrated online, are harmful not only in the short term, but also in the long term, and can include, for example, stress and severe clinical depression and even drive victims to suicide, as has been shown by the increase in reports of such cases; whereas, in addition to negative health outcomes, bullying and sexual harassment in the workplace also have negative impacts on an individual's career, on organisations and on society, such as increased absenteeism, reduced productivity and service quality, and the loss of human capital;

S. whereas EU law requires Member States and EU institutions and agencies to ensure that an equality body is in place to provide independent assistance to victims of harassment, conduct independent surveys, collect relevant, disaggregated and comparable data, conduct research on definitions and classifications, publish independent reports and make recommendations on matters of employment and training, on access to and the supply of goods and services, and for the self-employed;

T. whereas women in the EU are not equally protected against gender-based violence and sexual and psychological harassment owing to differing policies and legislation across the Member States; whereas judicial systems do not always provide sufficient support to women; whereas the perpetrators of gender-based violence are often already known to the victim, and whereas, in many cases, the victim is in a position of dependence, which exacerbates their fear of reporting the violence;

U. whereas all Member States have signed the Istanbul Convention, but not all have ratified it, and whereas this delay is impeding the full implementation of the Convention;

V. whereas sexism and the sexual and psychological harassment of women parliamentarians is real and widespread; whereas the perpetrators of harassment and violence not only belong to the ranks of political opponents, but can also be members of the same political party, as well as religious leaders, local authorities, and even family members;

W. whereas politicians, as elected representatives of citizens, have a crucial responsibility to act as positive role models in preventing and combating sexual harassment in society;

X. whereas the legitimacy of women in the political sphere is still sometimes challenged, and whereas women are victims of stereotypes, which discourage them from engaging in politics, a phenomenon that is particularly conspicuous wherever women in politics are less represented;

Y. whereas neither all national and regional parliaments, nor all local councils have specific structures and internal rules in place establishing proper channels for ensuring the safe, confidential lodging and treatment of harassment complaints; whereas training on sexual and psychological harassment should be compulsory for all staff and members of parliament, including the European Parliament;

Z. whereas domestic violence is also a workplace issue, as it can impact on the victim's work participation, work performance and safety;

AA. whereas sexual and psychological harassment not only take place at work, but also in public spaces, including in formal and informal educational settings, in healthcare and leisure facilities, in the streets and on public transport;

AB. whereas cyber stalking and cyber harassment involve the use of information and communications technologies to stalk, harass, control, or manipulate a person; whereas cyber harassment is a particular problem for young women due to their greater use of these mediums; whereas 20 % of young women (between the ages of 18 and 29) in the EU-28 have experienced cyber harassment;

AC. whereas a 2016 study found that more than half the women polled had experienced some form of sexual harassment in UK workplaces, but that four in five had not reported the harassment to their employer(20);

AD. whereas new technologies also have the potential to be an ally in analysing, understanding and preventing instances of violence;

AE. whereas women, young women in particular, are being subjected to bullying and sexual harassment involving the use of new technologies, for example websites and social networks, sometimes organised through secret forums or groups on social media; whereas such acts include rape threats, death threats, hacking attempts, and publication of private information and photos; whereas, in the context of the widespread use of online and social media, an estimated one in ten girls had already experienced a form of cyber violence, including cyberstalking and harassment, by the age of 15; whereas women who have a public role, among others journalists and in particular LGBTI and disabled women, are a prime target for cyberbullying and online violence, and whereas some have had to leave social networks as a result, having experienced physical fear, stress, concentration problems, fear of going home and worry for loved ones;

AF. whereas prevention of harassment in working environments can only be achieved when both private and public companies create a culture in which women are treated as equals and employees treat one another with respect;

AG. whereas research has shown that harassment is rife in workplaces where men dominate management and women have little power, such as the entertainment and media industries, but that it also happens in technology and law companies, sales and many other sectors if male-dominated management teams tolerate sexualised treatment of workers; whereas companies with more women in management have less sexual harassment;

General recommendations

1. Strongly condemns all kinds of violence against women (VAW) as described in CEDAW and the Istanbul Convention;

2. Stresses that sexual harassment is a violation of human rights linked to patriarchal power structures that need to be reshaped as a matter of urgency;

3. Highlights the central role of all men in ending all forms of harassment and sexual violence; calls on the Commission and all Member States to actively involve men in awareness-raising and prevention campaigns, as well as education campaigns for gender equality; stresses that prevention campaigns also need to focus on less serious offences;

4. Maintains that awareness-raising measures and campaigns to prevent violence against girls and women have to extend to boys as well and should be organised during the initial stages of education;

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5. Calls on the Commission and the Member States to monitor the correct implementation of the EU directives prohibiting sexual harassment;
 6. Calls on the Member States to develop comprehensive national action plans and legislation on VAW, paying due attention to providing adequate resources, including but not limited to staff training and sufficient funding, for equality bodies;
 7. Calls on the Commission to compile examples of best practices in combating sexual and psychological harassment and harassment on grounds of pregnancy and motherhood in the workplace and in other spheres, and to disseminate the results of this assessment widely;
 8. Calls on the Commission and the Member States to ensure proper and adequate funding mechanisms for programmes and actions to combat sexual and psychological harassment against women at all levels, focusing in particular on the use of new technologies and the means provided by innovation, for example through greater investment in research and innovation processes seeking to stamp out this phenomenon;
 9. Calls on the European Ombudswoman to collect data on the different protection rules existing within the EU institutions and agencies and to issue binding conclusions in order to harmonise the rules with best standards;
 10. Regrets that some Member States have not yet ratified the Istanbul Convention and calls on all Member States that have not already done so to ratify and fully implement it without delay; calls, furthermore, on the Member States that have already ratified the Istanbul Convention to fully implement it;
 11. Calls on the Commission and Member States to obtain a clear picture of the issue of sexual harassment across the EU with better and scientifically more robust studies, including new challenges such as cyber bullying;
 12. Welcomes the new widespread public debate, including on social media, which is contributing to redrawing the boundaries in relation to sexual harassment and acceptable behaviours; welcomes, in particular, initiatives such as the #MeToo movement and strongly supports all the women and girls who have participated in the campaign, including those who have denounced their perpetrators;
 13. Calls on the Commission to submit a legislative proposal to combat mobbing and sexual harassment in the workplace, in public spaces and in political life, and to include in it an updated and comprehensive definition of harassment (be it sexual or otherwise) and mobbing;
 14. Stresses the need to combat the persistent and prolonged harassment or intimidation of workers which causes or is intended to cause their humiliation or isolation or exclude them from their team of co-workers;
 15. Calls on the Commission and the Member States, in cooperation with Eurostat and the EIGE, to improve, promote and ensure the systematic collection of relevant, gender- and age-disaggregated, comparable data on cases of sexual and gender-based discrimination and psychological harassment, including cyber harassment, at national, regional and local level; encourages employers' organisations, trade unions and employers to actively participate in the data collection process, by providing sector- and occupation-specific expertise;
 16. Notes that to obtain comparable figures on the prevalence of sexual harassment and bullying across the Member States, greater awareness and recognition of the problems should be prioritised through concerted efforts to spread information and provide training;
 17. Reiterates its call on the Commission to submit a proposal for a directive to tackle all forms of violence against women and girls and gender-based violence, which should include common
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definitions of the different types of VAW, including an updated and comprehensive definition of harassment (be it sexual or otherwise) and mobbing, and common legal standards on criminalising VAW; calls on the Commission to present a comprehensive EU strategy against all forms of gender-based violence, including the sexual harassment and abuse of women and girls, drawing on testimonies in the form of women's stories and first-hand experience;

18. Calls on Member States to provide adequate public funding to ensure that law enforcement officers, judges and all civil servants who deal with cases of bullying and sexual harassment are trained to understand violence and harassment in the workplace and beyond;

19. Calls on Member States to guarantee high-quality, easily accessible and adequately funded specialised services for victims of gender-based violence and sexual and psychological harassment, and to acknowledge that these manifestations of VAW are interconnected and that they have to be tackled via a holistic approach seeking both to cover the socio-cultural aspects that give rise to VAW and to enable specialised services to equip themselves with technological prevention and management tools;

20. Calls on Member States and local and regional governments to provide for adequate plans and resources in order to guarantee that victims of violence and harassment in rural and remote areas are not deprived of access, or restricted in their access, to assistance and protection;

21. Calls on the Commission to tackle emerging forms of gender-based violence, such as online harassment, by expanding the definition of illegal hate speech as defined in EU law in the Framework Decision on combating certain forms and expressions of racism and xenophobia by means of criminal law to include misogyny, and to ensure that the Code of Conduct on countering illegal online hate speech also covers these crimes; calls for the development of educational programmes to encourage women to improve their skills in using the new technologies, so that they can better face all forms of sexual harassment and bullying in cyberspace, and encourages specialised services to work together to set up data and resource systems capable of monitoring and analysing the problem of gender-based violence without infringing on the new General Data Protection Regulation (Regulation (EU) 2016/679);

22. Condemns, furthermore, the widespread occurrence of sexual harassment and other types of abuse, especially in online gaming and social media, and encourages media companies and operators to monitor and respond without delay to any instances of harassment; calls, therefore, for different measures, including awareness-raising, special training and internal rules on disciplinary sanctions for offenders, and psychological and/or legal support for victims of these practices, to prevent and combat bullying and sexual harassment at work as well as in online environments;

Violence in the workplace

23. Stresses the urgent need for Member States, local and regional authorities, employers' organisations and trade unions to understand the barriers women face in reporting cases of sexual harassment, gender-based discrimination and violence, and, therefore, to offer full support and encouragement to women in reporting cases of sexual harassment, gender-based discrimination, harassment on grounds of pregnancy and motherhood and bullying, among others, without fear of possible consequences, and establish mechanisms that empower and support women in the safe reporting of cases of abuse;

24. Calls on the Member States to implement active and effective policies to prevent and combat all forms of violence against women, including sexual harassment and acts of sexism and mobbing to which the majority of women are subjected in the workplace;

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25. Emphasises the urgent need for standards on violence and harassment at work, which should provide a legislative framework for governments, employers, companies and trade union action at all levels;
 26. Notes that some sectors and occupations have a higher exposure to violence, particularly healthcare, public emergency services, politics, education, transport, domestic work, agriculture and the rural economy, as well as the textiles, clothing, leather and footwear sectors;
 27. Notes that some groups of workers can be more affected by bullying and violence in the workplace, especially pregnant women and parents, women with disabilities, migrant women, indigenous women, LGBTI people and women working part-time, as trainees or on temporary contracts;
 28. Notes that undesirable behaviour may stem simultaneously from different sources or relate simultaneously to professional, private or social life, which has a negative effect on all the individuals, professional groups or social groups in those spheres;
 29. Calls on Member States to introduce measures to prevent and combat violence and harassment at the workplace through policies which set out prevention measures, effective, transparent and confidential procedures to deal with complaints, strong and dissuasive sanctions for perpetrators, comprehensive information and training courses to ensure that workers understand policies and procedures, and support for companies to draw up action plans to implement all these measures; stresses that these measures should not be incorporated into existing structures if these structures already have inbuilt gender barriers;
 30. Calls on Member States to invest in the training of labour inspectors, in collaboration with specialist psychologists, and ensure that companies and organisations provide skilled professional and psychosocial support for victims;
 31. Calls on Member States and social partners to ensure that both public and private companies and organisations organise mandatory training on sexual harassment and bullying for all employees and those in management roles; stresses that effective training should be interactive, continuous, tailored to the particular workplace and given by external experts;
 32. Highlights the serious underreporting of cases of harassment and stresses the importance of the presence of trained confidential counsellors in every organisation to support victims, assist with reporting and provide legal assistance;
 33. Stresses that companies should have a zero tolerance approach to sexual harassment and policies conducive to it, and that companies must ensure that all employees are aware of these policies, reporting procedures and their rights and responsibilities in relation to sexual harassment in the workplace;
 34. Calls on media companies to protect and support journalists who are victims of cyberbullying and to adopt a series of good practices such as awareness-raising campaigns, adequate training of management including on preventing victim blaming and secondary victimisation, measures to improve cybersecurity, and the provision of legal support in lodging a complaint to the person concerned;
 35. Calls on the Member States to take measures to ensure equal pay between women and men, as a means of avoiding the abuse of power and promoting gender equality and respect for human dignity, which is fundamental to combating VAW; stresses that equal pay should be guaranteed through pay transparency, and by upholding the right to information for presumed victims, ensuring equal treatment and employment opportunities between women and men, and ensuring and facilitating women's access to decision-making and senior management posts, in both the
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public and private sectors, thus ensuring a balanced representation of women on boards of directors; calls on the Commission and the Council, therefore, to step up their efforts to unblock the Women on Boards Directive, which has been on hold in the Council since 2013;

36. Considers that a comprehensive approach to violence in the workplace is necessary, which should include the acknowledgement of the co-existence of bullying, sexual harassment and harassment on grounds of pregnancy and motherhood with various forms of unpaid work in the formal and informal economies (such as subsistence agriculture, food preparation, care for children and the elderly) and a range of work experience schemes (such as apprenticeships, internships and voluntary work);

37. Calls for the swift adoption of the revision of the Written Statement Directive (Council Directive 91/533/EEC); reiterates its call for a directive on decent working conditions, which should cover measures to combat mobbing and sexual harassment in the workplace;

38. Acknowledges that domestic violence often spills over into the workplace, with a negative impact on workers' lives and the productivity of enterprises, and that this spillover can also go in the opposite direction, from the workplace to home; calls, in this context, on the Commission to provide guidance on the applicability of European protection orders in the workplace and to clarify the issue of employers' responsibilities;

39. Calls on the Commission and the Member States to recognise the phenomenon of harassment on grounds of pregnancy and motherhood in employment;

Violence in political life

40. Calls on all politicians to be held to the highest standards of conduct and act as responsible role models in preventing and combating sexual harassment in parliaments and beyond;

41. Condemns all forms of harassment against female politicians on social media in the form of 'trolling', involving the posting of sexist and abusive messages, including death and rape threats;

42. Stresses the importance of establishing cross-party policies and procedures to protect individuals elected to political office, as well as employees;

43. Acknowledges that parity lists at all levels play a key role in enabling the participation of women in politics and reshaping power structures that discriminate against women; calls on the Member States to introduce such lists for elections to the European Parliament;

44. Calls on all political parties, including those represented in the European Parliament, to take concrete steps to tackle this problem, including the introduction of action plans and the revision of internal party regulations to introduce a zero-tolerance policy, preventive measures, procedures to deal with complaints and adequate sanctions for perpetrators of sexual harassment and the bullying of women in politics;

45. Calls on national and regional parliaments and on local councils to fully support victims in the framework of internal procedures and/or with the police, to investigate cases, to maintain a confidential register of cases over time, to ensure mandatory training for all staff and members on respect and dignity, and to adopt other best practices to guarantee zero tolerance at all levels in their respective institutions;

46. Urges all its relevant actors to ensure the comprehensive and swift implementation of its 2017 resolution on combating sexual harassment and abuse in the EU; considers it its duty to ensure zero tolerance of sexual harassment and to adequately protect and support the victims; calls, in this respect, for:

– a task force of independent experts to examine the situation of sexual harassment and abuse in Parliament;

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- an evaluation and, if necessary, revision of the composition of Parliament’s competent bodies to ensure independence and gender balance;
 - mandatory training for all staff and Members;
 - a clear timeline for the comprehensive implementation of all the demands made in the resolution;

47. Calls on politicians to encourage management training and to attend the training themselves in order to avoid laissez-faire attitudes on the part of leadership and to identify situations in which VAW occurs;

Violence in public spaces

48. Calls on the Commission to come up with a definition of public space, taking into account evolving communication technologies, and therefore to include in that definition ‘virtual’ public spaces such as social networks and websites;

49. Calls on Member States to consider introducing specific legislation on harassment in public spaces, including intervention programmes, with a specific focus on the role of intervention on the part of bystanders;

50. Calls on the Commission and Member States to carry out further research into the causes and consequences of sexual harassment in public spaces, including the impact that sexist and stereotyped advertisements may have on the incidence of violence and harassment;

51. Highlights that awareness-raising campaigns combating gender stereotypes and patriarchal power relations and promoting zero tolerance of sexual harassment are among the best tools in helping to address gender-based violence in public spaces;

52. Highlights that education on gender equality at every level is a fundamental tool in avoiding and eliminating these forms of misconduct, changing mindsets and reducing cultural tolerance of sexism and sexual harassment; emphasises the need to introduce educational programmes and debates on the topic in schools; notes that, in cooperation with relevant NGOs and equality bodies, these programmes and debates should, where necessary and appropriate, include information and discussions on the prevention of and measures against sexual harassment, in order to raise awareness of victims’ rights and to remind people of its links with the objectification of women;

53. Calls on the Member States to encourage awareness-raising campaigns in secondary schools and to include the issue of cyberbullying in educational curricula in schools and universities; calls, in particular, for the successful Delete Cyberbullying campaign and Safer Internet initiative to be continued, with a view to combating bullying and sexual harassment in order to help young people, future citizens of the EU, to understand the need to move closer to gender equality and to respect women;

54. Calls on Member States to establish a report system in schools to keep track of all cases of cyberbullying;

55. Notes that some measures taken in Member States have proven effective at reducing harassment in public spaces, such as formal surveillance (increasing the presence of police and/or transport staff on public transport, closed-circuit television (CCTV)) and natural surveillance (better visibility and improved lighting);

56. Calls on Member States to remind internet service providers of their duty to protect their online consumers by addressing cases of repetitive abuse or stalking in order to protect the victim, inform the perpetrator that they cannot act with impunity, and thus change the perpetrator’s behaviour;

4. Have you Noticed any signs of employee discrimination at work?

- NO
- YES: what

5. Do you know what the term mobbing means?

- No
- Yes
-

6. What symptoms of Mobbing did you encounter in your workplace how often did they appear?

- undermining an employee in the presence of a team / υπονόμηση εργαζομένου παρουσία ομάδα

never rarely often very often every day

- deriding an employee in the presence of a team

never rarely often very often every day

- deliberate assigning of very difficult or impossible tasks

never rarely often very often every day

- disregarding the ideas and suggestions of an employee /αδιαφορία για τις ιδέες και τις προτάσεις του υπαλλήλου

never rarely often very often every day

- neglecting an employee in decision-making processes

-

never rarely often very often every day

- intentionally reassigning work of an employee to other people

never rarely often very often every day

- Direct verbal abuse of an employee

never rarely often very often every day

- intimidation of an employee never

never rarely often very often every day

-
- isolating the employee from the team
never rarely often very often every day
 - Inappropriate sexual behaviour to an employee
never rarely often very often every day

7. If you have experienced mobbing at work, who was the perpetrator of such activities:

- Employer
- Superior
- Associate
- Subordinate
- Other Person: Who?
-

8 . What are, in your opinion, the causes of Mobbing in behaviour in your workplace?
(You can select Several answers)

- Poor filling of managerial and decision-making Positions
- Incompetence of superiors / managers
- Competition between colleagues
- Bad bonus and salary system
- Excessive level of employee control
- No clearly established rules and principles of work
- Problem with the flow of information the
- Other, what kind?

9 . What was your reaction when you experienced mobbing towards another employee?
(you can give only one answer)

- No reaction
- Verbal Comment
- Notification of the supervisor
- Notification of specific authorities
- Conversation with a mobbed employee
- Other, what

10. Did you react to mobbing when it concerned yourself?

- No
- Yes

11. What were the reasons for the lack of reaction to mobbing against yourself?

You can select several answers

- I didn't have the courage to express yourself out loud
- fear of losing your job
- fear of increasing the intensity of mobbing
- fear of the superior
- fear of introducing a bad atmosphere at work
- feeling of lack of support from colleagues
- other, what?

12. How long have you been working in your current company?

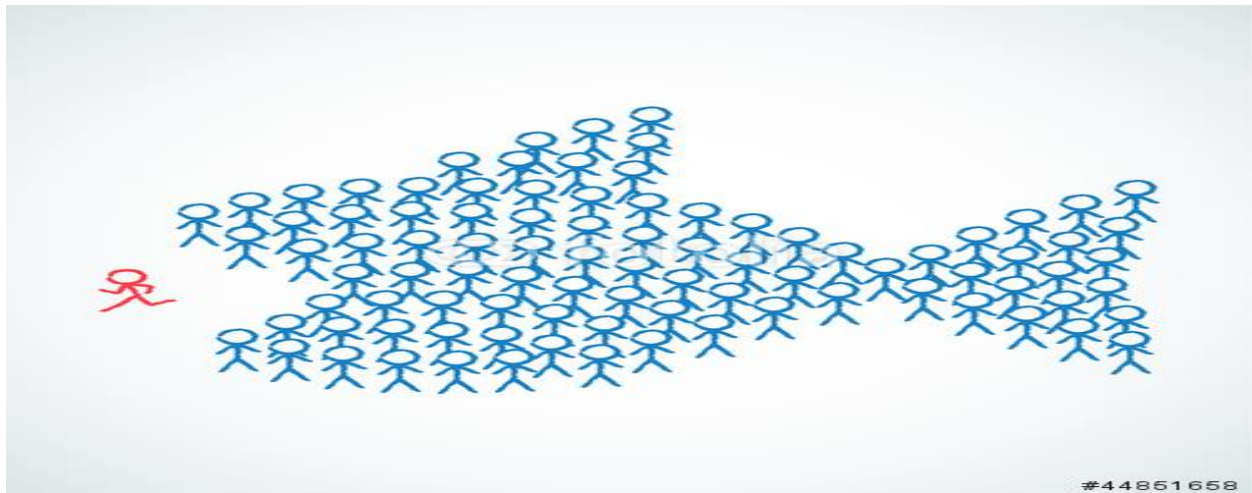
- less than 6 months
- 6-12 months
- over a year
- over 3 year

13. How many people are employed at your workplace?

- up to 10 employees
- up to 50 employees
- up to 250 employees
- over 250 employees / πάνω από 250 εργαζόμενους

14. Age / Ηλικία:

15: Public Sector Private Sector
Δημόσιος Τομέας Ιδιωτικός Τομέας



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