

Bullying2018

Bordeaux - Palais de la Bourse

6th - 8th June 2018



*Stress
Workplace Travail
Trabajo Bullying
Acoso Harcèlement*

11th
International
Conference

Workplace
Bullying
Harassment

**BETTER UNDERSTANDING
OF WORKPLACE BULLYING AND HARASSMENT
IN A CHANGING WORLD**

Information and registration : <https://bullying2018.sciencesconf.org/>

Programme financed by ANR - n°ANR-10-IDEX-03-02



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11th International Conference on Workplace Bullying and Harassment Bullying2018

Better Understanding of Workplace Bullying and Harassment in a Changing World

In light of extensive studies on workplace bullying and harassment, everyone agrees that they are unacceptable, having disastrous consequences on the target's health, and a negative impact on company performance. However, bullying persists even in countries which have specific laws against it. If companies are willing to acknowledge work stress, they are still reluctant to recognize bullying, they still view it as a subjective problem.

At the same time, the situation has become more complex. Bullying is an interpersonal issue, but it is affected by the organisational culture and the work climate. In a period of economic crisis, when some work organizations are primarily focused on financial performance, they can also indulge in bullying, claiming that it is necessary in the context. This lack of clarity regarding what constitutes unacceptable workplace behaviour is a fertile environment for "institutional bullying". Even if bullying is a risk among other sufferings in the workplace, the particular nature of bullying differentiates it from other psycho social risks. This leads us to re-examine the boundaries between bullying strictly speaking and tough management.

The aim of the 11th IAWBH congress is to further explore the complexity of the bullying phenomenon, to understand the transformation of workplace (new forms of work, new organizations, new environment), taking into account the increase of insecurity and violence in modern society.

We are delighted to invite you to join us for the 11th IAWBH conference in Bordeaux. A beautiful city at two hours from Paris with a new high-speed train. A city that contains more preserved historical buildings than any city in France aside from Paris and surrounded by the most famed wine region in the world. Bordeaux is on the rise, with a metropolitan population over one million, several respected universities injecting talented young graduates into the community and the recently opened wonderful "Cité du Vin" wine museum. If you wish, the additional activities suggested will allow you to discover this rich heritage.

Marie-France Hirigoyen and Loïc Lerouge
Co-chair of Bullying2018 International Conference

Conseil scientifique

•••

Laurence Bergugnat
Kate Blackwood
Nikos Bozionelos
Sara Branch
Carlo Caponecchia
Bevan Catley
Alexandre Charbonneau
Premilla D'Cruz
Ria Deakin
Nik Djurkovic
Stale Einarsen
Jordi Escartin
Declan Fahie
Cindy Felio
Patty Ferris
Evelyne Field
Eva Gemzoe Mikkelsen
Burcu Guneri Cangarli
Marie-France Hirigoyen
Loraleigh Keashly
Christiane Kreitlow
Loïc Lerouge
Katherine Lippel
Shayne Mathieson
Maryam Omari
Angelo Soares
Michelle Tuckey
Anne Wyatt

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Depuis les premières études sur le harcèlement, toutes les recherches ont pointé la gravité de cette violence et ses conséquences désastreuses tant sur la santé et l'identité des salariés ciblés que sur la bonne marche des organisations, cependant le harcèlement se perpétue même dans les pays qui ont des lois spécifiques. Si les dirigeants commencent à prendre des mesures pour lutter contre le stress au travail, ils ne savent pas bien repérer le harcèlement qu'ils jugent trop subjectif.

Mais la situation s'est complexifiée. Même si le harcèlement moral est une problématique interpersonnelle, elle dépend également à la culture organisationnelle et au climat de travail. Les nouveaux modes d'organisations du travail centrés sur la performance financière ainsi que les mutations de la société, ont fragilisé les salariés qui peuvent se sentir « harcelés ». Or nous rencontrons des cas où les méthodes de gestion elles-mêmes viennent à bafouer le respect qui est dû à chaque salarié et à dégrader leur santé, réalisant ainsi du harcèlement « managérial ». Cela nous amène à réinterroger les limites entre le harcèlement moral stricto sensu et un management harcelant. Même si le harcèlement est un risque parmi d'autres souffrances au travail, la nature particulière du harcèlement le différencie d'autres risques psychosociaux.

Le 11ème Congrès de l'International Association for Workplace Bullying and Harassment (IAWBH) se propose d'explorer la complexité du phénomène de harcèlement moral en prenant en compte la transformation du travail (nouvelles formes de travail, nouvelles organisations, nouvel environnement) et les mutations de la société moderne.

Soyez les bienvenus au 11ème Congrès de l'IAWBH à Bordeaux, ville incontournable à 2 heures de Paris avec le TGV. Déjà connu pour son art de vivre et sa gastronomie, Bordeaux est entouré par la région viticole la plus célèbre du monde et vient d'ouvrir un grand musée du vin, la « Cité du Vin ». Bordeaux est aussi connu pour son patrimoine architectural exceptionnel. C'est une métropole dynamique attirant près de 80 000 étudiants et des chercheurs de tous les pays. Si vous le souhaitez, les activités additionnelles proposées vous permettront de découvrir ce riche patrimoine.

Desde los primeros estudios sobre el acoso, todas las investigaciones han destacado la gravedad de este tipo de conducta violenta y de sus desastrosas consecuencias tanto sobre la salud y la dignidad de los trabajadores que son víctimas de ella como en la buena marcha de las organizaciones. Sin embargo, las prácticas de acoso se perpetúan, también incluso en los países que adoptaron leyes específicas para combatirlos. Aunque los directivos de las empresas empiezan a tomar medidas para luchar contra el estrés laboral, todavía no saben abordar correctamente el acoso, que juzgan como demasiado subjetivo.

Pero la situación se ha vuelto más complicada. Aunque el acoso moral es una problemática interpersonal, también está relacionada con la cultura organizacional y el ambiente laboral. Tanto las nuevas formas de organización de trabajo centradas en el rendimiento económico como los cambios sociales han debilitado a los trabajadores y estos pueden llegar a sentirse “acosados”. Hay casos en los cuales los propios métodos de gestión faltan al respeto debido a cada trabajador y degradan su salud en lo que se llama acoso “gerencial”. Esto nos conduce a que nos preguntemos sobre la frontera entre el acoso moral en sentido estricto y un estilo de dirección “acosador”. Aunque el acoso es uno de los riesgos del maltrato laboral, su naturaleza especial lo distingue de los otros tipos de riesgo psicosocial.

El undécimo Congreso de la Asociación Internacional contra el Acoso y el Hostigamiento laboral (IAWBH) se propone explorar la complejidad del fenómeno de acoso moral, teniendo en cuenta las transformaciones del trabajo (nuevas formas de empleo y trabajo, nuevas organizaciones, nuevo entorno) y los cambios de la sociedad moderna.

Les doy la bienvenida al undécimo Congreso de la IAWBH en Burdeos, capital regional situada a dos horas de París con el Tren de Alta Velocidad (TGV) y es bien conocida por su estilo de vida y su gastronomía. Burdeos está rodeada por la región vitícola más famosa del mundo y acaba de inaugurar un gran museo del vino: la “Ciudad del Vino”. Es también conocida por su patrimonio arquitectural excepcional. Es una ciudad dinámica que acoge a unos 80.000 estudiantes e investigadores de todos los países del mundo.

Marie-France Hirigoyen et Loïc Lerouge
Co-organisateurs du congrès international Bullying2018
Co-organizadores del congreso internacional Bullying2018

COMPTRASEC and IAWBH

welcome you to the

11th International Conference
on Workplace Bullying and Harassment

Bullying2018

“Better Understanding of Workplace Bullying
and Harassment in a Changing World”

5th-8th June 2018, Bordeaux

COMPTRASEC

Centre de droit comparé du travail
et de la sécurité sociale



The **Centre for Comparative Labour and Social Security Law** (COMPTRASEC, UMR 5114 CNRS-University of Bordeaux) was founded in 1982 by specialists in social law. In 2011, the team was joined by professors and researchers in population studies from the Bordeaux University Demographic Studies Institute (IEDUB) created in 1948. The centre is now part of Bordeaux University, Pessac. It is a joint Research Unit operated by the University and the French National Scientific Research Centre (CNRS).

COMPTRASEC's main objective is to foster comparative research in the field of labour law, labour relations, social protection and demography.

Priority research themes include conditions of social citizenship (physical and mental health of the worker and person; mobilisation of resources and the construction of personal autonomy; equality of access to work and protection), as well as spaces of social citizenship (enterprises and their legal organisation, the interests and rights of employees; territories, spaces of regulation and social solidarity; spaces of confrontation).

COMPTRASEC publishes the three-monthly “Comparative Labour and Social Security Law Review” in French and publishes an online English-language version annually, and belongs to the International Association of Labour law Journals - IALLJ.



The **International Association on Workplace Bullying and Harassment** (IAWBH) was founded at a scholarly conference in Montréal, Canada, in 2008, and has over 200 members from over 30 countries.

The International Association on Workplace Bullying and Harassment aims to ...

- promote fairness, justice and dignity for all at work
- promote a deeper understanding of the phenomenon of workplace bullying and harassment
- increase knowledge of the contextual factors relating to workplace bullying and harassment
- understand the interpersonal, intrapersonal, organizational and societal dynamics of workplace bullying and harassment
- disseminate research-based knowledge and evidence-based practice on workplace bullying and harassment
- bring together researchers and practitioners for collaboration and knowledge sharing
- broaden the geographical scope of research and evidence-based practice into workplace bullying and harassment.

The International Association on Workplace Bullying and Harassment is made up of scholars and practitioners who specialise in the field of workplace bullying and harassment. We stimulate, generate, integrate and disseminate research and evidence-based practice in the field of workplace bullying and harassment. Through this effort, we seek to contribute to achieving fairness, justice and dignity at work for all.

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Loïc Lerouge, COMPTRASEC, CNRS - University of Bordeaux



Researcher at CNRS, PhD from the Faculty of Law and Political Sciences, University of Nantes, France, holder of the "Habilitation to conduct researches" from the University of Bordeaux. Member of the Centre for Comparative Labour and Social Security Law (COMPTRASEC), University of Bordeaux - French National Centre for Scientific Research (CNRS); Head of the "Workers and Persons Mental and Physical Health" axis from the research unit COMPTRASEC.

Contributor to the ILO Global database on occupational safety and health legislation (LEGOSH).

As researcher in the field of comparative legal approach of psychosocial risks factors and hazards at work, bullying and harassment at work, he has published many articles and edited books. He has also given national and international lectures and has lead several research programs. The aim of his research is to analyse legally how the law tackles issues related to mental health in the workplace through comparison and a dialogue with other disciplines.

Dr Marie-France Hirigoyen, psychiatre, Paris

MD, she studied medicine in Bordeaux and received her medical degree in Paris. She is currently psychiatrist and psychotherapist in Paris.



In 1998 she published "*Le harcèlement moral, la violence perverse au quotidien*" (*Stalking the soul*, Helen Marx books, New York), which led to the creation of French law on harassment, now penalised in the labour code, the penal code and the code for public employees. 450 000 copies of this book were sold and it had been translated in 26 languages. Since then she published a number of articles and paper on the subject of harassment, and several books, recently: "*Le harcèlement moral au travail*. PUF, « Que sais-je ? »", 2014 (*Todo lo que debes saber sobre el acoso moral en el trabajo*, Paidós, 2014) making an overview assessment of harassment within the workplace today, in France and also abroad.

Associated professor at University Paris-Descartes in the Department of Medical Ethic, Ethic of Organization, traumatic stress and victimology.

In addition to her work of psychiatrist, she works with organizations to help them to create bullying free environment. She speaks regularly at the European authorities (European Parliament, Council of Europe, European Commission) on the subject of moral and sexual harassment.

Member of the Therapist Special Interest Group (SIG) of the International Association of Workplace Bullying and Harassment.

Local Organizing Committee

•••

Jean-Paul Bergouignan
Laurence Bergognat
Pascale Chambaretaud
Alexandre Charbonneau
Cindy Felio
Nathalie Gréard
Marie-France Hirigoyen
Anne-Cécile Jouvin
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Loïc Lerouge
Christelle Mazza
Guillaume Moissonnié
Annie Nadeau
Thierry Venin
Catherine Verdun-Esquer
Julie Zambau

Summary

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Programme at a glance

5 June 2018: Pre-conference doctoral workshop; SIGs meetings

June, 6 th	June, 7 th	June, 8 th
8:00 - 8:45 : Registrations	8:00 - 8:45 : Registrations	8:00 - 8:45 : Registrations
8:45 - 9:45 : Opening ceremony	8:45 - 9:45 : Oral presentations (concurrent streams)	8:45 - 9:45 : Oral presentations (concurrent streams)
9:45 - 10:00 : Tea/Coffee break	9:45 - 10:10 : Tea/Coffee break <i>Posters session</i>	9:45 - 10:10 : Tea/Coffee break <i>Posters session</i>
10:00 - 10:45 : <i>Keynote 1</i> <i>Anne-Marie Laflamme</i> Legal Approaches to Psychological Harassment at Work: Reflection on a Multidimensional Problem	10:10 - 10:55 : <i>Keynote 2</i> <i>Florencia Peña</i> Bullying in Latin America. Insights from the Iberoamerican Conferences	10:10 - 10:55 : <i>Keynote 4</i> <i>Manuel Velazquez</i> Procedures for addressing bullying in the workplace
10:50 - 11:50 : Oral presentations (concurrent streams)	11:00 - 12:00 : Oral presentations (concurrent streams)	11:00 - 12:20 : Oral presentations (concurrent streams)
11:50 - 12:50 : Oral presentations (concurrent streams)	12:05 - 12:45 : Oral presentations (concurrent streams)	
10:50 - 12:05 Invited symposium 1 (75 minutes) <i>Exploring the group dynamics involved in bullying at work</i>	11:00 - 12:15 Invited symposium 2 (75 minutes) <i>Work organisation factors in bullying and ill-treatment risk in public sector organisations</i>	11:00 - 12:15 Invited symposium 3 (75 minutes) <i>The development of workplace bullying: longitudinal and contextual approaches</i>
12:50 - 14:15 : Lunch Break	12:45 - 14:00 : Lunch Break	12:20 - 13:40 : Lunch Break
14:15 - 15:15 : Oral presentations (concurrent streams)	14:00 - 15:00 : Oral presentations (concurrent streams)	13:40 - 14:40 : Oral presentations (concurrent streams)
15:20 - 16:20 Oral presentations (concurrent streams)	15:05 - 16:05 Oral presentations (concurrent streams)	14:45 - 15:45 Oral presentations (concurrent streams)
14:15 - 16:15 : Workshop 1 (120 minutes total) <i>Creating a Positive Learning Environment (CAPLE): determining optimal methods for participant engagement in a clinical student bullying prevention program</i>	14:00 - 16:00 : Workshop 2 (120 minutes total) <i>How to Address, Manage, Prevent and Mitigate Incidences of Cyber Bullying, Cyber Stalking, and Other Forms of Electronic Harassment</i>	13:45 - 15:45 : Workshop 3 (120 minutes total) <i>Sexual harassment at work: comprehension, policies and tools for better prevention</i>
16:20 - 16:45 : Tea/Coffee break <i>Posters session</i>	16:05 - 16:30 : Tea/Coffee break <i>Posters session</i>	15:45 - 16:00 <i>Closing ceremony</i>
16:45 - 17:45 : Oral presentations (concurrent streams)	16:30 - 17:15 : <i>Keynote 3</i> <i>Alain Ehrenberg</i> What do we talk about when we talk about mental health?	
17:50 - 18:50 : Oral presentations (concurrent streams)	17:30 - 18:30 <i>IAWBH General Assembly</i>	
19:00 - 20:00 <i>Welcoming cocktail</i> at Bordeaux City Hall	19:15 <i>Departure for the Official dinner by bus</i>	
20:00 <i>SIG Dinners</i>		

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BULLYING2018 Schedule

* To be confirmed

	Tuesday 5th June Morning – Preconference (Venue: Pôle Juridique et Judiciaire, 35 place Pey Berland)			
	Special Interest Groups (SIGs) meetings, start à 10h00 - Organisational influences and bystanders, <i>room 1K</i> ; - Risk Management, <i>room 1L</i> ; - Legal, <i>Salon d'honneur</i> ; - Therapists, <i>room 3B</i> . International PhD workshop, 9:00-16h30, auditorium Ellul.			
Time	Wednesday 6th June Morning (Venue: Palais de la Bourse)			
8:00-8:45	Registrations			
8:45-9:45	Welcome and opening address (Plenary auditorium) Premilla D’Cruz, <i>President of IAWBH</i> ; Christine, Moebs*; Regional Council of Nouvelle-Aquitaine; Slimane Laoufi, <i>Défenseur des Droits</i> ; Dean Lewis, <i>Vice-President of the University of Bordeaux in charge of human resources</i> ; Isabelle Daugareilh, <i>Director of COMPTRESEC</i> , Régis Malet, <i>Director of LACES</i> , Marc Mainguené, <i>Anthony Mainguené Foundation</i> , Loïc Lerouge & Marie-France Hirigoyen, <i>Co-chair of Bullying2018 Conference</i>			
9:45-10:00	Tea/Coffee Break			
10:00-10:45	Keynote 1 – Anne-Marie Laflamme , University of Laval, Canada Plenary auditorium – Chair Loïc Lerouge, COMPTRESEC UMR 5114 CNRS-University of Bordeaux <i>Legal Approaches to Psychological Harassment at Work: Reflection on a Multidimensional Problem</i>			
10:50-11:50	Stream 1 <i>Prevention and Intervention</i> Sara Branch <i>Auditorium Jean Touton</i> 1. Workplace Bullying: “The Elephant in the Environment” <i>Mcleay Maree, Social Workers Registration Board, New Zealand</i> 2. Identifying bullying behaviours or promoting wellbeing and good behaviour: the example of the Methodist Church in the UK. <i>Lee Anne, University of Oxford, UK</i> 3. Ensuring culturally safe	Stream 2 <i>Legislation and compensation</i> Rachel Cox <i>Salle Gabriel 1</i> 1. Harassment, moral harassment and sexual harassment: the legal concept of harassment in the workplace under the Portuguese labor code <i>Vieira Borges Isabel, University of Lisbon, Portugal</i> 2. Statutory Regulation of Workplace Bullying in China <i>Li Mankui, Southwest University of Political Science and Law</i>	Stream 3 <i>Work environment</i> Helge Hoel <i>Salle des commissions</i> 1. Bullying in the work environment: the coherence (or not) of speech and practice <i>Rodrigues Miriam, Brito André, Freitas Vinicius, Dagostini Sofia, Vieira Catherine, Mackenzie Presbyterian University, Brazil</i> 2. Is the changing landscape of Australian academia creating fertile grounds for workplace bullying? <i>Manish Sharma, Omari Maryam, Pooley Julie Ann, Brown Kerry, Edith Cowan University, Australia</i>	Stream 4 <i>Plenary Auditorium</i> Invited symposium 1 <i>(75 minutes =>10:50-12:05)</i> Chaired by Annie Høgh, University of Copenhagen, Denmark <i>Exploring the group dynamics involved in bullying at work</i>

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	workforces and workplaces for First Nations people <i>Hammond Sabine, Australian Catholic University, Australia</i>	3. Bullying of workers with disabilities: exploring regulatory factors that may lead to targeting of the disabled <i>Lippel Katherine, University of Ottawa, Cox Rachel, UQAM, Canada</i>	3. Workplace ill-treatment in Ireland: findings from the Irish Workplace Behaviour Study <i>Hogan Victoria, National University of Ireland, Galway Ireland, Lewis Duncan, Plymouth University, UK MacCurtain Sarah, Mannix-Mcnamara Patricia, University of Limerick, Ireland, Pursell Lisa, Hodgins Margaret, National University of Ireland, Galway Ireland.</i>	Workplace Culture: a fundamental and overlooked predictor of workplace bullying <i>Mille Mortensen, University of Copenhagen</i> A case study of the dynamics involved in the development and management of bullying in a minimum-security prison <i>Eva Gemzøe Mikkelsen, Aalborg University, Denmark</i>
11:50-12:50	<p style="text-align: center;">Stream 1 <i>Prevention and Intervention</i> Kate Blackwood <i>Auditorium Jean Touton</i></p> <p>1. Learning from interventions: features of workplace bullying interventions and mediations <i>Danielle Platt, Julie-Anne McDougall, Peel HR Pty Ltd, Caponecchia Carlo, University of New South Wales, Australia</i></p> <p>2. From Abrasive to Impressive: Executive coaching as an intervention with abrasive leaders <i>Harrison Lynn, Saybrook University, USA</i></p> <p>3. Reflections of the Basque Observatory on bullying with regard to the use of procedures to approach conducts of bullying and harassment at work <i>Velazquez Manuel, Marcos Juan Ignacio, Basque Observatory on Bullying and Discrimination, Spain</i></p>	<p style="text-align: center;">Stream 2 <i>Legislation and compensation</i> Christelle Mazza <i>Salle Gabriel I</i></p> <p>1. Twenty years of regulating workplace bullying in Australia <i>Barron Oonagh, Consultant, Australia</i></p> <p>2. Moral harassment in the workplace as a new form of labour exploitation: a perspective from the Spanish law <i>Arrieta Idiakez Francisco Javier, University of Deusto, Spain</i></p> <p>3. Workplace bullying in South Korea: Focusing on ruling decisions of the courts and the labor relations committees <i>Park Sookyung, Lee John, Hankuk University of Foreign Studies, South Korea</i></p>	<p style="text-align: center;">Stream 3 <i>Work environment</i> Bevan Catley <i>Salle des commissions</i></p> <p>1. Not Bullying but Abrasive Management: Supreme Court Awards AUD \$625,000 <i>Webster Penelope, Police Registration and Services Board, Victoria, Australia</i></p> <p>2. Prevalence, forms of manifestation and facilitating factors of workplace violence, and their effects on mental health in salaried population in Chile, addressing social and gender inequalities <i>Ansoleaga Elisa, Universidad Diego Portales, Chile</i></p> <p>3. The not-so-silent masses: The role of moral disengagement in explaining bystander behaviour in workplace bullying <i>Ng Kara, Hoel Helge, Niven Karen, University of Manchester, UK</i></p>	<p>The individual, group and organizational dimensions of depersonalized bullying at work: Etiologies, outcomes and processual dynamics <i>Premilla D'Cruz and Ernesto Noronha Indian Institute of Management Ahmedabad, India</i></p> <p>Whistleblowing and workplace bullying: The role of leaders, as seen from psychology and law <i>Brita Bjørkelo & Birthe Eriksen, Norwegian Police University College & Guide Advokat AS, Denmark</i></p>
12:50-14:15	Lunch Break			

Time	Wednesday 6th June Afternoon (Venue: Palais de la Bourse)			
14:15-15:15	<p align="center">Stream 1 <i>Legislation and compensation</i> Katherine Lippel Auditorium Jean Touton</p> <p>1. Psychological harassment at work. Crossed views from the therapist and the legislator <i>Michel Stephane, Saielli Philippe, University of Valenciennes et du Hainaut, France</i></p> <p>2. Tribunal Scrutiny of Targets? Behaviour with Respect to Reporting of Psychological Harassment - A Québec Study. <i>Cox Rachel, UQAM, Canada</i></p> <p>3. The regulation of harassment in collective agreements <i>Djamil Tony Kahale Carrillo, Distance University of Madrid, Spain</i></p>	<p align="center">Stream 2 <i>Identifying and measuring</i> Ria Deakin Salle Gabriel 1</p> <p>1. Forcing: An unchartered form of workplace abuse <i>Bozionelos Nikos, EM LYON Business School, France</i></p> <p>2. Social and juridical construction of mobbing, bullying and moral harassment, a comparison between three countries (Great Britain, Sweden and France) <i>Loriol Marc, IDHES Université Paris 1 Panthéon-Sorbonne, France</i></p> <p>3. Application of Latent Class Analysis to Measure Workplace Bullying in Russian Federation <i>Visockaite Gintare, University of Surrey, UK, Andreas Liefoghe, University of London, UK, Andrey Lovakov, National Research University, Russia</i></p>	<p align="center">Stream 3 <i>Risk Factors</i> Declan Fahie Plenary Auditorium</p> <p>1. Harassment, Surveillance and Resistance in the NHS; A Foucauldian Analysis <i>Leaver Nancy, Manchester University, UK</i></p> <p>2. Bullying in Public Hospital <i>Granger Bernard, Paris Descartes University, France</i></p> <p>2. Exposure to negative acts at work and self-labelling as a victim of workplace bullying: The moderating role of previous victimization experiences <i>Hoprekstad øystein Løvik, Hetland Jørn, Einarsen Ståle, University of Bergen, Norway</i></p>	<p align="center">Stream 4 14:15-16:15 Salle des commissions</p> <p>Workshop 1 Presented by Rankin-Horvath Elizabeth <i>Hale Health and Safety Solutions Ltd, Canada</i></p> <p>Using the National Standard of Canada on Psychological Health and Safety in the Workplace to Prevent and Address Workplace Bullying and Harassment</p>
15:20-16:20	<p align="center">Stream 1 <i>Sexual harassment, gender issues and discrimination</i> Alexandre Charbonneau Auditorium Jean Touton</p> <p>1. Morocco's legal framework relevant to harassment against women <i>Tajini Fatima, University of Ottawa, Canada</i></p> <p>2. Third-party reactions to sexual misconduct in the Canadian Armed Forces <i>Leblanc Manon, Department of National Defence, Canada</i></p> <p>3. Prevention and fight against the harassment at the university: an approach from the Spanish perspective <i>Villalba Sánchez Alicia, Universidad de Santiago de Compostela, Spain*</i></p>	<p align="center">Stream 2 <i>Identifying and measuring</i> Tony Winefield Salle Gabriel 1</p> <p>1. A new evidence-based risk assessment tool for bullying at work <i>Tuckey Michelle, University of South Australia</i></p> <p>2. Improving the regulation of workplace bullying via risk assessment: A new evidence-based tool <i>Neall Annabelle and Tuckey Michelle, University of South Australia</i> <i>Yiqiong Li, University of Queensland</i></p> <p>3. Lost in translation? Testing the NAQ-R in an African context <i>Mawdsley Hazel Amarachi Amaugo, University of South Wales, UK, Thirlwall Alison, University of Wollongong Dubai, Dubai</i></p>	<p align="center">Stream 3 <i>Work environment</i> Neill Thompson Plenary Auditorium</p> <p>1. Australian Workplace Humour and Workplace Bullying <i>Djurkovic Nikola, Swinburne University of Technology, McCormack Darcy, University of Melbourne, Australia, Hoel Helge, Univeristy of Manchester, Salin Denise, Hanken School of Economics, Finland</i></p> <p>2. The phenomenon of Ostracism in workplace bullying and it's motive within Human Service Organizations in Sweden <i>Matsson Anneli, Malmø University, Sweden</i></p> <p>3. Managing Workplace Bullying in Multicultural Contexts: The impact of Social Identity and Social Categorization <i>Baghestani Mahshid, Thirlwall Alison, University of Wollongong in Dubai, Dubai</i></p>	

16:20-16:45	Tea/Coffee Break POSTERS SESSIONS			
16:45-17:45	<p style="text-align: center;">Stream 1 <i>Prevention and Intervention</i> Elisabeth Rankin Horvath Auditorium Jean Touton</p> <p>1. Acts of workplace violence against paramedic students. Why don't they report it? <i>Boyle Malcolm, Wallis Jaime, Griffith University, Australia</i></p> <p>2. Too hard basket: Relegating Employee Assistance Programs to managing Workplace Bullying and Harassment in Australia <i>Lockhart Pamela, Bhanugopan Ramudu, Charles Sturt University, Australia*</i></p> <p>3. Over Policed and Under Protected: the problematics of policy in workplace bullying <i>Mannix-McNamara Patricia, University of Limerick, Hodgins Margaret, Hogan Victoria, Pursell Lisa, National University of Ireland, Galway, Ireland,</i></p>	<p style="text-align: center;">Stream 2 <i>Work Environment</i> Alison Thirlwall Salle Gabriel 1</p> <p>1. Changing the work environment to support bullied men <i>Macintosh Judith, University of New Brunswick, Canada</i></p> <p>2. Simulation analysis for Leadership Ostracism's Ripple Effect based on System Dynamics: The Role of Competition and Organizational Politics <i>Zhao Mengchu, Chen Zhixia, Huazhong University of Science & Technology, China</i></p> <p>3. The importance of the work environment for Workplace Ill Treatment <i>Hodgins Margaret, Hogan Victoria, National University of Ireland Galway, Ireland, Pursell Lisa, National University of Ireland Galway, Mannix-McNamara Patricia, MacCurtain Sarah, University of Limerick Lewis Duncan, Plymouth University, UK</i></p>	<p style="text-align: center;">Stream 3 <i>Identifying and measuring</i> Stephen Teo Salle des commissions</p> <p>1. Becoming and being bullied: A sensemaking perspective <i>Spencer Leighann, University of Liverpool</i></p> <p>2. Hümappi, for a better quality of life in the workplace <i>Martin Shawn, Chalifoux Luc, Les Consultants Humà Experts² Inc., Canada</i></p> <p>3. Job demands and New Public Management: A case of bullying and harassment in a UK Ambulance Service <i>Duncan Lewis, Plymouth University, Diep Nguyen, Teo Stephen, Omari Maryam, Edith Cowan University, Australia</i></p>	<p style="text-align: center;">Stream 4 <i>Sexual harassment, gender issues and discrimination</i> Katherine Lippel Plenary Auditorium</p> <p>1. Basic Bullying with a Racist Slant? Discourses of Workplace Bullying in the United States' Nursing Profession <i>Johnson Susan, University of Washington</i></p> <p>2. The Results of a Mixed Study on Cultural and Identity Dimensions of Gender-based Aggression in Skilled Trades Occupations <i>Cloutier Geneviève, Université de Montréal, Canada*</i></p> <p>3. France's New Sexual Harassment Law After Five Years: The Role of Dignity and Discrimination <i>Hebert Camille, The Ohio State University Moritz College of Law, USA</i></p>
17:50-18:50	<p style="text-align: center;">Stream 1 <i>Prevention and Intervention</i> Michelle Tuckey Auditorium Jean Touton</p> <p>1. Management competencies for managing and preventing workplace bullying <i>Blackwood Kate, D'Souza Natalia, Bentley Tim, Catley Bevan, Kingston University, Massey University, New Zealand, Yarker Joanna Kingston University, UK</i></p> <p>2. Workplace bullying exposure and prevention in correctional nursing <i>El Ghaziri Mazen, University of Massachusetts Lowell, USA</i></p>	<p style="text-align: center;">Stream 4 <i>Work environment</i> Marie-France Hirigoyen Salle Gabriel 1</p> <p>1. Cultural Health and Bullying: Developing and Maintaining Well-Being and Engagement <i>Baldini Alexina, Baldini Nerio, Enable Workplace Consulting, Australia</i></p> <p>2. The effects of work factors on bullying: Evidence from France <i>Bouville Grégor, Campoy Eric, University of Paris-Dauphine, France</i></p>	<p style="text-align: center;">Stream 3 <i>Identifying and measuring</i> Carlo Caponecchia Salle des commissions</p> <p>1. The effect of supervisor Dark Triad and compassion on employee reports of abusive supervision <i>Burton James, Barber Larissa, De Bruin Rushika, Northern Illinois University, USA</i></p> <p>2. Assessment of Workplace Bullying: Reliability and Validity of an Arabic Version of the Negative Acts Questionnaire-Revised <i>Makarem Nisrine, American University of Beirut, Libanon</i></p>	

	<p>3. Strategies of Newly Licensed Nurses to Prevent and Mitigate Workplace Bullying <i>Gillespie Gordon, Galloway Emily, University of Cincinnati, Grubb Paula, National Institute for Occupational Safety and Health, USA</i></p>	<p>3. Demi-Gods and Spinning tops': Workplace Bullying and Power Culture <i>Hodgins Margaret, Hogan Victoria, Pursell Lisa National University of Ireland Galway, Ireland, Mannix-McNamara Patricia, MacCurtain Sarah, University of Limerick, Lewis Duncan, Plymouth University, UK</i></p>	<p>3. Cultural influences of Bullying in Nigerian Workplaces <i>Amarachi Amaugo, Mawdsley Hazel, University of South Wales, UK, Thirlwall Alison, University of Wollongong Dubai, Dubai</i></p>	
19:00-20:00	<p>Welcoming Cocktail at <u>Bordeaux City Hall</u>; Welcome address by Mr. Marik Fétouh, Deputy Mayor of Bordeaux in charge of discrimination</p>			
20:00	<p>SIG Dinners for SIG members</p>			

Time	Thursday 7th June Morning (Venue: Palais de la Bourse)			
8 :00-8 :45	Registrations			
8:45-9:45	<p style="text-align: center;">Stream 1 <i>Legislation and compensation</i> Manuel Velasquez Auditorium Jean Touton</p> <p>1. Warning Signs: The Murder of Lori Dupont and Connecting Harassment and Violence for Occupational Health and Safety <i>Jessup Sarah, Trent University, Canada</i></p> <p>2. The codes of good conduct for preventing and combating workplace harassment (under Portuguese labor code: the recent law n. 73/2017, 16th August) <i>Vieira Borges Isabel, University of Lisbon, Portugal</i></p> <p>3. Bullying and silencing by the law <i>Ballard Allison, Eastea Patricia, University of Camberra, Australia</i></p>	<p style="text-align: center;">Stream 2 <i>Health effects and rehabilitation</i> Eva Gemzoe Mikkelsen Salle Gabriel I</p> <p>1. Psychological support for workplace bullying victims <i>Urdih Lazar Tanja, University Medical Centre Ljubljana, Slovenia</i></p> <p>2. A three-wave study: The role of Perseverative Cognition between Workplace Bullying and its Health & Well-being Impact <i>Mokhtar Daniella, University of Sheffield, UK</i></p> <p>3. Tears and Bullying in the Workplace <i>Soares Angelo, UQAM, (Canada)</i></p>	<p style="text-align: center;">Stream 3 <i>Risk Factors</i> Mats Glambeck Salle des commissions</p> <p>1. Transformation from interpersonal mistreatment into corporate violence <i>Lundell Susanna, University of Turku, Finland</i></p> <p>2. Effects of beliefs in a just world and supervisor support on Burnout through Bullying <i>Desrumaux Pascale, University of Lille 3, France</i></p> <p>3. Precarious employment and workplace harassment and discrimination <i>Grubb Paula, Ray Tapas, Bhattacharya Anasua, Roberts Rashaun, Grosch James NIOSH, USA</i></p>	<p style="text-align: center;">Stream 4 <i>Role of social actors</i> Florencia Peña Plenary Auditorium</p> <p>1. Workplace Harassment. The role of NGOs in Latin America and the Caribbean. <i>Mancini Karina Andrea, Ambiente Laboral Libre de Violencias Asoc. Civil, Argentina</i></p> <p>2. Impacts of social representations on victimization (also self-victimization) and denial of the victim status in case of harassment in the workplace <i>De Septenville Amandine, PSY Sud-Ouest, France</i></p> <p>3. Bully by Proxy: Using Subordinates as Henchmen to facilitate workplace bullying <i>Hollis Leah, Patricia Berkly LLC, USA</i></p>
9:45-10:10	Tea/Coffee Break POSTERS SESSIONS			
10:10-10:55	Keynote 2 – Florencia Peña , National Institute of Anthropology and History, Mexico Plenary auditorium – Chair Philippe Martin, COMPTRESEC UMR 5114 CNRS-University of Bordeaux <i>Bullying in Latin America. Insights from the Iberoamerican Conferences</i>			
11:00-12:00	<p style="text-align: center;">Stream 1 <i>Prevention and Intervention</i> Nikos Bozionelos Auditorium Jean Touton</p> <p>1. The efficacy of a tailored health and wellbeing educational intervention and support services delivered to Australian Paramedic Students <i>Wallis Jaime, Boyle Malcolm, Griffith University, Australia</i></p> <p>2. Proving the “he said, she said” workplace harassment complaint: A Canadian perspective <i>Burr Catherine, University of Western Ontario, Canada</i></p>	<p style="text-align: center;">Stream 2 <i>Sexual harassment, gender issues and discrimination</i> Angelo Soares Salle Gabriel I</p> <p>1. Bullying: a form or a mode of discrimination in workplaces? <i>Zragua Fatma, Centre d’étude en droit des affaires et gestion, France</i></p> <p>2. The interaction between organizational climate, culture, and sexual harassment: a cause and effect question in working environment <i>Al Muala Imad, Amman Arab University, Jordan, Berry Peggy, Thrive At Life: Working Solutions, USA, Alshuaibi Ahmad, University Utara, Malaysia</i></p>	<p style="text-align: center;">Stream 3 <i>Ethics</i> Christiane Kreitlow Salle des commissions</p> <p>1. Investigation of harassment: the delicate position of the external consultant <i>Tarhoumy Nina, Institut de recherche interdisciplinaire sur les enjeux sociaux, Institut international de gestion des crises humaines, France</i></p> <p>2. The effect of bystanders’ support of targets of workplace incivility on observers’ intentions to help <i>De Waal-Andrews Wendy, Pouwelse Mieneke, Open University of the Netherlands</i></p>	<p style="text-align: center;">Stream 3 Plenary Auditorium</p> <p>Invited symposium 2 (75 minutes => 11:00-12:15) Chaired by Stephen Teo, Maryam Omari, Kate Blackwoods</p> <p><i>Work Organization factors in bullying and ill-treatment risk in public sector organisations</i></p> <p><i>In progress</i></p>

	<p>3. The workplace bullying in Colombia: reflections from its preventive dimension <i>Escobar Pérez Billy, Fernández M. Mónica L., Institución Universitaria Politécnico Grancolombiano, Colombia</i></p>	<p>3. Differences in workplace bullying between lesbian, gay, bisexual, transgender, and heterosexual employees <i>Kuyper Lisette, the Netherlands for Social Research, University of Amsterdam, Henny Bos, University of Amsterdam Netherlands</i></p>		
12:05-12:45	<p>Stream 1 <i>Prevention and Intervention</i> Darcy McCormack <i>Auditorium Jean Touton</i></p> <p>1. Mobbing and gossip: tools for work management? <i>Ana Carolina Lemos Pereira, Aparecida Mari Iguti, Márcia Hespanhol, University of Campinas, Bernardo, Pontifical Catholic University of Campinas, Brazil</i></p> <p>2. Polish model for the protection of workers against psychological violence in the workplace in the age of precarious forms of employment <i>Gajda Mateusz, University of Łódź, Poland</i></p>	<p>Stream 2 <i>Sexual harassment, gender issues and discrimination</i> Skye Saunders <i>Salle Gabriel 1</i></p> <p>1. Sexual Harassment as Systemic Discrimination <i>Agocs Carol, Department of Political Science, University of Western Ontario, Canada</i></p> <p>2. A sexological view on sexual harassment <i>Bezemer Willeke, Bezemer Kuiper & Schubad, Netherlands</i></p> <p>3. Workplace bullying, disability and chronic ill-health <i>Deakin Ria, University of Huddersfield, Lewis Duncan, University of Plymouth, McGregor Frances-Louise, University of Huddersfield, UK</i></p>		
12:45-14:00	Lunch Break			

Time	Thursday 7 th June Afternoon (Venue: Palais de la Bourse)			
14:00-15:00	<p style="text-align: center;">Stream 1 <i>Legislation and compensation</i> Anne-Marie Laflamme Auditorium Jean Touton</p> <p>1. Understanding recent changes on Portuguese legal framework on workplace harassment: problems concerning proof and compensation <i>Ribeiro Costa Ana Cristina, Universidade Católica Portuguesa, Portugal</i></p> <p>2. Violence in the workplace in the context of collective labor relations <i>Laviolette Sandrine, University of Bordeaux, France</i></p> <p>3. The rule of law and investigations on bullying at work <i>Kuiper Alie, Bezemer Kuiper & Schubad, Netherlands</i></p>	<p style="text-align: center;">Stream 2 <i>Health effects and rehabilitation</i> Mazen El Ghaziri Salle Gabriel 1</p> <p>1. Thinking differently? Personality Traits of Victims of Workplace Bullying <i>Kreitlow Christiane, Clinical Psychologist Psychotherapist, France</i></p> <p>2. Workplace bullying in Sweden: a randomized representative sample of the Swedish workforce <i>Rosander Michael, Blomberg Stefan, Linköping University, Sweden</i></p> <p>3. The linguistics of workplace bullying. Issues for a pragmatics-based theory of criminal genre <i>Guillén-Nieto Victoria, University of Alicante, Spain, Dieter Stein Heinrich-Heine, University of Düsseldorf, Germany</i></p>	<p style="text-align: center;">Stream 3 <i>Prevention and Intervention</i> Nicola Djurkovic Plenary Auditorium</p> <p>1. Understanding incivility and the escalation of violence at work <i>Moro Bueno Mendonça Juliana, UQAM, Canada</i></p> <p>2. The Individual Behavior Modification Program for Perpetrators of Power-harassment in Workplace in Japan <i>Shimura Midori, Okada Yasuko, Cuore C Cube Co., LTD, Japan</i></p> <p>3. Implementation Success Factors for Workplace Bullying Interventions: Subject Matter Experts Assessment using a Delphi design. <i>Branch Sara, Griffith University, Caponecchia Carlo, University of New South Wales, Murray Jane Bond University, Australia</i></p>	<p style="text-align: center;">Stream 4 14:00-16:00 Salle des commissions</p> <p style="text-align: center;">Workshop 2 Presented by Donna Clark Love <i>Bullying educator, Speaker, Trainer, USA</i></p> <p style="text-align: center;"><i>How to Address, Manage, Prevent and Mitigate Incidences of Cyber Bullying, Cyber Stalking, and Other Forms of Electronic Harassment</i></p>
15:05-16:05	<p style="text-align: center;">Stream 1 <i>Legislation and compensation</i> Sandrine Laviolette Auditorium Jean Touton</p> <p>1. Criminal policies with regards to workplace bullying: which follow-up in the French law? <i>Saada Rachel, Lawyer, Paris, France</i></p> <p>2. Disciplinary Proceedings, Bullying, Common Law Action, Ireland and England and Wales <i>Connolly Ursula, National University of Ireland, Ireland</i></p>	<p style="text-align: center;">15:05-15:40 Stream 2 <i>Health effects and rehabilitation</i> Evelyn Field Salle Gabriel 1</p> <p>1. An introduction to the diagnosis and treatment of workplace bullying targets. <i>Field Evelyn, Psychologist, Australia, Patricia Ferris, Calgary Psychology Group, Canada</i></p> <p>2. After a return to works, how to take care daily of yourself? <i>Seznez Jean-Christophe, Psychiatrist, France</i></p>	<p style="text-align: center;">Stream 3 <i>Risk Factors</i> Annie Hogh Plenary Auditorium</p> <p>1. Workplace bullying, enterprise size, small enterprise, health <i>Rasclé Nicole, Laberon Sonia, Pouyaud Jacques, University of Bordeaux</i> <i>Lagabrielle Christine, University of Toulouse 2</i> <i>Ntsame Sima Murielle, University of Grenoble-Alpes</i> <i>Encrenaz Gaëlle, Bordeaux Public Hospital</i></p>	

	<p>3. How to Identify Workplace Bullying. Example from a Court Transcript <i>Gregersen Jan, Oslo and Akershus University, Norway</i></p>		<p>2. Negative emotionality, ruminations and poor working conditions as predictors of exposure to workplace bullying <i>Gamian-Wilk Malgorzata, Madeja-Bien Kamila, University of Wroclaw, Poland</i></p> <p>3. Relationships between those experiencing and perpetrating workplace ill treatment <i>Pursell Lisa, Hogan Victoria National University of Ireland, Galway, Ireland, Lewis Duncan, University of Plymouth, UK, MacCurtain Sarah, Mannix-McNamara Patricia, University of Limerick, Ireland, Hodgins Margaret, National University of Ireland, Galway, Ireland</i></p>	
16:05-16:30	Tea/Coffee Break POSTERS SESSIONS			
16:30-17:15	Keynote 3 – Alain Ehrenberg, CNRS Plenary auditorium – Chair, Dr Marie-France Hirigoyen, Psychiatrist <i>What do we talk about when we talk about mental health?</i>			
17:30-18:30	IAWBH General Assembly <i>Plenary Auditorium</i>			
19:15	Departure by bus, <u>Place des Quinconces</u>, Official Dinner at Chateau Lafitte Laguens			

Time	Friday 8th June Morning			
8 :00-8 :45	Registrations			
8:45-9:45	<p style="text-align: center;">Stream 1 <i>Prevention and Intervention</i> Michelle Tuckey <i>Auditorium Jean Touton</i></p> <p>1. Addressing the bullying of trainee doctors: A pre/post evaluation of an organisational intervention <i>Carter Madeline, Neill Thompson, Northumbria University</i></p> <p>2. Workplace bullying and the social support from co-workers and leaders? A three-way interaction and the effect on health <i>Blomberg Stefan, Rosander Michael, Linköping University, Sweden</i></p> <p>3. Principles of the legal expertise in psychopathology of work <i>Pezé Marie, Réseau de consultations souffrance et travail, France</i></p>	<p style="text-align: center;">Stream 2 <i>Identifying and Measuring</i> Burcu Guneri Cangarli <i>Salle Gabriel 1</i></p> <p>1. Taking Bullying Off the Menu: Identifying perpetrators in the UK restaurant sector <i>Watson Alastair, Thirlwall Alison, University of Wollongong in Dubai, Dubai</i></p> <p>2. Hot and Cold Violence: A cross-cultural study of perspectives of workplace violence among Chinese and New Zealand practitioners <i>Port Zoe, Catley Bevan, Forsyth Darryl Massey University, New Zealand</i></p> <p>3. Development and validation of a reflective measurement scale of incivility <i>Itzkovich Yaviv, Kinneret Academic College, Israel, Aleksić Ana, University of Zagreb, Croatia</i></p>	<p style="text-align: center;">8:45-9:25 Stream 3 <i>Work environment</i> Morten Birkeland Nielsen <i>Salle des commissions</i></p> <p>1. Happy and Successful? Potential Target of Envy and Workplace Bullying <i>Mert Günerergin, Burcu Güneri Çangarli, Izmir University of Economics</i></p> <p>2. The existence of bullying in the workplace is associated with individual worker's subsequent psychological distress and intention to leave: a multilevel analysis <i>Kanami Tsuno, Wakayama Medical University, Japan, Kawachi Ichiro, Harvard T.H. Chan School of Public Health, USA, Kawakami Norito, University of Tokyo, Japan, Miyashita Kazuhisa, Wakayama Medical University, Japan</i></p>	<p style="text-align: center;">Stream 4 <i>Sexual harassment, gender issues and discrimination</i> Alison Thirlwall <i>Plenary Auditorium</i></p> <p>1. Uncovering the state of workplace sexual harassment upon men: Operational and subjective approaches to identify sexual harassment victims <i>Seo Yoojeong, Korea Research Institute for Vocational Education and Training, South Korea</i></p> <p>2. Women academics' experiences of workplace bullying: A South African Perspective <i>Mangolothi Brightness, Mnguni Peliwe, University of South Africa, South Africa</i></p> <p>3. Protection against sexual harassment in the workplace as a legal transplant <i>Gajda Mateusz, University of Łódź, Poland</i></p>
9:45-10:10	Tea/Coffee Break POSTERS SESSIONS			
10:10-10:55	Keynote 4 – Manuel Velazquez Plenary auditorium – Chair, Christelle Mazza, Lawyer in Paris <i>The role of work environment authorities on bullying</i>			
11:00-12:20	<p style="text-align: center;">Stream 1 <i>Prevention and Intervention</i> Margaret Hodgins <i>Auditorium Jean Touton</i></p> <p>1. Recruiting and Retaining Difficult-to-Access Sample Populations: Reflections from the Field <i>Fahie Declan and McGillicuddy Deirdre, School of Education, University College Dublin, Ireland</i></p> <p>2. Psychological flexibility: a self-administered intervention <i>Austin Tay, Birkbeck College, UK*</i></p>	<p style="text-align: center;">Stream 2 <i>Ethics</i> Charlotte Rayner <i>Salle Gabriel 1</i></p> <p>1. Ethical climates as predictors of attachment orientations in the workplace as relating to abusive supervision. <i>Salton Meyer Efrat, Ben Gurion University, Mikulincer Mario, Interdisciplinary Center, Drory Amos, Ben Gurion University, Israel</i></p> <p>2. Feel safe – Feel proud: Can incivility affect the ethical climate, quality of work life and pride of nurses? <i>Itzkovich Yariv, Dolev Niva, Shnapper-Cohen Moran, Kinneret Academic College, Israel</i></p>	<p style="text-align: center;">11:00-12:00 Stream 3 <i>Cyber bullying and ICT</i> Mille Mortensen <i>Salle des commissions</i></p> <p>1. Deconstruction of the private and professional face on social media – cyberbullying in working life <i>Forsell Rebecca, Malmö University, Sweden</i></p> <p>2. Understanding workplace cyberbullying: A review of what we know so far <i>Farley Samuel, University of Leeds, Coyne Iain, University of Loughborough, UK, D’Cruz Premilla, Indian Institute of Management Ahmedabad, India</i></p>	<p style="text-align: center;">Stream 4 <i>Plenary Auditorium</i></p> <p>Invited symposium 3 <i>(75 minutes => 11:00-12:15)</i> Chaired by Guy Notelaers, University of Bergen, Norway <i>The development of workplace bullying: longitudinal and contextual approaches</i></p> <p>The role of personality in the bullying process <i>Ståle Einarsen, Iselin Reknes, University of Bergen, Bergen, Morten Birkeland Nielsen, University of Bergen, Bergen, and National</i></p>

	<p>3. Prevention and Management of Workplace Bullying? A Union Approach – The Role of the OHS Bullying and Harassment Officer – Lessons Learnt Five Years On <i>Ross Alison, Australian Nursing and Midwifery Federation, Australia</i></p> <p>4. Discoveries of a Practitioner & Perpetrator Coach: Exploring What Motivates Employers to Seek Help, and What Motivates Perpetrators to Bully and Change <i>Mattice Catherine, Civily Partners, USA</i></p>	<p>3. Correlates of ethical leadership on workplace negative acts and employee work attitudes: A meta-analytical review <i>Teo Stephen, Nguyen Diep, Edith Cowan University, Australia, McGhee Peter, Grant Patricia, Auckland University of Technology, New Zealand</i></p> <p>4. Are whistleblowers more dissatisfied with their job? <i>Matthiesen Stig Berge, BI Norwegian Business School, Norway*</i></p>		<p><i>Institute of Occupational Health, Oslo, Norway, Guy Notelaers University of Bergen, Norway</i></p> <p>Job demands as risk factors of exposure to bullying-related negative acts at work: The moderating role of team-level conflict management climate. <i>Zahlquist Lena, Hetland, Jørn, Skogstad Anders, University of Bergen, Norway Bakker Arnold B., Center of Excellence for Positive Organizational Psychology, Erasmus University Rotterdam, Netherlands, Einarsen Ståle, University of Bergen, Norway</i></p> <p>Black sheep welcome: A multilevel study of anti-bullying social rules as a buffer against ill treatment of prototypically peripheral work group members <i>Glambek Mats, Einarsen Ståle, Notelaers Guy, University of Bergen, Norway</i></p> <p>Workplace bullying and medically certified sickness absence: Direction of associations and the moderating role of leadership <i>Nielsen Morten Birkeland, National Institute of Occupational Health, Norway, and University of Bergen, Norway, Indregard Anne_Marthe Rustad, Krane, Line Knardahl Stein, University of Bergen, Norway</i></p>
12:20-13:40	Lunch Break			

Time	Friday 8th June Afternoon			
13:40-14:40	<p align="center">13:45-14:25 Stream 1 <i>Legislation and compensation</i> Jérôme Porta Auditorium Jean Touton</p> <p>1. Mediation vs. rule of law <i>Mazza Christelle, Lawyer, France</i></p> <p>2. ADR: Possible Contributors to an (Unjust) Resolution of Bullying Disputes <i>Bozin Doris, Ballard Allison, Easteal Patricia, University of Camberra, Australia</i></p>	<p align="center">Stream 2 <i>Prevention and Intervention</i> Mremilla DeCruz Salle Gabriel 1</p> <p>1. How recurrent patterns and policy parallelisms can drive to better regulate emerging issues in workplace bullying and harassment? <i>Williams Ivan, Universidad Carlos III de Madrid, Spain</i></p> <p>2. Explaining and Preventing Workplace Bullying by a Systemic and Communicational Approach <i>Jeoffrion Christine, Université de Nantes, France</i></p> <p>3. Preventing psychological harassment at work through enhanced occupational safety and health (OSH) management systems <i>Manal Azzi, ILO</i></p>	<p align="center">Stream 3 <i>Coping</i> Maryam Omari Plenary Auditorium</p> <p>1. Stand Up, Speak Out: Stories of Victory from 23 Survivors <i>Mattice Catherine, Civility Partners, USA</i></p> <p>2. Coping with abusive supervision: The role of mindfulness <i>Burton James, Barber Larissa, Northern Illinois University, USA</i></p> <p>3. Rewriting the power dynamics of external bullying at work: The occupational dialectics of dirty work <i>Mendonca Avina, D'Cruz Premilla, Noronha Ernesto, Indian Institute of Management Ahmedabad, India</i></p>	<p align="center">Stream 4 13:45-15:45 Salle des commissions</p> <p>Workshop 3 Presented by Marie-France Hirigoyen, Bénédicte Bravache, Skye Saunders, Rachel Cox, Elisa Ansoleaga, Ximena Diaz <i>France, Chile, Canada, Australia</i></p> <p><i>Sexual harassment at work: comprehension, policies and tools for better prevention</i></p> <p>With the support of the ANDRH</p>
14:45-15:45	<p align="center">Stream 1 <i>Legislation and compensation</i> Ana Ribeiro Auditorium Jean Touton</p> <p>1. Working Conditions Contextualized in Workplace Bullying Cases in Brazil: individual solutions for collective issues? <i>Paixao Julia, University of Ottawa, Canada*</i></p> <p>2. Methods of regulating harassment: comparison between prohibition and employers' obligation to take measures <i>Shino Naito, Japan Institute for Labour Policy and Training, Japan</i></p> <p>3. The network mobbing and the new European privacy law. <i>Imbesi Antonino, Universidad de Huelva, Spain</i></p>	<p align="center">14:45-15:25 Stream <i>Cyber bullying and ICT</i> Premilla DeCruz Salle Gabriel 1</p> <p>1. Exploring Workplace Cyberbullying Among New Zealand Nurses <i>D'Souza Natalia, Forsyth Darryl, Tappin David, Catley Bevan, Massey University</i></p> <p>2 Cyberbullying and neoliberal individualism <i>Ortega Mario, Universidad Autónoma Metropolitana-Xochimilco, Mexico</i></p>	<p align="center">14:45-15:25 Stream 3 <i>Coping</i> Stale Einarsen Plenary Auditorium</p> <p>1. Coping with Workplace Bullying: Experiences from Ghana <i>Essiaw Mary, University of Professional Studies, Ghana</i></p> <p>2. Reflections on a Muddy Pond: Former targets' accounts of coping when bullying ends <i>Thirlwall Alison, University of Wollongong in Dubai, Dubai, Mawdsley Hazel, University of South Wales, UK</i></p> <p>3. Redefining HR: A Case Study of the Evolution of the People Side of Business <i>Greenfield Marianne, Educated Effect, LLC, USA*</i></p>	
15:45-16:00	<p align="center">Closing Ceremony Carlo Caponecchia for the IAWBH, Foundation Anthony Mainguené and Cyril Cosme (ILO - Paris Office Director)</p>			

Keynote Speakers

Anne-Marie Laflamme

Professor, Law School, Laval University, Quebec (Canada)

"Legal Approaches to Psychological Harassment at Work: Reflection on a Multidimensional Problem"



Holder of a Ph. D. degree in Law, Anne-Marie Laflamme has been a Professor at Laval University Law School since 2006, where she teaches Labour Law, and Occupational Health and Safety Law. Professor Laflamme was Director of Undergraduate Studies from 2010 to 2012 and Associate Dean of the Law School from 2012 to 2014. A member of the Quebec Bar since 1985, Professor Laflamme practiced Labour Law as a partner in a large private law firm of the city of Quebec before she embarked on her career in academia. Her latest publications and communications focus on the topics of psychosocial risks at work, accommodation of disabled workers and the impact of new forms of employment on the health and safety of workers. Professor Laflamme is a researcher at the Interuniversity Research Centre on Globalization and Work. She is also the author of a book entitled *Le droit à la santé mentale au travail*, which addresses the topic of legal protection of mental health in the workplace. Anne-Marie Laflamme has been appointed Dean of the Faculty of Law of Laval University.

Florencia Peña Saint Martin

Professor, National Institute of Anthropology and History, Mexico

"Bullying in Latin America. Insights from the Iberoamerican Conferences"



Borned in Mexico City. BA, Physical Anthropology, National School of Anthropology and History (ENAH, 1976); MS Social Medicine, Metropolitan Autonomous University, Xochimilco Unit (UAM-X, 1984) and Ph.D., Sociocultural Anthropology, University of Florida, USA (1994). From 2011 to 2012 she held a sabbatical leave at the University of Wollongong, NSW, Australia, working with Dr. Brian Martin.

Since 1976 she has worked as a full-time professor and researcher at the National Institute of Anthropology and History, where she has been involved to the BA in Physical Anthropology (ENAH, 1976-1982), the INAH Center in Yucatan (1982-1992), the INAH Center in the State of Mexico (1992-1994) and the Graduate School of Physical Anthropology (ENAH Since 1994).

In addition to ENAH, she has also taught at the Interdisciplinary Center of Health Sciences, IPN; the School of Anthropological Sciences, Autonomous University of Yucatan; the MS, Social Medicine, UAM-X.

Since 1995 she has been a member of the National Researcher's System (SNI-II) and was director of ENAH from 2000 to 2003, incorporating various programs to its dynamics, still enforced.

She is currently responsible for the research line "Physical Anthropology, Health and Society in Contemporary Groups" at the Graduate School in Physical Anthropology and the academic team "Contemporary biosocial diversity" that is part of the network "Health, Conditions of Life and Social Policies ", together with academic teams of UAM-X and the Autonomous University of the State of Mexico.

She was coordinator in Mexico of the Latin American Association of Social Medicine and, as such, organizer of the II National Congress of Social Medicine and Collective Health (1988), of which five books were published.

Since 2006 she has been editor of the Spanish version and a member of the editorial board of the *Electronic Bilingual Social Medicine / Social Medicine Journal* www.medicinasocial.info, in collaboration with Dr. Mathew Anderson of Montefiore Medical Center, New York, USA, and the Latin American Association of Social Medicine.

Her research topics have been: participation of women in the informal sector of the economy; family as a mediator between health and society in urban contexts; health and society in Mexico and mobbing and other types of violence in academic contexts. As such, she organized the First Ibero-American Congress on Institutional Harassment, 6-8 July 2011, ENAH, <http://congresomobbing.wordpress.com>, which was continued at Buenos Aires, Argentina, 2013; Florianópolis, Brazil 2015 and Manizales, Colombia, 2017.

On these subjects she has done field work, lectured, compiled and published various books, published papers, organized academic events, as well as directed research groups and thesis, which can be consulted on the website: <http://www.antropologiafisica.org>.

Alain Ehrenberg

Research Director Emeritus, CNRS, Sociologist, France

"What do we talk about when we talk about mental health?"

Alain Ehrenberg, a sociologist, is Research Director emeritus at the CNRS (Centre National de la Recherche Scientifique). He has developed research programs and research units on mental health issues. His main books are about transformations of individualism and autonomy, mainly through the area of mental health: *Le Culte de la performance* (Calmann-Lévy, 1991), *L'Individu incertain* (Calmann-Lévy, 1995), *La Fatigue d'être soi. Dépression et société* (Odile Jacob, 1998, translated into six languages); in English: *The Weariness of the Self. Diagnosing the History of Depression in the Contemporary Age*, McGill University Press, with an original foreword), *La Société du malaise* (Odile Jacob, 2010, translated into Italian and German).

He has just published a new book entitled "*La Mécanique des passions. Cerveau, Comportement, Société*" / "Mechanic of passions. Brain, Behaviours, Society", Odile Jacob publisher.



Manuel Velazquez

Labour Inspector, Spain "Procedures for addressing bullying in the workplace"

Lawyer, Graduate in Law in the University of Salamanca (1986) and Master in Human Rights in the Open University of Catalonia (2015)

Labour and Social Security Inspector in the Spanish Ministry of Employment and Social Security since 1988 and Head of the Labour and Social Security Inspectorate in the province of Biscay (Bilbao) since 2002. Specialized in Work-related bullying and psychosocial risks since 2001 participating in the drafting of Guidance for the Spanish Labour Inspectorate on Bullying, Violence and Psychosocial Risks and the preparation of inspection campaigns on psychosocial risks.

Professor in the Master on Occupational Safety and Health of the University of the Basque Country on Psychosocial Risks and Working Time since 2012 and in the Post-graduate Course on Labour and Social Audit in the University of Deusto on the rights to privacy and dignity at work since 2016.

Founding Member of the Basque Observatory on Bullying and Discrimination in 2004. This Observatory is composed of professionals from different backgrounds: psychologist, lawyers, judges, labour inspectors, labour doctors, sociologists, etc. The Observatory has organised conferences, seminars and summer courses in the University of the Basque Country and the International University Menéndez Pelayo about prevention and liabilities on work-related bullying behaviours, mental health at work, Internal procedures on bullying and inappropriate behaviours in companies, ageing of working population and has promoted publications on these topics. All its activities are described in the website <http://www.observatoriovascosobreacoso.com/>

Since a long time he attends in the Conferences of the IAWBH in Montreal, Cardiff and Milan and in the Conference of the Iberoamerican Association on Bullying in Mexico DF.

He has collaborated in seminars and projects with the European Agency for Safety and Health at Work (2009 and 2014), was the chairman of the ILO Working Group in order to elaborate an International Tool on Psychosocial Risks for Labour Inspectors (2014) still pending to be published and has cooperated with Federal Labour Inspectorate of Mexico on a Psychosocial Risks Programme (2016).



Invited Symposia Chairs

Symposium: Exploring the group dynamics involved in bullying at work

Annie Høgh

Professor, University of Copenhagen (Denmark)

Annie Høgh is Professor in Work and Organizational Psychology at the University of Copenhagen's Department of Psychology where she is coordinator of the Work & Organizational research group. She joined the department in 2009. Before that she worked at the National Research Centre for the Working Environment in Copenhagen Denmark. Annie Høgh's research has focused on exposure, outcomes and prevention of negative behavior, such as bullying, violence, threats of violence and harassment at work. She is PI of a multi-center research project on antecedents, mechanisms and long-term consequences of negative social relations at work. Her research has also focused on applied studies investigating prevention and treatment of workplace bullying and harassment. Over the years she has presented her research at a number of seminars and workshops in the public and private sectors. Annie has published her research in numerous international journal articles in refereed journals such as Work & Stress, European Journal of Work and Organizational Psychology, Scandinavian Journal of Psychology, Journal of Psychosomatic Research, Scandinavian Journal of Work Environment and Health, Journal of Advanced Nursing, Journal of Nursing Management and BMC Public Health etc. She has also presented many conference papers at international conferences.



Symposium: The development of workplace bullying: longitudinal and contextual approaches

Guy Notelaers

Professor, University of Bergen (Norway)

Guy Notelaers (PhD) is a Professor in Work and Organizational Psychology at Faculty of Psychology of the University Of Bergen, Norway. He is a research member of the Bergen Bullying Research Group. He has published mostly about workplace bullying, leadership and job insecurity. His work concentrates predominantly on the concept, the measurement and the development of workplace bullying. His work has been published in for instance, Journal of Organizational Behavior, Work & Stress, European Journal of Work and Organizational Psychology, Journal of Occupational Health Psychology, Journal of Occupational and Organizational Psychology, etcetera. His scholarly work has received rewards of Gedrag & Organisatie, Family Business Review and Small Group Research. As a research consultant, he has executed and reported occupational risks and -factors, including workplace bullying, aggression and sexual harassment, in more than 300 Belgian organizations.



Symposium: *Work* organisation factors in bullying and ill-treatment risk in public sector organisations

Stephen Teo

Professor, Edith Cowan University (Australie)

Dr Stephen Teo is a Professor of Work and Performance and Professorial Research Fellow at Edith Cowan University, Australia. Prior to this appointment, he was the Interim Director of the Global Business Innovation Research Platform at RMIT University. He is recognised as one of the leading scholars in the field of human resource management, as shown by the outcome of the 2012 New Zealand Performance-based Research Funding evaluation. He has published in leading refereed journals such as Human Resource Management (USA), Human Resource Management Journal, Journal of Vocational Behavior, the International Journal of Human Resource Management, International Business Review, Asia Pacific Journal of Management, and others such as the Journal of Advanced Nursing. His most recent projects examined the impact of organizational change on the well-being and performance of public sector employees in Australia, New Zealand, the United Kingdom, the USA and Italy. He is currently undertaking research into workplace ill-treatment and psychological capital. In addition to research, Prof Teo is passionate about learning and teaching, in particular the use of group assessment in the diverse, multicultural classroom.



Maryam Omari

Professor, Edith Cowan University (Australia)

Professor Maryam Omari is the Executive Dean of the School of Business and Law at Edith Cowan University in Western Australia. Maryam has over 20 years of work experience in academia and has held a number of academic leadership positions including: Program Director MBA and Graduate Studies; Associate Dean International; Director of Undergraduate Studies; and Human Resource Management Course Coordinator. Maryam has a PhD, Masters in Business (HRM), Graduate Diploma in Business (Management), and a Bachelor of Science. Maryam has been a member of the IAWBH Board since 2016.



WORKSHOPS

Using the National Standard of Canada on Psychological Health and Safety in the Workplace to Prevent and Address Workplace Bullying and Harassment



Elizabeth Rankin Horvath

Elizabeth Rankin Horvath is the Founder and President of Hale Health and Safety Solutions Ltd. She is a Psychological Health and Safety Consultant, Trainer and Speaker, dedicated to helping organizations prevent mental injury and protect mental health of workers at all levels. During her 20+ year career, Elizabeth fostered a strong professional and personal understanding of the link between mental health, psychological health and safety, and business outcomes.

She was Project Manager on the development of the National Standard of Canada on Psychological Health and Safety in the Workplace. She supports causes for justice for the poor and oppressed.

The National Standard of Canada on Psychological Health and Safety in the Workplace, published in 2013, was commissioned by the Mental Health Commission of Canada to provide guidance to employers on how to create and sustain workplaces that “actively work to prevent harm to worker psychological health, including in negligent, reckless, or intentional ways”¹ It is the first Standard of its kind in the world, and is currently being adapted in other countries.

The Standard provides a management system framework and a goldmine of informative material. It was developed by a national volunteer committee of workplace mental health experts, representing various interests (i.e. employer, worker, service providers, government, insurance, academic, and other). They followed a consensus process, which included review of credible research from Canada and around the world on psychological health and safety and mental health, and consideration of over 800 comments received during public review of the draft before final publication.

There have been more than 30,000 downloads of the Standard. Many organizations are using it to help them address workplace factors that affect the mental health of workers. Following publication, the Mental Health Commission of Canada conducted a 3-year case study that followed 40 organizations who agreed to implement the Standard. Results overall have been positive. The study identified significant facilitators and barriers to implementation to help employers map out their journey. By far, the most significant facilitators and barriers were related to 1) senior management commitment and 2) infrastructure and resources. In this interactive workshop we will explore why and how this voluntary Standard is an effective method for preventing and managing workplace bullying and harassment.

Participants will have the opportunity to learn:

- How using the Standard can address the organizational structures that enable, encourage and precipitate workplace bullying and harassment
- How to use the Standard to establish effective prevention and risk control measures for workplace bullying and harassment

Activities will include group discussions and an interactive case study.

¹ CAN/CSA-Z1003-13/BNQ 9700-803/2013, National Standard of Canada, Psychological health and safety in the workplace –Prevention, promotion, and guidance to staged implementation, CSA Group and the Bureau de normalisation du Québec (BNQ), January 2013.

How to Address, Manage, Prevent and Mitigate Incidences of Cyber Bullying, Cyber Stalking, and Other Forms of Electronic Harassment



Donna Clark Love is an internationally recognized bully expert, trainer, and keynote speaker. She is a licensed chemically dependent counselor, a certified trainer for Stephen Covey's "Seven Habits of Highly Effective Leaders" and a certified mediator/conflict resolution trainer. Love has been featured on many prime time TV shows including NBC Evening News and the NBC Today Show to highlight successful bullying prevention programming. Forbes magazine featured her as an expert on workplace cyberbullying via social networking sites. In 2008, Love was recognized by Cambridge's Who's Who Among Professional Women for her passionate/ groundbreaking work in the field of electronic bullying.

A very real, clear and present fear lurks just beyond the consciousness of many employees and employers. It is the potential to be cyber bullied, harassed or even stalked. It isn't just Gen Y that blogs, snapchats and twitters – it is a growing phenomenon for all generations. The use of *social media* and online platforms in the workplace is a great way to build up a business, but it can also tear it down very quickly. Inappropriate, hateful and/or threatening posts online can:

- Get the Company, and the employee, in legal trouble w/ the government, other companies or agents, customers and even the general public.
- Diminish the Company's brand name by creating negative publicity and public humiliation for The Company, owners, and partners, as well as for the employees affected (perpetrator and target) and team members.
- Cause unreparable damage to targets of cyber bullying and harassment.
- Escalate to other drastic forms of workplace violence.

What can we do when employees are using cyberspace to intimidate, alienate, harass and threaten others? Defaming rumors, embarrassing photos, hurtful lies, and hateful rhetoric can all be sent with a click of a mouse. Cyber Bullying, Cyber Stalking, and Harassment occurs in many forms, including inappropriate e-mails, attacking tweets, disparaging social media posts, hurtful group texts, and "outing" a co-worker on Instagram, Snapchat or BizSugar. And, in extreme cases, the electronic bullying may escalate to physical violence. Employers have an obligation to ensure a safe and healthy work environment. This highly interactive, spirited, and engaging session will highlight how current forms of electronic communication are being used to foster hate and potential violence. Be prepared to examine high tech-bullying behaviors, view powerful vignettes, participate in workplace real-life scenarios, and learn how to:

- Recognize digital bullying warning signs and escalating risk factors that may suggest a link to future violence
- Analyze effective workplace policies for social media monitoring
- Formulate a prevention/intervention plan for dealing with cyber bullying, cyber stalking, and harassment impacting your workplace
- Create a game plan for dealing with the harasser and the alleged victim to mitigate potential violence when termination of a harasser is likely necessary-and what to do before, during, and after the discharge to protect onsite staff.

Sexual harassment at work: comprehension, policies and tools for better prevention - Avec le soutien de l'ANDRH



Marie-France Hirigoyen

Psychiatrist and psychoanalysis, leading expert in the area of sexual harassment at work in France and in the world

Bénédicte Ravache

General-Secretary of the French Association of Directors of Human Resources (ANDRH), management.

The ANDRH has been charged by the French Labour Ministry of a report on sexual harassment at work



Skye Saunders

PhD in labour law, College of Law, Australian National University, leading researcher in the area of sexual harassment in Australia

Rachel Cox

Professor in Labour Law, UQÀM, leading researcher in the area of sexual harassment in Canada



Elisa Ansoleaga

Professor in work psychology, PhD in Public Health, Head of the School of psychology, University Diego Portales, Chile, leading researcher in the area of gender discrimination at work in Chile and America Latina

Ximena Perez

Centro de estudios de la mujer, Sociologist, leading researcher on sexual harassment in Chile and America Latina, founder and researcher of the Center of Women Studies (CEM) in Santiago (Chile) and a specialist in gender studies, work and health

The subject of this workshop will be, first to investigate the different definitions of sexual harassment at work, according to the various countries and cultures, then to compare the legalistic definitions with the feministic definition, and to examine the policies and tools effective for a better prevention. Workplace sexual harassment is internationally condemned as sex discrimination and a violation of human rights, and more than 75 countries have enacted legislation prohibiting it. According to the feminist approach, sexual harassment at work is one of the dimensions of harassment at work, the sexual dimension encompassing the relation of power between men and women.

Until a recent scandal comes to show in broad daylight the frequency and the gravity of the sexual harassment in the workplace, research focused mainly on psychological harassment, but sexual harassment remained pervasive and underreported.

First a panel of psychologist, lawyer, human resource director and sociologist will present briefly their perspective on the topic:

- Defining sexual harassment
- Prevalence
- Who is sexually harassed?
- Who are the harassers?
- Organisation's culture
- Consequences for the victims
- Cost to organizations
- Workplace policies and training programmes.
- Legislations
- The Role of Managers in Prevention and Investigation
- Following these talks, a panel, including the workshop organisers and other international colleagues will debate about evidence-based preventive interventions and examine what tools have been shown to be effective at reducing sexual harassment. The debate will also question if we can combine or not those policies and tools.

Part II

Abstracts and posters

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Identifying and measuring

A Qualitative Study on How Swiss Companies Deal with Workplace Incivilities

Abstract

Incivility at workplace, which is being rude to one's colleagues, with no apparent intention to harm, is regarded as the basic level of counterproductive work behavior that might be tremendously injurious to an organization and its members. Not greeting subordinates, making sarcastic grimaces while talking with a coworker, and spreading rumors about the supervisor are few examples to incivility. It is well established that this relatively low-level workplace aggression has the potency to escalate into more intense aggression forms including bullying (i.e. workplace psychological harassment) and workplace violence. If the organizational factors, group factors, personal motives and conditions behind how incivility turns to bullying are understood well and are dealt with powerful ways, it would be possible to devise solutions to give a halt to incivility and prevent this transition altogether. In this paper, the authors interviewed 45 Human Resource Managers of Swiss companies and asked for their companies definitions, written/unwritten rules, policies, actions and ways of dealing with workplace incivilities in those companies. The answers showed a great variety in dealing with the subject of incivility at the workplace. Common themes and practices with the results will be presented and future recommendations will be discussed.

Keywords: incivility; mobbing; bullying; workplace culture; organizational culture; coping; Swiss; qualitative study.

A new evidence-based risk assessment tool for bullying at work

Bullying prevention efforts in organisations typically treat bullying behaviour as an interpersonal problem. Yet the evidence suggests that job characteristics, such as role ambiguity and organisational constraints, are the primary contributing factors. One reason for this discrepancy is a lack of studies that bridge the knowledge gap between existing research findings and evidence-based tools that can be applied in practice.

In our pilot work, a thematic analysis of 342 official workplace bullying complaints lodged with the South Australian work health and safety regulator revealed that there is a risk of bullying when supervisors, managers, or employees undertake activities associated with: (1) administrating and scheduling working hours (e.g., rosters, work hours, leave); (2) managing work performance (e.g., role descriptions, tasks and workload, training and development, performance expectations and appraisal, under-performance); and (3) shaping relationships and the work environment (e.g., employee involvement, trust, conflict management, workplace safety). We call these areas the functional risk contexts for workplace bullying.

Building on this framework, the current paper presents a series of studies conducted to develop and evaluate a workplace bullying risk assessment tool comprised of behaviourally anchored rating scales (BARS) for each of the functional risk contexts. First, we identified 160 supervisory behaviours used when performing 11 job activities across the three risk contexts, based on re-analysis of the 342 bullying complaint files, supplemented by 44 critical incident interviews. Next, 200 participants re-sorted the behaviours into the job activity domains, as a form of validation; 83 behaviours in 9 job activity domains were correctly categorised with high inter-rater agreement and utilised for the final development study. A sample of 149 participants rated, on a 10-point scale, the effectiveness of each behaviour (e.g., enforces unreasonable deadlines) for carrying out job activities (e.g., managing tasks and workload) in the relevant risk context (e.g., managing performance). The final set of 75 behavioural indicators for inclusion in the risk assessment tool was identified by examining the means and standard deviations of these ratings. Behavioural indicators with small standard deviations across the sample of ratings (signifying consensus in perceived effectiveness) were selected and positioned at different points in the graphical BARS corresponding to the mean rating for that indicator.

An outcome evaluation of the risk assessment tool with 212 staff working in 25 hospital wards revealed that the ward (team) score can (a) predict bullying exposure beyond recognised job characteristic antecedents; and (b) discriminate amongst wards rated as high, medium, and low risk, where risk is based on independent work health and safety data registered in the hospital database (e.g. staff safety incidents, absenteeism) together with independent survey data (e.g., violence on the ward).

Theoretically, these studies position recognised job characteristic antecedents of bullying within underlying functional risk contexts in organisations, and provide new behavioural data to enrich understanding of how bullying takes place in the risk contexts. Practically, our research has created an evidence-based tool for widespread use in the proactive assessment and control of bullying risk factors at the organisational level. Given our focus on bullying that takes place through daily job activities, a gap remains in understanding the detailed processes through which person-centred bullying occurs, and linking such knowledge to evidence-based bullying prevention.

Keywords: risk assessment, risk management, complaints, evaluation

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Application of Latent Class Analysis to Measure Workplace Bullying in Russian Federation

Over the past three decades, workplace bullying has been widely researched and documented as severe social stressor, resulting in destructive outcomes to individuals and organizations (e.g. Salin, 2003; Hershcovis, et al., 2015). Ongoing research has advanced existing knowledge on operationalisation and measurement of the phenomenon, with Negative Acts Questionnaire (NAQ) and its revised version (NAQ-R) being perhaps the most widely used tools to assess exposure to workplace bullying (Einarsen and Raknes, 1997; Einarsen, et al., 2009). However, aside from its use to establish objective and comparative prevalence of exposure rates, this tool has been critiqued for its classification of only two groups of victims and non-victims (e.g. Notelaers, et al., 2006). In response to these concerns, Latent Class Analysis (LCA) was introduced by Notelaers, et al. (2006) as a method to model data collected with NAQ, allowing to establish mutually exclusive groups of respondents reporting varying rates of exposure and resulting outcomes, instead of traditional classification of victims and non-victims.

The present study aimed to replicate Notelaers, et al. (2006) by applying LCA to data collected with non-Western sample of employees in Russian Federation, to gain new insights concerning the validity of NAQ-R in lesser explored context. Quantitative study was carried out with the sample of working population across Russian Federation (N=1,474). Workplace bullying was assessed using NAQ-R, in addition to one-item measure of self-labelled bullying, and outcomes of strain, commitment, satisfaction, performance, and turnover.

Our LCA results demonstrate that six-class model is the most optimal fit to the data, suggesting six groups of participants experiencing varying rates of personal and work-related negative acts. Such result is similar to existing studies (e.g. Notelaers, et al., 2006, Leon-

Perez, et al., 2014), allowing to postulate important implications concerning the complexity of workplace bullying phenomenon and advancement of more reliable methods for its study.

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Keywords: workplace bullying; latent class analysis; measurement; validity; NAQ-R; outcomes; context

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Assessment of Workplace Bullying: Reliability and Validity of an Arabic Version of the Negative Acts Questionnaire-Revised (NAQ-R)

Objectives: Interest in workplace bullying has been steadily growing since the 1990s, focusing on understanding its driving factors, prevalence rates in different occupations and countries, its consequences, as well as the characteristics of the typical bully and victim. Workplace bullying has been associated with a number of negative outcomes relating to the individual, coworkers witnessing the situation, and organization itself. Furthermore, the existence of profound variations in the prevalence of workplace bullying has been noted with an inevitable part of these variations being attributed to cross-cultural differences. The prevalence and perpetuation of workplace bullying can be strongly influenced by the degree to which the national culture and hence the organizational culture accept power and hierarchal structures. Currently, the Negative Acts Questionnaire- Revised (NAQ-R) is the most frequently used questionnaire to assess workplace bullying. Studies in the Arab world are scarce and to date the NAQ-R has not been validated in Arabic, the official or co-official language in around 25 countries in the Middle East and Asia. The aim of this study was therefore to develop an Arabic version of the NAQ-R. This validated Arabic version will help provide baseline data; thus, presenting scholars, leaders and managers with background information that can be used to devise prevention and intervention strategies. Moreover, a validated Arabic scale could be administered to Arabic speaking immigrant/refugees in the West, considering that such categories are more likely than natives to label themselves as bullied **Methods:** We employed a two-stage process to translate the original version of the NAQ-R to Arabic. This translated version along with validated Arabic versions of the Satisfaction with life scale (SWLS) and the Beck Depression Inventory II (BDI-II) were distributed to 447 participants who were recruited from an area in Central Beirut through convenience sampling. **Results:** Cross validation was applied to assess the underlying factor structure of the Arabic NAQ-R. A 14 itemed two factor NAQ-R, with subscales of person and work related bullying was supported. Reliability coefficients for total and subscale scores of the NAQ-R ranged from 0.63 to 0.90. The Arabic NAQ-R had good construct validity as indicated by significant correlations with depression and satisfaction with life ($p < 0.05$). **Conclusion:** NAQ-R was translated in to Arabic and adapted. The results revealed acceptable levels of reliability and construct validity. As for the underlying factor structure, it needs to be further supported. Studies employing this validated Arabic NAQ-R are currently underway to assess prevalence of workplace bullying in different Lebanese institutions.

Keywords: Workplace bullying, validity, scale development, negative acts questionnaire, workplace violence

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Becoming and being bullied: A sensemaking perspective.

Aim: This study sought to explore and thereby gain an understanding of *when* and *why* an individual perceives their experience as being bullying and accordingly labels their experience as such. More simply, at what point and why does an individual perceive, identify, and therefore label, themselves as being bullied at work. To do so, I invoke the sensemaking perspective of Weick (1995) as the theoretical lens with which to explore how bullied individuals make sense of their experience and importantly how that experience came into being.

Method: Commensurate with the sensemaking lens, in-depth narrative interviews were conducted with 21 women and 9 men ($n = 30$), who self-identified as having an ongoing or past experience of bullying. Interviews lasted on average 1 ½ hours.

Following a process perspective (see Langley, 1999), participant narratives were plotted as a series of events, wherein the participant's sensemaking populates the space between these. These event-based stories were then analysed comparatively to extrapolate commonalities and divergences, thereby thematising stories as a whole (see Miller, 2005).

Findings: Initial analyses reveal clear phases of the experience of bullying, with a distinct breaking point – participants were able to vividly identify and reflect on the moment they labelled their experience. However, willingness to label and report experiences of bullying were clouded by feelings of shame and embarrassment that as adults, who perceived themselves as competent, agentic beings; they were being subjected to 'bullying', a phenomena they perceived as being synonymous with school children. This was intensified for male participants who grappled with the shame of labelling their experience as they felt it was counter-masculine to do so. These feelings were overcome in some instances by the involvement of third parties inside and outside of work, who would either in providing solicited support (i.e. a partner/ friend) confirm that the experience was bullying, or unsolicited and unexpectedly tell the participant they were being bullied – an exemplar of this: after witnessing a negative interaction, a co-worker engaged with the participant, asking outright how long she had been bullied for. The participant hadn't ever discussed her experiences with this co-worker and so found relief in this, as if this individual had validated her experience, *'I wasn't just imagining this'*.

Furthermore, participants recalled feeling powerless to address their treatment until it had escalated to a point wherein it would fall under the remit of the organisations policy – despite them already experiencing negative outcomes they were dismissed as being sensitive, as one participant (male) lamented *'It's like going to the doctor and being told you're not ill enough, like you have to wait until your dead... what's the point in that, why would I go to the doctor when I am already dead?'*

Conclusions: Although individuals *sense* they are being bullied and are experiencing negative outcomes, the process of labelling is often protracted as they feel unable to address it before it escalates, due to shame, gendered norms and a mismatch between their experience and organisational policy. Theoretical and practical implications will be discussed in the presentation.

Keywords: Sensemaking, process perspective, narratives

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POSTER : Bullying in the Gig Economy: Lessons from India's Beedi Industry

Through this abstract the aim of the author is to allow for the society to learn from the past. In India, the beedi (a type of low quality cigarette manufactured in India) industry has existed for over decades now, and for the entirety of the time, the workers have been embattled in labour law disputes at the highest courts of the land. These disputes centred around and questioned the basic structure through which they were organised. Worker harassment was one of the prime questions and whether harassment could even be attributed to the employer as the worker it was claimed by the employers often, was a self employed person and not an 'employee.'

This question becomes even more relevant in today's time as we move towards more in formalisation in our jobs' market with the introduction of new technologies. A prime example of the same would be the foray of companies like Uber, Lyft, Deliveroo among others in our markets. These companies hire individuals but then deems them independent contractors. Consequently many are unable to access the Harassment laws and seek recourse at their place of employment and by their employer. The situation will only deteriorate in the future as more jobs move to the informal sector. Through this oral presentation the aim will be to look at how bullying and workplace harassment presents itself for workers employed in today's Gig Economy. The author will be using a mixed literature review method to arrive to our conclusion. The author will also look at India's past judgments and treatment of beedi workers, who it could be argued are also part of their version of a Gig Economy. The author will examine how the beedi workers were brought into the mainstream and how we can learn from their experience and use the same to alleviate workplace harassment and bullying for the newly employed members of the technology induced Gig Economy.

Keywords: Gig Economy; Beedi Industry; India; Uber; Supreme Court of India

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POSTER : Caracterización de casos de afección de salud mental laboral secundarias a conductas de maltrato, hostigamiento y acoso en las relaciones laborales, calificadas por la Superintendencia de Seguridad Social en un trimestre de 2015, Chile.

Resumen: En el marco de la Ley de accidentes del trabajo y enfermedades profesionales de Chile, y de las funciones fiscalizadoras que cumple la Superintendencia de Seguridad Social (SUSESO), se revisa una serie representativa de reclamos de trabajadores, para calificación de afección de salud mental como enfermedad profesional. El poster presenta una muestra de 256 reclamos en que se califica como de origen laboral un total de 114 casos (44%), 43 varones y 71 mujeres. De ellos 93 casos correspondieron a enfermedad y el resto a accidentes de trabajo. De los casos de enfermedad calificados como de origen laboral, en 27 casos se verificó la existencia de conductas de maltrato, hostigamiento y acoso como agente causal. En los 66 restantes, hubo evidencia de disfunción organizacional pura o concurrencia de disfunción jerárquica en las relaciones laborales y disfunción organizacional. Se caracterizará el grupo de 27 casos que corresponde a hostigamiento, acoso y maltrato (disfunción de relaciones jerárquicas) desde el punto de vista sociodemográfico laboral y clínico, con el objetivo de avanzar en la identificación de perfiles relacionados al acoso laboral en Chile.

Palabras claves: enfermedad laboral, salud mental laboral, acoso laboral.

Autoras: Angelica Monreal Urrutia, Susana Cubillos Montecino. Superintendencia de Seguridad Social, Chile.

The experience of Bullying in Nigerian Workplaces

Background

The experience of bullying in workplaces in Europe, North America and Australasia has been frequently examined; however, few studies have explored workplace bullying in an African context. This paper seeks to extend the understanding of the cultural influences upon workplace bullying by using data from a series of cognitive interviews to ascertain how workers in different organisational contexts in Nigeria explain and experience bullying.

Methodology

Cognitive interviews (Tourangeau, 2003) have been used to a limited extent in workplace bullying research to date, but have been used to add rigour to pretesting standard instruments (Fevre, Robinson, Jones and Lewis, 2009). The cognitive interviews in this study were conducted as part of the first phase of a research project to test the validity of the NAQ-R (Einarsen, Hoel & Notelaers, 2009) for use in Nigerian workplaces. The data from these interviews also provides a rich insight into how Nigerian employees define bullying and experience the process of bullying and its consequences.

Findings

This paper reports the findings of a content analysis of the cognitive interviews. In particular, the similarities and differences in how bullying is defined; the types of behaviours involved; the perceived causes of bullying behaviour; perceived sources of the perpetration and its impact upon individuals and organisations are highlighted.

Contribution

By conducting in-depth interviews with workers from of a range of employing organisations in Nigeria, much is revealed about both national and organisational cultural influences upon the causes, experience and impact of bullying, which could be further tested through quantitative research. Understanding the cultural aspects of bullying is particularly important for multinational companies and will facilitate the development of more effective bullying interventions by HR professionals and other interested parties.

Keywords: workplace bullying; national/ organisational culture

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- Tourangeau, R. (2003) Cognitive aspects of survey measurement and mismeasurement, *International Journal of Public Opinion Research* 15(1), pp 3-7.

Development and validation of a reflective measurement scale of incivility

Incivility is defined as interpersonal misconduct involving disregard for others and a violation of norms of respect. Thus far, the construct was measured using formative measurement scales. Formative scales are index type scales in which each indicator captures a specific aspect of the construct's domain. Alternatively, reflective scales are based on interchangeable items, which represent the effect of the construct. As for today, incivility measurement scales are structured as formative, yet treated wrongly as reflective increasing the risk of misinterpretation of data.

Thus, the purpose of this study was to construct and validate a reflective measurement scale to assess incivility. A mixed qualitative and quantitative research method, applied in two phases (i.e. Study 1; Study 2), was used for that purpose.

Study 1 gathered reflective indicators of incivility as described by employees in Israel, and included five in-depth interviews with Israeli employees who experienced frequent incivility at work. The employees were identified through a snowball sampling method, which started with the help of an anti-bullying NGO operating in Israel. The NGO helped to identify the targets who expressed their willingness to take part in the research. From this point on, the NGO was not involved in the research. As part of the interviews, participants were asked to describe how they felt as a result of the frequent incivility incidents they were involved in at work. Additional descriptions of targets' emotional reactions as a result of incivility were taken from peer-reviewed articles that were published between 2014 and 2017, and dealt with incivility. The observations were analyzed by two raters. Following this procedure, 16 items were formulated as

one-word items describing emotional reactions following experiences of incivility. Sample items of these emotions were: Hurting, Insulting, and Unpleasant.

The purpose of Study 2 was to assess the construct validity and internal consistency of the newly-developed reflective incivility scale, as well as to measure how well it correlates with an existing formative scale for measuring incivility.

Data were gathered from 591 employees in Israel and Croatia (59.9 % Israelis and 39.1% Croatians). The formulated items captured in Study 1, were measured in Study 2 through a Likert scale. The leading question we used was: “During the past year have you been in a situation where the interpersonal relationships with your superiors or co-workers were:” After removing 3 items (due to low content validity), the remaining 13 items’ validity and internal consistency were evaluated indicating good quality of the measurement model according to smartPLS3 measurement model assessment guidelines.

Following these procedures, we assessed the structural model and specifically the path between the newly developed reflective incivility scale and the existing formative incivility scale. The assessment procedure of the structural model requires that the path between the formative and reflective scales exceeds the threshold of 0.70 (i.e. $\beta \geq .70$). The results indicated that the β score of the path was 0.78; thus altogether, it is safe to assume that the new scale can be used as a valid reflective measure of incivility.

Keywords: reflective scale, formative scale, incivility

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PORTADA

Unidad que presenta el proyecto

Centro Nacional de Educación Sexual

Código del proyecto (*no llenar*)

Título completo del proyecto:

POSTER : El acoso laboral en el contexto escolar. Fase exploratoria

Unidad ejecutora principal: Centro Nacional de Educación Sexual (CENESEX)

Nombre y apellidos del investigador principal:

Liset Mailen Imbert Milan

Nombres y apellidos de los demás investigadores y unidades donde trabajan:

Ada Caridad Alfonso Rodríguez, colaboradora Centro Nacional de Educación Sexual.

Lucía García Ajete, Centro Nacional de Educación Sexual.

Fechas propuestas de inicio y de terminación del proyecto

Enero 2014 – Diciembre de 2018

Presupuesto estimado:

MN: **17500**

MLC: **1534,5**

Fondos anuales **5833**

Índice de éxito obtenido en la evaluación del proyecto (*no llenar*)

INTRODUCCION

3.1 Definir el problema y su importancia.

La violencia contra las mujeres "constituye una de las más generalizadas formas de violación de los derechos humanos y un problema de salud pública mundial, y sin embargo con demasiada frecuencia, esta se silencia, minimiza, racionaliza, se niega y/o es aceptada por los individuos y la sociedad".¹

La violencia contra la mujer es una manifestación de las relaciones de poder históricamente desiguales entre mujeres y hombres, que han conducido a la dominación de la mujer por el hombre, la discriminación contra la mujer y a la interposición de obstáculos contra su pleno desarrollo...(Capítulo IV Párrafo 118: pág. 63).²

Las raíces de la violencia están en la desigualdad histórica de las relaciones de poder entre hombres y mujeres y en la discriminación que se dirige a las mujeres tanto en el ámbito público (social) como en el privado al interior del hogar (Naciones Unidas, 2006: iv).³

En Cuba existe un proyecto social que garantiza la igualdad de oportunidades de hombres y mujeres a los diferentes espacios sociales, igualdad de salarios por el mismo puesto de trabajo sin distinción por sexo, y una alta feminización de sectores laborales como salud y la educación.

A pesar de la amplia participación femenina en la vida social y política, se reconoce que las normas culturales, las costumbres familiares, las inequidades en la distribución de responsabilidades en la ejecución de tareas en el hogar y la familia generan desequilibrios en las relaciones entre mujeres y hombres que se expresan en disparidades o asimetrías de poder, en mecanismos de control sobre la

¹ Heise, L; Ellsbert, M; Gottemoeller, M: Fin de la violencia contra la mujer. Population Reports, Volumen XXVII, Número 4, Serie L, Número 11.

² Informe de la Cuarta Conferencia Mundial sobre la Mujer. Anexo Plataforma de Acción de Beijing (1995).

³ Naciones Unidas (2006) Poner fin a la violencia contra la mujer. De las palabras a los hechos. Estudio del Secretario General.

capacidad de acción de las mujeres para el ejercicio del poder y la participación ciudadana en la vida cotidiana. Además, persisten mitos que circulan en el imaginario de las comunidades y en los modelos de socialización de género, de los que emergen las conductas violentas, por lo que está mejor documentada la ocurrencia de violencia en el espacio familiar con afectación de las mujeres, sus hijos y los adultos mayores en los hogares donde conviven varias generaciones y se constatan estilos violentos en las relaciones familiares.

No ocurre igual con las formas de violencia tipificadas como acoso laboral, acoso moral en el trabajo, hostigamiento y acoso sexual en el trabajo, en la que la información publicada en el país es escasa y más aun si se trata del espacio escolar. Igualmente, se desconoce si el problema afecta más al sexo femenino, pues muy pocos trabajos aportan datos significativos al respecto.

El Programa Nacional de Educación sexual tiene entre sus principales ejecutores, la escuela, escenario en el que se han implementado cambios profundos en cuanto al reconocimiento de la educación integral de la sexualidad como requisito inseparable del desarrollo humano y social.

La verticalidad y organización del sistema nacional de educación y su encargo social de formar a las nuevas generaciones, así como la feminización de este sector explican la selección del escenario escolar para la realización de la fase exploratoria de la investigación que tiene como propósito la mayor calidad de salud del personal educativo para el desempeño eficiente de la labor educativa. Asimismo, la presencia de bullying y otras formas de violencia que involucran a familiares de niños y niñas que se ha ido documentando en diferentes investigaciones doctorales, convoca a una indagación acerca de otras formas de violencia que puedan estar presente en las relaciones que se establecen entre el personal educativo y los actores encargados de gestionar dichos procesos.

Se identifica como el principal problema la falta de información acerca del fenómeno que se pretende estudiar. En adición a lo mencionado, la información en general acerca del acoso laboral y su tratamiento en el país es parca lo que reafirma la relevancia del estudio.

3.2 Objetivo fundamental del proyecto.

Explorar el acoso laboral en las relaciones del personal educativo en el contexto escolar para la construcción de categorías para el proyecto de investigación del fenómeno entre los años 2016 -2018.

Esta primera fase-exploratoria permitirá una mayor comprensión del problema, el diseño y desarrollo de acciones para erradicarlo y la propuesta de una regulación o norma para su prevención y tratamiento.

3.3 Explicación de por qué se elige el método de investigación utilizado.

Se utilizará para la fase exploratoria de investigación un diseño cualitativo. Los procedimientos cualitativos permiten la generación de hipótesis. Su carácter es esencialmente inductivo, no parten de un repertorio fijo e inflexible de objetivos, y en algunos casos, estos se construyen en el decursar de la propia investigación. Con el uso de tales procedimientos no se aspira a hacer generalizaciones sino extrapolaciones, contextualizadas según la muestra; utilizan información básicamente cualitativa, son hermenéuticos o interpretativos, y su propósito principal es conferir sentido a la información (Artiles, 2002). Los métodos cualitativos serán utilizados para recabar los datos, su ordenamiento y análisis para construir la información que posibilite la construcción de categorías, subcategorías y unidades de análisis para el diseño de un proyecto de investigación de mayor escala.

Esta fase exploratoria prevé además sistematizar la información de los estudios existentes en el país acerca del acoso laboral en los campos de implementación del

Programa Nacional de Educación Sexual que se encuentra en fase de rediseño como política social en un contexto político muy favorable.

La investigación acción posibilitará que en la medida que se recaben los datos aportar a la transformación de las relaciones en el ámbito escolar y generar habilidades en el personal educativo para la identificación y prevención de diferentes formas de violencia entre las que se encuentra el acoso laboral desde una construcción colectiva de los conocimientos basados en la metodología de la Educación Popular.

Se realizará una triangulación de los resultados que permita la evaluación de la confiabilidad de los datos obtenidos a la vez que su análisis desde diferentes perspectivas teóricas.

Se emplearán como técnicas para la recogida de datos: las entrevistas grupales focalizadas, las entrevistas semiestructuradas y la observación. Las entrevistas e intervenciones grupales serán grabadas para el análisis de contenidos. Los grupos contarán con una observación abierta que permita no solo la evaluación de la calidad de la tarea grupal, sino la observancia de las actitudes de los miembros del grupo durante las entrevistas. Se llevará un registro de las entrevistas realizadas y de las observaciones en las instituciones educativas seleccionadas para la investigación.

La combinación de métodos puede facilitar la construcción de la información y la formulación de las categorías que serán objeto de investigación.

3.4. Producción Científica: publicaciones relacionadas con el objetivo del proyecto.

Soy investigadora joven. En la actualidad me encuentro en una maestría en Promoción de Salud en los Sistemas Educativos. Trabajo en el área jurídica del Centro Nacional de Educación Sexual y no tengo publicaciones acerca del tema.

Trabajaré en el proyecto con dos especialistas con experiencias en investigación y en el trabajo con personas con necesidades especiales y violencia contra las mujeres.

Las dos especialistas tienen publicaciones en revistas nacionales e internacionales y en diferentes libros. Son miembros activos de SOCUMES.

ANTECEDENTES Y JUSTIFICACIÓN

4.1 Planteamiento del problema.

La Declaración sobre la eliminación de la violencia contra la mujer emanada de la Asamblea General 48/104 del 20 de diciembre de 1993 de Naciones Unidas en sus artículos 1 y 2 reconoce por violencia contra la mujer:

“todo acto de violencia basado en la pertenencia al sexo femenino que tenga o pueda tener como resultado un daño o sufrimiento físico, sexual o psicológico para la mujer, así como las amenazas de tales actos, la coacción o la privación arbitraria de la libertad, tanto si se producen en la vida pública como en la vida privada.

Se entenderá que la violencia contra la mujer abarca los siguientes actos, aunque sin limitarse a ellos:

- a) La violencia física, sexual y psicológica que se produzca en la familia, incluidos los malos tratos, el abuso sexual de las niñas en el hogar, la violencia relacionada con la dote, la violación por el marido, la mutilación genital femenina y otras prácticas tradicionales nocivas para la mujer, los actos de violencia perpetrados por otros miembros de la familia y la violencia relacionada con la explotación;
- b) La violencia física, sexual y psicológica perpetrada dentro de la comunidad en general, inclusive la violación, el abuso sexual, el acoso y **la intimidación sexuales en el trabajo, en instituciones educacionales** y en otros lugares, la trata de mujeres y la prostitución forzada;

c) La violencia física, sexual y psicológica perpetrada o tolerada por el Estado, dondequiera que ocurra”.⁴

Pocos años después, en 1996, la Organización Mundial de la Salud en la 49ª Asamblea Mundial de la Salud en la Resolución WHA 49.25 declara que la violencia es un importante problema de salud pública en todo el mundo e insta a los Estados Miembros a que evalúen el problema de la violencia en sus territorios y comuniquen a la OMS la información de que dispongan sobre ese problema y su manera de afrontarlo.⁵

La política de investigación del CENESEX reconoce entre las líneas prioritarias la violencia, para lo cual ha desarrollado investigaciones con diferentes grupos de estudio entre los que se encuentran: las poblaciones de lesbianas, transgénero, gays de las redes sociales comunitarias de la institución, profesionales de la salud, operadores del derecho, profesionales de la educación especial y otras.

En el grupo estudio constituido por 83 operadores del derecho solo uno reconoció entre las formas de violencia: los gritos, las agresiones físicas, el acoso laboral.

Entre los resultados significativos se encuentran:

1. Persistencia de mandatos culturales y estereotipos de género basados en cultura patriarcal.
2. Persistencia de explicación de la realidad social desde un enfoque dicotómico y heterosexista.
3. Conflictos familiares, exclusión y/o marginación de la dinámica familiar de los miembros de la familia con sexualidades no hegemónicas basados en la violencia de género.

⁴ Naciones Unidas. Declaración sobre la eliminación de la violencia contra la mujer emanada de la Asamblea General 48/104 del 20 de diciembre de 1993

⁵ Organización Panamericana de la Salud y Escuela de Higiene y Medicina Tropical de Londres. Prevención de la violencia sexual y violencia infligida por la pareja contra las mujeres: qué hacer y cómo obtener evidencias. Washington, DC: Organización Panamericana de la Salud, 2011. Pp 6-8

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4. Limitaciones en el acceso a los servicios de salud y de los puestos de trabajo de las mujeres lesbianas por razones de género y orientación sexual.
 5. Reproducción en los medios de comunicación de mensajes sexistas y de subordinación de las mujeres si se les compara con los mensajes y el lugar que ocupan los hombres, especialmente en los espacios musicales, el videoclip cubano.
 6. Insuficiente preparación de los especialistas que deben atender la violencia en el espacio familiar en los temas relacionados con: Género, diversidad sexual, violencia en todas sus manifestaciones.
 7. Insuficientes mecanismos para brindar atención a la violencia contra las mujeres y la violencia de género.
 8. El acoso laboral no fue emergente en ningunos de los grupos estudio aunque se reconoció que en la baja retención en el espacio laboral de las poblaciones LGBT, se encuentran el estigma y la discriminación sin que pudiesen tipificarse estas manifestaciones, como acoso laboral.

Los mencionados resultados comprometen a las investigadoras a participar no solo en develar las posibles causas que están en la persistencia de la violencia sino a participar activamente en la solución de la problemática planteada.

4.2 Revisión bibliográfica.

Se le reconoce a Lorenz, la utilización del término de mobbing para describir "el ataque de una coalición de miembros contra uno de su misma especie, por alguna diferencia, defecto o rasgo significativo". Con posterioridad en la década los ochenta Leymann lo aplica en la psicología laboral como una forma particularmente grave de estrés psicosocial. Define el mobbing (1992):

"El mobbing o terror psicológico en el ámbito laboral consiste en la comunicación hostil y sin ética, dirigida de manera sistemática por uno o varios individuos contra otro, que es así arrastrado a una posición de

indefensión y desvalimiento, y activamente mantenido a ella. Estas actividades tienen lugar de manera frecuente (como criterio estadístico, por lo menos una vez a la semana) y durante largo tiempo (por lo menos seis meses). A causa de la elevada frecuencia y duración de la conducta hostil, este maltrato acaba por resultar en considerable miseria mental, psicossomática y social (...) Se excluyen los conflictos temporales. En otras palabras, la distinción entre conflicto y mobbing no es qué ha hecho o cómo lo ha hecho, sino la frecuencia y duración de lo que ha hecho".

Para Leymann, los comportamientos de violencia física descritos en el bullying no son distinguibles en el mobbing, este último se vale de comportamientos más sofisticados, refinados y hasta más lacerantes como el aislamiento social de la víctima.⁶ En otros estudios del autor se ha visto que la mayor prevalencia de *mobbing* se encuentra entre los empleados de hospitales, escuelas y organizaciones religiosas.⁷

Muchos de los estudiosos del tema aluden a la diversidad de formas que han sido utilizadas por sus autores para delimitar el concepto. De ahí que se utilicen algunos criterios para su tipificación:

- Se produce durante o como resultado del cumplimiento de las obligaciones laborales.
- Es una agresión contra cualquiera, más que una discriminación específica debida a la edad, género, raza o nacionalidad, creencias...
- Tales acciones aparecen al menos durante seis meses y con una frecuencia semanal.
- Es intencional: el fin es obligar a la persona a que abandone el trabajo.

⁶ Almirall PJ, del Castillo N P, González A, Álvarez S, Hernández JS, Parada C. Validación de un instrumento para el diagnóstico del mobbing. Cuestionario de Heinz Leymann (LIPT) modificado. 2008 Rev.

⁷ *Ibidem*

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- La víctima es arrastrada a una posición de indefensión, real o percibida, que repercute negativamente en su salud física y psíquica, así como en su ámbito social.

Lipman (citado por Almirall) considera que el maltrato psicológico en el ámbito laboral se ejerce básicamente a través de cuatro mecanismos: 1) manipulación de la comunicación del hostigado, 2) manipulación de la reputación del hostigado, 3) manipulación del trabajo del hostigado, y 4) manipulación de las contraprestaciones laborales. Almirall presenta algunas conductas asociadas a los mecanismos citados:

1) Manipulación de la comunicación del hostigado:

- Negación de la información concerniente al puesto de trabajo, como las funciones y responsabilidades, los métodos de trabajo: la cantidad, calidad y plazos del trabajo a realizar.
- Comunicación hostil explícita, con críticas y amenazas públicas.
- Comunicación hostil implícita, como la negación de la palabra o el saludo.

2) Manipulación de la reputación del hostigado

- Realización de comentarios injuriosos, con ridiculizaciones públicas, relativas al aspecto físico o las ideas o convicciones políticas o religiosas.
- Realización de críticas sobre la profesionalidad del hostigado.
- Acoso sexual del hostigado.

3) Manipulación del trabajo del hostigado

- Asignación de sobrecarga de trabajo.
- Asignación de trabajos innecesarios, monótonos o rutinarios.
- Asignación de tareas de calificación inferior a la de la víctima (shunting).
- Asignación de demandas contradictorias o excluyentes
- Asignación de demandas contrarias a la moralidad del hostigado.
- Negación de la asignación de tareas.

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- Negación de medios de trabajo
- 4) Manipulación de las contraprestaciones laborales
- Discriminación en el salario, en los turnos, jornada o en otros derechos.
 - Discriminación en el respeto, el rango o el protocolo.

Los autores referenciados infieren en su trabajo que en la literatura especializada los investigadores reconocen que:⁸

1. El *mobbing* es un fenómeno no claramente definido,
2. por lo que no existe una definición única y que algunos utilizan en la definición aspectos del cortejo psicopatológico de quien lo sufre,
3. mientras que otros se basan en las relaciones existentes entre los sujetos que participan en el acoso (víctima y victimario).
4. No existen instrumentos validados en cada contexto capaces de evaluar el *acoso*.
5. Representa un nuevo riesgo para la salud y seguridad en el trabajo.
6. No están determinados los mecanismos de reacción fisiológica y psicológica que produce el estado en que se encuentra el presunto aquejado de *mobbing*.

4.3 Importancia del estudio.

El estudio se considera importante en tanto se propone explorar un fenómeno invisible en el ámbito escolar, recopilar información que permita una intervención preventiva oportuna en un ámbito de alta sensibilidad como es dicho escenario. La violencia insidiosa, solapada que es la que caracteriza el acoso laboral busca lacerar la estima personal y el autoconcepto de las personas pudiendo interferir los procesos de una escuela participativa y gestora del desarrollo de los sujetos y constructora de ciudadanía.

⁸ Ibid Almirall

Identificar el acoso laboral en el contexto escolar y contribuir a su eliminación es una vía para la promoción de salud sexual y para la prevención de las manifestaciones psicológicas y las secuelas en salud mental que estos problemas dejan en las víctimas. Por lo que los resultados de esta fase exploratoria pueden ser la ruta para la propuesta de acciones en los diferentes campos de acción de Programa Nacional de Educación y Salud sexual. Los datos que se recaben durante la investigación además pueden ser de utilidad para el MINED, como OACE con el encargo de regular, controlar y vigilar cualquier manifestación en el SNE que se desvíe de los principios en los que se forman a nuevas generaciones de cubanos y de personal docente.

El proyecto de investigación puede servir igualmente a otros investigadores que se integren a este para el desarrollo de propuestas novedosas en la promoción de estilos de afrontamiento saludables

4.4 Posibles impactos (Objetivos estratégicos a los que contribuye el proyecto una vez concluido y aplicados sus resultados. Se expresa en los cambios a mediano y largo plazo que se espera producir en el conocimiento científico y tecnológico, la producción de bienes y servicios, los procesos sociales o en el medio ambiente, como consecuencia de la ejecución del proyecto).

Se considera que el proyecto contribuye a dar salida a los siguientes objetivos estratégicos:

1. Consolidar una estrategia de prevención de la violencia en cualquiera de sus manifestaciones basada en la equidad de género y derechos humanos para el logro del desarrollo humano y social.
2. Desarrollar un sistema de acciones que garanticen la prevención de la violencia en la relación escuela-familia-comunidad.

Cada objetivo estratégico por sí mismo y su integración posibilitarán elevar la salud y la calidad de vida de las personas en su desempeño laboral, familiar y

comunitario. Si se toma en cuenta los determinantes sociales de la salud, el proyecto apunta a elevar las condiciones laborales y el clima emocional en el que se desarrollan estas. Producirá información que permitirá el desarrollo de un proyecto de investigación dirigido a la aplicación de una estrategia de prevención de esta forma de violencia.

V. OBJETIVOS

5.1. Objetivo general:

Identificar formas de acoso laboral en las relaciones del personal educativo en el contexto escolar.

Objetivos específicos:

1. Sistematizar investigaciones acerca del acoso laboral en el ámbito educativo y su ocurrencia en los sectores que se definen en el campo de acción del Programa Nacional de Educación y Salud Sexual.
2. Identificar en las relaciones del personal educativo cuestiones que sustenten el diagnóstico de acoso laboral.

5.2. Hipótesis o preguntas científicas.

1. Cuáles son los factores que intervienen en el escenario escolar que pueden favorecer la presencia de acoso laboral.

VI. DISEÑO METODOLÓGICO

6.1 Material y método: tipo de estudio, variables, indicadores, métodos de recolección de la información, plan de análisis de los resultados, métodos estadísticos a utilizar.

Como se había mencionado en acápite anterior se utilizará para esta fase un diseño cualitativo que permita a las investigadoras ir replanteándose los objetivos y el

mejor método para recopilar los datos del objeto de estudio según las necesidades que surjan luego de la entrada al campo.

Se empleará la sistematización atendiendo a las investigaciones realizadas sobre violencia en el ámbito laboral durante los últimos cinco años 2009 -2014. Se organizará la información iniciando la sistematización y análisis crítico por las que tienen como campo de acción el escenario escolar. Al concluir el proceso se evaluará la pertinencia de la realización.

Dadas las dificultades teóricas y metodológicas que se señalaron en la revisión teórica se consideraran como áreas de interés: la definición de partida, la propuesta de definición operativa, los elementos que integran esta, el diseño metodológico, muestreo, tamaño de la muestra, instrumentos utilizados y principales resultados. Los datos se organizarán en una matriz de visualización rápida de resultados. Se ampliará la sistematización a investigaciones a otros sectores de interés para el Programa Nacional de Educación Sexual.

Se utilizarán entrevistas semiestructuradas a los investigadores de la sistematización ante cuestiones que requieran de esclarecimiento y/o profundización.

Se empleará la observación abierta de los espacios educativos seleccionados, se solicitará la observación de los espacios de gestión escolar y metodológica.

Se construirá un Taller que permitirá poner en conocimiento del personal educativo los aspectos concernientes al acoso laboral. Se tomará como punto de partida los enunciados contenidos en el CUESTIONARIO DE HEINZ LEYMANNN (LIPT) modificado por Rodríguez Rivera. Versión en español – INSAT – 2005 y aplicado en un hospital habanero a enfermeras y enfermeros por investigadores del Instituto Nacional de Salud de los Trabajadores. Luego se aplicará la técnica de entrevista grupal. Se realizarán tantas como se requieran para la saturación de la información.

El diseño cualitativo posibilitará utilizar entrevistas en profundidad con aquellos sujetos que se reconozcan víctimas de acoso laboral.

7.1 Resultados esperados (nuevos productos, tecnologías, patentes, prototipos, publicaciones).

El principal resultado es la construcción de información que permita el diseño de investigación más extensiva y un muestreo intencional en escenarios educativos de tres regiones del país.

- 1) Sistematizadas las investigaciones que abordan el tema en los sectores que son considerados clave en el Programa Nacional de Educación Sexual.
- 2) Identificados factores que sustentan el acoso laboral en el contexto escolar.
- 3) Diseñado Taller que permite la sensibilización y comprensión del acoso laboral por el personal educativo.
- 4) Desarrollado sistema de categorías para el diseño de proyecto de investigación como parte del Programa Nacional de Educación y Salud sexual.

Se presentará el informe de investigación a los participantes, autoridades del MINED y CENESEX.

VIII. SUPUESTOS RIESGOS (Contingencias esperadas)

En el tiempo fijado para el desarrollo del proyecto se pueden presentar los siguientes riesgos:

1. Desempeño como cuidadoras de las investigadoras, lo cual puede traer aparejado retraso o no cumplimiento del cronograma de ejecución del proyecto. Pueden verse afectadas por ser mujeres que tienen familiares ancianos a su cargo.
2. Necesidades institucionales vinculadas al cumplimiento del plan de trabajo anual de la institución. Esta contingencia puede presentarse cuando no se

concilie correspondencia entre el número de tareas institucionales y el número de especialistas para dar respuestas a estas.

3. Movilidad de investigadoras por reorganización del sistema de salud y perfeccionamiento institucional.
4. Desmotivación y falta de tiempo de especialistas e investigadores/as que trabajan el tema en participar en la investigación.
5. Pobre movilización de recursos financieros que permita la realización de las tareas de investigación.
6. Falta de voluntad política para la realización de la investigación.

IX. CRONOGRAMA DE ACTIVIDADES

Resultados/Fecha de inicio/Fecha de terminación/Actividades/Medios de verificación/ Cronograma ajustado

Resultado	Fecha de inicio	Fecha de Terminación	Actividades	Medios de verificación
Sistematizadas las investigaciones que abordan el tema en los sectores que son considerados clave en el Programa Nacional de Educación Sexual.	5 de enero de 2014	5 de julio de 2014	Elección de los ejes de sistematización. Organización de la información y documentos a sistematizar	Guía para la sistematización y expediente de documentos.
				Construcción de categorías y selección de la información por ejes.
	20 mayo 2014	20 de agosto 2014	Análisis de los resultados.	Informe de resultados para publicación.
Diseñado Taller que permite la sensibilización y	5 septiembre 2014	30 de octubre 2014	Construcción de Taller que pondrá en conocimiento del	Guía de Taller de sensibilización que se impartirá.

comprensión del acoso laboral por el personal educativo.			personal educativo los aspectos concernientes al acoso laboral.	
	1 de noviembre 2014	31 de diciembre 2014	Aplicación del CUESTIONARIO DE HEINZ LEYMANN (LIPT) modificado por Rodríguez Rivera.	Cuestionarios de las entrevistas, grabaciones, transcripciones, modelo de organización de datos recolectados.
	3 de enero 2015	23 de marzo 2015	Aplicación de técnica de entrevista grupal.	
	25 de marzo de 2015	25 de junio de 2015	Sistematización de la experiencia de capacitación.	Informe de resultados y publicación

Identificados factores que sustentan el acoso laboral en el contexto escolar.	1 julio de 2015	31 de agosto de 2015	Entrevistas a sujetos clave. Entrevistas a sujetos que se identifiquen como victimas de acoso laboral.	Memorias de las capacitaciones. Identificados los factores y las conductas que tipifican el acoso laboral. Triangulación de resultados
Desarrollado sistema de categorías para el diseño de proyecto de investigación como parte del Programa Nacional de Educación y Salud sexual.	6 de septiembre de 2016	31 de diciembre de 2015	Diseño e implementación de categorías para el diseño de proyecto de investigación con información resultante de los otros resultados	Informe de investigación.

X. PRESUPUESTO Y FINANCIAMIENTO

10.1 Base de cálculo del presupuesto del Proyecto

Salarios: Relación por ciento salario.

Recursos materiales y otros recursos: costo actual de precio unitario x cantidades

10.1.1. Recursos humanos

Participantes/Categoría ocupacional/Categoría científica, docente o tecnológica/Institución a la que pertenece/% de participación/Salario mensual/Salario anual por participación en el proyecto/ Total en cada columna

Participante	Categoría ocupacional	Categoría científica	Categoría docente	Institución	% de participación	Salario mensual	Salario anual
Liset M. Imbert	Especialista		Instructora	Centro Nacional de Educación Sexual	50%	207	2490
Ada C. Alfonso Rodríguez	Jubilada	Máster	-	Colaboradora del Centro Nacional de	50 %	170	2040

				Educación Sexual			
Lucia García Ajete	Defectologa	Máster y Dr.C	Auxiliar (Universidad Pedagógica Enrique José Varona)	Centro Nacional de Educación Sexual	25%	175	2100
Total						552	6630

10.1.2. Recursos materiales y otros recursos.

Descripción del recurso/Unidad de Medida/Cantidad/Costo Unitario/Costo total/total

Descripción	Unidad de medida	Cantidad	Costo unitario	Costo Total CUC	Costo MN
Tonner Laserjet Profesional M1212nf MFP	Cartucho	6	94	564	169,2
Papel	Resma	20	4,6	92	40
Papelógrafos	pliegos	150	0,5	75	15
Plumones		50	1	50	5
Electricidad					3400
Telefonía					360
Transportación				800	
Alojamiento					720
Alimentación					540
Combustible		450	1,15	517,5	
Total				1534,5	5080



XI. CONSIDERACIONES ETICAS (Consentimiento informado, implicaciones éticas del estudio, confidencialidad)

Tomando en cuenta el prestigio con que cuenta el sistema de educación cubano, su dirección y el personal docente se observará durante la recogida de datos un actuar basado en los principios de la ética de los profesionales de la salud y en el Código de Ética de la SOCUMES. Las investigadoras se atenderán para la implementación de la fase exploratoria de lo reglamentado por la OMS y el MINSAP en las investigaciones con sujetos y presentará el presente protocolo ante la Comisión de ética del Ministerio de Educación, para su aprobación, sugerencias y acompañamiento en caso que se requiera.

Durante el proceso de investigación se respetará la autonomía de los sujetos que participan en el estudio, quienes decidirán su participación en los diferentes momentos de la investigación. Las investigadoras informarán de los resultados a participantes y a autoridades de MINED manteniendo la confidencialidad de los sujetos, respetándose su decisión de continuar o no en las diferentes fases del proyecto.

En ningún caso se revelará información contenida en las entrevistas, observaciones, y otras intervenciones que se deriven del diseño sin el consentimiento dialogado o informado de los sujetos.

La información será utilizada con fines académicos y científicos siempre que cuente con la aprobación de los/as participantes en el estudio. Las matrices con la información será protegida por la investigadora principal del proyecto, publicándose solo la información debidamente tratada y aprobada por los sujetos participantes.

Las grabaciones, registros de investigación y otros insumos recibirán similar tratamiento.

Se presentará a cada participante un modelo de consentimiento informado que detalle el resultado de investigación en la que participa y el uso que se le dará a la información en un segmento de la hoja que se entrega en el primer momento del encuentro para que de forma informada decida su participación y en qué forma decide participar. La información contenida en dicho modelo además, se brindará por las investigadoras para lograr la mayor comprensión de los procesos a los que se compromete. Los consentimientos serán archivados y se señalarán. Se le asignará a cada sujeto un número en la base de datos para proteger su identidad en el protocolo en el que participa.

No se brindará información de forma individual a ningún personal sin importar el nivel de dirección en el que participa. Las investigadoras proveerán información solo: ante la solicitud expresa de la persona afectada, o cuando por razones de salud, la persona se sienta incapacitada para hacerlo y el daño así lo amerite, siempre basado el actuar profesional en el más estricto principio de beneficencia.

XII. REFERENCIAS BIBLIOGRÁFICAS (a pie de página)

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XIII. SOSTENIBILIDAD DE LOS RESULTADOS DEL PROYECTO

El proyecto está en correspondencia con los objetivos estratégicos del Ministerio de Salud Pública y la institución a la que pertenecen las investigadoras:

La aplicación de sus resultados está garantizada en cuanto su principal aporte revelar información que posibilite el diseño de un proyecto de investigación más

extensivo así como la revisión del marco normativo en materia de violencia en el ámbito laboral. Los resultados de esta fase exploratoria podrán integrarse al sistema de acciones del Programa Nacional de Educación Sexual, especialmente en el campo de acción educativo. La investigación busca generar información acerca de la violencia en el contexto escolar, siendo este un ámbito privilegiado en el proyecto social cubano así como busca revelar las posibles causas que generan malestar en el personal educativo, lo que redundará en la salud escolar.

Los resultados pueden convertirse en un insumo para el trabajo que de forma sostenida realiza CENESEX y otras instituciones cubanas en la prevención y atención a la violencia en cualquiera de sus manifestaciones.

La investigadora principal tiene una formación jurídica por lo que podrá integrar la información en su práctica docente y en los espacios de trabajo conjunto desarrollados por CENESEX con la Unión de Juristas de Cuba y el MINED.

Los beneficios sociales del proyecto apuntan a la identificación de malestares entre el personal educativo y mejorar el clima de trabajo de la comunidad educativa lo que redundará en la educación de niñas, niños y adolescentes.

Forcing: An unchartered form of workplace abuse

Abstract

This work has the purpose to discuss and present some preliminary qualitative data on the notion of “forcing”, a form of workplace abuse that is sufficiently different from already recorded abuse forms, such as bullying and incivility. The concept “forcing” was coined by Bozionelos (2015) in order to describe situations where target individuals are forced to execute tasks that are contained in the workloads of other individuals. The perpetrators are either the individuals who want to have their workloads lightened themselves or others who operate on behalf of them.

In most cases the target receives no formal credit because the tasks have officially been performed by the perpetrator. Hence, the victim receives no acknowledgement in her/his record for performing additional work, while it is likely that as result of that excess work her/his overall performance and well-being are harmed. In those cases where the task is recorded as having been performed by the victim the victim is overworked because she/he has had to perform work in excess of what she/he is capable of or willing to do; and as a result her/his performance or well-being or both of them suffer.

Observations in academic settings and in the military along with preliminary interviews with human resource practitioners in the commercial and public sector provide further validation for the notion of forcing. These qualitative data suggest the following:

- Forcing exists in every culture, but its prevalence appears higher in societies with greater power distance.
- Forcing may exist independent of other forms of harassment. That is it is not necessary that the victim receives other forms of abuse before she/he is subjected to forcing.
- Forcing can be part of particular organizational mentality, especially mentalities where individuals within the same job are explicitly differentiated in terms of their value.
- The perpetrator (the person who has her/his workload is reduced at the expense of the victim) may utilize the line manager to exercise the forcing on her/his behalf on the victim. This may happen when the line manager perceives, or is led to perceive, that the perpetrator is an individual who adds in some ways value and is worth more than the victim.
- People with strong levels of the personality trait of narcissism, and secondarily of the traits of Machiavellianism and psychopathy are more likely to be perpetrators in forcing. The reason is probably that these traits, and especially narcissism, are associated with a sense entitlement that renders the person to believe that she/he has the “right” to require from others to perform her/his tasks. These traits, and especially psychopathy and Machiavellianism, are also associated with unconventional morality.
- Individuals who score low and high respectively on the personality traits of emotional stability and agreeableness are more likely to submit to forcing.

Next steps on research with the notion of forcing are also discussed.

**HARASSMENT: VIOLENCE AND AGGRESSION THAT
GENERATES DISCRIMINATION AND VIOLATION OF
FUNDAMENTAL RIGHTS**

ABSTRACT:

The aim of this paper is to show the dynamics of violence to exclude workers in the workplace. Process in which a series of strategies and tactics are applied to discriminate, denigrate, humiliate, attack, in solitary confinement and in communicate, isolate, press, slander, attempt against life and dignity through formal processes in the production of goods and services using the headquarters to their collaborators so that physically and psychologically attack another in order to leave the unit of work. If the worker does not leave an extreme violence that could lead to death by the affectations in the body for stress or to suicide or homicide or a premature pension.

The present reflections originate from the case studies that have been addressed in public and private employment. Not ending until it is prevented by policies and enforcement of international instruments as well as protection laws for workers.

Not omitting daily aggressions, systematic with formal and informal acts so that the worker leaves the place of employment with a temporary or permanent disability, a premature pension, is moved, dismissed, in the worst case with death or attacking the physical integrity of their closest relatives or inducing suicide by the intensity of the aggressions and

violence that is promoted against the person and his closest relatives. Because the aggression is not limited in the field of employment but also in all areas where the victim is related.

As the administration treated them unequally in assessing the actions of those who harass and the acts of the victims and even denied them the communication and the resources to produce, evaluating their performance, falsely, using this criterion to dismiss them without observing the administration with which performance indicators performance is assessed, to determine a negative valuation and dismiss based on it or even accuse him of poor public service or create an environment not fit for employment.

When in fact the indiscipline and the acts that interrupt the daily activity is not the victim who gestates them but the group of people who mobilize to harass and harass the victim.

They are processes through which unequal struggles of relative power - because the victim has no formal or informal power - lead to the application of tactics and strategies by a group that is mobilized by a formal leader, by their position in the organization against another. Informal leader, defined by the capacity of influence that has on the other actors, to mobilize them against another or another worker. They are asymmetric relations of power in which some actors possess powers to disregard employment regulations with the support of the administration while other subjects are repressed and excluded from the labor benefits, promotions, rewards, merits to which they are entitled according to the regulations and internal normalizations of the organization for discrimination.

Sexual conditioning or sexual payment is aggression to their closest relatives or close friends but satisfies the requests of the stalkers contravening the international instruments that sanction and to prevent.

KEYWORDS: Harassment, Power Relations, Human Rights, Discrimination.

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Hot and Cold Violence: A cross-cultural study of perspectives of workplace violence among Chinese and New Zealand practitioners

Workplace violence is the unfortunate reality for many workers. Evidence indicates that 1.5% to 5% of employees experience violence in some form (Bentley, Catley, Forsyth & Tappin, 2014); efforts to measure, manage and prevent violence are therefore of concern to organisations, workers, regulators and the public. Research on workplace violence in New Zealand and China has not been extensive, although some data is available. In New Zealand, prevalence rates appear similar to international studies with around 3% of employees reporting exposure to violence (Bentley et al., 2014). Studies in the Chinese context have tended to focus on the health sector, making comparisons less straightforward. However, available research indicates a significant issue, for example, 50% of 2,464 Chinese health professionals reported experiencing at least one type of violent incident (Wu et al., 2012).

Given that workplace violence is commonly viewed as a manifestation of a power imbalance or dysfunction (Loh, 2016), comparing New Zealand and Chinese perspectives is likely to prove insightful as both nations have starkly contrasting views towards power – with New Zealand having a relatively low power distance and informal culture in comparison to China’s more hierarchical, rigid view of power (Hofstede, Hofstede & Minkov, 2010). Furthermore, increasing globalisation has seen the proportion of Chinese migrants to New Zealand increase, and thus local practitioners are faced with facilitating the integration of these cultures among others (Ministry of Business, Innovation and Employment, 2016). With this in mind, this qualitative study involved the thematic analysis of semi-structured interviews conducted with 19 New Zealand and 18 Chinese Human Resource/Health & Safety practitioners. Participants were asked to share their understanding of workplace violence, and subsequently their views and experiences of incidences of violence and the appropriateness of their organisation’s intervention measures.

Important contrasts emerged around the ways each group of practitioners conceptualised violence. Practitioners from both nations identified violence as consisting of both verbal and non-verbal malicious acts. However, perceptions of

violence as non-physical incivility (“cold violence”) were more commonly held by Chinese respondents. A pattern emerged from Chinese respondents around the role of violence in obtaining and/or exerting power and they perceived violence as more likely to occur in this way among internal parties than from external sources as was more common perceived in New Zealand. Perceptions of violence prevention also differed, with Chinese practitioners often holding the view that recruiting employees of the right “quality” and personality type was key, alongside maintaining an organisational culture that promoted harmony. Importantly, this could be done implicitly, without having to specifically mention or publish policies around violence. In contrast, New Zealand practitioners seemed to prefer to overtly acknowledge the existence and prohibition of violence through policies and training.

These findings will be discussed in relation to Hofstede’s (2010) framework of cultural differences to gain greater insight into the differences and similarities identified between the two cultures. Subsequently, implications for policy and practice will be discussed, and recommendations to facilitate positive workplace interactions amongst a diverse workforce on important issues such as health and safety.

Keywords: workplace violence, China, New Zealand

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For a better quality of life in the workplace

Originally launched to promote improvement of the quality of life and well-being of employees, Hümappi is an innovative tool that provides businesses with a completely confidential and dedicated harassment prevention device.

Hümappi is a Web Application that acts as a catalyst for interpersonal relationships and helps us adjust the terms of those relationships in order to prevent the probability of crossing the lines of respect and civility.

Technology has made it challenging to adapt to change, particularly when it comes to relationships. Every day, we run into people who are busy communicating virtually with other people, either by e-mail, text message or other means. Have smart phones become a barrier to functional exchanges with our peers? The working world is in profound transformation with the rapid integration of artificial intelligence on many levels which has led to the development of applications and tools used in our daily lives. In 27 seconds, an algorithm can detect a cancerous tumor by giving details of its size, density and details about the treatment plan to adopt. Our means of communicating has become more sophisticated and we now have new tools such as video conferencing which has allowed remote communities to access essential services such as physical and mental health care.

Hümappi is a web application that will eventually become essential for companies that want to reduce their risks and high operating costs due to the poor balance of power between employees. It has been demonstrated in many areas of research that early detection reduces the likelihood that the employee's psychological balance will be compromised and risk becoming a mental health problem. This App is the essential link in maintaining a safe and healthy working environment for all.

By using a simple 4 step protocol, it is possible to ensure a regular flow of information that monitors interpersonal relationships and the elements identified as being strong indicators of civility between employees. The App makes it possible to track variations in the comfort level of the employee with colleagues or their immediate supervisor.

In addition, the use of mediation to resolve workplace harassment and bullying is strongly challenged, both on principle and with regards to its effectiveness. Mediation necessitates that a formal complaint has been filed and that an investigation has ensued. There has to be a defined problem in order to reach a settlement through mediation. The present approach attempts to

demonstrate that with a structured modus operandi based on internal policy within the organization and proper training of staff, it is possible to take alternative action. By using a new App called Hümappi, we introduce a new and different approach which is innovative and effective. Moderation opens the door to a new way of behaving in order to allow people, who work in the same environment, to limit the occurrence of cases of harassment and intimidation.

A study was conducted as a cooperative undertaking whereby the revision of internal policies was an opportunity to plan a broader and more structured approach than most of those used in the Montreal area for the same type of businesses. The management staff was mobilized and supported the approach. The existence of numerous past cases and the positive results of interventions made by Humà Experts² Consultants Inc. in 2014/15, helped pursue and go beyond the basic structure by applying the methodology made possible by the development of the Hümappi App.

The absence of cases in the first three months, the speed of intervention as well as the effectiveness of the approach in solving problems associated with poorly calibrated balance of power, demonstrates the value of the Hümappi App and of the principles that underlie its application.

Humà Experts² Consultants Inc. specialize in the prevention of harassment and bullying in the workplace. Their goal is to help employers build prevention protocols and advocate work upstream to promote proactivity versus responsiveness. To this end, they focus on education and raising awareness of the phenomenon in the world of work and work with employers to build a healthier culture of respect and civility among colleagues. Hümappi is their vision of a world where harassment and intimidation is almost non-existent and management of these is now possible is possible because prevention is now available.

Job Demands and New Public Management: A case of Bullying and Harassment in a UK Ambulance Service

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Health care workers have historically reported high levels of exposure to bullying and harassment (Kivimäki, et al., 2000; Hogh, et al., 2011; Fevre et al., 2012) with nurses (Blackwood et al., 2017), doctors (Quine, 1999) and dentists (Steadman et al., 2009) being examples of professions reporting high levels of bullying incidents. Studies of bullying and harassment amongst paramedics, ambulance personnel and first responder clinicians are rare, but the limited evidence available points to significant risks of exposure to bullying (Walker, 2017; Boyle & McKenna, 2017). Researchers have also begun questioning the relationship between New Public Management (NPM) and bullying as an explanation for the significant increased prevalence rates for bullying in public sector workplaces (Omari & Paul, 2015; Lewis, Bentley & Teo, 2017; Mawdsley & Lewis, 2017). NPM is characterized by a managerialism of public-sector workplaces (Hood, 2001) which received traction between the 1980s and 2000s. NPM has since transformed further into New Public Governance (NPG) where public servants have embraced leadership elements alongside management styles (Osborne, 2010). Both NPM and NPG ideologies have extended to many English-speaking countries with Britain, Australia and New Zealand adopting principles that characterise NPM as efficiency and competition in markets and NPG rooted in trust and reciprocity principles (Rhodes, 2014). However, organizational changes in the management and leadership of public sector employees are also likely to increase role ambiguity and conflict that could negatively affect psychological wellbeing and interpersonal negative behaviours (Sehested, 2002; Teo et al., 2013). Emerging research such as Pollitt and Bouckaert (2011) shows that NPM particularly appears to align well to bullying because of its application of hands-on management using performance management, monitoring and financial prudence principles. Alongside NPM, bullying and harassment has been shown to be rooted in work environment stressors where job-demands, workplace-resources and change have been widely reported as antecedents to bullying (Parzefall & Salin, 2010; Baillien et al., 2011; Lewis et al., 2017).

In this study we report the findings of a mixed-methods research project exploring bullying and harassment of a single National Health Service (NHS) Ambulance Trust of circa 3500 employees operating in the U.K. Utilising survey, focus groups and interview data, we explore the connections between exposure to negative workplace behaviours with variables associated with the management of change, job-demands, job control, role conflict and different forms of employee support between those who report bullying and those who do not. Qualitative data is examined for central themes that signpost NPM with bullying and for explanations of job-demands and job-controls as critical antecedent explanations of bullying towards ambulance personnel.

Key Words: New Public Management, JD-R Theory, Role Theory, Bullying, Health Care Management.

POSTER : Leadership Emotional Intelligence and Workplace Bullying: An Explanatory Sequential Mixed Methods Study

Aim: Sinha and Kumar (2016) suggest leaders with high trait emotional intelligence possess positive behaviors that oppose workplace bullying. The steady rise of bullying incidents has created both global concern and an awareness of leadership's role and responsibilities towards mitigating workplace incidents. According to Martin (2013), effective identification of workplace bullying is the first step to reducing the numerous impacts. The lack of effective identification could explain the .417 proportions of claims ignored in a U.S. field survey conducted by the Workplace Bullying Institute (Namie and Christensen, 2014). High emotional intelligence (EI) managers are said to construct and retain superior rankings within many areas of leadership (Sinha & Kumar, 2016). Also, trait EI and effective leadership are said to be key risk averse components for workplace bullying (Nica, Hurjui, & Stefan, 2016). The aim of the presentation and/or poster session is to discuss a new research study that examines how trait EI scores might be used to affect a leader's ability to perform identification, intervention, and prevention of bullying within the workplace.

Method: The explanatory sequential mixed methods design consists of two phases of data collection and data analysis (Creswell, 2012). Phase 1 consists of demographics and two explanatory powered questionnaires: Negative Acts Questionnaire- Revised (NAQ-R) and the Trait Emotional Intelligence Questionnaire Short Form (TEIQue-SF). Phase 2 consists of a qualitative instrument which provides a more in depth understanding of the lived experiences regarding identification, intervention and prevention of bullying in the workplace of the leader participants in organizations of various industries across the United States. Participants within

the study consisted of C-Suite business leaders between the ages of 31 – 60 with at least fifteen years of leadership experience.

Results: Data collection measurements include: TEIQue-SF 4F and global scores, NAQ-R workplace bullying exposure sum scores, demographics, and lived experience interviews. Descriptive statistics and themes are reported. The final statistical and thematic analysis is underway and will be completed by March 2018.

Conclusion: The research examines the relationship between C-Suite leader Emotional Intelligence Trait and Bullying Exposure assessment scores and their lived experiences with their ability to identify, intervene, and prevent workplace bullying. Based upon current analysis, there is a statistically significant relationship between the C-Suite leader EI and exposure with their ability for identification and intervention of workplace bullying. However, there is no statistically significant relationship between the C-Suite leader assessment results and their ability to prevent workplace bullying. The full report and analysis would be reported during the conference.

Keywords: Leadership, Emotional Intelligence, identification, intervention

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Lost in translation? Testing the NAQ-R in an African context

While workplace bullying has been extensively researched in Europe, North America and Australasia, relatively few studies have explored bullying in the African and Western Asian contexts. This study aims to understand how bullying is defined by workers in Nigeria and the UAE and how interpretations of negative behaviour may be shaped by different cultural influences. In the first stage of the research, cognitive interviews were conducted to test the survey instrument to be employed in the second phase. This paper reports the findings from cognitive interviews undertaken with Nigerian workers.

Cognitive interviews have been used to a limited extent in workplace bullying research, but add rigour to pretesting standard instruments, as in Fevre, Robinson, Jones and Lewis's (2009) national UK survey of workplace behaviour. The aim is to increase the reliability and validity of survey data by reducing measurement errors. According to Tourangeau's (2003) four-stage cognitive model, such errors arise when respondents encounter problems in comprehending questions, recalling information, motivation and finding adequate response categories. The results are used to modify survey items to increase assurance that respondents are providing consistent and meaningful answers. This study will deploy the NAQ-R (Einarsen, Hoel and Notelaers, 2009), an English-language questionnaire of demonstrable validity for measuring exposure to workplace bullying, developed in Scandinavia. Although participants are taken from workplaces where English is spoken, it seems reasonable to test how the wording is accorded meaning by people of Nigerian origin.

A cognitive interview protocol was drawn up following Willis (2005) which involved asking respondents to 'think aloud' when answering the survey questions, explaining how they arrived at their responses. The protocol also contained scripted probes to be used as needed, and general questions based on the four elements of Tourangeau's (2003) model. Ten cognitive interviews were conducted. Respondent summaries were compared to identify any differences in how questions were interpreted. This revealed large areas of common understanding of items in the NAQ-R, but also some inconsistencies. For example, there were variations in what constituted a 'practical joke'; whether 'withholding information' included generally poor organisational communication or 'threats of violence or physical abuse or actual abuse' included verbal abuse; or whether 'hints to leave' had to be explicit. This paper identifies areas of significant difference, as well as agreement, in interpretation of survey items and discusses the implications for using the NAQ-R in a Nigerian context.

Keywords: workplace bullying; cognitive interviews; culture

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**Full paper: Mimetic Desire and the Genesis and Evolution of
Workplace Bullying in the Modern World**

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Mimetic Desire and the Genesis and Evolution of Workplace Bullying in the Modern World

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Abstract: Workplace bullying is an important consideration for business and politics in view of the serious consequences on victims' health as on companies' profits. Research into the causes and consequences of workplace bullying concerning key factors leading to moral harassment and resulting consequences is still limited. This research applies Ren   Girard's insight into the genesis of human mimetic desire to explain the dynamics and non-conscious mechanisms involved in "interdividual" relationships leading to rivalry between the bully and the victim. Discovery of mirror neurons has confirmed that mimetic desire develops through an intermediary of the mimetic brain. Research suggests searching for the "eight" of mimetic desire using a semiotic square and qualitative research in order to understand moral harassment at work as mimetic rivalry. The results will enable employees, human resources managers, and practitioners to better deal with victims and contribute to the elimination of workplace bullying.

Keywords: Workplace bullying, Girard, mimetic desire, mirror neurons, mimetic brain.

Introduction:

Companies are the backbone of the economic world, and violence is significantly increasing in these organizations (DARES, 2012). Workplace bullying and harassment have become major issues with high costs for society and among other negative consequences, the physical and mental status impairment of the bullied employees (Pillinger, 2017).

Many industrialized countries, aware of the need to fight against workplace bullying, have opted for a legislative tool. In France in 1998, Hirigoyen was the originator of the law on prohibition of moral harassment at work. The actual legal definition is: "Moral harassment is a series of repeated acts, which have as their object or effect the deterioration of working conditions which may affect the employee's rights and dignity, alter his physical or mental health or compromise his professional future" (LegiFrance, 2003). Policies against aggressive behavior are useful in reacting to counterproductive behavior but are not likely to prevent such actions because they do not alter the antecedent factors.

Minimal research has been dedicated to describing how different processes interact with each other to generate psychological harassment. In a review of 450 published articles regarding workplace bullying, based on the classification suggested by Einarsen, Hoel, Zapf, and

Cooper (2010), Zaitseva and Chaudat (2016) point out the key factors influencing workplace bullying: 1.) work organization; 2.) leadership; 3.) organizational culture and social climate; 4.) reward system; and 5.) organizational change. None of the articles contains research on the mental processes involved in the actions between the bully and bullied. In their conclusion, Zaitseva and Chaudat underline the need to analyze the key influencers and consequences of moral harassment at the personal level. A better understanding of the intrapersonal, interindividual, organizational and societal dynamics that lead to toxic behavior between the bully and bullied would be very valuable. Such understanding could explain why and how the phenomenon happens; it may help predict what will happen and propose solutions to prevent, alleviate, or even cure workplace bullying. Additional research into the mental processes that result in aggressive bullying is clearly warranted.

René Girard's theory of mimetic desire appears to be an adequate basis for understanding the interindividual aspects of bullying processes as this theory suggests that the equality of conditions, established as a right, exacerbates the rivalry between similar individuals or groups. In traditional societies, authority and rules did not allow everyone access to everything. For Girard, modernity is creating such conditions. Everyone has the right to access everything in the industrial world. This is creating a level of rivalry unprecedented in the course of human history.

Girard's theory, based on imitation between humans, has been confirmed by the discovery of mirror neurons (Gallese, 2009) in human brains. Following this path, Oughourlian applied Mimetic Theory to psychology and psychiatry (Girard, Oughourlian, & Lefort, 1978; Oughourlian, 1991; Oughourlian & Merrill, 2016). Bourdin applied Mimetic Theory to investigate political rivalries, using the semiotic square as an interface tool (Bourdin, 2016). Up to now, research did not use Mimetic Theory to explain the genesis and process of the toxic relationship between the bully and the bullied. This research points out the need for an understanding of the interindividual relationship between the bully and his/her victim and proposes a new model of investigation based on Mimetic Theory.

Research on Workplace Bullying:

For the last 25 years, research has focused on the means to prevent and eliminate workplace bullying (Samnani & Singh, 2012). Brodsky (1976) seems to be the first author to investigate this disturbing phenomenon. Since then, and also due to the work of Leymann (Leymann, 1990), workplace bullying is receiving more and more attention. Researchers have studied many aspects of workplace bullying, focusing on two main dimensions: 1.) the behavior of

the harasser ((Hoel, Glasø, Hetland, Cooper, & Einarsen, 2010; Leymann, 1990, 1996; Zapf & Leymann, 1996) and 2.) the consequences for the victim (Leymann & Gustafsson, 1996; Hirigoyen, 1998; Hirigoyen, 2001; Matthiesen & Einarsen, 2001; Soares, 2002; Mathisen, Einarsen, & Mykletun, 2011; Einarsen & Nielsen, 2015). Research has also identified risk factors related to harassment, including the personality of the victim, group dynamics, and/or the characteristics of the organization (Nielsen, Glasø, & Einarsen, 2017). Despite the amount of research already performed, there is the need for more groundbreaking research on the mechanisms and conditions that can explain how and when bullying arises, develops, and harms individuals and organizations as recently proposed by Einarsen (Einarsen, 2017).

Workplace bullying: a symptom of the modern world?

Before modernity, most people experienced life as a collective destiny. In our modern society, privacy is no longer structured by stable rules and authority relationships. Many of the barriers and inhibitions that societies previously imposed upon the games of desire have either diminished or been removed. As a result, envy, avarice, and rivalry that cultures treated as carefully monitored and severely sanctioned vices have now become the obvious driving force of prosperity. Today life has become a personal story. People must try to “swim with the sharks without being eaten alive” (Mackay, 1989).

The contemporary capitalist economy presents paradoxical characteristics: it generates wealth at levels never achieved before and at the same time has an enormous power destroying social fiber and the ecology of the planet (Kitzmüller, 1995). When financial profitability is the company's unique goal, constant pressure results on employees. Employees are made feel guilty and more obedient than ever (Hirigoyen, 1998). The rise of the values of economic competition in society has propelled individuals to the conquest of their personal identity and social success: “We have entered into a society of self-responsibility: each must imperatively find himself a project and act on his own so as not to be excluded from the link, regardless of the weakness of the cultural, economic or social resources at his disposal” (Ehrenberg, 1995, p.14). Modernity radically alters the nature of day-to-day social life and affects the most personal aspects of our experience (Giddens, 1991).

Hirigoyen (2016) (Hirigoyen, 2016) describes workplace bullying as a symptom of the modern world that increases narcissist behavior. Globalization increasingly impacts the self identity and at the same time perceived uncertainty grows (Hermans & Dimaggio, 2007). As a consequence of the side effects of modernity the uncertain individual has been born (Ehrenberg, 1995). Our world has become a world of the “self” (Barfield, 1967). This

expressive individualism and lack of social support play key roles in the increase in bullying (Twenge, Miller, & Campbell, 2014). Girard (1965) offered new insight into the origins and consequences on humanity of the narcissist modern world.

Girard and the mimetic desire

In the "Republic", Plato describes imitations and the mirror is for him the symbol of the mimetic crisis of doubles that he dreads. He senses the danger that can arise at any moment when two or more men are together (Platon, 1966).

Closer to us, Garrels put the emphasis on the interest of studying the development of mimetic desire in human relations: "There is good reason to think not only that [psychological mimesis] deserves a careful hearing but also that it should prove widely useful for psychologists in providing an explanatory framework for the sorts of systematic relationship that many are currently investigating" (Garrels, 2005).

René Girard, French literary critic and anthropologist, has proposed a rich and thought-provoking theory of human culture: Mimetic Theory. Following this theory, desire is constitutive of the self. To differentiate desire from instincts, we must add imitation, thus generating the mimetic desire that makes us human. Mimetic desire allows us to learn and adapt to our culture. Imitation and learning are inseparable (Girard, de Castro Rocha, & Antonello, 2007). For Girard, the genesis of mimetic desire lies not in the culture rigidly separated from the natural order by an entire anthropological tradition, but in the learning mechanisms common to animal and human societies (Girard, Oughourlian, & Lefort, 1987). Desire is mimetic (Girard, 1965), that is to say copied, inspired, generated, suggested, and produced by the other individual's desire. Mimetic desire begins from the moment when one imitates an individual's desire for a possessed object. For Girard, desire is almost always "triangular" and radically instable: the subject, the mediator-model, and an object. The model can become a rival by blocking (or appearing to block) the subject's access to the object. Mimetic Theory reveals the link between desire and imitation in the heart of human behavior. The theory classifies mimetic desire as the main source of aggressiveness and violence characterizing our species (Girard 1978). It defends the thesis of one individual's desire for the desire of another individual (Girard & Chantre, 2007), but by specifying desire as an imitation of the desire of the other in order to appropriate what the other possesses and through this appropriation, of the other's own being and of all of the other's attributes. The characteristic of human relationships is therefore a reciprocal appropriation of an "ontological" nature ("all desire is desire to be"), which in principle cannot reach its object.

Identity is not the issue of a possible reciprocal recognition but is the very catalyst of a dead-end conflict (Girard & Chantre, 2007). The impossibility of satisfying the desire of the protagonists can only radicalize a conflict fueled by their positions and their objectives. Conflicts can only be dissolved by constituting a system of differences capable of rendering the objects possessed by the protagonists as reciprocally undesirable in addition to their own being. Mimetic conflicts, when they are not defused by appropriate institutional arrangements, can enter into imitative overbidding that makes them destructive in principle (Girard & Chantre 2007). Girard sees modernity as afflicted and in need of redemption. For him, the “malaise” or ontological disease of modern man has been increasing since the Reformation and the breakdown of traditional society in addition to the destruction of external rituals’ meaning. Enlightenment proposed an omnipotent autonomous subject free from any guardianship and has caused fragilization of the human being. For Girard, the modern world is arch-individualistic. It is a world in which desire must be individual and unique. When the withering away of state sovereignty and the competitive logic of the market economy overlap with the multiplication of conflicts, this rivalry of equals becomes a relevant paradigm.

Mimetic Desire and Violence

The concept of imitation contains two opposite elements and co-present aspects in the excluded imitating subject:

- 1) the lack of being of the imitator disappears only if he identifies himself with the model. To do so, he must appropriate the object, imitating the model whose prestige in the eyes of the subject is conferred by the act of exclusion. The subject sees the model as enjoying an autonomy of his own desire and possession of the desired object. The subject must imitate the desire of the model for the object in order to conquer the position of mediator. He must become the model to appropriate his being and attributes. The value of the object and mediator grows as a function of the resistance encountered by the subject in a self-generating, increasing spiral.
- 2) Paradoxically, the subject imitating the model also imitates the rejection of the model in his place. He excludes himself from what he must possess to identify himself with the mediator. The identification includes the imperative of non-identification (double-bound). The imitating subject must escape the contradiction between lack and self-exclusion without being aware that this contradiction comes from the mimetic desire and not from the object or the model. For a second time, the rivalry between the imitator and the model leads the latter to face the same contradiction. The imitating subject becomes the potential mediator in the eyes of the

model. The latter, in order to maintain his status, desires the object even more intensely. He imitates the imitating subject. Reinforcing one's own desire for the object through imitating the subject intensifies rivalry. The two mediator-subjects are in a competition that is supported by an identical strategy in which the rivalry seems without origin. The more rivals try to differentiate themselves by occupying the model's position, the more the mimetic desire that supports that goal makes them similar. The rivals become more similar not because of their individual or social property, but because of their identical conduct and positioning based on competitive imitation. All individuals are mediating and subject to multiple mediating relationships tending to appropriate their respective model's qualities. Rivalries have grown through social contagion from archaic societies to the present day and can intensify thus leading to violence. The value of the mediator's object increases in proportion to the resistance encountered by the subject to appropriate the object (Girard et al., 1978; Girard & Treguer, 1994).

An important concept in Girard's theory is that mediation can be internal or external. In external mediation, the subject evolves in a world different from the model. External mediation does not cause conflict because the object of desire is inaccessible to the subject. In the context of internal mediation, the subject lives in the same environment as the model. The object of the model is accessible to the desiring subject, and rivalry arises. External mediation works to prevent rivalry and all forms of internal mediation. In order to be effective, the prohibition of external mediation must hide certain revelations. This is how it operated in archaic societies. In modern society, by contrast, as prohibitions lose their force, internal mediation has taken over (Girard & Barberi, 2001). Hobbes already identified this social phenomenon. For him, the state of nature is a state of the "war of all against all": Man is both a god and a wolf (Hobbes, 2006). As this conflictual energy is socially contagious, the mimetic crisis may expand and intensify. When two rivals fight for the same object, the value of the object increases in the eyes of other individuals who observe this rivalry and are mimetically contaminated. The number of double rivals may continue to increase thus gradually diminishing the object's attraction. To save the community from this crisis of rival violence, the solution is that the collective rabies goes to a single person designated unanimously: the scapegoat. The sacrifice (it is not murder in the eyes of the community) channels all of the violence on the same victim, who is arbitrary enemy of the whole community, and allows the community to be saved. There is no scapegoat phenomenon if one does not pass from the mimesis of the desired object, which divides, to the alliance mimesis against the common victim. The innocent victim's sacrifice allows the passage from rival

mimesis to reconciliation mimesis. The origin of culture rests on the mechanism of the scapegoat present in the first human institutions. (Girard et al., 2007). A ritual involves a moral rule while capitalist economics follow the rule of profit, which divides instead of uniting (Hocart, Needham, Karnoouh, & Sabban, 1978). In the capitalist modern world, internal mimetic desire is more than ever exacerbated. The modern world is filled with models that become rivals and with so many rivals that are models.

The link between Mimetic Desire and Workplace Bullying

Based on Girard's mimetic concept and the discovery of mirror neurons (Rizzolatti, Fadiga, Gallese, & Fogassi, 1996; Gallese 2009) Oughourlian (Oughourlian & Merrill, 2016) proposes a new psychology: the mimetic psychology, a meta-psychology based on imitation: "I structure myself by imitating the other." Girard and Oughourlian have replaced inter-individuality by interdividuality in order to underline that individuals are not isolated (Girard et al., 1978). As desire is mimetic, the desire forming the self is the reflection or the copy of the other's desire. Webb calls the self generated by interdividuality the "self between." (Webb, 1993).

Oughourlian introduced the concept of the "mimetic brain" (Cyrulnik, Bustany, Oughourlian, Janssen & Eersel, 2014). According to Oughourlian, mimetic behavior is first generated through activation of a network of mirror neurons, the mimetic brain, during an episode of interindividual mimetic desire. (Oughourlian & Merrill, 2016). As the mimetic relation is the first established at any moment between two human beings, the relation is sufficiently important and fundamental to be hypothesized in some way in the form of a cerebral function. Research on mirror neurons has shown that mimetic mechanisms initiate cognitive activity and activity of the limbic system but not the reverse. The mirror neurons constitute the system by which humans enter into relationships with each other, and introduce individuals to sociability, to relationships with others, to interdividual relationships, and to hominization. Once these neurons are activated, the interdividual relationship activates the areas of emotions and feelings of the limbic brain. Then the cognitive brain adds moral, ethical, logical, philosophical, and rational justifications of mimetically-induced actions.

These findings lead to a new anthropology and understanding of psychic and psychopathological constitutions resulting from the interactions and balance between the three functions of the human brain. Desire makes humans move similar to a pendulum that oscillates continuously between two apparently contradictory attitudes: 1.) rivalry when we want what the other wants or possesses and 2.) empathy when we consider the other as a

model (Oughourlian & Merrill, 2016). Oughourlian discovered that not only neurotic or psychotic patients but everyone makes a double claim: the claim of the self to the ownership of its desire and the claim by desire of its anteriority and priority with respect to the other's desire, which had in fact engendered the own desire through mimetic suggestion (Oughourlian, 1991).

In light of this finding, the genesis and development of bully/bullied behavior could be investigated via identification of mimetic desire mechanisms. If the self is only a self-between (Webb, 1993), Mimetic Theory is a useful basis for exploring the origins and evolution of interindividual behavior as it emerges from the otherness of desire.

Theoretical framework

So far research on workplace bullying approached the phenomenon as a “blind box”. Researchers focused on antecedents and consequences: the typical behavior of abusers and the consequences for the victims (Faulx, 2007). Faulx strongly suggests investigating the “blind box”, the relationship between the bully and the bullied: “The current state of scientific knowledge of moral harassment now leads to a description of the main manifestations of harassment and to a certain extent, an inventory of the conditions under which there is a risk that it will occur, but many less to an understanding of the processes at work in these situations; as a disease whose main symptoms we know and whose whom, where and when it is most likely to appear, but whose development it is still unaware of, how it evolves and what are its internal mechanisms of functioning ... Today, the challenge of research is to identify more precisely how the phenomenon works, what are its different forms, how risk factors interact within situations, in short to better understand the variety and complexity of situations” (Faulx, 2007; Page 22).

There is a need for a theoretical framework allowing the concurrent understanding of the polymorphic character, complex, and possibly conflictual situations of workplace bullying initiate in the interindividual relationship between the bully and the bullied. A semiotic square can help formalizing and analyzing the interindividual relationship between the bully and the bullied and the dynamics generated by feelings. The semiotic square is a tool used in structural analysis of the relationships between semiotic signs through concept opposition (Greimas, Perron, & Collins, 1989). It has been used to analyze and interpret a variety of phenomena, including corporate language (Fiol, 1989), the discourse of science studies as cultural studies (Haraway, 1992), computer games (Myers, 1991), and in marketing (Floch, 1990). In a recent thesis, Bourdin applied the semiotic square to Mimetic Theory (Bourdin,

2016). He introduced deceit as staying who we are versus our desire to become an "Other", which is not only our desire to acquire what we do not have, but rather what possesses the "Other".

The semiotic square has four angles, which summarize all of the logical relations of the obtained opposition and combinations. The first angle (A) represents the desire of the imitator to be "Other". The second angle (B) stands for the suggestion of the model. In the mimetic relation, A imitates and B suggests according to the fundamental relational couple proposed by Oughourlian that A imitates the desire for appropriation that B suggests, the suggestion being often unintentional (Oughourlian 2016). The third angle (C) represents the disappointment or deceit of the imitating subject of staying in oneself; and the fourth angle (D) represents the obstacle that forbids being more. Desire is concurrently suggested by a model and prevented from being satisfied by an obstacle, both of which are one and exist in the same person. The square is also structured along horizontal axes of cooperation (A: Desire with B: Model) and competition (C: Deceit against D: Obstacle). And it represents two axes of differentiation: imitation/suggestion and for/against. The researcher can observe the succession of four situations over time: desire; model; obstacle; and deceit and back to desire. At the end of the last situation, a new cycle starts. The cycle forms a figure eight, which can loop back to infinity: ∞ , the "eight of mimetic desire". As stated by Girard: "the mechanisms of discrimination, exclusion and conjunction [...] are the mechanisms of all thought." (Girard et al., 1978, p.347). The relation of conjunction is that "like" which unites to the model, the relation of discrimination is the "against" which stumbles on the obstacle and that of exclusion is the "without" of the disappointment.

How are the four combinations, ordered two by two? The first diagonal unites model (B) to obstacle (D) and correspond to rivalry. Girard links the two terms by a hyphen to denominate this fundamental relational situation, which is probably the most important of all in his representation; it makes the other a rival and, conversely, of the one, the rival of the other, establishing a ratio of doubles. This model is the matrix of all conflicts. The model may appear to be more so while denying access to this supplement to the subject.

The second diagonal unites the desire to be other (A) and disappointment (or deceit) (C) and corresponds to victimization in which the imitating subject shows his/her insufficiency in the hope of being able to be more. He seems to try to manipulate the situation even if it remains the toy. The rival is trying to gain the upper hand while the victim is trying to rouse him.

For the horizontal sides of the square, the line between the desire to be other (A) and the model (B) express the pseudo-narcissist of the imitating subject: it is a question of giving the illusion to others that one wishes oneself even.

In the lower horizontal line, we find the situation of pseudo-masochism resulting from the combination of deception (C) and obstacle (D) by an inversion that substitutes the latter for the usual enviable models. In a vain hope of overcoming it, the subject highlights its insufficiency of being by taking as a model the obstacle which seems to forbid it to be more. The semiotic square allows to highlight the coherence and the systematic character of Girard's hypothesis. The desire is confronted with its contradictory, which is deceit/disappointment and its reciprocal (or contrary) presupposition (the Model) and its complementary (the Obstacle). The relationships established between these four terms have been developed by Girard. Reordered, the mimetic hypothesis offers new possibilities of research. The semiotic square, as a methodological and heuristic tool, is the first conceptual step prior to an import of the mimetic desire into the management field. The next step is to investigate inside the workplace bullying process and search for the "eight of the mimetic desire".

The aim of this research is to get a better understanding of the genesis, the nature and the evolution of the relationship between the harasser and the victim at work, and a better comprehension of the impact of the processes occurring in this relationship. Diaries and face to face interviews will help reaching these goals. The selection of situations that unfold over a period of time will allow an observation of the effect of time on the evolution of the phenomenon. The respondents' narrations will bring to light processes that appear at different levels (personal, interindividual, organization, group), including dynamics of both "conflictual" and "harassment" types.

As a first step, qualitative analysis of the data collected will enable to determine the possible presence of a dynamic process resulting directly from acts of harassment. In a second step, a comparison check will search for the "eight of mimetic desire".

Conclusion

Mimetic desire is socially contagious and can lead to the scapegoat phenomenon described by Girard. We go from one against one to all against one innocent victim. In the eyes of the "majority" it is not a crime but a saving sacrifice. The majority of bullies are innocent and more are among the employees who are contentious and very involved in their work. They do not understand what's happening to them and why it's falling on them. Moral harassment, which has a serious effect on the violation of human dignity, undermines in a profound and

lasting way the psychological and physical health of the victims. The theory of mimetic desire may be a new source to understand that moral harassment at work, based on an interpersonal human relationship, arises from mimetic rivalry. In-depth study of the bully/victim relationships may provide an intimate understanding of the phenomenon of workplace bullying. This understanding may enable employees, human resources managers and practitioners to better deal with victims and contribute to the elimination of workplace bullying.

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Abstract

POSTER: Prevalence of cyberbullying among academic employees in higher education in Kingdom of Saudi Arabia

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Background

Cyberbullying has emerged as a new form of bullying in the workplace, using technology to abuse others. This has potentially significant implications for the health and safety of employees and is considered a risk factor for increased stress among targets of bullying. Since research began by focusing on the implications of bullying for children and adolescents, evidence suggests it is also prevalent among adults and in particular within the workplace, exploring the various forms it can take in work environments. Until recently, the phenomenon of bullying in higher education has been largely ignored by researchers. The use of technology in so many daily tasks and with it exposure to online messages from colleagues and students, means an increased likelihood of university employees experiencing forms of cyberbullying. This reliance on technology raises not only the possibility that this can provide fertile territory for bullying behaviour, but of its negative impact on workers' well-being and experience of the wider work environment.

Aims

As there is a dearth of research into cyberbullying across the Middle East, aims of the present research include determining the prevalence of cyberbullying among academic staff at a university in the Kingdom of Saudi Arabia and exploration of the relationships between cyberbullying and employees' health and work outcomes. This poster will focus on the prevalence findings.

Method

This study utilized a cross-sectional survey design, employing self-administered online questionnaires, with 356 university employees, including men and women, occupying roles from professor to teaching assistant. The measures included the Cyber Negative Acts Questionnaire (Cyber-NAQ) yielding quantitative data.

Results

Findings revealed that overall 56.1% of the respondents experienced some form of cyberbullying at some point in the previous six months. Furthermore 19.6% of the sample reported being the target of cyberbullying several times each week or on a daily basis.

Examination of individual items on the Cyber-NAQ revealed that exposure to unmanageable workload was most reported by respondents (67.4%) and having one's opinions and views ignored was the second most reported item (64.7%). According to Leymann's definition of cyberbullying, it is important to consider the weekly (or greater) frequency of experiencing cyber-negative acts. Viewed in this way, exposure to unmanageable workload remained the most prevalent issue (23.3%), followed by excessive monitoring of respondents' work (20.6%). In addition on a weekly or even daily basis, 15.9% endured persistent criticism of their work, 13.9% had rumours spread about them, 12.6% of the sample were targets of spontaneous anger and 9.6% received threats of violence or physical abuse.

Conclusions

This research suggests cyberbullying is an issue in the university workplace in Saudi Arabia. Furthermore cyberbullying is reported at levels concerning not only for the individuals who perceive they are targets, but also for the organization. It is hoped that these findings will be particularly valuable for Saudi Arabian and other Arabic settings, as it provides further understanding of Arabic culture - by clarifying experiences and perceptions of cyberbullying in a university setting and can facilitate improved working practices in this important, yet understudied area.

Keywords: Cyberbullying; Workplace Bullying; University; Kingdom of Saudi Arabia

Protection against sexual harassment in the workplace as a legal transplant

Over the last 25 years, the problem of sexual harassment has been recognized by most modern legal systems as a form of psychological violence in the workplace. It seems that the principles concerning the employer's responsibility for non-prohibiting sexual harassment are not fully effective in most countries, especially in the European Union. According to the results presented in reports of the European Commission, provisions on sexual harassment rarely form the basis of an employee's claims against the employer. Apart from the social and cultural reasons for this, it seems that a possible reason for the relative ineffectiveness of principles concerning the employer's responsibility have not been introduced correctly.

Provisions combating sexual harassment were incorporated into modern legal systems after the issue came to the force in the USA. Combating sexual harassment in the workplace started on a large scale in connection with the American feminist movement of the late 1970s, which resulted in the breakthrough interpretation of the *Civil Rights Act of 1964* by the US Supreme Court which ruled that sexual harassment constitutes a form of gender-based discrimination. The Supreme Court's judgments and the debate that followed contributed to the global discussion about the right of employees to work in an environment where sexual abuses do not occur and led to the widespread adoption of relevant protective measures.

These measures are based on the wording of the US Supreme Court's judgments and American anti-discrimination law, which makes the adopted regulations a legal transplant. In general, legal transplantation is a very complex process and should be conducted with due diligence in order to be fully effective (there is a risk that a foreign regulation may be implemented in a way which is not in line with the legal culture of a given country). Therefore, legislators should adjust the wording of the implemented provisions both to the existing laws and regulations, as well to the cultural, social and economic situation of a given country - this has not been done in the case of sexual harassment law. European employees still face the problem of sexual harassment mainly due to the low level of awareness of the problem and the practical doubts connected with the current wording of the applicable provisions. The conclusion of the presentation will point out that the adoption of sexual harassment legislation is only the first step in successfully combating sexual abuses in the workplace and many issues still require direct legislative action, both at the national and supranational level.

Keywords: Sexual harassment; Legal Transplant; Supreme Court of USA

SUMMARY

POSTER: QUANTIFICATION OF MOBBING AND EMOTIONAL INTELLIGENCE IN HIGHER EDUCATION INSTITUTIONS. CASE STUDY INSTITUTO POLITÉCNICO NACIONAL, 2008-2010 THROUGH THE TEN-MOBBING MODEL.

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This study was divided into three major phases, the first allowed to locate, recover, and analyze the pertinent information in order to conform a state of the art on the subject, its models and scopes of them with the purpose of correlating the methodological part with the object of study, universe of study and research subjects and achieve the necessary alignment to carry out the project. The second phase consented the conformation of the frameworks: theoretical, conceptual and contextual which allowed the analysis of the variables used by the experts, which were analyzed taking as a base the universe of study and subjects of study and in this way to decide their selection. With the selection of variables a model was designed, validated and relied upon. Based on the phase two and with the instrument mentioned above, the field work was conducted in a higher education institution in Mexico (Instituto Politécnico Nacional in its higher education schools, being these 26), this study addresses the subject of Mobbing in the education sector where the subjects of study were female public servants. The document highlights the magnitude of the problem, the fundamental factors at play, the way factors are interrelated, their impact on working conditions and the cost to the individual, the institution and the community.

KEYWORDS

Mobbing, emotional intelligence, higher education

POSTER: Reliability and Validity of the Turkish Version of the Workplace Incivility Scale

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Aim: This study aimed to examine the reliability and validity of the Turkish version of the *Workplace Incivility Scale* (WIS: Cortina et al., 2001). The 7-item scale was developed to measure the frequency of the experienced uncivil workplace behaviors from supervisors or co-workers within the previous five years and has been widely used in various studies in many countries.

Methods: We conducted a cross-sectional survey of white-collar employees, identified by snowball sampling, in which participants are recruited on a voluntary basis through direct contacts. 350 employees from various private organizations in Istanbul participated in the study. The items were translated into Turkish by the authors and a bilingual translator and then back-translated into English by a different bilingual translator. The time frame for the scale was changed from five years to one year to increase the likelihood of accurate recall. The Turkish version of the WIS together with the Modified Workplace Bullying Questionnaire (Tınaz et al., 2013), Minnesota Satisfaction Questionnaire (Weiss et al., 1967), General Health Questionnaire (Goldberg & Hillier, 1979) and an item measuring the intention to leave (Schad et al., 2014) were administered to participants.

Results: The reliability of the WIS was examined by calculating item-total correlations and the Cronbach's alpha coefficient. The internal consistency reliability was .92. The item-total correlations ranged from .62 to .83. The structure validity of the WIS was assessed with exploratory and confirmatory factor analysis. Exploratory factor analysis produced one factor solution that accounted for 70% of the total variance. Confirmatory factor analysis test of a one-factor model resulted in adequate fit indexes ($\chi^2=55.62$, RMSEA=0.08, SRMR=0.03, NFI=0.98, NNFI=0.98, CFI=0.99, GFI=0.96, AGFI=0.92). Criterion-related validity was evaluated by examining the associations between the WIS scores and job satisfaction, general health and intention to leave scores. Convergent validity was investigated by correlating the WIS scores with workplace bullying scores. Workplace incivility correlated positively with both general health problems ($r = .35, p < .01$), workplace bullying ($r = .34, p < .01$), and intention to leave ($r = .47, p < .01$) and negatively correlated with job satisfaction ($r = -.52, p < .01$), indicating high convergent and criterion related validities.

Conclusions: This study examined the psychometric properties of the Turkish version of the WIS. The results suggested that the Turkish version of the WIS is a valid and reliable instrument to assess workplace incivility in Turkey. Some limitations should be noted. First the sample was limited to white-collar employees in private organizations. Future research should include samples from different occupations and public sector for generalization. Second, we could not manage to develop a probability-based representative sample due to the organizational access barriers, owing to the nature of the research problem. Nevertheless, snowball sampling technique has been used in many prior studies investigating negative organizational behaviors.

Keywords: Workplace incivility scale, validity, reliability, adaptation

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POSTER: Researching sensitive subjects in hidden groups: The case of chefs and bullying at work

Introduction

In expanding knowledge is important to research vulnerable groups to avoid cutting them off from scientific advancement. However, some behaviours at work, such as bullying and negative behaviour could be identified as psychological events of a traumatic nature. Nevertheless, if sensitive areas are not researched then it is difficult to raise its profile and make people aware of the consequences of such behaviour.

This research looks at the use of sampling techniques in finding a representative sample of culinary chefs in order to explore bullying and negative behaviour at work. This group tends to be made up of immigrant workers, who may have questionable employment status often working in small establishments. In addition they may also have limited English language skills, plus there is limited collective representation. Therefore, although the sample can be identified, getting their participation in research can be challenging.

Method

In the UK there are approximately 150,000 hospitality type businesses employing approximately 2,500,000 people, a significant number of the working population, of course not all of these are employed in food production. The methodology chosen for the sample used quantitative methods and a research instrument was developed to examine the frequency and nature of abusive behaviour and the reasons given for such behaviour.

Results

The size of the sector would suggest that finding a representative sample would not be difficult. However, when approaching collective groups the researcher was often refused access by the gatekeepers of the organisations. These were mainly the Human Resource departments of catering organisations, although the representative trades union also refused to be involved. Either they would not allow access to members or the contact in the organisation made it very difficult to progress further.

As a result, the research used snowballing, purposive sampling and convenience sampling to identify possible participants and the researcher had to use her own judgement in choosing participants.

Using these methods results from a total 228 (5% response rate) responses out of 5000 questionnaires were obtained. In addition 76 (2%) of internet respondents out of 3221 site visits were added to the sample.

Discussion

Obtaining responses took time as the lack of responses meant that alternative routes to access the participants had to be found. The resulting research did add to the knowledge of what is known about bullying and negative behaviour among chefs. However, often hard to find groups can be too difficult to investigate and as a result research is not done, leading to a dearth of knowledge in sensitive topics.

Sampling and recruitment can present real challenges but it is important for victims of bullying to know that their voices are heard. In addition by not researching these groups bullying and negative behaviour may be ignored and as a consequence be allowed to flourish.

This research will develop to explore which methods are most suited for researching hidden groups and how samples can be identified and accessed.

Key Words: Bullying, Chefs, Research Methods, Sampling

11th International Conference on Workplace Bullying and Harassment

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Social and juridical construction of mobbing, bullying and moral harassment, a comparison between three countries (Great Britain, Sweden and France)

Mobbing, bullying and moral harassment are notions that have been defined and developed differently in specific cultural and social contexts. Mobbing is a notion popularized by Heinz Leymann, a German born and Swedish citizen, professor at Umeå University in Stockholm. In conformity with Scandinavian tradition of stress studies, Leymann's approach of mobbing include organizational and collective elements. British journalist Andrea Adams popularized the term "workplace bullying" in BBC radio broadcast in late 1980's. Prior, bullying word was mainly used in school context to speak about strong isolation or extortion between pupils. In France psychoanalyst Marie-France Hirigoyen coined the term "harcèlement moral" in 1998 with a psychological and an individualistic perspective. After these seminal works, mobbing, bullying and moral harassment's notions has evolved in each country through specific social and political debate. Compromise in enterprises and jurisprudence in tribunal contribute to forge and framed definition and representation of the problem.

International comparisons often assume that mobbing, bullying and moral harassment are the same thing described with different words. This hypothesis has seldom been studied and confirmed. That's why, it seems pertinent to study the social and juridical construction of mobbing, bullying and moral harassment in Great Britain, Sweden and France. The aim of this project is to find out if there are differences between the ontology and the social perception of those social construct among these countries. A comparative study on scientific literature and jurisprudence on mobbing, bullying and moral harassment will be conducted in the three countries. European Working Conditions Surveys (2010 and 2015) will be used as an empirical data base to compare social signification of complain about mobbing, bullying and moral harassment : are the distribution of worker saying they have been harassed by age, employers, occupation, sex... different in France, Great Britain or Sweden, does correlations with organization, social relation at work, gender... are the same in Great Britain, Sweden and France ? Differences in social construction of the problem may have performative or looping effects that could be reflected in the very experience of mobbing or harassment; so also in the results of European Working Conditions Surveys answers.

Keywords: International comparison, social construction, Mobbing, bullying and moral harassment, naming and framing, performative and looping effects.

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Taking Bullying Off the Menu: Identifying perpetrators in the UK restaurant sector

Currently, knowledge of workplace bullying tends to reflect the experiences of targets, with relatively little being known of perpetrators. Whilst targets are often relieved to be able to share their experiences, gathering information from perpetrators is difficult, as volunteers are unlikely (Rayner & Cooper, 1997). Typically, scholars have characterised perpetrators in negative terms. They are difficult, lacking sensitivity and people skills, and deficient in their work abilities (Field, 1996; Namie & Namie, 2000; O'Moore, Seigne, McGuire, & Smith, 1998). These inadequacies result in perpetrators choosing the people they consider a threat to their position and using bullying behaviours to gain control (Davenport et al., 1999; Field, 1996; Namie & Namie, 2000; Needham, 2003; Randall, 1997). Furthermore, perpetrators may use the bullying process as revenge, by punishing someone who has become a burden to the work group, perhaps by requiring extra help (Salin, 2003); whilst others may gain self-gratification by intentionally demeaning and belittling targets (Field, 1996). Overall, perpetrators are people who persistently make life unpleasant for others. However, although these descriptions exist, defining such personality traits is contentious, because the majority of studies have used the perspective of targets (Vartia, 1996).

In this quantitative study, we have framed workplace bullying behaviours as a form of deviance. Measuring a range of behaviours allows indirect identification of potential perpetrators. Participants from the UK Branded Restaurant Industry, anonymously completed an online survey. The 22 survey questions measure deviant behaviour in the workplace (Bennet & Robinson, 2000), with nine of the questions mapping to the Negative Acts Questionnaire (Einarsen, & Hoel, n.d.) The analysis was completed using SPSS. The variable-to-sample was checked for reliability and validity, as suggested by Hair et al. (2014) and Fornell and Larcker (1981) and the respective constructs had a factor loading equal to, or greater than, .70. The results showed a strong and validated link between associated deviant acts of behaviour. The indirect relationship between deviance, bullying, and commitment is fully supported, and the concepts mediated at 100% (VAF = 1.0).

Budd et al (2005) identify that perpetrators of deviant acts, including bullying, are likely to repeat the behaviour, which may have a negative impact on the retention of staff, and perhaps create a future recruitment problem if the organisation's reputation is damaged. The cost of

deviant behaviours in the service industry is vast (Van Eerde & Peper, 2008), owing to the damage caused to businesses, staff, and customers.

This study has identified a filter that may enable managers to identify those who are likely to demonstrate deviant traits, to reduce the possibility of bullying and other negative behaviours occurring. We suggest that organisations consider aspects of candidates' personality and behaviour during the recruitment process to enable them to focus on people who portray an appropriate disposition. In addition, organisations can develop and implement training and rewards to reinforce positive behaviour that aligns with organisational values.

Keywords: Perpetrators, Deviance, UK, Restaurant Sector, Measurement

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The New Zealand Workplace Barometer: Monitoring psychosocial risks and their impacts

There is considerable evidence that psychosocial risks are a leading cause of lost-time from work and reduced levels of engagement and productivity due to their influence on mental health and depression, psychological distress and absenteeism. Reports from the EU estimate psychosocial risks to account for as much as 50-60% of all lost time (EU-OHSA), while recent longitudinal research from Australia has provided strong evidence of the high social and economic costs of a poor psychosocial work environment. Psychosocial risk factors include aspects of work organisation that are a result of human action and have the potential to cause psychological harm. These include job design, the organisation and management of work, and relational factors. Changes in the nature of work arising from technological advancement, globalisation, and a 24/7 culture have potential to increase the risk of psychological harm to workers, while a growing proportion of workers are ageing, on insecure work contracts, or vulnerable due to a range of conditions that influence their susceptibility to psychosocial risk. Research indicates that New Zealand workers are highly vulnerable to psychosocial workplace problems, placing a considerable burden on the economic and social wellbeing of society. Until now, there has been no comprehensive approach to understanding or preventing psychosocial risk in New Zealand.

The ‘**New Zealand Workplace Barometer**’ (NZWB) is designed to provide longitudinal monitoring and surveillance of work-related psychological health and safety outcomes among a large representative sample of New Zealand workers. Based on consultation with two WHO Collaborating Centres in Occupational Health that specialise in psychosocial risk, evidence from the published scholarly literature, and findings from recent longitudinal Australian research, the NZWB has been developed to examine the impacts of exposure to psychosocial risk (assessed through the measurement of psychosocial safety climate, alongside specific psychosocial hazards such as workplace bullying) on important individual and organisational outcomes, notably: depression and mental health, psychological distress, sickness absence, performance and engagement.

The NZWB Programme was implemented via a quantitative online survey across a large representative sample of New Zealand workers from a broad range of occupational groups. Initial findings from the NZWB study indicate that the risk of negative individual and organisational outcomes increases as exposure to psychosocial risk increases. The findings from the first wave of NZWB data will be presented, with particular attention to the role of workplace bullying and other forms of ill-treatment, alongside implications for policy and practice.

Keywords: Workplace barometer; psychosocial hazards; psychosocial safety climate; workplace bullying, mental health

The effect of supervisor Dark Triad and compassion on employee reports of abusive supervision

Aim

We utilize Finkel's (2007) Impelling/Inhibition Model to examine how supervisor personality may predict subordinate reports of abusive supervision. Specifically, we propose that a set of supervisor traits commonly referred to as the Dark Triad (narcissism, psychopathy, and Machiavellianism) negatively influence supervisor compassion for others, which then is associated with increases in employee perceptions of abuse. Although we know much about the outcomes of abusive supervision, less is known about the antecedents to abusive supervision (Martinko, Harvey, Brees, & Mackey, 2013; Tepper, 2007), especially the personal characteristics of abusive supervisors.

Method

Participants were recruited from an evening MBA program in the Midwestern United States. All subjects in the study currently worked full-time. For individuals who agreed to participate, they were given a packet that contained their survey and a sealed envelope. They were instructed to complete their survey and to give the sealed envelope to their immediate supervisor. The sealed envelope contained a survey for the supervisor and a self-addressed stamped envelope so that the supervisors could return the survey to the researchers directly. A total of 180 employees completed the survey. Of these, we received 86 supervisor surveys that could be matched with the employee surveys.

To test our hypotheses, we utilized the MEDIATE macro developed by Hayes and Preacher (2014) that allows us to simultaneously test the effects of multiple independent variables (i.e., Machiavellianism, narcissism, and psychopathy) on our mediator (compassion for others). In other words, using this approach we are able to detect the unique contribution of each component of the Dark Triad on compassion, while controlling for the other components of this variable. In addition, this approach allows us to examine the indirect effect (i.e., consistent with mediation interpretations) of each of the Dark Triad traits on employee perceptions of abuse via supervisor compassion for others.

Results

This study demonstrated that one Dark Triad supervisor trait—psychopathy—can indirectly influence employee perceptions of abusive supervision. The fact that only supervisor psychopathy was related to employee perceptions of abuse (via compassion for others) is consistent with past literature that demonstrates that psychopathy appears to be the most malevolent of the Dark Triad traits (e.g., Furnham, Richard, & Paulhus, 2013). In addition, supervisor Dark Triad personality traits were not directly associated with employee perceptions of abuse in our study. Instead, these relationships only occurred *indirectly* via supervisor compassion for others. In other words, supervisors with Dark Triad personality traits were not necessarily more abusive toward their employees in our sample. Instead, Dark Triad traits were associated with less supervisor compassion, and less compassion predicted increased employee

perceptions of abuse. The fact that the Dark Triad personality traits among supervisors did not directly predict employee perceptions of abuse may call into question the common narrative in the popular press that abuse happens because “my boss is a psychopath” (e.g., Kets de Vries, 2014). Our research demonstrates that potentially problematic personality traits do not always manifest in employee perceptions of abuse; they only surface via compassion mechanisms.

Key Words: Abusive Supervision, Compassion, Dark Triad

The linguistics of workplace bullying. Issues for a pragmatics-base theory of criminal genre

“Workplace bullying” refers to the systematic succession of acts of hostile and unethical communication, which one or a few individuals maliciously direct over a significant period towards a targeted person, designed to secure the removal from the organisation of the victim, who experiences a profound sense of shame and powerlessness (Leyman, 1990). The foundational research on workplace bullying (also known as “mobbing in the workplace”) expanded in the 1990s with the work of German-Swedish psychologist Leyman (1990; Leymann & Gustafsson, 1996). Since then, because of the worldwide interest in the topic, a considerable body of research has been developed in multiple fields. The phenomenon is studied in the fields of social psychology, sociology, conflict resolution, law, nursing, medicine, traumatology, and occupational health, to name the major disciplines involved up to now (Duffy & Sperry, 2012: 23). On reviewing the literature, however, one major weakness stands out. Specifically, no dedicated specifically linguistic research exists in the analysis of mobbing.

The aim of this piece of research is to characterize “workplace bullying” activity from the theoretical point of view of modern theory of genre, and addresses the challenges for the theory offered by this type of communicative action. It takes a closer look at the surface side and tries to identify less abstract, surface based elements of cohesion, with a view to identifying linguistic structures that may be indicators or diagnostic symptoms for describing and recognizing a macro-act of mobbing. Our linguistic analysis is data based. For purposes of analysis, a short selection of relevant cases of mobbing will serve as a basis to draw some generalising statements about the linguistic cohesive principles operating in mobbing as a specific type of genre involving the malicious use of language.

The theory of genre has recently taken a decidedly pragmatic turn, away from defining text types in terms of the linguistic forms that can be observed at the surface and toward more communicative functionally defined “notional” (Biber, 1995) units that top-down assign functions to linguistic forms. This has opened up new conceptual space for treating communicative events of greater complexity, including communicative events that are temporally and spatially non-adjacent. (Giltrow & Stein, 2009). These non-adjacent units, or macro speech acts with a hierarchical structure of subordinate speech acts, are still distinctly felt to constitute unitary communicative events that form a unit tied to definable speaker intentions and an articulated function or purpose. They clearly are “activity types” (Levinson, 1979) or “episodes” comprising different “moves” with an overarching communicative function. They are felt to be “senseful” units and have to be conceptualized as one coherent communicative action. This issue of non-adjacent macro speech acts has also been brought to a new theoretical focus by genres in media that with technical affordances, favour discontinuous communication.

This paper may contribute to shed new light on the study of workplace bullying from the linguistic theory of genre, as well as to provide the administration, and especially courts, with strong linguistic evidence when it is already too late to prevent the offence.

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Keywords: Workplace bullying; Linguistics; Genre theory; Criminal genre

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POSTER:
**THE POST-FACTO MODEL OF MOBBING, BURNOUT, AND
LABOR STRESS FOR A PUBLIC EDUCATIONAL INSTITUTION.
CASE STUDY INSTITUTO POLITÉCNICO NACIONAL.**

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The psychosocial phenomena that cause most damage in people are: Mobbing, Burnout, and Work Stress. Most of the developed countries have models and instruments for their quantification and prevention. Mexico as an emerging country, has a poor production of researches, which limits its identification, prevention and eradication in the workplace, by not having precise data of the phenomena on diverse contexts and subjects of study, it is not possible to elaborate ad hoc strategies that allow a healthy working environment, and conditions to carry out a decent work. According to studies identified in the subject, they have established that one of the productive sectors with highest incidence is education, so it is convenient to make estimates about it. This has an impact on costs that affect the productivity of the institutions, which generates impacts on public health.

It should be noted that the results of the study conducted in the Instituto Politécnico Nacional on organizational climate in general were not satisfactory for the development of the own activities of the working groups, generating conditions that favor the manifestation of the above mentioned phenomena. This research starts on the conceptualized and operationalized model that has generated the quantification instruments for each of the phenomena in the educational sector of the IPN, considering as study subjects the executive women, previously elaborated. It is established as a general objective to validate the instruments generated and correlate the variables statistically to identify which phenomena have the greatest incidence. The post-facto model about these labor phenomena will be designed, which will allow the decision makers to make an adequate management for its prevention and to have an institution in decent work conditions.

KEYWORDS

Mobbing, burnout, stress, models

POSTER: Validating the German version of the S-NAQ in a large Austrian sample with a Latent Class Cluster analysis

Background and Aim

In Austria, large-scale studies, which measure *Workplace Bullying* with short and established instruments, are scarce. In this quantitative empirical study, the German version of the *Short-Negative Acts Questionnaire* (SNAQ; Notelaers & Einarsen, 2008) will be validated. A Latent Class Cluster approach will provide detailed insights into prevalent behaviors, escalation dynamics and distinct levels and frequencies of exposure to workplace bullying in Austria.

Method

Exposure to workplace bullying among the Austrian workforce was assessed via a large-scale quantitative study on the “*Quality of working life of Austrian employees*” by the Austrian Chamber of Labor (n=4381). For the study, the nine-item S-NAQ was translated into German and back-translated into English. Seven industries were sampled. Psychometric quality is assessed with latent class analysis. Criterion validity of the different exposure groups is assessed using health correlates and cognitive and emotional irritation scales (Mohr et al., 2005).

Preliminary Results and Discussion

Internal consistency of the items is high. Like with the original SNAQ a latent class cluster fits the German version of the SNAQ better than a single, two-factor and a three-factor model. Like with the original SNAQ four groups can be distinguished: Not exposed, rarely exposed, occasionally exposed and finally, targets of bullying. As expected, health correlates negatively with the typology of bullying. Moreover, for industry and employment type the prevalence rates differ. However, for socio-demographical variables like gender, age, educational level, nationality and family status the prevalence rates do not differ.

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Keywords: Austria, S-NAQ, Validation, Prevalence, Industries

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Workplace ill-treatment in Ireland: findings from the Irish Workplace Behaviour Study

Aim

The aim of this study was to measure the prevalence of workplace ill-treatment in a representative sample of Irish employees, and to compare prevalence across various subgroups within the working population.

Methods

In this quantitative study a survey of a national probability sample of Irish employees was conducted¹. Data was collected through the use of a multistage sampling survey of the Irish population. In total, 1,756 respondents completed the questionnaire (74% response rate). The sample profile was closely aligned with national figures. The survey questionnaire employed in the British Workplace Behaviour Survey (BWBS) was amended for use in the Irish context. Survey data was re-weighted prior to analysis to reduce the potential for bias. Group differences e.g. demographic and work-related were analysed and logistic regression analysis examining predictors of experience, witnessing and perpetration of ill-treatment were conducted.

Results

At least one item of ill-treatment was reported by 43% of respondents. Three ill-treatment factors were calculated: 1) unreasonable management was experienced by 37%, 2) incivility and disrespect by 31.3% and 3) violence by 2.6% of respondents, with overlap also occurring between these factors. Overall, witnessing ill-treatment at work was higher than experienced ill-treatment at 37%, while perpetration of ill-treatment was reported by 17%. Experiencing two negative acts weekly was taken to indicate bullying which produced a rate of 9%. For the purpose of this paper, more detailed results on the experience and perpetration of ill-treatment at work are presented².

Experienced: Unreasonable management was most the most frequently experienced form of ill-treatment followed by incivility and disrespect, with a minority experiencing violence at work. Considerable overlap was also evident between experienced unreasonable management and incivility/disrespect. Although gender differences were not evident at the factor level,

¹ This study was funded by the Institution of Occupational Safety and Health (IOSH).

² Detailed results of witnessing ill-treatment from the Irish Workplace Behaviour Survey are presented in a separate abstract.

females were more likely to experience at least 2 items daily, which could be classified as severe bullying. Ethnicity was also significantly associated with experiencing ill-treatment, with Black respondents reporting higher levels of unreasonable management and violence and Asian respondents reporting higher levels of incivility and disrespect.

Perpetration: Out of the three types of ill-treatment, perpetration of unreasonable management (14%) was most frequently reported. Respondents aged 25-34 and those of Asian ethnicity reported higher levels of perpetration of unreasonable management. Having managerial duties was also associated with significantly higher levels of both perpetration of unreasonable management and incivility/disrespect. No organisation characteristics other than organisations with more female employees were found to be negatively related to perpetration.

Conclusions

This paper provides a timely overview on levels of ill-treatment at work in Ireland, given the potential impact of the recent economic recession on working conditions and workplace behaviour. Although comparisons between studies are complicated due to differing measurement tools employed, the results from this study, suggest not only an increase in the level of reported workplace bullying, but also just under half of Irish workers being affected by workplace ill-treatment.

Keywords: Workplace ill-treatment, unreasonable management, incivility, disrespect, physical violence

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Risk factors

Bullying in public hospitals

Bullying in French public hospitals is not a new issue, but it has been in the front of the stage since a cardiologist, Prof. Jean-Louis Mégnien, committed suicide by defenestration at his workplace in Paris on the 17th of December 2015. He had apparently been bullied by a small number of colleagues and administrative people.

The impact of the suicide was huge in the media as well as in the medical and political world. The French Health Minister at the time, Ms. Marisol Touraine, ordered an administrative inquiry, whose results were kept secret. Simultaneously, legal proceedings began and have not yet ended. Ms. Touraine drew an action plan and announced some measures to address the well-being of hospital staff. A national mediator was designated to treat individual cases of conflict and bullying. Touraine's successor, Ms. Agnès Buzyn, has stayed the course. She said she was herself bullied by her boss about ten years ago at a Parisian hospital.

Immediately after Mégnien's suicide, many people working in hospitals revealed their own experience of bullying. People felt free to speak up, and bullying was subject of collective awareness. There are no systematic or official accounts of suicides, suicide attempts, bullying lawsuits, or convictions. Some hospitals or hospital staff members have been convicted of bullying, but cases are uncommon and are not publicly announced. Disciplinary actions are also rare, even after a sentence by administrative or criminal courts.

Many other suicides have been committed by hospital staff in France since December 2015, at workplace or at home, in a context of budget cuts and ethical suffering. Bullying is more and more reported in the mass media. It is sometimes manipulated by trade unions, but more often minimized or denied by hospital senior managers and institutional officials, who always emphasize individual factors, especially the psychological "weakness" of workers.

Psychologists, psychiatrists, psychoanalysts, sociologists have contributed to the debate. Interpersonal factors and systemic causes were pointed out.

Working conditions are more and more difficult in French public hospitals and old people's homes because of shortage of staff and an accounting approach which dominates the human aspects of care work, as in other countries. Burn-out and absenteeism increase for practical and moral reasons. Such a working atmosphere is conducive to bullying. Some experts on that issue call into question the new public management, which has been gradually implanted in public French services for decades.

From this example, we can wonder whether governance and management style have an impact on bullying in public hospitals.

Keywords: French hospitals, suicide, bullying, denial, absenteeism

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POSTER: Competition and Workplace Bullying. The moderating role of passive avoidant leadership style.

Relevance

It has been argued that an organizational climate that is characterized by competition and envy may increase workplace bullying (Salin, 2003, 2015; Vartia, 1996). Employees may be tempted to gain a relative advantage over their colleagues by setting them under pressure, isolating them, undermining or sabotaging their work (Kohn, 1992; Ng, 2017, Salin, 2003), in sum trying to bully them. This should be especially true, when supervisor exhibit a passive avoidant leadership style that is when supervisor are physically in post but fail to carry out their duties (Hoel, Glasø, Hetland, Cooper, & Einarsen, 2010).

Aim

Therefore, the aim of our study was to test if competition is a potential risk factor for workplace bullying and if this association depends on the level of passive avoidant leadership style. We proposed that competition and passive avoidant leadership style are positive related to workplace bullying victimization and perpetration. Furthermore, we hypothesized that the effect of competition on workplace bullying victimization and perpetration is moderated through passive avoidant leadership style.

Methods

Amazon Mechanical Turk was used to recruited employees. We followed recent recommendations using MTurk as participant recruiting system (Keith et al., 2017), e.g., prescreening for desired target population, fair payment (i.e. US\$0.10 per estimated minute of participation; Chandler & Shapiro, 2016) and data screening methods for insufficient effort responding (McGonagle, Huang, & Walsh, 2016). The final sample consists of 1,411 respondents (56.6% females, $n = 798$). Respondents age ranged from 20 to 73 ($M = 37.3$; $SD = 10.4$). As the self-labelling method and the behavioral method to assess workplace bullying both have its shortcomings (Nielsen, Notelaers, & Einarsen, 2011), both approaches were used.

Results

Hierarchical regression analyses showed that competition and passive avoidant leadership style are important predictor for workplace bullying victimization and perpetration. Furthermore, the results indicated that the effect of competition on workplace bullying victimization (measured via behavioral method) and self-labelled workplace bullying victimization and perpetration is moderated through passive avoidant leadership style. However, for workplace bullying perpetration (measured via behavioral method) no moderation effect was found.

Conclusions

These findings have important implications for employers that seek to end workplace bullying in their organization.

The present study contributes to the workplace bullying literature in at least two ways. First, while recent research has focused on the main effects of competition (e.g., Salin, 2003) and passive avoidant leadership (e.g., Skogstad et al., 2007) on workplace bullying, the present study sheds light on the moderation effect of passive avoidant leadership style on the effect of competition on workplace bullying. Second, not only workplace bullying victimization but also perpetration is considered, that is still an under-researched topic.

Workplace bullying, competition, passive avoidant leadership, laissez-faire leadership

Correlates of ethical leadership on workplace negative acts and employee work attitudes: A meta-analytical review

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There is an increasing interest on the impact of leadership behaviors on employee's wellbeing and performance at work. Ethical leadership behaviors (e.g., Brown et al., 2005; Kalshoven et al., 2011) and destructive leadership behaviors (Den Hartog & Belschak, 2012) had different impact on negative workplace acts and behaviors. These acts and behaviors include workplace bullying, interpersonal deviance behaviors and incivility. Workplace bullying has a negative association with job satisfaction (Neilsen & Einarsen, 2012). Incivility (Walsh et al., 2017) had a negative on employee's job satisfaction and task performance. In the present study, we will investigate the correlates of ethical leadership behaviors on negative workplace acts and behaviors and employee work outcomes.

Methods

We extensively reviewed full-text databases published after 2005, when the ethical leadership style by Brown et al was published. We used "ethical leadership" as the main keyword in the literature searches as this is the target variable in the study. We searched electronic databases (such as Scopus, Web of Science, EBSCO and Proquest dissertations database) to include journal articles and doctoral dissertations published in the period of 2005-2017. We also used the list of references from two recent meta-analytical reviews by Bedi et al. (2016) and Ng and Feldman (2015). We also supplemented this list for articles and doctoral dissertations included on Google Scholar and Researchgate.net. We also checked the reference lists of the articles and dissertations included in the review for eligible articles and a supplementary backward search was subsequently conducted. An additional 40% new studies, compared to those included in the two earlier meta-analyses. The bivariate correlations were then analysed using Comprehensive Meta-Analysis (CMA) software version 3.3.370 (www.meta-analysis.com). Finally, the criteria yielded 133 empirical articles representing 415 independent samples and a sample size of 38,831.

Findings

The cross-sectional data showed negative associations between ethical leadership and destructive leadership behaviors ($r = -.54$, 95% CI = $-.56$ to $-.53$). Destructive leadership had a positive association with negative workplace behaviors ($r = .40$, 95% CI = $-.36$ to $-.43$), engagement ($r = -.13$, 95% CI = $-.18$ to $-.07$), and task performance ($r = -.23$, 95% CI = $-.28$ to $-.18$). On the other hand, ethical leadership had a negative association with negative workplace acts and behaviors such as counterproductive work behaviors ($r = -.14$, 95% CI = $-.18$ to $-.10$), workplace deviant behaviors ($r = -.22$, 95% CI = $-.26$ to $-.18$), organisational

misbehaviors ($r = -.53$, 95% CI = $-.59$ to $-.46$), workplace bullying ($r = -.31$, 95% CI = $-.34$ to $-.28$), unethical pro-social behaviors ($r = -.14$, 95% CI = $-.19$ to $-.09$), and passive aggressive behaviors ($r = -.27$, 95% CI = $-.31$ to $-.23$). Ethical leadership had a positive association with engagement ($r = .40$, 95% CI = $.38$ to $.43$) and job satisfaction ($r = .51$, 95% CI = $.46$ to $.55$). In summary, ethical leadership reduced negative workplace behaviors and positive association with employee work outcomes while destructive leadership led to more negative workplace acts and behaviors and less engagement and job satisfaction.

Keywords: Ethical leadership, destructive leadership, workplace negative acts, employee work outcomes, meta-analytical review

POSTER: Do daily reports of transformational laissez-faire leadership behaviours moderate the relationship between daily work pressure and daily exposure to bullying-related negative acts (NAQ)?

Aim: The aim of the present study was to examine the relationships between daily levels of work pressure and daily levels of exposure to bullying related negative acts (NAQ). With basis in the job demands-resources model, we tested the hypotheses that these effects are weaker for respondents reporting high levels of transformational leadership behaviour from their immediate supervisor, and stronger for those reporting high levels of laissez-faire leadership behaviour.

Methods: Data were collected amongst Norwegian naval cadets (N=61) from a Military University College during an educational tall ship voyage across the Atlantic Ocean. For 36 consecutive days, cadets completed a daily survey measuring variations in a range of work-related factors, including transformational- and laissez-faire leadership, work pressure and bullying-related negative acts (total number of observations = 2,196). The cadets were divided into eight teams, and with members alternating on a daily basis in the role of team leaders. Hence, they were asked to rate the daily leadership behaviour of their immediate acting superior. The hypotheses were tested using multilevel modelling in MLwIN 2.36.

Results: As hypothesized, we found a positive main effect of participants' daily work pressure on their daily exposure to bullying-related negative acts. Contrary to our predictions, there were no significant main effects of daily levels of transformational- or laissez-faire leadership behaviours on respondents' daily levels of exposure to bullying-related negative acts. Nor did we find a significant moderating effect of transformational leadership on participants' daily levels of exposure to negative acts. We did, however, find a significant moderating effect of laissez-faire leadership. The relationship between work pressure and exposure to negative acts was stronger on days when the cadets reported that their leader showed high (vs. low) levels of laissez-faire leadership behaviour.

Conclusions: This diary study adds to both bullying and leadership literature by showing that the relationship between daily levels of work pressure and exposure to bullying-related negative acts is moderated by daily levels of laissez-faire leadership, but not by daily levels of transformational leadership. These results support the theoretical assumption that laissez-faire leadership is an important mechanism in the development of workplace bullying. Thus, there is a call for additional studies, utilizing different research designs and samples, in order to gain more knowledge on this subject.

Keywords: work pressure, transformational leadership, laissez-faire leadership, workplace bullying, diary study.

Effects of Beliefs in A Just World and Supervisor Support on Burnout through Bullying

Abstract

Literature has little investigated the role of serious conflicts which have degenerate in psycho-terror or bullying. Looking at the literature, bullying and burnout have rarely been simultaneously investigated in order to understand common roles of causal factors as believes and social support. Perceived social support is related to low level of burnout among teachers (Greenglass et al., 1996; Sek, 1988), among police officers (Martinussen, Richardsen, & Burke, 2007) among nurses (Hochwalder, 2007; Pisanti et al., 2012) and individuals may reduce workplace bullying and emotional exhaustion through the social support they get from people around them (Doğan, Laçin, & Tural, 2015). The aim of our study was to examine the mediating role of workplace bullying in the relationship between, on the one hand, supervisor support and belief in a just world (BJW), and on the other hand, emotional exhaustion. A cross-sectional quantitative study conducted with self-completed anonymous questionnaires was piloted with 434 workers in France. The model was tested using a path analysis. First, results revealed that BJW and supervisor support were negatively related to emotional exhaustion. BJW and supervisor support were also negatively associated with workplace bullying. Finally, workplace bullying was positively associated with emotional exhaustion. More generally, results showed that social support from hierarchy and BJW were directly and indirectly related to emotional exhaustion through workplace bullying. Our model thus suggests that BJW and supervisor support can be a protective resource against bullying and exhaustion. The theoretical and practical implications as well as the avenues for future research will be discussed.

Keywords: workplace bullying; burnout; hierarchical support; belief in a just world; mediation

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Exposure to negative acts at work and self-labelling as a victim of workplace bullying: The moderating role of previous victimization experiences

Aim: Numerous studies report a discrepancy between the extent to which employees are exposed to bullying related negative behaviours at work, and the extent to which employees perceive themselves to be victims of workplace bullying. Building on the concept of interpersonal rejection sensitivity, we contend that previous victimization from bullying is likely to predispose employees to appraise their social work environment in a more negative manner. The aim of the present study was therefore to examine the moderating role of previous victimisation experiences on the relationship between exposure to negative acts at work and concurrent self-labelled victimization status. We hypothesised that employees with a history of victimization from bullying would be more likely to label themselves as victims of workplace bullying, compared to employees without previous victimization experiences. We also hypothesised that the relationship between exposure to negative acts at work and self-labelling as a victim would be stronger for employees with previous victimization experiences, compared to employees without previous victimization experiences.

Methods: We analysed cross-sectional survey data collected from a random sample of the Norwegian workforce (N = 2539). Exposure to bullying related negative acts at work was measured using the 22-item version of the Negative Acts Questionnaire-Revised, while self-labelled victimization from bullying was measured with a commonly used single item question preceded by a definition of workplace bullying. Past victimization in childhood and at work was measured by single item questions designed for the study. We utilized logistic regression analyses in SPSS Statistics 24 to test our hypotheses. We tested past victimization in childhood and past victimization at work in separate models.

Results: As predicted, previous victimization from bullying, both in school and at work, was related to a higher likelihood of labelling as a victim of workplace bullying, as indicated by significant main effects. Contrary to our predictions, previous victimization from bullying did not moderate the relationship between exposure to negative acts at work and concurrent victimization status.

Conclusions: Our results indicate that previous victimization is related to an increased likelihood of subsequently self-labelling as a victim of workplace bullying. However, the results also indicate that the extent to which exposure to bullying related negative acts at work contributes to employees' perceptions of being victims of workplace bullying is not contingent upon the employee's previous victimization experiences. Thus, previous victimization did not seem to cause employees to overreact to exposure to negative acts, as suggested by theory concerning interpersonal rejection sensitivity. The notion that previous victimization experiences leaves employees more likely to overreact to subsequent exposure to negative acts should be critically reconsidered and further examined.

Keywords: Workplace bullying; self-labelling; exposure to negative acts; previous experiences; appraisal.

Happy and Successful? Potential Target of Envy and Workplace Bullying

Envy is an unpleasant but a common emotion all over the world. It is evoked toward something that is desirable, and has been acquired by others. Therefore, envy is a feeling of inferiority that is experienced as a consequence of an unfavorable social comparison (Schoeck, 1969). Since workplaces provide a nurturing environment for social comparison, it is not surprising that envy is common in the workplace, resulting in consequences including workplace bullying (WB) (Dawn, Cowie, & Ananiadou, 2003; McGrath, 2009).

When people experience envy- inferiority feeling- in the workplace, they may have strong desire to redress the balance by positioning the other party as inferior (Smith & Kim 2007). Thus, enviers may deliberately bully the other party due to this perceived imbalance, they put them in an inferior and powerless position through bullying behaviors (Einarsen, 1999; Duffy, Ganster & Pagon 2002). Additionally, in some instances, WB behaviors serve to relieve the anger caused by envy (Vartia, 1996). Although previous studies show the strong correlation between envy and WB, there was no exploration of the desired objects that lead to malicious envy, or the factors that may moderate the relationship between envy and WB, at least to our knowledge. However, it is known that the object of envy (Duffy, Scott, Shaw, Tepper, & Aquino, 2012) and the relationship quality between the envier and the envied may affect its process and consequences (Gunerergin, 2017). Therefore, linking envy and WB literature, we aim to investigate the type of objects that may lead to envy at the workplace, the process by which envy transforms into WB, and the factors moderate this process.

To achieve deeper understanding about envy-WB relationship, this research adopts qualitative research methods. Through an interpretivist approach, 10 focus groups and 7 in-depth interviews were conducted with 45 white-collar employees. After content analysis, two main object themes emerged: success and happiness. Additionally, narrative analysis was used for a deeper understanding of the relationship patterns between the object of envy and workplace bullying.

Findings show that different objects of envy may lead to different WB behaviors. For instance, when the object of envy is related to success in business life, overt bullying behaviors are mostly directed to the envied object; different tactics are used to try to undermine the success of the envied person. However, when the object of envy is related to private life happiness, enviers tended to demonstrate covert bullying practices, including redundant overtimes, interruption during vacations or weekends, and/or continual boasting about their success and virtues in life. Interestingly, a positive and strong relationship between the envier and envied may lead to positive results, such as working harder, appreciating the envied, and taking them as role-models, instead of showing WB behaviors. Suggestions for human resources practitioners, managers, and for envious and envied people themselves are provided for the management of this strong and potentially destructive emotion in the workplace.

Keywords: *envy, workplace bullying, social comparison, qualitative research*

How to Address, Manage, Prevent and Mitigate Incidences of Cyber Bullying, Cyber Stalking, and Other Forms of Electronic Harassment

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Keywords: cyber bullying, violence, prevention, social media, risk factors, intervention, harassment

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Improving the regulation of workplace bullying via risk assessment: A new evidence-based tool

Background: Work health and safety (WHS) regulatory agencies have a key role to play in maintaining healthy and safe work environments. In Australia, psychosocial risks, such as workplace bullying, are given less attention by WHS Inspectors than are physical risks. There are fundamental challenges in the regulation of bullying as a WHS hazard, including a lack of clarity and consistency in the definition of workplace bullying (i.e., variations exist between regulatory bodies), subjective interpretations of the behaviours that constitute workplace bullying, and a lack of legislation directly pertinent to bullying (making it difficult to apprehend violations). In addition, although research on risk factors emphasises aspects of the work environment (e.g., organisational red tape), WHS regulatory bodies typically focus on antibullying policies and education, and investigation of individual cases as potential remedies. This discrepancy between evidence and practice partly reflects a lack of tangible resources and tools for inspectors in their daily operations.

Aim: Working with SafeWork NSW, we evaluated the utility of a new evidence-based risk assessment tool for improving the regulatory response to bullying as a psychosocial hazard. Developed in a series of seven studies (as outlined in another paper), the tool can be used to identify key strengths and areas for improvement in the way that job activities are carried out within organisations and teams, across nine core areas of organisational functioning (e.g., clarifying tasks and roles, administering leave and entitlements, managing underperformance).

Methods: 15 SafeWork NSW inspectors agreed to participate in trialling the tool in their daily operations. Three sources of qualitative data were triangulated: (1) case notes by researchers when on site with inspectors (i.e., core WHS risks connected to the matter and kinds of data currently collected, approach taken by Inspectors utilise the risk audit tool while on site with the customers); (2) interviews with inspectors following site visits (i.e., how inspectors used the tool during initial and subsequent visits to the organisation); and (3) overarching views on the utility of the tool in focus groups (i.e., how inspectors' approach to regulation/enforcement/education of workplace bullying and psychosocial risks has changed following the trial of tool in organisations).

Results: The final round of data collection will take place in February 2018. Preliminary data from interviews with inspectors suggests the risk audit tool offers a confidential, objective approach to diagnosing and addressing the organisational risk factors for bullying, shifting the target point of intervention from individuals to overall organisational functioning.

Conclusions: Our risk audit tool addresses a number of the challenges currently facing WHS inspectors, by providing an evidence-based instrument to measure nine core areas of organisational functioning that precede perceptions of workplace bullying. The data suggests the tool has a place in the role of work and health safety regulators, by building awareness of the nature and origins of workplace bullying as a psychosocial work health and safety hazard, and identifying specific areas of organisational functioning that may give rise to psychosocial hazards, such as workplace bullying.

Keywords: workplace bullying; risk assessment; risk management; psychosocial hazards; regulation; evaluation

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POSTER

La importancia del superior inmediato en la emergencia, desarrollo y prevención de la Violencia Psicológica en el Trabajo

El tema. La Violencia Psicológica en el Trabajo (VPT) es definida como la vivencia de intimidación a partir de actos negativos entre trabajadores (hostigamiento, ofensa, exclusión) con cierta frecuencia y duración donde una de las partes queda en inferioridad de condiciones y afecta negativamente tanto al individuo expuesto, como a la organización. El liderazgo del superior inmediato, su apoyo y capacidad de resolver conflictos es crucial para su emergencia (o no) y su resolución en las organizaciones.

Este tipo de violencia que se manifiesta en el ambiente de trabajo, perpetrada por acción u omisión, perturba, degrada, humilla e intimida a quien está expuesto, produciéndole desde inestabilidad psicológica y emocional, en su grado menos comprometido, a reales descompensaciones psicosomáticas y hasta la muerte en sus extremos más grave. Por otra parte, la existencia de la VPT enrarece el clima organizacional y ocasiona costos a la organización. (Einarsen, 1999; Hirigoyen, 2001; Rayner, Hoel & Cooper, 2002; Heames & Harvey 2006; Einarsen, Hoel, Zapf & Cooper, 2011; Van Fleet & Van Fleet, 2012)

El objetivo. Investigar las consecuencias de la VPT en los trabajadores expuestos a ella, y en la organización donde se localizaba la situación. Se analizó la incidencia en el daño, de los contextos organizacionales (cambios en la organización, tipo de liderazgo del superior inmediato, manejo de conflictos) y de los factores individuales de los trabajadores expuestos (situaciones de estrés, tipo de contrato, soporte social y apoyo del jefe). También se analizó la existencia de diferencias en la magnitud del daño ocasionado tanto a los trabajadores expuestos como a las organizaciones en función de quién fuera el perpetrador de los maltratos (Jefe o No Jefe).

La recolección de datos. Se realizó mediante un cuestionario llamado “Relaciones interpersonales en el trabajo” y encuentros grupales Historia Vital del Trabajo (HVT). El método utilizado para la recolección de datos fue mixta: cuantitativa y cualitativa.

El análisis. Se realizó mediante método interpretativo de las sesiones grupales y mediante una modelización en base a ecuaciones estructurales.

Los resultados nos permitieron afirmar que los factores organizacionales impactan tanto en las consecuencias personales como organizacionales siendo más importantes cuando el perpetrador es el jefe inmediato.

Conclusiones cuando el perpetrador es el jefe inmediato, su estilo de liderazgo es autoritario, en tanto cuando el perpetrador es otro (no-jefe) el manejo de conflictos por parte del superior inmediato es deficiente.

Palabras clave: factores de riesgo, prevención e intervención, efectos en la salud y rehabilitación, ambiente de trabajo.

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Negative emotionality, ruminations and poor working conditions as predictors of exposure to workplace bullying

The research on the antecedents of workplace bullying has mostly been focused on investigating the impact of organizational factors (the work environment hypothesis) and the personalities of bullying targets (the individual dispositions hypothesis). Work environment hypothesis suggest that such risk factors as negative social climate, role ambiguity or work overload may generate workplace bullying. The findings on bullying targets profile suggest that the target group scores higher on neuroticism, depression, and negative affectivity. However, although it is agreed that such individual antecedents as negative emotionality of workers exposed to bullying may contribute to bullying escalation there are few longitudinal research aiming to determine the individual causes and effects of workplace bullying. It is therefore crucial to investigate if targets' traits or organizational antecedents lead to exposure to bullying. In line with work environment hypothesis, it was anticipated that (H1) negative working conditions predicted exposure to bullying. According to vulnerability hypothesis it was anticipated that (H2) high negative emotionality, (H3) high depression, and (H4) high tendency to experience ruminations predicted exposure to bullying. In three full two-wave panel design with six months time lag longitudinal studies (study 1: $N = 198$; study 2: $N = 128$; study 3: $N = 129$) workers filled out twice the following questionnaires: Negative Activities Questionnaire (NAQ-R), DS14 to measure negative emotionality (study 1), Ruminations Questionnaire (study 2), Beck Depression Inventory (study 3), Organizational Risk Factors Questionnaire. As predicted, organizational factors in T1 were the strongest predictors of workplace bullying in T2. Negative emotionality and ruminations in T1 occurred to predict exposure to bullying in T2, however, when organisational risk factors were included

in the model bad working conditions were the only predictors of workplace bullying. The findings are in line with the work environment hypothesis.

Keywords: bullying, bullying antecedents, negative emotionality, ruminations, depression, longitudinal study, vulnerability hypothesis, work environment hypothesis

POSTER: Newly Licensed Nurses and Workplace Bullying

Background: Workplace bullying is prevalent in the healthcare system and newly licensed nurses are often the target for these negative behaviors. Bullying behavior may adversely impact the targets' physical and psychological health, job satisfaction, and staff turnover rates at an organizational level.

Purpose: The purpose of this study was to explore strategies suggested by newly licensed nurses to prevent and intervene during workplace bullying.

Method: A qualitative descriptive design was used for this study. One hundred eighty-five junior and senior nursing students were recruited and enrolled from three university-based schools of nursing in the Midwestern United States. Approximately 30 months after initial study enrollment, the junior nursing students had been registered nurses for less than 1 year and the senior nursing students had been registered nurses for less than 2 years. Of the 185 study participants, 79 (42.7%) responded to the current study procedures.

Participants were asked to provide a description about an incident within the last six months that they perceived as workplace bullying. The researchers evaluated the descriptions to verify the presence of a bullying behavior. Participants then were asked to respond to three open-ended questions. (1) What do you think could be done to prevent a future similar incident? (2) If you or someone else attempted to stop the bullying incident, please describe the actions that he or she took to stop the action. (3) If you or someone else did not attempt to stop the bullying incident, please state what would need to happen in order for you to intervene on behalf of yourself or someone else to stop the bullying incident. Responses to these three open-ended questions about recent incidents of workplace bullying were coded and analyzed for themes.

Results: Results indicated that over 75% ($n=61$) of participants self-reported experiencing workplace bullying within the last six months. Aggressors included fellow nurses, physicians, charge nurses, and other hospital staff. Less than half ($n=29$) of participants who experienced workplace bullying had someone intervene or help mitigate or stop the bullying incident. Interveners included themselves, fellow nurses, administrators/supervisors, and others.

Three global themes were identified from the open-ended survey responses: Preventing Future Bullying Incidents, Strategies Currently Used to Stop Bullying, and Promoting Participants to Take Action. Subthemes for Preventing Future Bullying Incidents included Confront the Bully, Communication, Management Should Intervene, and Overhaul of Work Culture. Subthemes for Strategies Currently Used to Stop Bullying included Confront the Bully, Report the Incident, and Communication. Subthemes Promoting Participants to Take Action included Safe Culture, Confidence and Courage, Communication, and Another Level of Command.

Conclusions: Study findings indicated that most newly licensed nurse experienced workplace bullying. Of those participants, fewer than half had someone intervene on their behalf. Strategies used to intervene represented individual, dyadic, and organizational levels. Moreover, study findings suggest that to prevent future workplace bullying or promote increased levels of intervening, strategies need to focus on both preventing and mitigating workplace bullying.

Keywords: Bullying, Nurses, Qualitative

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Precarious employment and workplace harassment and discrimination

Background: Precarious work has been defined in a variety of ways. Precarious work can be categorized as employment that is insecure, poorly paid, and non-standard in terms of work arrangements. The prevalence of precarious employment is on the rise, and those workers who are precariously employed may be adversely impacted in terms of their health, well-being, and family life.

Purpose: The purpose of this study was to examine the association between precarious employment and workplace aggression, harassment, mistreatment, and discrimination.

Procedure and Analysis: Data were pooled from the National Institute for Occupational Safety and Health (NIOSH) Quality of Worklife (QWL) module, which is a part of the larger General Social Survey (GSS) conducted by the National Opinion Research Center (NORC). The most recent waves of the QWL from 2002, 2006, 2010, and 2014 were included in these analyses. Precariousness was measured by job insecurity, uncertain work schedules, nonstandard employment arrangements, household financial constraints, insufficient fringe benefits, a non-working spouse, and limited supervisor and co-worker support. For these variables, precarious work was constructed into a scale that was categorized as low, medium, and high precariousness. Covariates included job stress, age, gender, education, overall physical health, type of work, job satisfaction, and race/ethnicity.

Results: The dataset contained 4671 observations, and 52 percent of the participants were female. Separate multinomial logistic regressions were conducted for each of the following outcomes: general workplace harassment (“*In the last 12 months were you threatened or harassed on the job in any way?*” Yes/No), sexual harassment (“*In the last 12 months were you sexually harassed on the job in any way?*” Yes/No), age discrimination (“*Do you feel in any way discriminated against because of your age?*” Yes/No), sex discrimination (“*Do you feel in any way discriminated against because of your gender?*” Yes/No), and racial discrimination (“*Do you feel in any way discriminated against because of your race?*” Yes/No). Results indicated that the relative risk ratios increased for all types of harassment and discrimination going from baseline precariousness levels of low, to medium and high precariousness, when controlling for all other covariates. For example, the relative risk ratio for experiencing racial discrimination increased to over 3 times at the medium level of precariousness compared to a low level of precariousness, and the relative risk of racial discrimination increased to over 8 times at the high level of precariousness.

Conclusions: Precarious employment was associated with all types of workplace harassment and discrimination. These findings can help identify intervention strategies related to workplace precariousness and how it relates to workplace aggression, harassment, mistreatment, and discrimination.

Keywords: Harassment, Discrimination, Precarious Employment

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Relationships between those experiencing and perpetrating workplace ill treatment

Aim

The aim of this paper is to examine relationships between gender, ethnicity and work role of those experiencing and perpetrating workplace ill treatment.

Methods

The study data is derived from a replication the British Workplace Behaviour Study¹ conducted in Ireland in 2015^{2,3}. The Irish study employed the same cross-sectional survey methodology using multistage random sampling, interviewing door-to-door. Interviews were completed in 1764 households with an adult who was currently employed or employed in the past two years (74% response rate). The sample profile was found to closely match the national population.

Participants were presented with a list of 21 behaviours asked whether they had experienced each. Those reporting three or more items were asked three rounds of follow-up questions regarding the gender, ethnicity (white, non-white) and role (manager/supervisor, subordinate, colleague, client, organisation) of the perpetrators. Where more than three items were reported, selection for follow-up was based on a scoring system using ordinal responses to the items and prioritisation of violent acts (Fevre et al. 2013)⁴. In the analyses each of the three behaviours followed-up was treated as an individual case. In total 461 (26%) participants were asked follow-up questions for three reported items of ill-treatment (1383 cases).

Results

When the gender of the respondent was considered, women were more likely to say their perpetrators were women and men that their perpetrators were men. Among those followed-up 15.5% were of non-white ethnicity, slightly above representation in the total sample (11.4%). Perpetrators were 6 times more likely to be of a similar ethnic background to those they ill-treat.

With respect to work role, among those followed-up (29%) held managerial/supervisory positions, similar to their representation in the total sample (28%). Relationships between the roles of those experiencing and perpetrating workplace ill-treatment were dependent on the nature of these behaviours. Among those experiencing unreasonable management, managers were more likely to have reported co-workers as perpetrators. Among those experiencing incivilities non-managers were more likely to report that superiors were the perpetrators however, managers were more likely to say subordinates and clients were responsible. Those in non-managerial roles were more likely to say clients were responsible for violence, while managers were more likely to report superiors as being responsible.

Conclusions

This study shows nuanced relationships between characteristics of those experiencing and those perpetrating ill-treatment in the workplace. For gender and ethnicity these relationships show that those perpetrating the ill-treatment are more likely to be of the same gender or ethnicity as the person experiencing it. For workplace role the relationships are more complex and dependent on the nature of the ill-treatment.

¹ Fevre, R., Lewis, D., Robinson, A. & Jones, T. (2011). *Insight into Ill-treatment in the Workplace: Patterns, Causes and Solutions*. Cardiff: School of Social Sciences, Cardiff University

² Hodgins, M., Pursell, L., Hogan, V., MacCurtain, S., Mannix-McNamara, P., & Lewis, D. (2016). *Irish Workplace Behaviour Study [Final Report]*, Health Promotion Research Centre, NUI Galway.

³ The Irish Workplace Behaviour Study was funded by the Institution of Occupational Safety and Health

⁴ Fevre, R., Lewis, D., Robinson, A. & Jones, T. (2013). *Trouble at Work*. London: Bloomsbury Academic

Keywords: Workplace ill-treatment, perpetrators, unreasonable management, incivility, violence

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Transformation from interpersonal mistreatment into corporate violence

Aim

In recent years, media coverage of workplace bullying (WPB) cases in Finland have raised multiple questions regarding why those cases have ended up to occupational health and safety (OSH) authorities and in costly legal processing instead of being settled inside the work community. The aim of my presentation is to examine characteristics of the WPB cases that have ended up to legal actors. Particularly, the focus of my analysis is on organisational responses to employees' reports of mistreatment. My presentation is based on a sub study of my doctoral thesis. The main objectives of the thesis are to examine why the cases of my study have ended up to legal processing, how legal actors have constructed WPB and its consequences as well as how the victims of WPB have experienced the procedures and decisions that have been made by the authorities.

Methods

My paper is based on qualitative multiple case analysis. The results of the study are based on empirical data comprising:

- Interviews with WPB victims, OSH representatives, occupational health care professionals
- Documents related to the cases of the study (e.g. emails, meeting memos, court decisions)
- Tape-recorded courtroom narratives
- Newspaper and broadcast coverage about the cases

Results

Without exception the bully was the victim's superior or another organisational member in a powerful position. The victims had made numerous efforts to resolve the situation and reported of

mistreatment to the upper-management. Despite all the struggles the situation had gone unsettled from several months to many years before the victims had turned to legal actors for help. The process of victimisation had resulted in gradual loss of important psychosocial and occupational resources and various negative outcomes. Almost all the victims named their experience of victimisation as violence.

Instead of giving support and assistance to resolve the issues, the upper-management blamed the victims of being troublemakers. While the situation remained unsettled and the victims went on resisting mistreatment, they became the target of management's disciplinary measures. The more persistently the victims went on fighting for their right to fair and unbiased treatment, the tougher the management's counter measures became. Besides by blaming the victim, the managers legitimised these disciplinary measures by referring to an employer's right to supervise work.

As a consequence of upper-managements negligence and counter measures against the victim, interpersonal mistreatment transformed into corporate violence. Accordingly, the victims were doubly victimized: first by experiencing mistreatment from their supervisors and then by becoming the targets of undesirable actions of the upper-management. Moreover, reporting mistreatment to the management resulted in accumulation of the detrimental consequences and into worsening of the victims' situation. Consequently, the most harmful outcomes of mistreatment followed from this secondary victimisation. In most of the cases, also other organisational actors, like occupational safety representatives who tried to support the victims, became targets of pressuring besides other negative actions of the managers. Thus, the corporate violence extended also to other members of the organisation.

Keywords: Process of victimisation; double victimisation; corporate violence

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Warning Signs: The Murder of Lori Dupont and Connecting Harassment and Violence for Occupational Health and Safety

Keywords: workplace harassment; workplace violence; occupational health and safety

In 2005, Lori Dupont was murdered in her hospital workplace by co-worker and former romantic partner, Marc Daniel. Despite the presence of clear warning signs—harassment, bullying, and threatening behaviour—the hospital denied responsibility, calling it a case of domestic violence. Lori’s murder continues to be remembered as an impetus for the passing of Bill 168 in 2009, which amended the Ontario Occupational Health and Safety Act (OHSA) to officially designate domestic violence as a potential risk to workplace health and safety along with other forms of harassment and violence in the workplace. Though it is frequently mentioned in relation to broader discussions of workplace violence, and is often cited as an example to highlight the role of specific cases in motivating legislative changes in Canada, this case has been given little focused attention in academic writing, particularly in relation to conceptions of workplace harassment more generally. This research traces how the murder of Lori Dupont, as one of a series of violent acts against women in the workplace, ultimately came to symbolize a shift in understandings of workplace safety in Ontario. Findings of qualitative examinations of newspaper articles, legislation, coroner reports, and scholarly research demonstrate that responses to Lori’s murder by family, activist groups, the Ontario Nurses Association (ONA), and the public, boosted awareness and engagement around the issue of violence against women, the duty of employers to provide a safe workplace, and the significance of harassment as a precursor to violence. News coverage in the Windsor Star (the Star) played a key role in this process by calling out employer negligence as complicit in domestic violence and disseminating information to the public both before and during the public inquest about the harassment leading up to Lori’s murder. Facts set out in the Star revealed to readers that Hotel Dieu Grace Hospital ignored warning signs and missed several opportunities to create a safer work environment for Lori. Furthermore, coverage of the murder provided an opportunity for open discussions around worker rights to safety in the workplace, ongoing risks of violence in health care, the problem of physician privilege, and the contributing role of gender expectations and power imbalances in workplace safety concerns. Overall, the murder of Lori Dupont calls attention to the need to reconsider how harassment is addressed in occupational health and safety legislation and workplace policies, which currently emphasize the dangers of violence and give less attention to the significance of bullying and harassment as risk factors for occupational health and safety. However, as Lori Dupont’s case shows, hostile workplace behaviours are not always easily separated into discrete categories, and bullying and harassing behaviours can act as warning signs of impending physical (perhaps even deadly) violence in the workplace.

POSTER : Workplace Harassment and Discrimination: Race, Ethnicity, and Gender in the Quality of Worklife Survey

Background: With the diversification of the U.S. workforce, researchers and organizations are faced with the need to better understand racial, ethnic, and gender differences in employee safety and health, particularly with regard to aggression, harassment, and discrimination in the workplace.

Purpose: The purpose of this study was to examine the association between race, ethnicity, gender, and workplace aggression, harassment, discrimination, and other forms of workplace mistreatment.

Procedure and Analysis: Data were pooled from the National Institute for Occupational Safety and Health (NIOSH) Quality of Worklife (QWL) module, which is a part of the larger General Social Survey (GSS) conducted by the National Opinion Research Center (NORC). The most recent waves of the QWL from 2002, 2006, 2010, and 2014 were included in these analyses.

Results: The dataset contained 5869 observations, and 52 percent of the participants were female. Descriptive data for the demographic factors gender (Male/Female) and race/ethnicity (White, Black/African American, Hispanic, Native American, Asian, Multiracial) were collated. Each of the following outcomes was evaluated: general workplace harassment (“*In the last 12 months were you threatened or harassed on the job in any way?*” Yes/No), sexual harassment (“*In the last 12 months were you sexually harassed on the job in any way?*” Yes/No), age discrimination (“*Do you feel in any way discriminated against because of your age?*” Yes/No), sex discrimination (“*Do you feel in any way discriminated against because of your gender?*” Yes/No), and racial discrimination (“*Do you feel in any way discriminated against because of your race?*” Yes/No). Results indicated that all types of harassment and discrimination were present in the workplace. For being threatened or harassed in the past 12 months, 15.3% of multiracial women and 11.2 % of multiracial men were more likely to report being harassed or threatened, followed by Hispanic men (11%), white women (10.7%), black/African American men and women (9%), Hispanic women (8.3%), and Asian men (6.5%) compared to Asian women (5.4%).

For being sexually harassed in the past 12 months, women were more likely to report being sexually harassed than were men, and Multiracial (8.4%), white (5.5%), Hispanic (4.7%), black/African American (3.2%), and Asian women (2.7%) most reported being sexually harassed.

For racial discrimination, black/African American men (17.5%) and women (14%) were overwhelmingly more likely to report racial discrimination, followed by Asian men (10.4%) and Multiracial men (10.1%), Hispanic men (9.9%), Asian women (8.1%), Hispanic women (7.9%), and Multiracial women (7.9%).

Sex discrimination was predominantly in women with who were Multiracial (18.8%), white (9.7%), black/African American (8.2%), and Asian (8.1%).

Age discrimination was noted in Multiracial women (13.9%) and Hispanic (12.6%), Multiracial (11.1%), and Asian (10.4%) men.

Conclusions: Harassment, discrimination, and other forms of workplace mistreatment are prevalent in the U.S. workforce. More in-depth analyses are needed to extend the current work on race, ethnicity and gender issues at work.

Keywords: Harassment, Discrimination, Race, Gender

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Workplace bullying: which effects of the enterprise size?

Introduction

The objectives were to test if the size of the enterprises was associated (1) with the risk of hostile attitudes at work and (2) with the effect of these attitudes on worker health.

Methods

Our data are from the 2010 SUMER survey, a national periodical cross-sectional survey from the DARES (French ministry of labor). It is based on a network of voluntary occupational physicians, in charge of compulsory medical examinations of employees, who collect the data for a random sample of their employees.

Totally, 47 983 participants were included in the 2010 SUMER survey. All professional sectors were included except employees from national education and ministry of Justice and social action. For the present study, only those working for a private company, an association or a private individual were included. The enterprise size was categorized into four classes (2-9; 10-49; 50-249; 250 and more) and, then into two classes (2-9; 10 and more) to document the specificity of small enterprises. Workplace bullying was measured using nine possible hostile attitudes derived from the French version of the *Leymann Inventory of Psychological Terror*. The measured health issues were anxiety/depression, perceived health status, sick leaves and work injuries. Anxiety/depression was measured using the *Hospital Anxiety and Depression Scale* (HADS).

Results

Totally, 25.5 % of participants reported workplace bullying during the previous 12-months. The most frequent hostile attitudes were verbal aggressions and being ignored by a colleague. After adjustment, the size of the enterprise was associated with the frequency of workplace bullying. It was significantly less frequent in small enterprise (19.6 %; OR=0.8 p<0.01) compared to other enterprises (about 27 %). Other factors associated with workplace bullying were gender: women being more frequently victims (OR=1.1, p<0.01). It was also more frequent for those younger than 30 compared to the older ones. Professionals were those more often victim of workplace bullying (OR=1.2, p<0.01). Finally the frequency of workplace bullying was associated with perceived working conditions (psychological demand, decision latitude, social support from colleagues and superior). The probability of being victim of workplace bullying increased when psychological demand increased (OR=1.1, p<0.01), and decreased when decision latitude (OR=0.9, p<0.01) and social support from the colleagues (OR=0.8, p<0.01) increased. Each health issue was significantly associated with workplace bullying. But the effect was significantly stronger in small enterprises (<10 employees) for anxious or depressive episodes (OR= 5.6 vs 3.7 for >10 employees, p<0.01), perceived health status and sickness absence (OR=2.1 vs 1.6, p<0.01).

Conclusion

Hostile attitudes seem to be less frequent in small enterprises. However, when they occur, their impact on employee health appears to be stronger.

Keywords

Workplace bullying, enterprise size, small enterprise, health

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Prevention and intervention

20 years of regulating workplace bullying in Australia

In 1998 the government agency that regulates workplace health and safety (WHS) in Queensland released the first Australian guide on preventing workplace bullying.

Since 1998 a range of regulatory approaches were implemented by both state and federal governments to address workplace bullying and harassment. In 2018, it is timely to look at those approaches and examine their effectiveness.

This paper will look at the regulatory approaches Australian state and federal governments have adopted and continued or discontinued to use over the last two decades. The approaches to be examined include:

- Government taskforces and inquiries
- Workplace health and safety law
- Industrial law/employment law
- Criminal law

Key milestones and changes in the regulatory areas described above will be reviewed to consider how these have contributed to systemic change and the prevention of bullying in Australian workplaces.

Government taskforces and inquiries

In the time frame being explored by this paper there were two state-based taskforces and one Federal parliamentary inquiry that examined workplace bullying and harassment and how it could be addressed through policy and practice. These taskforces and inquiries usually adopted a whole of government approach to workplace bullying.

The paper will examine how taskforces and inquiries contributed to changes in the way that workplace bullying has been addressed.

Workplace health and safety law

In the last twenty years, most Australian WHS regulators have set standards on preventing workplace bullying through the publication of non-statutory guidance material usually directed at employers. Key to ensuring the effectiveness of WHS standards is the enforcement of those standards and where relevant, prosecution for failure to comply with WHS duties.

The paper will examine how enforcement of WHS standards on workplace bullying and prosecution under WHS law has supported change in Australian workplaces.

Employment law

A 2012 federal parliamentary inquiry led to the expansion of the *Fair Work Act 2009* to include anti-bullying provisions which were designed to provide individuals with a course of redress to stop bullying when it occurs. This jurisdiction has been operating for nearly four years. Previously in the federal industrial jurisdiction employees used unfair and unlawful dismissal or general protections provisions of the *Fair Work Act 2009* to seek redress for workplace bullying.

The paper will examine key decisions and trends in employment law decisions and how they have influenced change over time.

Criminal law

In 2011 the stalking provisions of the Victorian *Crimes Act 1958* were amended to cover situations of ‘serious bullying’. The amendment was called “Brodie’s law” naming the legislative change after a young woman who committed suicide after being subjected to highly escalated workplace bullying. At 2016 Brodie’s law had been used to charge 58 offenders.

The paper will examine how the criminal sanctions have contributed to the prevention of bullying in Australian workplaces.

Conference themes: Prevention and intervention; Legislation and compensation

Key words: regulatory approaches; Australia; prevention

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Acts of workplace violence against paramedic students – why don't they report it?

Aim

Previous research has shown that during their ambulance clinical placements some paramedic students were exposed to various acts of workplace violence. The most common act of workplace violence against paramedic students is verbal abuse with sexual harassment being the most severe. Paramedic students who experience acts of workplace violence against them tend to discuss the incident, how they feel as a result, and related issues with fellow students or family members, but are unlikely to report the incident to ambulance service management or relevant university staff. The aim of the study was to discover the reasons for paramedic students failing to report acts of workplace violence against them.

Methods

Paramedic students from a large Australian university were eligible to participate in the study if they had attended ambulance clinical placements over a teaching semester. Students were invited to participate in a focus group where the two main starting questions were: “what were the reason(s) behind you not reporting a workplace violence incident?” and “what process/processes do you think should be in place to encourage you to report the workplace violence incident(s)?”. Replies for the first question were compiled into themes using thematic analysis with replies collated for the second question.

Results

From the focus groups, six themes emerged about why students failed to report acts of workplace violence against them. The themes identified were: “fear of backlash”, “don't want to upset chance of getting a job”, “reporting will not change anything”, “don't want name tarnished”, and “lack/not knowing reporting procedure”. For the students to report acts of workplace violence against them: “it needs to be anonymous”, “done through the university”, “confidential with follow up support”, and “easy reporting process”. Students suggested ways to report workplace violence could include: “a phone app”, “on line web page”, “phone hotline”, and “part of the clinical placement reflection book”.

Conclusion

This study has identified that paramedic students need to be better educated about workplace violence and the need for reporting it. The reporting process needs to be functional and anonymous to entice students to report any form of workplace violence against them.

Keywords: workplace violence; student; paramedic; clinical placement

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Addressing the bullying of trainee doctors: A pre/post evaluation of an organisational intervention

Background and Aim:

Bullying of trainee doctors is a persistent problem in healthcare. Evidence has shown the negative implications of bullying on individuals, teams, organisations, and patient care. In response, a large healthcare organisation developed and introduced a broad-ranging intervention to address bullying that included activities targeted at the organisational, team and individual levels. This study aimed to evaluate the effectiveness and implementation of the intervention.

Methods:

A multi-level intervention was developed to address the bullying of trainee doctors in a large healthcare organisation. Intervention activities included: communications from the Medical Director, revisions to the bullying policy, the promotion of faculty groups that discuss medical training and bullying issues, targeted training for units with high bullying levels, coaching and support for individual doctors, publicity and awareness raising activities, and improved access to information on how to report and manage bullying.

The effectiveness and implementation of the intervention were evaluated using a mixed methods approach: pre/post questionnaires for trainees, interviews with key stakeholders, and process evaluation questionnaires for the project working group. Baseline trainee questionnaires were developed to measure the prevalence of bullying and negative behaviours; reporting of bullying; barriers to reporting bullying; self-efficacy for challenging bullying; impact on health, wellbeing, and job satisfaction; perceptions of the organisation; and satisfaction with work climate. Follow-up trainee questionnaires were distributed seven months later. Interviews explored perceptions of the intervention in more depth. Process evaluation questionnaires captured views on project implementation, barriers and enablers.

Results and Conclusions:

The multi-level intervention will be described. Comparison of baseline and follow-up questionnaire data will be presented. Questionnaire results indicated there was limited organisation-wide improvement, although some positive results were found. However, statistically significant improvements were detected in units receiving targeted training. Findings from the interviews and process evaluation questionnaires indicated evidence of success, and identified enablers as well as barriers to the progress of the intervention. Key factors included the multi-disciplinary approach, the engagement of senior leaders and proactive individuals, external facilitation and expertise, organisational ownership of the project, and the importance of embedding the anti-bullying message in regular organisational activities to ensure sustainability.

The findings should inform the development and implementation of future bullying interventions. This study also demonstrates the complexity of implementing and evaluating organisational interventions and the importance of capturing contextual factors.

Keywords: Workplace bullying intervention, evaluation, healthcare organisation

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Abstract for the 11th International Conference on Workplace Bullying and Harassment IAWBH

June 2018 Bordeaux, France

Bullying in the workplace has an undeniable financial and personal cost for the victims of bullying; indeed workplace bullying affects bystanders and even those who may be accused of bullying. The risk of experiencing mental health issues in particular is increased when someone has experienced or witnessed workplace bullying.¹ Intervening quickly when this type of harm is being sustained is widely acknowledged as being the key to ensuring issues of workplace bullying do not escalate.²

In general terms, the Fair Work Commission ('the Commission') has the jurisdiction to issue orders to stop bullying where a worker has been bullied at work and there is a risk it will continue. Since this jurisdiction was conferred on the Commission on 1 January 2014, 2494 applications for an order to stop bullying have been made.³ The Commission has a legislative obligation to start dealing with these matters promptly and within 14 days. However, the Commission also acknowledges that dealing with issues of workplace bullying should be done as quickly as possible and so generally commences to deal with applications for an order to stop bullying within a median of one day.⁴

The Commission adopted a case management model for dealing with anti-bullying matters that acknowledges that all parties to matters, not just applicants, may find the process of participating in a Commission proceeding to be confronting. Highly trained Commission staff make direct contact in the first instance with all parties to a matter where possible, to inform them of the Commission's process and gauge whether there are any apparent concerns surrounding such issues as the parties' mental health.

This jurisdiction has been in operation for over four years and a number of cases have tested elements of the legal framework including what constitutes bullying within the definition provided. Just as important is the lessons learned by the Commission about who is making an application seeking an order and the circumstances that will likely give rise to these applications. What is reported by applicants is that the majority believe they have notified the business of their concerns, but they have not been addressed. Unsurprisingly, the experience of the Commission is that those matters that are brought on early, before relationships have broken down, are able to be resolved more quickly. Whilst the framework doesn't necessarily contemplate that matters should be resolved between the parties, in achieving the aims of the jurisdiction for matters to be dealt with quickly and productive working relationships to resume, it is often best achieved by resolution between the parties.

¹ *Workplace Bullying in Australia* University of Wollongong 30 May 2014, p22; *Bullying Allegations from the Accused Bully's Perspective*, Moira Jenkins 2011.

² See, for example *Workplace Bullying in Australia* University of Wollongong 30 May 2014, p28.

³ Unpublished data, aggregate of applications from 1 Jan 2014-30 June 2017.

⁴ FWC Annual Report 2016-17, p61.

The experience of the Commission will be shared in this conference to give both an overview of the operation of the jurisdiction but also some practical insights into the types of matters that are brought to the Commission. There are some limitations to the Commission's jurisdiction insofar as it can only deal with the application before it as put by the worker involving the persons named in the matter; this can make it difficult to deal with the more systemic and cultural elements of workplace bullying. However, the introduction and operation of this jurisdiction has resulted in more awareness of the issue of workplace bullying and the Commission has made a significant contribution to this, both through the jurisprudence that has developed around this jurisdiction and the guidance material produced by the Commission.

Can Workplace Bullying Hamper an Effective Leadership Process? Evidence from the Ethical leadership and Job-related Affective Well-being Relationship

*Research Abstract for the 11th International Conference on Workplace Bullying and
Harassment, 5th-8th June 2018, Bordeaux, France.*

Purpose: While theory and research on the mechanisms associated with an effective leadership process abound, investigations on what may derail such a process have been rarely made. Building on substantial empirical evidence of the harms associated with workplace bullying, this study aims to broaden this area of inquiry by shedding light on how it may hamper effective workings of leadership in the workplace. To achieve this objective, the researcher undertook a focused inquiry of the ethical leadership and job-related affective well-being relationship, and the potential encumbering role of workplace bullying in this relationship.

Design/Methodology: This research sought perceptions of ethical leadership, exposure to workplace bullying, and job-related feelings from 306 academics through a survey conducted in Australian universities. The survey questions were adopted from Brown et al.'s (2005) ethical leadership scale, Warr's (1990) job-related affective well-being scale, and the Negative Acts Questionnaire (Einarsen, Hoel, & Notelaers, 2009). Specifically, the researcher tested respondents' data for potential mediation of perceived exposure to workplace bullying in the effect of perceived ethical leadership on their affective well-being at work through a bias-corrected bootstrap regression analysis.

Findings: The findings from direct ($B = 0.2673$, $SE = 0.0476$, 95% LLCI to ULCI = 0.1736 to 0.3610), indirect ($B = 0.1353$, $SE = 0.0498$, 95% LLCI to ULCI = 0.0449 to 0.2351), and

total ($B = 0.4026$, $SE = 0.0414$, 95% LLCI to ULCI = 0.3212 to 0.4840) effects of ethical leadership on affective well-being provide statistically significant evidence in support of this research's key prediction (i.e., potential mediation of workplace bullying). Moreover, the significance of both direct and indirect effects of ethical leadership on affective well-being implied partial mediation of workplace bullying in their relationship. It was interesting to find a higher and stronger effect of workplace bullying ($B = -0.3517$, $p = 0.0000$) than the effect of perceived ethical leadership ($B = 0.2673$, $p = 0.0000$) on respondents' job-related affective well-being.

Implications: This research offers a novel insight into the organisational behaviour literature by furthering existing understanding of disruption created by bullying in the workplace. That is, workplace bullying can hamper the positive role played by leadership in the conservation of well-being at work. Therefore, organisations need to tackle workplace bullying proactively, not only to conserve employee well-being resources, but also to fully realise the beneficial effects of positive leadership styles such as ethical leadership.

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Discoveries of a Perpetrator Coach:

Exploring What Motivates Employers to Seek Help, and What Motivates Perpetrators to Bully and Change Behavior, Through Five Case Studies

The problem with current legal definitions of workplace bullying, such as the one in France for managerial harassment, and the one in the U.S. for abusive conduct, is that they assert perpetrators are motivated by intention to cause harm, yet little research supports this notion. As such, the definition and qualification of workplace bullying needs to evolve, and the conversation should include the voices of employers and perpetrators. Through five case studies, this practitioner and perpetrator coach, trained in Dr. Laura Crawshaw's "boss whispering" method (Crawshaw, 2010) hopes to do just that. The presentation will explore: 1) managerial reactions to workplace bullying and what motivated them to reach out for help, and, 2) what motivates perpetrators to engage in such behavior and what motivated their desire to change.

The presenter's study will show that, although weak leadership can allow bullying to flourish (Salin, 2003) as silence offers empowerment, it is time to reexamine this silence. The presenter will show that leadership may not step in because, in their own words, they lack the necessary skills to motivate the perpetrator to change, lack support from higher management, and themselves experience fear of the perpetrator. Case studies include managers devastated by their own failure to effectively intervene, and manager fears around perpetrators.

The presenter's study will also show that some learned defensive aggression during childhood, others from their own managers. Bullying was also related to perpetrators' own stated passion for others' and the organization's success. Further, all five clients were saddened to learn they were perceived to be so destructive; if their behavior was indeed intentional it seems they would not experience this emotion. Perpetrators were motivated to change after they saw feedback from their peers, as they realized bullying actually hurt the perception of self-competence they so strongly desired, and they were pained to learn coworkers despised them for their behaviors.

Additionally, the study will show it is not just management who overlooks bullying because the perpetrator performs and brings results. In all five cases, peer interviews revealed

how much others valued and even cared about the perpetrator despite their egregious shortcomings.

Keywords: Workplace Bullying; Management; Employer Reactions; Boss Whispering; Coaching

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**POSTER: Effects of collaborative work by teachers
At Primary schools on Bullying**

Devos, H

Cnam Lille

This poster describes the methods used and results of a study centered on teacher's activity in a primary school. Many researches are focused in determining who are the bullies and the bullied, how the bullying happen, what remains in the memory of young children and their teachers, and what would be the most efficient strategy to counter the bullying. A set of possible strategies is often suggested to teachers but – most of the time - those are not used.

According to Vygotsky, language is both helping people to communicate and to support their thought. By talking and listening, you will re-discover the resources you have forgotten because you cannot do and understand what you are doing at the same time.

Reversal expertise is a method which considers the teachers as being the experts and makes them explain the strategy to the psychologist. This method makes teachers discover they disagree with the word definitions they use, launch debates on activities to be used and allow them to learn lessons from the past.

Not only are the strategy and capacities re-discovered, but they are also applied. Furthermore, an increased well-being feeling is appearing for the participant of this reversal expertise.

Ensuring a culturally safe workforce and workplace for First Nations people

Like many countries, Australia struggles with ensuring that the workforce and workplaces are safe for First Nations people. Reconciliation Action Plans (RAPs) can outline a path for organisations to ensure adequate training in cultural awareness and cultural safety for staff, and to develop a workplace culture that welcomes First Nations people. In Australia, with over 250 language groups, the diversity amongst Aboriginal and Torres Strait Islander peoples requires awareness and understanding of the need to be sensitive to these differences. In this presentation, we will outline steps taken toward workplace safety as part of the Australian Psychological Society's RAP in collaboration with the Australian Indigenous Psychologists Association. The initial APS RAP focused on four areas: cultural safety, governance, respectful relationships and education and employment. The Australian Indigenous Psychology Education Project (AIPEP; IndigenousPsychEd.org.au) aimed at incorporating Indigenous knowledges throughout the psychology curriculum. The project also produced several resources and guidelines intended at increasing cultural responsiveness within the psychology workforce and at increasing the number of Indigenous psychologists. The commitment to the project is seen in implementation of AIPEP guidelines and support by the Australian Psychology Accreditation Council (APAC) and Australian higher education providers. Following on from the initial RAP, the APS has been developing a new, "Innovate" RAP, focusing on increasing cultural awareness and responsiveness in our office workplace and amongst our membership. This work recognises that human resources departments play a key role in hiring and supporting Indigenous staff, but that the overall workplace culture needs to be able to assure that Indigenous staff members do not feel singled out, or to prevent that well-intended interest may be perceived as stressful or discrimination, if the Indigenous staff member becomes as the go-to person for all such matters. Ensuring appropriate safety in the workplace can be a considerable challenge. Our work aims to support the diverse 23,000 members of our professional association, and psychologists in Australia more generally, to work in culturally safe manner.

Keywords: Cultural safety, First Nations people; Reconciliation Action Plan

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Explaining and Preventing Workplace Bullying by a Systemic and Communicational Approach

1. Context and aim

Considered as a fairly complex phenomenon, workplace bullying is a result of the interaction of many factors. Many quantitative studies now provide an understanding of the contributing factors of workplace bullying. However, the resulting models do not give us access to the dynamics of interaction between those various factors, whereas qualitative methodology enables us to reach a better understanding of the processes involved. After reviewing the limited number of qualitative studies conducted in workplace bullying, the aim of this communication is to illustrate how the different levels interact with each other in a situation of workplace bullying and present a new approach which is unprecedented in this context of studies: “the systemic and communicational approach”.

2. Methods

The data were gathered through three cases of workplace bullying in various organizational contexts (French public sector, industrial sector).

The data collection process was carried out in three phases:

- 1) Firstly, the victims were invited to talk about work situations in a general sense, giving as many examples as possible. We did not wish to record the interviews as the victims had been traumatized by the situation that they had been through and we considered that recording them could make them feel more uncomfortable, which would negatively impact their statement. However, we took notes during their interviews and completed these notes immediately afterwards.
- 2) Secondly, the victims were invited to complete the Leymann Inventory of Psychological Terrorization (LIPT, Leymann, 1996) validated in French (Niedhammer et al., 2006). They then had to illustrate, as much as possible, each of the 45 items of the LIPT using professional situations they had been through and that had been outlined in the interviews.
- 3) Thirdly, the victims were invited to sketch a diagram of the relations between the main protagonists of the organization according to the Systemic and Communicational Approach.

3. Results

The interviews made it possible to update the personal, interpersonal, group, and organizational processes and to show how they interact. The LIPT enables to be sure that one is indeed faced with a situation of workplace bullying. Applying “the Systemic and Communicational Approach” in the study of workplace bullying demonstrates the importance of including the notion of “organizational games” and how these games play a role in the form of rigid transactions.

4. Conclusion

Studying workplace bullying using a communicational approach is a first. This approach offers a multi-level reading of communication between the protagonists and can help subordinates and supervisors improve their interactions. Thanks to a better understanding of the processes involved, this innovative approach could help the prevention of workplace bullying within professional establishments.

Keywords: Workplace bullying; Systemic and communicational approach; Qualitative research; Case study; Multilevel approach; Leymann Inventory of Psychological Terror.

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POSTER: For the implementation of continual training

Although employee training, among other measures, is an important measure in preventing workplace bullying, if prevention is expected, it goes without saying that it is more important to implement training continuously than only once.

In order for continual implementation, however, not only will there be budget issues or issues of will on the part of management, but without ingenuities to increase the level of understanding and satisfaction of trainees, the training will not lead to any motivation on the part of trainers and trainees and it will potentially end by fizzling out.

In this study, we will look into the tendency of the level of understanding and satisfaction per industry type and subject from the experience I gained through the implementation of training by hierarchy at various corporations and organization nationwide.

The following is a comparative review of the level of understanding and satisfaction of trainees from the results of a questionnaire survey conducted after the implementation of approximately 400 bullying prevention training in the past 10 years divided into industry type and subject.

In the training in which public servants who were regular service employees were the subjects, there was a higher tendency for both an increased level of understanding and satisfaction when cases at other administrative bodies were introduced and the training incorporated ample time to consider specific cases utilizing practical communication methods and group work, etc. In contrast, in the training for managers, there was a higher tendency for an increased level of satisfaction when many court cases centering on public servants were introduced in the training.

Further, in the training for bankers in the managerial class, there was a higher tendency for an increased level of satisfaction when the training involved a lot of time allotted to concrete measures regarding how to deal with victims and perpetrators. By contrast, in the training for bankers in the branch managerial class, in addition to incorporating court cases of other banks, there was a higher tendency for an increased level of satisfaction when the training incorporated many cases from other banks.

Furthermore, in the training for consultants and specialists, there was a higher tendency for an increased level of satisfaction with training that involved coming up with solutions by thinking for oneself in group discussion, etc., and in the training at organizations such as universities and medical institutions that had people in varying types of jobs, there was a higher tendency for an increased level of understanding and satisfaction when the training incorporated appropriate self-work and that centered on

lectures.

Likewise, although there were differences in tendencies depending on industry type and trainee attributes (job level, age, gender, etc.) as well as the form of training, I think that basing the training on the above-like tendencies while maintaining the aim of “training aligned with the objectives and needs of the organizer” will lead to continual implementation of training.

Keywords: implementation of continual training, understanding and satisfaction of trainees, differences in tendencies depending on industry

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From Abrasive to Impressive: Executive coaching as an intervention with abrasive leaders

The purpose of this qualitative research was to gain insight about the phenomenon of abrasive leadership and to examine how coaching can be used as a potential intervention strategy. A triangulated case study approach was used, exploring and comparing the perspectives of the abrasive leader, the leader's boss, and the executive coach.

Two particular cases that were investigated in this study will be shared in this presentation— one with an executive in a medium-sized financial services firm in Canada and one with a senior scientist in a leadership role in a large, U.S.-based multinational organization. These study participants had exhibited a pattern of behaviour consistent with the description of abrasive leadership developed by Crawshaw (2007) as well as pre- and post- intervention feedback confirming that a shift had indeed occurred. Data were gathered via personal narratives, company documents, and semi-structured interviews with the leaders, their coaches, and organizational sponsors. The study explored antecedents or precipitants of abrasive behavior, the ways in which coaching was introduced and conducted, how the change process occurred, and steps taken following the intervention.

Among the key findings of the study was that the abrasive leadership behavior was associated with organizational change, role conflict, and other workplace stressors. In both cases, the leaders had strong technical skills but lacked managerial training and soft skill development. Participants reported that the coaching, which included 360 feedback from co-workers, was effective in supporting the process of change as it highlighted the need for shift in behavior, a critical first step in the process of change. In addition, clients were able to gain insight into the beliefs and

assumptions that were fueling their patterns. The coaching experience also helped clarify the interpersonal patterns that were most detrimental to co-workers and provided practical tools for managing interactions. Participants also reported that the coaching relationship provided a safe and supportive environment in which they could practice their interpersonal skills and engage in dialogue that enabled personal reflection and a better understanding of their leadership behavior within a larger system.

The coaching approach in both cases was bi-directional, that is, it focused not only on the individual, but the organizational environment in which the executive was operating. The study thus highlighted the need to coach the boss and not just the presenting client.

After the coaching concluded, steps were put in place to provide ongoing feedback to the clients by their co-workers. These stakeholders confirmed that changes in the leaders' behavior had been sustained. The follow-up measure was also found to be of value in encouraging the leaders' efforts to shift their behavior.

This presentation will build on the findings from this study as well as provide approaches and techniques that the researcher has used in successfully in coaching abrasive executives and their unwittingly complicit tough management systems. Of particular focus will be a Results-Conduct Model that can assist organizational decision makers in assessing whether coaching is an appropriate intervention for counter-productive leadership behavior.

Keywords: abrasive leadership, coaching, multiple case study.

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“Better Understanding of Workplace Bullying and Harassment in a Changing World.”

4. Working environment

Impact of the changes of the society

10. Cyber bullying and ICT

- New challenges

How recurrent patterns and policy parallelisms can drive to better regulate emerging issues in workplace bullying and harassment.

Background

Cultural misconceptions and policy neglected attitudes made that back in the 70-80s concepts such as sexual and moral harassment were culturally accepted conducts and generally consented behaviours in workplaces and trivialized as social traditional attitudes in society.

Since then social attitudes and public perceptions to work-related violence, workplace bullying and harassment have suffered a severe transformation within the last decades, changing the way we determine the legal articulation and implementation of these principles in working environments.

More recently labour and occupational safety and health research findings and policy indicators are indicating that recurring patterns might be taking place in the way new forms of bullying and harassment are affecting working conditions. These factors might indicate that this is the right time to review if the current policy agenda is keeping pace in this new working environment. In this context, evolution of new forms of violence have already been considered to *“be managed as a complex and evolving practice”* (Franks, 2012)

New changes in the way the work is being organised and transformed might require suitable legal systems that can guarantee protection to workers on the same basis as it has happened in the 20th century with traditional forms of harassment and violence. As a result of this there are already natural transformations occurring in labour markets which we might not be mindful, the extension of employer’s duty of care and the broader scope of liability is a good example of this, with similarities to how moral and sexual harassment was tackled in the past.

When exploring in more detail the issue, recurring patterns might provide further clarification to explain the causes of why emerging issues in workplace bullying and harassment remain invisible and neglected to policymakers, related professionals and public. Some of these recurrent patterns that has been previously identified are:

- The lack of articulation through legislative and non-legislative initiatives

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- The lack of clarity in definitions
 - The absence of legal reporting
 - The low levels of social and public awareness
 - The need for legitimacy when compared to other occupational risks/hazards
 - Extension of the scope in terms of the employer's duty of care and the fields that should cover this issue.

Aim

The aim of this paper is first to define what is being defined and understood as emerging issues in workplace bullying and harassment according to the current research findings and policy initiatives available.

This paper will try then to reflect what policy barriers and facilitators can work to better regulate emerging issues in workplace bullying and harassment, by providing some policy solutions and will facilitate information to analyse how employers' duty of care are already operating in this context.

Conclusions

Recurrent patterns in implementation of legislation can help to shape effective legislation for emerging issues in workplace bullying and harassment. In this scenario policy parallelisms in recent related or non-related legislation can help to articulate frameworks for new forms of violence. Learning from the past and exploring the way social and public perceptions are evolving can help to better understand what approaches are or aren't acceptable for these new forms of violence.

Keywords: recurrent patterns; emerging risk; workplace bullying; harassment; sexual harassment

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Identifying bullying behaviours or promoting wellbeing and good behaviour: the example of the Methodist Church in the UK.

Churches have been slow to believe clergy, employees or church members might be bullying other clergy, employees or members, and that bullying behaviours are rife in churches. They have also been very slow to recognise the damaging long-term effects of bullying, both to the individuals concerned, perpetrators and targets, and to the mission of the church, and therefore to deal effectively with bullying. In far too many cases targets have been forced to leave, leaving the perpetrator to continue their damaging behaviour unchecked and the mission of the church impaired.

Is promoting wellbeing and good behaviour the way forward? Up until now the emphasis, when exploring ways to eradicate bullying in the churches, has mainly been to identify behaviours which are damaging both to the individual and to the workplace and through largely disciplinary approaches, including Employment Tribunals when appropriate, in the attempt to eradicate bullying within the workplace. Policies and procedures have been put in place both to deal with the perpetrator(s) and to support the target(s). Those churches which have overt policies about workplace bullying have frequently majored on checklists of inappropriate behaviour in order to promote understanding of what constitutes workplace bullying. Although harassment has a legal definition in the UK (Equality Act 2010), there is as yet no legal definition of bullying, so these check lists have been found to be helpful.

The Methodist Church in the UK has been identified as addressing bullying and harassment with policies and procedures which reflect best practice but, since 2008, when a wellbeing advisor was appointed for the first time, they have also been promoting wellbeing for clergy, employees and church members. They have been addressing bad behaviour by promoting good behaviour. This presentation explores how the promotion of wellbeing has reduced the reported incidence of bullying and harassment within the Methodist Church and how staff teams (clergy and lay) have been refocused and helped to regain their vision for the mission of the church. It will also investigate whether promoting wellbeing is an adequate strategy for the prevention of bullying and whether promoting good behaviour can be used as a tool for intervention in cases where bullying has been identified.

The Church of England is also now addressing clergy wellbeing. A question asked in the General Synod of the Church of England in 2017 has brought these issues to the fore. At the same time Codes of Conduct/Practice outlining the behaviours expected of clergy and of Synod members have been produced. This is the first time that specific behaviours have been identified as unacceptable outside the *Dignity at Work* (2008) agenda, and other behaviours have been identified as those that value the individual in their lives and discourse within the church.

Key words: wellbeing, good behaviour, Methodist Church, Church of England.

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Implementation Success Factors for Workplace Bullying Interventions: Subject Matter Experts Assessment using a Delphi design.

Over the past two decades we have learnt a considerable amount about the nature of workplace bullying, as well as factors that contribute to its occurrence (risk factors) and those that can safeguard against it (protective factors). As the field continues to mature, attention is now turning to the development and evaluation of interventions designed to prevent or respond to workplace bullying. One aspect of this research is how best to implement programs that have been found to be effective. Interventions such as policy, investigation and training are just a few examples of commonly used workplace bullying interventions. However, understanding how best to implement these and other interventions can be unclear and is sometimes forgotten as a vital aspect of workplace bullying research. In this regard, the field of Implementation Science can provide us with direction. Indeed, decades of research from Implementation Science has consistently highlighted that the quality of implementation is one of the key factors for success of any intervention. In other words, implementation matters.

Using a taxonomy of interventions, which was first introduced at the 2014 IAWBH conference, the critical success factors of 16 intervention types were assessed by Subject Matter Experts (SMEs) using a Delphi design. Delphi methodology was used as it is a flexible research technique that enables expert insights to be gathered regarding an issue for which there may be little evidence or, where consensus on the best approach to adopt is desired. This approach consisted of a two “round” questionnaire process whereby SMEs were asked about the taxonomy, interventions, and critical success factors for implementation. In total, 143 SMEs were invited to participate either by the research team, or were nominated for inclusion by other SMEs. Seventy-eight SMEs agreed to participate with 51 SMEs from

11 Countries completing Round 1 (25 academics, 24 practitioners and 2 academic-practitioners; 37 female and 14 male).

While we asked SMEs to identify the critical success factors needed for effective implementation of each of the 16 intervention types presented in the taxonomy, we found that there were several that received more commentary than others (i.e. the SME had either seen the intervention being implemented or had implemented the intervention themselves). Therefore rather than present the findings of all 16 intervention types this presentation will report on the findings of those interventions with the most implementation commentary. These were: Investigations; Codes of Conduct; Mediation; Policy; Employee Assistance Programs; Bullying Awareness Programs; and Values Statements. Common critical success factors identified by SMEs were the skills of the practitioner, the engagement and commitment of the organisation to achieving a positive outcome as well as engagement of all levels of the organisation in the development of some of the intervention types. During the presentation SMEs' assessments for each of these intervention types will be compared to factors that influence effective implementation identified from Implementation Science research. Future research priorities regarding implementation of intervention types in the workplace bullying field will also be discussed.

Keywords: interventions, critical success factors, Delphi

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POSTER: Incivility and Bullying in Rural and Remote health workplace culture in Australia –
Through the lens of Appreciative Inquiry

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Workplace ostracism, incivility and bullying has been increasing in incidence and concern in Australian health workplaces despite concerted efforts to address it on a range of organizational levels and professional approaches. Most policy and professional development strategies have been developed in centralized health departments and rolled out with little attention to specific contexts of practice.

This paper examines Remote and Rural Health Workplaces in Australia, giving special attention to research investigating factors that have been contextualized, or emphasized localized solutions to the wicked problem of workplace bullying and its antecedents. Factors that impact on collaboration, engagement and connectedness in the workplace are particularly relevant.

A integrated literature review was undertaken and discussed that remote health professionals had an increased likelihood for incivility and bullying due to higher susceptibility to stress and trauma increasing vulnerability and defensiveness. They were also more concerned about bullying by colleagues than they were about physical violence from community members - another significant issue in remote practice.

Stressful working environments are fertile ground for ostracism and incivility and middle management feel ill equipped to respond and resolve conflict within teams. Resolution of conflict and interpersonal tensions are limited and this often results in the use of behaviours that are passive and difficult to detect.

Strong support for implementing values based practice strategies to mitigate the wicked problem of ostracism and incivility has led to the current research project using an appreciative inquiry approach as a way of working with remote and rural health professionals in order to improve the workplace.

Learning from interventions: features of workplace bullying interventions and mediations

A range of interventions are available to organisations at various stages of a bullying report, and organisations are responsible for selecting and appropriately implementing those interventions that reduce risk to their staff. Evidence for the efficacy of interventions in relation to workplace bullying is a developing research area, with few systematic investigations regarding which interventions should be used, when and how they should be used, and their critical success factors (see Hodgins et al., 2014).

Two commonly implemented interventions are mediation and investigation. Primarily, mediation seeks to restore working relationships following conflict, and is best used at the early stages of a workplace issue, while workplace bullying investigations seek to understand what happened in cases of alleged workplace bullying. These interventions have different models of implementation, and there are significant controversies surrounding their appropriate use (eg. see McKenzie, 2015; Ferris, 2004).

This study examines existing workplace investigation reports and mediation reports to understand the features that may be common to the antecedents of the intervention, their recommendations, and their outcomes. 94 de-identified investigation reports and 76 mediation reports which have been conducted in the past 7 years by an HR consultancy group will be analysed and coded using a taxonomy developed for this purpose.

Descriptive analysis of the data gathered with the taxonomy will be undertaken, to assess the features common to the reports, the nature of the outcomes and recommendations, and the longer-term outcomes for parties. This will include assessing the number of parties to the matters, their relationships, the nature of the complaints/allegations, and the outcomes and recommendations. Organisations will be approached to provide an indication about the status of the recommendations post-intervention, including their progress and employment outcomes for the parties.

Understanding the factors common to cases that are investigated, as well as those that are mediated, is important for organisations when considering their suite of responses to workplace bullying. The typical outcomes of these interventions for the organisation and individual parties involved are also instructive in planning and researching interventions in the context of wider systemic approaches to reduce negative behaviours at work.

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Keywords: investigation, mediation, interventions

Management competencies for managing and preventing workplace bullying

Workplace bullying is a highly prevalent psychosocial risk and a key symptom of an unhealthy work environment in New Zealand's nursing profession. Research suggests that around 10,000 (18.4%) of New Zealand's nurses are currently being subjected to workplace bullying, and that approximately 47,000 (87%) have recently been exposed to negative behaviours at work. Taking into account the detrimental impact of bullying on workforce productivity, sustainability and quality of health services provided to the public, and applying research conducted in the Australian context, workplace bullying could be costing the New Zealand economy in excess of \$1 billion per annum. With effective intervention in escalated cases of workplace bullying found to be 'almost impossible', the importance of early intervention is becoming increasingly apparent. Managers play a central role in managing workplace bullying as the first point of contact for an employee they may be the source of bullying or the gatekeeper to effective support and intervention to address the problem. Numerous studies attribute ineffective intervention to lack of managerial confidence and skills in managing and preventing bullying. Drawing from an approach that has been successfully applied in the UK to identify the competencies required for preventing and reducing stress at work (Yarker et al, 2007), this research aims to identify and assess the behavioural competencies required by managers to effectively manage this pervasive and costly problem.

This research aims to identify the management competencies required for the effective management of workplace bullying in New Zealand's nursing profession. 16 semi- structured interviews, guided by the principles of Critical Incident Technique, were conducted with nurses, nurse managers, and general managers who have experienced workplace bullying (either directly or as a witness), and/or have worked in an environment that is free from bullying in the last two years. Interview transcripts were subjected to content analysis to identify management competencies and associated behaviours required for effective intervention and prevention in workplace bullying.

The findings are presented as a framework of 19 management competences and include, for example, confidence, intuition, empathy, empowerment, communication, feedback, and self-awareness. A range of work environment factors are also identified that act as facilitators or barriers to the competencies being enacted and having a positive effect. The coding framework developed by Yarker and colleagues (2007) was used as the initial coding framework for the analysis in this research and new themes were added through discussion by the team where appropriate. This allowed a clear comparison of the manager behaviours relevant for stress and those relevant for managing and preventing bullying. Many of the management competencies identified for preventing and managing bullying overlapped with those identified for preventing and reducing stress. These competencies may therefore contribute to fostering healthy work more broadly, rather than being specific to the management of stress and bullying.

Keywords: Management competencies, workplace bullying, prevention and intervention, qualitative methods, nursing

Mobbing and gossip: tools for work management?

Interpersonal relations at the workplace has been the object of study of several authors, being highlighted both for a support for facing stressful situations at work (contributing to *coping*), and triggers or aggravating factors of labor stress. However, interpersonal relationships are not built in a vacuum, free from power relations, without historicity and detached from the capitalist mode of production and its management devices. Interpersonal relations at the workplace are built in the social-historical construction of the individuals within capitalism, in this sense they are also ruled among others, by the discourse of meritocracy and competitiveness. Meritocracy legitimizes competition among co-workers, encouraging the pursuit of excellence, engagement and continuous overcoming. However, as companies set ever-decreasing salary promotion and career management bands, they often seek to reduce costs, which also mean reducing jobs. These contradictions have a substantial impact on workers' lives, as they are under pressure from management based on fear, imminent disposability at work, with a requirement to be better and more productive to keep up with the "employability". In this context, predatory practices such as mobbing and gossip (lies about the lives of people intentionally propagated) can become powerful and veiled job management tools. Attacking the other subtly in small gestures and attitudes, undermining their efforts by constructing lies, ridiculing them indirectly towards colleagues has been demonstrated as a way of maintaining a high level of competitiveness and production at the expense of the destabilization and fragilization of colleagues. This study, produced from a critical essay that is an integral part of a doctoral thesis, aims to discuss how the practices of mobbing and gossiping are converted into management tools and incorporated everyday into the working environment by workers. These practices, even though being still related to individuals, specific and isolated, become true devices that act in the fragmentation of collectives and meet the productive requirements. As far as workers attack each other to put themselves in evidence, they also produce results that meet organizational demands for productivity, in other hand they hurt their ethics and character. In this sense, the essay also proposes an analysis that contributes to denaturalize and de-individualize the concepts of mobbing and gossip, in a critical opinion immersed in the dialectic of capital-labor conflict.

Keywords: mobbing – gossip – work – management - capitalism

Over Policed and Under Protected: the problematics of policy in workplace bullying

Aim

The aim of this paper is to illuminate the problematics associated with workplace bullying policy, in particular to highlight that the efficacy of these policies in Irish workplaces are poor.

Methods

This paper draws from a case study methodology across three organisations in key sectors (social care, administration and health) in Ireland, where ill treatment and bullying are particularly prevalent. A qualitative methodology was employed that included policy analysis and semi-structured interviews. Organisation 1, (voluntary sector) had 700 employees, and seven staff self-selected to be interviewed (four managers and three service providers). Organisation 2 (public service administration) had 1,200 staff and eleven self-selected to be interviewed (four management, of which three were HR, four professional/technical staff, three in administration, one of whom was a union representative). Organisation 3 (public service health) had 3,800 staff, eleven employees self-selected to be interviewed (four management of which two were HR, six professional staff and one administrator. Interviews were approximately 40 minutes in duration. Thematic coding was employed for data analysis.

Results

All three organizations had Dignity at Work Policies supplemented by supporting policies such as disciplinary, grievance and/or code of conduct policies. Good practice generally appeared evident in policy formulation that included development in a consultative manner, identification with a clearly recognizable organizational representative or office, clearly articulated commitment to preventing ill treatment, clarity regarding responsibilities of all parties, setting out of clear procedures with reasonable timelines and commitment to protect staff from further victimization if proceedings were enacted.

However, despite apparent adequacy of policy in each of the organisations, the interview told very different stories with varying degrees of divergence from the espoused policy. Staff identified policy overload, being ‘heavy on procedures’, policies within policies’, and ‘staff are nearly burnt out reading policies.’ Interviewees identified that staff were reluctant to take issues forward despite the existence of policy. Staff were unwilling to expose bullying, they were fearful of issues worsening, as there was a sense that ‘it would nearly turn full circle on them,’ that HR tended to blame the target. There was a real sense amongst all that the organizations did not take the policy seriously when it came to implementation.

Conclusions

Some rethinking of the efficacy of policy implementation is needed. The emphasis appears to be on the policy formulation, which is the easier part, rather than a culture of careful implementation. The interviews revealed well-founded cynicism, policy overload, and

cultures of fear surrounding dignity at work policies in all three organisations. The discourses revealed that the policies were relatively meaningless and did not feel safe for employees or managers. Indeed in one instance the policies were referred to as ‘a’ joke.’ Clearly the current experience of dignity at work policy appears to be that rather than provide meaningful solutions, it has conversely driven the issues further underground and as such some significant organizational culture changes are required if progress is to be made in creating more positive, trustworthy and effective redress procedures.

Keywords: workplace dignity, policy, redress, organizational culture.

This research was funded by IOSH

Preventing psychological violence/harassment at work through enhanced occupational safety and health (OSH) management systems

Psychological violence/harassment in the world of work has taken a considerable toll on the health and well-being of individuals. It bears repercussions on families and communities hence threatening the essence of decent work. This review aims to highlight successful legal and workplace management responses from around the world that address harassment at work.

The method used is a literature review of existing legislation, publications and tools, key informant interviews, and results and recommendations from high level reports.

Results: Most countries have some form of legislation that imposes on the employer a general duty to ensure and protect the health and safety of workers in the workplace. Health and safety often implicitly includes physical and psychological health. Depending on the jurisdiction, employers are required to take steps to prevent the occurrence of psychosocial pressure and psychosocial risk, psychological abuse, threats of violence, moral (psychological) harassment, and victimisation.

The duty often also requires the employer to undertake a risk assessment to identify specific risks to the workers' health and safety. Many countries require employers to undertake preventive measures in relation to psychosocial risks that lead to work-related stress. Sometimes these psychosocial risks include psychological violence.

At times, there exists a duty to create internal rules/guidelines on workplace violence. For example risks to physical and mental health linked to psychological harassment have to be assessed in France, where psychological harassment is considered a risk inherent to the working environment. Sometimes workplace violence training is required as well.

Specific prohibitions regarding mobbing (Poland, Slovenia, France and Paraguay), harassment (UK, Singapore, Spain, and New Zealand) and bullying (Chile, Mauritius, Poland, Slovenia, and) have been enacted in a number of jurisdictions.

Several OSH institutes have developed occupational safety and health management systems (OSHMS) to address forms of psychological violence. These systems takes into account various factors of the work environment that may not be considered in a traditional OSHMS. These factors include psychological support; organizational culture; clear leadership and expectations; recognition and reward; workload management; work-life balance and psychological protection from violence, bullying, and harassment among many others.

Other ways in which traditional OSHMS can be adapted to better control for psychosocial risks are through trainings and awareness raising, complaint mechanisms, remedies, and care and support for workers.

Conclusion: There is zero tolerance to abuse, harm and injury due to simply trying to do one's job, it is a human right. The scope, prevention, protection and remedial provisions to manage and eliminate harassment at work need to be spelled out in national legislation and practice.

It is important to use existing national and workplace mechanisms for the management of violence, including workplace OSH management systems, policies and programmes and national tripartite OSH committees. This will allow for the integration of the risk of violence in all procedures.

Further to the need to harmonize national legislation and enhance prevention and protection from workplace violence, there is also a need to standardize methodologies used to research and study workplace violence. This will enhance the effective monitoring and evaluation of the phenomenon on a global level.

Keywords: Harassment, psychological violence, occupational safety and health, management systems, psychosocial risks.

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Prevention and Management of Workplace Bullying – A Union Approach

The Role of the OHS (Bullying and Harassment) Officer – Lessons Learnt Five Years On

The Australian Nursing and Midwifery Federation (Victoria Branch) represents almost 80,000 nurses, midwives and personal care workers employed in a wide range of enterprises in urban, rural and community care locations in the public, private health and aged care sectors.

The ANMF (Vic Branch) regularly receives calls from members regarding reports of bullying in the workplace, with the perpetrators ranging from managers to co-workers and other colleagues. Bullying remains a priority issue of the ANMF (Victoria Branch) not only due to the prevalence of requests for assistance but also because of the impact of bullying in the workplace and the effects it can have on individual's work, home and personal life.

In a proactive response to the seriousness of this issue, the ANMF (Victoria Branch) created the full time position of 'OHS Bullying and Harassment Officer' in 2012.

This oral presentation will focus on the ANMF (Victoria Branch) approach to the prevention of workplace bullying, tools and resources to assist nurse and midwife members who believe they have been bullied and possible reasons for the prevalence of workplace bullying in the nursing and midwifery professions. A case study will be presented that will highlight some of the challenges associated with dealing with this important issue and provide an overview of the steps that were taken to obtain a satisfactory outcome for the affected member.

The presentation will also provide an overview of the role of the OHS Bullying and Harassment Officer and will highlight some of the lessons learnt since the position was first created including the importance of correct use of terminology, managing member expectations and careful consideration of how and when a formal complaint should be drafted.

Workplace bullying; trade unions; risk management; terminology

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Principles of the legal expertise in Psychopathology of Work

If the legal expertise usually aims to determine the psychic structure of the victim or the offender (the lines of their personality, their cognitive state, their motivations, their discernment at the time of the facts), it is, however, in the legal context of the workplace situation, a different story altogether. The *obligation of security of result* which compels employers to protect the physical and mental health of their employees (including the particular case of moral harassment) is steep, especially in the criteria of the *unforgivable fault*: the business manager is expected to be aware of the danger (appreciation in abstracto of what an informed professional would have known). The committed fault must be a necessary cause of the damage, and not a determining cause.

A specific methodology is used to reveal the link between the decompensation and the specificities of the workplace organisation, which involves the construction of a double chronology:

- The chronology of the breakdown of the workplace situation : organigrammes, job description, objective documents, emails, yearly medical report from the work physician, are all documents that allow for a broad perspective on the workplace organisation.
- The chronology of the degradation of the patient's health can be retraced after the employee has obtained, thanks to the Kouchner Law, the entirety of their various medical files, and has agreed to introduce them into the legal procedure.

Any qualified mental health professional knows that this type of pathology doesn't uniquely hinge on work, but is ultimately the last resort of the personality's structure, acquired well before the emergence of the workplace situation. It is however indisputable that the decompensation is the result of the confrontation between a specific psychic structure and a particular work organisation. It is evident that the analysis of situations of work-related suffering requires an expertise that is not only specialised but also multidisciplinary, in order to differentiate between external and endogenous factors.

Keywords: Psychic structure, unforgivable fault, obligation of security of result, real work

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Proving the “he said, she said” workplace harassment complaint: A Canadian perspective

Aim:

When an allegation is “my word against their word” is it possible to successfully investigate a complaint of workplace harassment or bullying?

The investigation of complaints of sexual harassment, workplace harassment and bullying focuses on fact-finding and requires reliable evidence for the investigator (the employer and others) to make findings and determine if complaint allegations are substantiated – or not (i.e., “founded”, “have merit”). However, in cases where there are no or few witnesses and little if any physical or documentary evidence, it is too often said that these cases are very difficult, if not impossible, to prove. If valid complaints cannot be proved, then substantive remedies are not available for the victims of misconduct, those responsible for misconduct will not be held accountable, and justice will not occur.

These cases, often referred to as “he said, she said”, first emerged in the 1980s with sexual harassment allegations where the alleged misconduct occurred “behind closed doors” and without witnesses. “He said, she said” sexual harassment allegations continue to dominate social media and today’s news headlines. Such allegations also arise through internal employment complaint processes. We also see the same investigative challenges in some bullying, workplace harassment and racial harassment complaints.

The aims of this presentation are to identify why proving “he said, she said” complaints is challenging, yet achievable; examine how typical proofs need to be refined and expanded; discuss the benefits of better investigative techniques to prove “he said, she said” complaints; and influence the training and selection of investigators.

Methods:

- Literature review and examination of typical proofs and essential investigative principles to identify elements and misunderstandings that currently impair successful investigation of “he said, she said” complaint allegations.
- Interviews with key informants.
- Citation of Canadian case law, adjudication and arbitration decisions.
- Use of three case examples drawn from the presenter’s investigation experience of sexual harassment and bullying to illustrate challenges, good practices and needed cautions.

Conclusions and take-aways:

- Improved investigation techniques to obtain and analyse evidence to prove/disprove “he said, she said” allegations and withstand legal scrutiny.
- Better training and resources for complaint investigators, decision-makers and advocates (employer, unions, community)

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- Expansion or clarification of standards for “proper investigation” and “competent investigators”.
 - Suggestions for selection of investigators (refinement of “competence” related to handling “he said, she said” allegations).
 - Complaint investigation processes and decision-making that will help to remove protections for serial harassers/bullies and predators, and which will contribute to increasing the accountability of workers, employers and investigators.

Keywords: workplace harassment complaint investigation; he said she said complaints; sexual harassment

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REFLEXIONES DEL OBSERVATORIO VASCO SOBRE ACOSO RESPECTO AL USO DE PROCEDIMIENTOS PARA ABORDAR CONDUCTAS DE ACOSO EN EL TRABAJO

RESUMEN

El Observatorio Vasco sobre Acoso y Discriminación organiza periódicamente seminarios sobre el uso y aplicación de procedimientos para el abordaje de conductas de acoso en el trabajo. En este documento se ponen de manifiesto nuestras reflexiones sobre el actual estado de la situación. Se considera, en primer término, que el procedimiento debe ser una forma de abordar los problemas relacionados con conductas de acoso de manera rápida y efectiva, al margen de los procedimientos judiciales y de intervención administrativa cuya resolución no suele reunir estas características. El procedimiento es una forma de intervenir en los problemas que ya se han declarado pero no es propiamente un instrumento para prevenirlos porque la prevención debe realizarse en un estadio anterior mediante la gestión de los riesgos psicosociales o las políticas de igualdad. El inicio del procedimiento debe estar abierto a todas las conductas que se consideren inapropiadas o que atentan a la dignidad. Su calificación como “acoso” no debe corresponder a quien inicia el procedimiento sino que debe hacerse en el curso del mismo por quienes lo dirigen y administran. De este modo, se asegura que todas las situaciones van a ser tratadas y lo van a ser en su debida forma y manera. Otra de las condiciones básicas es asegurar la neutralidad y la competencia profesional de quienes dirigen el procedimiento. Esto resulta más factible en las empresas y administraciones públicas grandes que cuentan con recursos propios para llevar a cabo esta función. Sin embargo, en las empresas y administraciones públicas pequeñas y medianas resulta necesario acudir a instancias externas que aseguren estas condiciones. El establecimiento de estas instancias puede depender de la negociación colectiva a un nivel superior al de la empresa o bien de la disposición de las autoridades laborales para poner en marcha mecanismos de resolución de conflictos.

REFLECTIONS OF THE BASQUE OBSERVATORY ON BULLYING WITH REGARD TO THE USE OF PROCEDURES TO APPROACH CONDUCTS OF BULLYING AND HARASSMENT AT WORK

ABSTRACT

The Basque Observatory on Bullying and Discrimination regularly organises seminars on the use and application of procedures on how to cope with bullying behaviours at work. This document highlights our reflections on the current state of play. It is considered, first of all, that procedures should be a way of tackling the problems related to bullying or harassment behaviours in a fast and effective manner, apart from judicial procedures and administrative intervention whose resolution which does not usually meet these characteristics. The procedure is a way of intervening in the problems that have already been declared but it is not properly an instrument to prevent them because prevention should be carrying out in an

earlier stage through the management of psychosocial risks or the policies on equality. The initiation of the procedure must be open to all behaviours that are considered inappropriate or that threaten dignity. Their classification as "bullying" or "harassment" should not correspond to the one who initiates the procedure but must be done in the course of the same by those who are managing it. In this way, it is ensured that all situations are going to be treated and in due form and manner. Another of the basic conditions is to ensure the neutrality and professional competence of those who run the procedure. This is more feasible in large companies and public administrations with own resources to carry out this task. However, in small and medium-size enterprises and public administrations, it is necessary to recourse to external bodies to ensure these conditions. The establishment of these bodies may depend on collective bargaining at a higher level than that of the enterprise or the willingness of labour authorities to implement conflict-resolution mechanisms.

DES RÉFLEXIONS DE L'OBSERVATOIRE BASQUE SUR UN HARCÈLEMENT PAR RAPPORT À L'USAGE DE PROCÉDURES POUR ABORDER UNE CONDUITE DE HARCÈLEMENT AU TRAVAIL

RESUME

L'Observatoire Basque sur le Harcèlement et la Discrimination organise périodiquement des séminaires sur l'usage et l'application de procédures pour l'abordage des conduites de harcèlement au travail. Dans ce document on met en évidence nos réflexions sur l'actuel «state of play». Il est considéré, tout d'abord, que la procédure doit être une forme d'aborder les problèmes relatifs à une conduite de harcèlement de manière rapide et effective, à la marge des procédures judiciaires et d'intervention administrative dont la résolution n'a pas l'habitude de réunir ces caractéristiques. La procédure est une forme d'intervenir aux problèmes qu'ils se sont déjà déclarés mais ce n'est pas proprement un instrument pour les prévenir parce que la prévention doit être réalisée dans un stade antérieur par la gestion des risques psycho-sociaux ou les politiques d'égalité. Le commencement de la procédure doit être ouvert à toutes les conduites qui se considèrent inadéquates ou qui attente à la dignité. Sa qualification comme "harcèlement" ne doit pas appartenir à celui qui a initié la procédure mais il doit être fait dans le cours de même par qui doivent le gérer. De cette façon, on assure que toutes les situations vont être traitées dans la forme et manière approprié. L'autre des conditions basiques est d'assurer la neutralité et la compétence professionnelle de ceux qui dirigent le protocole. Cela semble plus possible dans les entreprises et les administrations publiques grandes qui disposent de propres recours pour réaliser cette fonction. Cependant, dans les entreprises et les administrations publiques petites et moyennes il semble nécessaire de se présenter aux instances externes qui assurent ces conditions. L'établissement de ces instances peut dépendre de la négociation collective à un niveau supérieur à celui-là de l'entreprise ou bien de la disposition des autorités de travail pour mettre en place des mécanismes de résolution de conflits.

11th International Conference on Workplace Bullying and Harassment

5th-8th June 2018

Bordeaux, France

1/Submission of abstracts for oral presentations and posters

Title

Strategies of newly licensed nurses to prevent and mitigate workplace bullying

Aim: The purpose of this qualitative research study was to identify strategies to prevent and mitigate incidents of workplace bullying against newly licensed nurses.

Methods: A qualitative descriptive design was used with 24 newly licensed registered nurses who previously participated in a workplace bullying intervention while at university.

Respondents participated in a single semi-structured interview describing a recent incident of workplace bullying, perception for why incident occurred, efforts taken to mitigate incident, and recommended strategies for workplace bullying prevention. The interviews were digitally recorded and transcribed verbatim. Colaizzi's procedural steps for phenomenological analysis were used to analyze the transcript data.

Results: The respondents were primarily female (n=20, 83.3%) with mean age 28.5 years (range 21-44 years). Six themes were identified from the data. Theme 1 "The Bullying" relayed the context of the bullying behaviors the respondents experienced as a newly licensed registered nurse. Theme 2 "The Perception of the Event" represented the interpretation or meaning the respondents applied to the bullying behaviors they experienced. Theme 3 "How It Affected Them" conveyed the personal impact the bullying behaviors had on the respondents' cognition and emotions. Theme 4 "How They Dealt with It" described the participants' individual responses when bullying behaviors were experienced. Theme 5 "How They Wished It Had Been Managed" related the prevention strategies deemed optimal by the respondents that should or would be adopted as they progressed in their nursing career. Theme 6 "What the School Should Do" reflected strategies that need to be undertaken by faculty members in schools of nursing to prevent future bullying behaviors and prepare nursing students for the bullying behaviors they would likely be subjected to as newly licensed nurses.

Conclusions: Despite national calls by the American Nurses Association and The Joint Commission of the United States, workplace bullying remains a clinically significant problem for newly licensed nurses. The eradication of workplace bullying in healthcare settings is needed to allow newly licensed nurses to focus on the practice of nursing and reduce their risks for clinical errors. Further education is needed to train nursing students and newly licensed nurses on how to prevent and intervene during incidents of workplace bullying as well effective use of coping strategies when the workplace bullying does occur. Future research is needed to test the effectiveness of training interventions for the prevention, mitigation, and recovery from workplace bullying.

Keywords: Primary prevention; university; coping strategies

**11th International Conference on
Workplace Bullying and Harassment
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1/Submission of abstracts for oral presentations and posters

Prevention Policy and Safety Obligation

**POSTER: The Impact of Bullying on Patient Safety:
A Review of the Literature**

Now is the time for nursing to assume a leadership position that confronts bullying as an international health issue by changing the status quo with meaningful interventions and sanctions for unacceptable behavior to protect patients from the unintended consequences of bullying tactics, such as failure to share patient information with peers that leads to delayed treatments or medication, and medication errors. Nurses can play a pivotal role in implementing educational opportunities that socialize nurses, nursing faculty, and nursing students to promote and adapt safe patient care that is impacted by bullying in nursing. It has been reported that better organizational structure promoted lower incivility and bullying. Others also report that emotional and organizational support buffer the effects of bullying. The ultimate goal is for nurses, nursing faculty and nursing students to employ the benefits of teamwork and positive behavior as part of the solution to bullying. It has been reported that better organizational structure promoted lower bullying and bullying. Literature also reports that emotional and organizational support buffer the effects of bullying. By adopting the skills of conflict resolution, problem solving, personal accountability, and respectful communication nurses will recognize and model positive behaviors that address negative actions that ultimately impact patient safety. The purpose of this presentation is to examine strategies and interventions for confronting bullying. Topics include an bullying overview discussing causes, consequences, prevention through early detection, and the overall impact to patient safety. Educational strategies include communication skills and recommendations for nurses to confront, report, and address uncivil behaviors. The discussion addresses patient safety, personal accountability, teamwork, resolution, negotiation, assertiveness, and collaboration.

International Nursing Associations clearly advocate focusing on this serious problem among nurses and healthcare workers that has a profound impact on patient safety. Changing these behaviors requires nursing commitment, promotion, and the enforcement of meaningful evidenced-based interventional solutions. In the past few years efforts to address the problem of bullying has focused on identifying and defining perpetrators and behaviors that characterize bullying as well as providing recommendations for improvement. Attention also needs to focus on the impact of bullying on patient safety. The purpose of this presentation is to foster

awareness among nurses of the impact that bullying has on patient safety. Developing awareness will require widespread educational opportunities addressing the implications of bullying associated with poor patient outcomes. Educational efforts should be provided to ensure that nursing leadership, clinicians, nurse educators, and nursing students implement interventions to promote patient safety.

Keywords: Bullying, Patient safety, bullying, patient advocacy.

The Individual Behavior Modification Program for Perpetrators of Power-harassment in Workplace in Japan

Introduction:

In 2001, we proposed the “power-harassment” as workplace bullying which caused serious harm over all the personnel concerned and consequently over the company itself. Since 2012, we have provided the specific intervention program for perpetrators who committed the power-harassment in workplace. The study aims to outline the protocol of program, types of harassment, characteristics of perpetrators, and outcome of intervention. Then, the cases were described in order to show what kind of intervention was carried out and how perpetrator went through the modification process, and to underline the importance of supporting perpetrator to revive as a truly competent person for company.

Overview of Program:

Subjects were fifteen perpetrators (3 females, 12 males) who could be followed over 3 years to 9 months after the completion of program, and analyzed for the study. Subjects were characterized by age 30s to 50s and high managerial position, such as chief director, administrator, president, etc. The companies where they belonged to were manufacturing industry, consulting firm, financial business, energy industry and construction company. The program was constituted 3 sessions, which were 6-hour first session, a month later 2-hour second session, and 3~6 month later 2-hour last session. Ordinarily, the first session consisted of interview, role-play, empty-chair method, and psycho-behavioral analysis by some questionnaires. While the most suitable ways of intervention varied depending on at those times flexibly, subjects were asked to search what kind of feelings arose inside throughout the session. Two facilitators of experience in counseling and consulting took charge of each session.

Results:

When the harassment was categorized to four types, there were 6 subjects with aggressive type, 5 with denial type, 3 with demanding type, and one with obstructive type, while most of the subjects committed a mixed type of harassment. The extent to which subjects understood their responsibility for the harassment and their motivation to participate in this program may affect a large part of the outcome. In addition to those personal factors, for instances environmental conditions including organizational culture, economic situation, atmosphere of the workplace, and support system by superiors and/or colleagues also supposed to influence the outcome.

Discussion:

We will describe and compare the distinctive two subjects in details with good outcome and bad outcome, and then discuss the significant factors eligible to the modification process.

Keywords; power-harassment, behavioral modification, intervention program, outcomes

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The efficacy of a tailored health and wellbeing educational intervention and support services delivered to Australian Paramedic Students.

Introduction/Aims

Research has indicated that Australian paramedic students are unlikely to report the incidence of workplace violence whilst on clinical placements. Hence the need for further education and support to students on clinical placements is essential. The aim of this presentation is to highlight the interventions made by one Australian university to better inform their paramedic students of the health and wellbeing challenges they may face in the workplace.

Methods

At the outset a pivotal document was created and shared with the students, the Griffith University Paramedic Student Welfare Document. This document recognises that challenges faced by students may be multifaceted in nature and may impact the wellbeing of the student negatively, inclusive of perceived workplace violence acts. Through this acknowledgement and advocacy, students should feel comfortable to seek support. The welfare and support services within the document are services identified as relevant, reliable and accessible to paramedic students at Griffith University.

Within the Paramedic discipline a University Paramedic Peer Support contact was created with contact points including an email and mobile phone number. This provides students with a person that they know and a person they are actively encouraged to contact irrespective of the perceived issue or concern that the student has. Clearly stated in the Welfare Document and reiterated in the preclinical placement workshops should the student perceive any workplace violence incident they are encouraged to discuss the issue with the Peer Support contact.

Preclinical placement workshops are a tailored educational intervention delivered to paramedic students in an effort to support their health and wellbeing whilst on ambulance clinical placements. Eligible students were surveyed to explore their perceived value of a series of workshops delivered to them prior to their first ambulance clinical placements. Workshops consisted of specific Ambulance Paramedic health and wellbeing topics along with applicable professional and organisational focuses. In the second reiteration a workplace violence session was included. On completion of clinical placement students were asked complete a self-reporting survey that consisted of 25 questions utilising a three and five-point Likert scale for responses.

Results

Of the 40 students eligible in the 2016 cohort, n=36 completed the self-reporting survey (90% response rate). Notably 86 percent of the students (n=31) either strongly agreed or agreed that after the pre-clinical placement workshops they felt better prepared for clinical placements. While 54.1 percent of students strongly agreed (n=20) and 27 percent agreed (n=10) that they felt supported to the paramedic wellbeing university contact whilst on clinical placement.

Conclusion

Finding from this quantitative study indicate that student consider themselves better prepared to avoid health and wellbeing challenges faced by Ambulance Paramedics after these workshops. Data gathered and anecdotal support will be used in future iterations of the workshops to further support and foster healthy student paramedics and future Ambulance Paramedics.

Keywords: workplace violence; student; paramedic; clinical placement

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The network mobbing and the new European privacy law.

Keywords:

Network mobbing, privacy, internet, social network, intranet, email, globalization.

Work movements around technologies are not a new phenomenon. Over time we must assumed that through the internet there will be an ever-increasing exchange between supply and demand for work. If the world of work is adapting quickly to these changes it is equally true that jurisprudence is struggling to keep up. This paper focuses especially on the network mobbing and on the tools currently available to combat this phenomenon.

Network mobbing involves the use of electronic information and media to harass an individual or group. We understand by means of communication to the electronic mail, the social networks, the blogs, the instantaneous messaging, the text messages, the mobile telephones and the websites.

In most cases the aggressor don't have a physical contact with the victim, does not see his face, his eyes or his pain. The cyber-stalker obtains satisfaction in the elaboration of the violent act and in imagining the damage caused in the other, since he can not live it in "situ".

The Information and Communications Technologies must serve the general interest and it should be the duty of the states to promote their efficient access by granting equal opportunities to all, promoting the social and labor inclusion of workers without affecting their dignity as human beings. The informality of networks allows hostile people, resentful, conansias of domain or lack of scruples, to harass with impunity. Running a rumor or slander, for a personal reason or for ideological differences, in anonymous or obvious way, or through e-mails, or text messages, is not an act without consequences.

The victims of caber-harassment suffer from problems of stress, humiliation, anxiety, depression, anger, impotence, fatigue, physical illness, loss of self-confidence, loss of work.

The study also analyzes with particular attention the european privacy law with the aim of verifying its potential in the fight against mobbing.

The aim is to understand how an appropriate management of personal data can help reduce or even block vertical or horizontal mobbing in teleworwing , in the work in wich we use new tecnologies and process, and the possible extension to future works systems.

Antonino Imbesi

Universidad de Huelva - Huelva – España

POSTER: To what extent is mediation relevant to resolving cases of workplace bullying?

Katia Tenenbaum *¹

¹ ARPEM – – France

Keywords: workplace bullying, mediation

*Speaker

Too hard basket: Relegating Employee Assistance Programs to managing Workplace Bullying and Harassment in Australia.

Abstract

This paper explores the use of Employee Assistance programs (EAP) to address workplace bullying, from the perspective of employees who have experienced a bullying incident. Data were collected from 397 employees across a range of positions and industry sectors, of which 83.92% (N = 261) indicated they had been subjected to bullying in Australia.

The findings indicate employee dissatisfaction with Employee Assistance Programs (EAP), and suggest their inadequacy for this task. First, employees lack confidence in the EAP's ability to deal with issues associated with workplace bullying. Second, the counsellors employed within EAP's are not adequately qualified to assist with serious issues/cases of workplace bullying. Third, assistance within EAPs is typically short term, even when individuals are directed to outside assistance. These findings have important implications for organisations and the ability of Employee Assistance Programs to provide support to employees.

Key words: workplace bullying, Employee Assistance programs (EAP),

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Tribunal Scrutiny of Targets' Behaviour with Respect to Reporting of Psychological Harassment - A Québec Study

Abstract (500 words)

Since June 2004, the Québec *Labour Standards Act* provides that every worker has a right to a work environment free from psychological harassment. The Act creates an obligation for employers to prevent harassment and to stop it when it occurs. Case law defines the obligation to stop harassment as adoption of a workplace policy on complaints of psychological harassment. A tribunal will dismiss a complaint of psychological harassment if the employer shows that the employee did not bring the harassment to his attention in a timely fashion.

However, in Québec (Lippel et al, 2011) as elsewhere (Shannon et al, 2007; Fox and Stallworth 2004; Hoel 2002), psychologically harassed employees have a high level of distrust of employer policies for reporting harassment. The effectiveness of formal anti-harassment policies has been questioned (McDonald, Charlesworth & Cerise 2011; Salin 2008; Ferris 2004). Several studies suggest that these policies serve more to protect employers from the threat of litigation than to protect employees from harassment (Roscigno 2011; Vickers 2006; Lewis and Raynor 2003). Referring to literature on sexual harassment, employer-initiated training sessions seem to have little real impact in the workplace (Blackstone, Ugger & McLaughlin 2011). Workplace actors “re-translate” -- have their own understanding of -- the meaning of formal organizational policies on harassment. Reporting harassment is often seen as violating implicit cultural norms in the workplace. Targets who report harassment may be ostracized, creating a no-win situation for them (Dougherty and Hode 2016). Consideration of context and power dynamics would thus appear to be key to understanding targets' behaviour with respect to reporting of harassment, be it psychological or sexual.

How does case law on psychological harassment reconcile the disconnect between the significant obstacles and disincentives to reporting harassment documented in the social science literature with the *de facto* legal obligation of targets in Québec to use an internal complaints procedure or otherwise report harassment to their employer before taking formal recourse?

The author will present preliminary findings based on empirical assessment of Québec tribunal decisions on psychological harassment. Relevant decisions were coded using NVivo software with methods guided by grounded theory (Anselm and Corbin 2003). Scrutiny of the target's behaviour with respect to reporting emerged as a theme of case law on psychological harassment, as did -- ironically -- reprisals, once the target did report. Even when the tribunal ultimately accepted the complaint, the legal relevance of the target's behaviour with respect to reporting allowed enactment of a “Blaming the victim” theme in the evidence. In this sense, employers' obligation to adopt a policy on psychological harassment has had negative consequences for certain complainants.

Under human rights law, mere adoption of a complaints policy is not considered indisputable evidence that the employer actually encourages targets to report harassment or supports them when they do. If psychological harassment law is to validate rather than deny the lived experiences of targets, it would do well to borrow from human rights law and to interpret targets' behaviour with respect to reporting in a more nuanced and context-sensitive manner.

Keywords:

psychological harassment – legal recourse – organizational policies – reporting – sexual harassment

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NB This presentation could be made in French or English (or both).

Understanding incivility and the escalation of violence at work

Incivility in interpersonal relations at work is understood to be rude and insensitive behaviors that violate the norms established by the work group. These microviolences allow the occurrence of other forms of violence. Uncivil behaviors need to be analyzed according to the perspective of the agents (victim, aggressor and / or witness) who interpret the facts within the context of the work group. Due to the subtleties surrounding the situation, it is possible that the same person may be both victim and aggressor, and the behavior may be misconduct or uncivil conduct disguised as civil behavior. Therefore, we anchor the setting within the organizational dark side (Porath, & Pearson, 2004; Linstead, Maréchal, & Griffin, 2014). It is still possible to affirm that the uncivil acts are not directed haphazardly. In fact, incivility is selective (Cortina, 2008; Ragins, & Winkel, 2011; Amadiou, 2005), as well as potentially escalating. In this way, incivility presents a differentiating element that is shifting because a person can be victim, aggressor and witness in the same situation. In this sense, incivilities spread and can deteriorate the climate of the work environment. The incivilities can also lead to other forms of violence (Leymann, 1996; Einarsen, 2005; Glasl, 1982; Van de Vliert, 1998; Andersson, & Pearson, 1999; Berlingieri, 2015; Foulk, Woolum, & Erez, 2016). Based on a bibliometric study, considering 8 theses and 32 scientific articles on work incivility, and from the theoretical understanding of a continuum of subtle violence in the work environment, it was clear that few studies approach the dynamics of incivility and its impact on horizontal hierarchical relations (Williams, Campbell, & Denton, 2013; Schilpzand, Pater, & Erez, 2014). Considering these gaps, the objective of my thesis research is to understand the dynamics of incivility in primary and secondary education, starting from the perspective of Montreal educators. Based on the 12 in-depth interviews carried out

(qualitative research), six connected categories were created on incivility in interpersonal relationships at workplace: (1) conditions that open gaps for incivility, especially organizational causes; (2) multiple sources of incivility at different levels (boss, colleague, parents, students) and different assumed roles (victim, aggressor, witness); (3) negative impacts of incivility and other workplace violence such as psychological and sexual harassment; (4) potential escalation for other violence according to the experiences of the interviewees; (5) the selectivity of incivility, influenced by prejudices and stereotypes; (6) intervention and prevention approaches. We argue civility has a preponderant role (Picard, 2007) for the de-escalation of violence (Mathiesen et al., 2003), and must be tied to education within organizations, for preventive purposes. This study and the six categories built show how important it is to pay attention to the spark of a potential fire, a fire that can harm work satisfaction and cooperation.

Keywords: Incivility categories; Escalation of violence; De-escalating of violence; Prevention.

11th International Conference on Workplace Bullying and Harassment

5th-8th June 2018

Bordeaux, France

1/Submission of abstracts for oral presentations and posters

Writing Guidelines for Abstracts for Oral Presentations and Posters

- Abstracts are to be written in Microsoft Word (or compatible) formatted according to the instructions below.
- To facilitate blind review, please ensure that any features that could identify an individual are removed from the submitted abstract.

Formatting Your Abstract

Title

(Sentence case, 14 point Times New Roman, Bold, Centred)

Abstract Body

- Sentence case, 12 point Times New Roman, left justified.
- Abstracts should be between 350-500 words.
- Figures are not permissible.
- Headings are permissible – e.g. Aim, Methods, Results, and Conclusions – if relevant.
- If empirical research is reported, then please indicate whether qualitative, quantitative or mixed methods

Keywords: Sentence case, 12 point Times New Roman, Bold, Left justified.

3-5 keywords that are indicative of the abstract - Sentence case, 12 point Times New Roman, Left justified.

[Author(s)] : (Surname(s) and Name(s). (lower case, 12 point Times New Roman)

[Affiliation(s)]: (If there is more than one institution, please use superscript numbers to link authors to their affiliation). Include only the institution, city, state, and country).

[Presenting author]: Surname, name and e-mail address

Please note that even after having fully submitted your abstract, it is possible for you to modify it until the deadline

2/ Workshops Template

<ul style="list-style-type: none">• The proposed title
Using the National Standard of Canada on Psychological Health and Safety in the Workplace to Prevent and Address Workplace Bullying and Harassment
<ul style="list-style-type: none">• A brief (100 word) biography of the facilitator(s)
Elizabeth Rankin-Horvath is the Founder and President of Hale Health and Safety Solutions Ltd. She is a Psychological Health and Safety Consultant, Trainer and Speaker, dedicated to helping organizations prevent mental injury and protect mental health of workers at all levels. During her 20+ year career, Elizabeth fostered a strong professional and personal understanding of the link between mental health, psychological health and safety, and business outcomes. She was Project Manager on the development of the National Standard of Canada on Psychological Health and Safety in the Workplace. She supports causes for justice for the poor and oppressed.
<ul style="list-style-type: none">• Summary of the workshop objectives and activities (3-5 dot points)
<ul style="list-style-type: none">• Explain the key facilitators and barriers that impact successful creation and sustaining of a psychologically healthy and safe organization• Become familiar with the framework of the National Standard and how it can be used to address root causes in organizations that cause and contribute to workplace bullying and harassment• Work through a case study to gain hands-on experience with using the Standard to assess risk of workplace bullying and harassment and determine preventive and corrective actions
<ul style="list-style-type: none">• A 300-400 word (maximum) description of the workshop for the Conference Abstract Booklet. This should outline the topic of the workshop, why the topic is important, the contents to be included under the topic, what the participants will have the opportunity to learn, and a brief description of the activities that will be included.
<p>The National Standard of Canada on Psychological Health and Safety in the Workplace, published in 2013, was commissioned by the Mental Health Commission of Canada to provide guidance to employers on how to create and sustain workplaces that “actively work to prevent harm to worker psychological health, including in negligent, reckless, or intentional ways”.¹ It is the first Standard of its kind in the world, and is currently being adapted in other countries.</p> <p>The Standard provides a management system framework and a goldmine of informative material. It was developed by a national volunteer committee of workplace mental health experts, representing various interests (i.e. employer, worker, service providers, government, insurance, academic, and other). They followed a consensus process, which included review of credible research from Canada and around the world on psychological health and safety and mental health, and consideration of over 800 comments received during public review of the draft before final publication.</p> <p>There have been more than 30,000 downloads of the Standard. Many organizations are using it to</p>

¹ CAN/CSA-Z1003-13/BNQ 9700-803/2013, National Standard of Canada, Psychological health and safety in the workplace – Prevention, promotion, and guidance to staged implementation, CSA Group and the Bureau de normalisation du Québec (BNQ), January 2013

help them address workplace factors that affect the mental health of workers. Following publication, the Mental Health Commission of Canada conducted a 3-year case study that followed 40 organizations who agreed to implement the Standard. Results overall have been positive. The study identified significant facilitators and barriers to implementation to help employers map out their journey. By far, the most significant facilitators and barriers were related to 1) senior management commitment and 2) infrastructure and resources.

In this interactive workshop we will explore why and how this voluntary Standard is an effective method for preventing and managing workplace bullying and harassment.

Participants will have the opportunity to learn:

- How using the Standard can address the organizational structures that enable, encourage and precipitate workplace bullying and harassment
- How to use the Standard to establish effective prevention and risk control measures for workplace bullying and harassment

Activities will include group discussions and an interactive case study.

• A rationale for conducting the workshop at the conference (100 word maximum)

Creating workplace environments where bullying and harassment is unlikely, and where people are well equipped to recognize it and take appropriate action if it does occur, requires that psychological health and safety becomes ingrained in the company culture. Success depends on the ability of leaders at all levels throughout the organization to clearly understand the impact on the business, the ability to achieve goals and objectives, and the value of investment. Then they can ensure that the support and resources are in place to protect workers from bullying and harassment.

• Names, titles and affiliations of the workshop facilitators

1. Mrs.	Elizabeth Rankin-Horvath	CRSP Hale Health and Safety Solutions Ltd.	ehorvath@halehealthandsafety.com
2.			
3.			
4.			
5.			

• Format of workshop (subdivide allotted time including a 30 minute break) including a description of the ways in which the workshop will be interactive, experiential and hands-on

Introduction and Overview – 10 minutes

Module 1 – Framework of the Standard – 10 minutes (lecture)

Module 2 – How to Assess Risk and Determine Controls Using the Standard - 20 minutes – (demonstration using a true case study)

Break – 30 minutes

<p>Module 2 – Interactive Case Study – 40 minutes (using a different true case study, participants will work in groups to apply the information and process they learned before the break)</p> <p>Conclusion – 10 minutes (summary of main points and call to action)</p>
<ul style="list-style-type: none"> • Targeted attendees
<p>Human resource professionals, health and safety professionals, business managers and supervisors, union representatives, employee advocates, disability management professionals,</p>
<ul style="list-style-type: none"> • Expected outcomes
<p>Agreement that the National Standard of Canada can be a valuable framework for preventing and addressing workplace bullying and harassment in an organization.</p>
<ul style="list-style-type: none"> • Desired AV equipment (The need for any specialised equipment (anything beyond the supplied set-up may require separate funding)
<p>Projection screen, multimedia projector, flip chart or white board, wireless internet</p>

Handouts

Please note that the preparation and supply of any handouts and materials used in the workshop will be the responsibility of the presenters.

Costs

All costs to attend the conference, including the conference registration fee, must be met by the facilitators.

WORKPLACE BULLYING “THE ELEPHANT IN THE ENVIRONMENT”

Bullying – New Zealand has one of the highest rates of workplace bullying in the western world, one of the highest rates of domestic violence in the western world, one of the highest rates of child abuse in the western world, a high rate of disrespect of elderly, one of the highest alcohol/addiction related behaviors” in the western world, and serious suicide and mental health issues permeating our social environment. We have a health system treating a high rate of stress related health issues. There is a tremendous cost to the spirit of our society and an extreme fiscal cost. What are the common dynamics of these psychosocial issues. Could they be linked and how would this impact a solution - focused approach to workplace bullying. Unless core dynamics are exposed and linked in regard to familial, community and national culture - can we successfully address sustainable change in workplace bullying or could the workplace be an accessible place to start.

Bullying in the workplace has been a significant, consistent and debilitating phenomena I have worked with in the field of Professional Supervision and Wellbeing coaching and consultation (13 years). The bullying has been prevalent within a diversity of workplace environments and experienced by persons in a variety of roles including Management, Leadership, Case work Practitioners, Therapists, Administration, Human Resource and Teams. Also, including 25 years experience in Social Work Practice, in the Health and Welfare environments, and with persons experiencing abuse and trauma, grief, loss and significant life change. I would like to share a solution focused holistic approach to bullying and how to maintain wellbeing as targets move through their experience of bullying. This approach is a practical experience to assist in dealing with the Elephant in the Environment.

Maree McLeay

**Workplace Professional and Clinical Supervisor and Wellbeing Practitioner
Registered Social Work Practitioner**

New Zealand

**11th International Conference on Workplace Bullying and Harassment
Abstract for Oral Presentation**

Workplace Bullying Exposure and Prevention in Correctional Nursing

Background and Objective: The correctional environment exposes registered nurses (RNs) to unique occupational health hazards including co-worker bullying and conflict. A higher proportion of males work as RNs in corrections than other settings. We examined sex and gender differences in workplace bullying exposure among correctional nurses; furthermore we examined the awareness and the utilization of an organizational peer-based mediation program for the management of workplace bullying and coworker conflict exposure.

Methods: A web-based survey was distributed to RNs within the state correctional system. Response rate was 71% (n=107). The survey contained the Negative Acts Questionnaire-Revised, items from the CPH-NEW All Employee Survey, and Assessing Risk of Exposure to Blood and Airborne Pathogens and General Health Survey. Chi-square, t-test, and Mann-Whitney U test were conducted.

Preliminary Results: The sample was 75% female, with a mean age of 44 (+/- 9.7). Mean tenure was 8 years (+/- 6.5) and average work week was 38 hours (+/-8). Participants (52%) reported correctional nursing requires risk-taking.

Regular bullying was reported by 11% of the participants, with higher incidence reported among female nurses (p=0.09). Significant gender role differences (p<.0001) were noted in the bullying exposure with androgynous nurses having higher occasional bullying.

The majority of correctional nurses (71%) felt they knew how to deal with such conflict. However, few nurses (9%) felt very comfortable working directly with a co-worker to determine a resolution, with 15% feeling not comfortable and 40% a little comfortable. A minority (40%) indicated they would report such conflict. Only 1% of nurses felt very confident and 18% felt confident that management would make a good-faith attempt to manage a conflict. Though 86% were willing to use available peer mediation tools and programs, only 38% were familiar with the organization's program. Of those who may have had an experience of such conflict within the last 6 months (45%), approximately a quarter attempted to access the program.

Conclusion: Study Findings will inform improve utilization of and development of interventions to prevent and manage workplace bullying and conflict exposure among correctional nurses.

Key words: bullying, co-worker conflict, correctional nursing, peer mediation.

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Workplace bullying and the social support from co-workers and leaders – a three-way interaction and the effect on health

Exposure to workplace bullying afflicts about 10 % of the working population and is a serious stressor that is present and affects all levels and all sectors of working life (Zapf, Escartin, Einarsen, Hoel, & Vartia, 2011). Research on workplace bullying has established that it can have detrimental health effects (Einarsen & Nielsen, 2015; Nielsen & Einarsen, 2012; Swedish Agency for Health Technology Assessment and Assessment of Social Services, 2014). Perceived social support is often presented as a key variable for mediating or moderating work-related stress (Cassidy, 2011). Zapf, Knorz, and Kulla (1996) distinguished between support from co-workers and support from supervisors. Gardner, Bentley, Catley, Cooper-Thomas, O'Driscoll, and Trenberth (2013) found both protective effects of a supportive leadership, and that high levels of support from co-workers were associated with less exposure to workplace bullying.

Aim: To investigate whether perceived social support from close colleagues or perceived supportive leadership moderate the expected negative effect of workplace bullying on health, and to investigate if there is a three-way interaction between workplace bullying, perceived support from colleagues and perceived supportive leadership.

Method: A quantitative method was used. 1846 employees at a Swedish governmental institution were invited to participate in a web based work environment survey (the LiMPA survey instrument; Blomberg & Rosander, 2017). 1383 participated (response rate: 74.9 %; women/men: 56.8/43.2 %; age span: 21–71 years; median age: 45). Exposure to bullying was measured using the Negative Acts Questionnaire Revised (NAQ-R; Einarsen, Hoel, & Notelaers, 2009), health was measured by Salutogenic Health Indicator Scale (SHIS; Bringsén, Andersson, & Ejlertsson, 2009), perceived support from close co-workers and perceived supportive leadership were measured by two different subscales (SC – Support from Close Co-workers, and SL – Supportive Leadership) from LiMPA. Sex and age, as well as a measure of role clarity and role conflicts in the organization, were used as covariates.

Results: There was a significant negative simple effect of NAQ-R on SHIS ($b_1 = -1.30$; $p < .001$). The negative effect of NAQ-R on SHIS is a function of SC ($b_4 = -.43$; $p = .007$). The negative effect of NAQ-R on SHIS is however not a function of SL ($b_5 = -.07$; $p = .41$). Finally, there was a significant three-way interaction between NAQ-R, SC and SL meaning that the moderating effect of SC on the negative effect of NAQ-R on SHIS is a function of the level of SL ($b_7 = -.13$; $p < .001$). Probing the interaction effect showed that for a value below -1.34 on SL (covering the lowest 17.15 % of the range) the interaction was not significant.

Conclusion: If exposed to workplace bullying, the health will be negatively affected. However, the negative health effect is less strong if there is support from close co-workers, even if the negative effect never can be obliterated. If one at the same time experience an unsupportive leadership and thus have low confidence in the manager, support from one's close co-workers does not reduce the negative health effects no matter how strong it is.

Work environment

After a return to works, how to take care daily of yourself?

Docteur jc sez nec, 15 rue des Halles, 75001 Paris, jcsez nec@yahoo.fr

After an episode of suffering at work, it is difficult to succeed in returning to work. Indeed, harassment is a source of mental and physical wear, social isolation and loss of meaning. Resuming work requires rebuilding, redefining a new way of life and developing skills to take care of oneself. Through this workshop, we will learn to understand and handle the spiral of anxiety, the emotional balance and all these everyday gestures that make a difference. Using ACT therapy, the person will find ways to adjust to his environment based on what is important to him. Mindfulness is a tool that will calm down to demerge with thoughts hooks to be able to choose.

During this workshop, we will work with practical and functional tools to rebound and know how to protect ourselves.

Australian Workplace Humour and Workplace Bullying

Aim

The aim of this paper is to examine the use of humour in Australian workplaces from the perspective of human resource professionals and employee representatives – specifically how these professionals distinguish between ‘bullying’ and ‘non-bullying’ jokes and humour.

Methods

This qualitative study was part of a larger study. For this component of the study, a total of fifteen in-depth individual interviews were conducted with Human Resource Professionals ($n = 10$) and Employee Representatives ($n = 5$) from various industries in Australia. The participants were asked to make several comments on the following behaviour in the workplace: “Telling jokes or encouraging others to tell jokes about someone or engaging in practical jokes.” Specifically, in relation to the aforementioned behaviour, the respondents were asked if that behaviour could be acceptable in work contexts, and under what circumstances the behaviour could be labelled as bullying.

Results

Workplace cultures in Australia were typically described using terms such as ‘laid-back’, ‘matey’ and ‘blokey’. Several participants noted that humour is an accepted part of workplace cultures in Australia, wherein people might be expected to be suitably ‘de-sensitised’. However, with the use of humour in Australian workplaces there is a potential ‘grey area’ or ‘fine line’ between harmless banter and bullying. Some participants also noted potential differences between blue-collar and white-collar occupations in the acceptability of jokes and banter. It was also noteworthy that several participants believed that managers should be held to higher standards of conduct than lower-level employees, particularly in situations where there are power imbalances. Instances where the humour involved repeated belittling behaviours or where the humour related to a protected category in legislation were usually described as unacceptable.

Conclusion

The culture of Australian workplaces is one in which joking is seen as rather common. Relevant workplace legislation is applied by HR professionals in determining unacceptable forms of humour. The legal component of anti-bullying legislation (such as negative acts being repeated), as well as related discrimination legislation (with protected categories such as race, gender, ethnicity etc.), were found to be used by HR professionals and employee representatives in determining what forms of humour may be considered bullying.

Keywords: Australia, Humour, Workplace Bullying.

Author details to be added following review

BULLYING IN THE WORK ENVIRONMENT: THE COHERENCE (OR NOT) OF SPEECH AND PRACTICE

This study aimed to identify and analyze the role and performance of Human Resources in face of the occurrence of moral harassment in the organizational environment. To reach this goal, a qualitative research was done, of an exploratory type was performed, and the instrument of data collection tool was the interview by agenda. Using the accessibility criterion, 23 companies were contacted and 8 accepted to participate in the research. The interviews were carried out with 8 human resources managers working in Brazilian and multinational companies from different segments of the city of São Paulo. All the interviews were recorded and transcribed and the data were analyzed in an interpretative way, signaling that:

- a) most of the managers interviewed verbalized that the company has formal strategies related to the prevention and combat of bullying and that the Human Resources Area is prepared to deal with this phenomenon, understanding that this is part of its role in the organization;
- b) not all the managers interviewed have shown seem to they to understand the concept of bullying as a process, treating it, in some cases, in an excessively generalist way or as an occasional problem. This aspect significantly contradicts the idea that the Human Resources Area is prepared to prevent and deal with bullying, leading to questions related to the existence or not of adequate training of managers in this matter;
- c) Although managers pointed out pointed to the existence of formal strategies related to the prevention and combat of bullying, only 1 (one) of them reported a case of moral harassment in the organization where they work. Thus, the inexistence of cases can be the expression of an effective prevention work, as well as the fear or precaution of the interviewees in the explanation of eventual occurrences of moral harassment during the interview.

The study demonstrates that attention to the phenomenon of bullying in the organizational environment cannot be summarized only in a set of practice policies, and it is fundamental that managers understand adequately what is and what is not bullying and that they are prepared to act when necessary.

Keywords: Bullying, Human Resources, Managers

POSTER: Business ethics, healthy leadership and bullying in the workplace: the role of top management in individual commitment

Manuel Salvador Araújo¹, Rubén Llop², Jacqueline van Paassen³ & Lluís Rosès⁴

The VUCA environment (Volatil, Uncertain, Complex, Ambiguous) in which we live in the beginning of this millennium has led organizations to feel the need to adopt leadership styles more in line with the new demands of collaborators, clients and shareholders. People with leadership roles in organizations seem not to be aware of their influence on the commitment and performance of their workers. The concept of healthy leadership has associated the balance of different dimensions of the leader, associated with biopsychosocial paradigm. The purpose of this study is to reflect on the role of top management in building positive and dignified environments, so that people can express the best of their potential as workers in an organization. More specifically, it intends to know the influential role of healthy leadership in the level of organizational commitment and the presence of negative acts in the organization. Given the need to build more virtuous leaderships in organizations, as opposed to the less moral leaderships (that led to the world economic crisis of the last decade), it is important to define some ethical principles to take into account, to contribute to the development of others, as well as the experience of a leadership style more humble, healthy and that inspires the employees themselves to be leaders. For this purpose we used a quantitative methodology through questionnaires to a sample of leaders and followers of different organizations in order to understand the relationship between these different variables. To measure these variables we used the Negative Acts Questionnaire (Revised), the Healthy Leadership Questionnaire, and the Organizational Commitment Questionnaire. The results point to a positive and predictive relationship of greater organizational commitment among employees, as well as less workplace bullying in teams/organizations whose leaders have higher values on healthy leadership. It is crucial that top management becomes more aware of the importance they have of the culture and organizational climate they create, as well as their role in inspiring different people and teams to develop a better version of themselves. The results suggest that the transformation of organizations requires a more positive, virtuous and humble type of leaders, healthy leaders who can create dignity environments, social responsibility and personal well-being, leading to a different and better future society.

Keywords: Business ethics; Healthy leadership; Bullying at work; Organizational commitment.

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Changing the work environment to support bullied men

Our qualitative research in eastern Canada has examined the support needs of men who have been bullied at work (we called them targets). Our purpose in conducting a secondary analysis was to examine and describe the support needs of men in two original grounded theory studies which were focused on men's experiences of being bullied at work. Participants interviewed in the combined sample (56 men, aged 30-81 years) worked in various employment types and locations and for varying lengths of time.

We categorized how men talked about needs for, sources contacted, and efforts to seek support as: (a) workplace and organizational support, (b) health care support, and (c) other. The main concern of men in this analysis was the need for workplace support to address and manage workplace bullying. Men tried to use a range of workplace support resources, including relevant policies (where they existed) and managers, superiors, and human resources, and unions. We found that many workplaces had policies related to workplace harassment but few men in this analysis reported that these were used effectively to support them in addressing the bullying. Most men reported receiving little or no effective support to deal with the bullying so their efforts yielded limited success.

Men reported disappointment in being unable to gain the needed workplace support to deal with bullying and they reported very little help to end the bullying. Men continued to endure ongoing bullying with worsened health outcomes. Men reported that help from health care professionals and family members was very important. Their overwhelming message was, however, that without appropriate workplace support to end the bullying, men's health continued to decline and it was difficult for them to stay in the workplace.

Findings are useful for those in the workplace whose role is supporting targets. We found differences in how men looked for help to address bullying and its effects; some men were more ready to ask and others were more reluctant. Workplace and health care professionals may need education about workplace bullying, its effects, and how to address it. Workplace and health care professionals need to act with the knowledge that bullied men need help and many are willing to, and do, seek help. These findings highlight opportunities for workplace change to have significant implications for workplace health and safety and workforce participation among men.

Cultural Health and Bullying: Developing and Maintaining Well-Being and Engagement

The Australian Institute of Company Directors (AICD) highlights that the top question that Boards should ask in 2018 is about corporate culture and reputation. Specifically, the latest Essential Director Update (2017) asks, “How well are we monitoring and directing our corporate culture?”

Bullying is often linked to negative workplace culture and poor elucidation of values and behavioural standards, either in one sector of the workplace or across the whole organisation. Poor communication, unclear boundaries and ambiguous roles are just a few factors linked to environments that allow bullying to occur.

By exploring the three pillars regulators refer to as essential for fostering a sound culture, this paper will share strategies found to be essential immediately, those required in the medium-term and additional considerations beneficial for cultural improvement in the longer-term.

Setting the tone from the top requires establishing clear behavioural standards as a core component of good governance, part of the first pillar identified. Linking incentive systems not just to reward positive business performance but to also include adherence (or no) to expected standards of care and compassion within the workforce adds the second pillar to support sound culture. Ensuring feedback via tools to assess progress with cultural change along with effective escalation for timely reporting of questionable practices without the risks of reprisals requires trained management skills with ongoing leadership support.

Bradley’s (2017) explanation of culture as “simply the collection of standards that a company sets for its internal and external behaviour towards employees, customers and the general community” (p.25) will be compared to approaches such as that of White (2013). Highlighting how understanding the deeper dynamics of engagement in work and with colleagues can become a reality, even when experiencing immense change, as long as processes such as loss and mourning are allowed for, can enable staff to process the situation without resorting to bullying.

Culture links with the role of trust, social capital, and attachment to work, elements that can be easily destroyed via a bullying situation, but that are increasingly recognised as of value to those contemplating joining an organisation. Reputation and the manner in which a workplace handles bullying, harassment and other workplace tensions and conflict can affect the culture. The current trend towards emphasising well-being and engagement will be explored in the context of respectful behaviour and workplace change.

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Keywords:

Culture

Behaviour

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POSTER: Discrimination and moral harassment: the invisible face of the difficult journey of pregnant working women in Brazil

Abstract

Brazilian women are still a recurring target of discrimination in the workplace, facing violence related to gender relations and moral harassment, especially when they are pregnant. When the worker perceives discriminatory acts and attitudes or any violation of the rights guaranteed by law, she may appeal to the Labor Court to initiate legal action. This in turn exposes the worker to a number of issues, such as workplace persecution and future dismissal. The rights of pregnant women to temporary stability, free time for medical examinations, change of duties and maternity leave contrast with the usurpation of the administration's workforce. **Objective** - The general objective of this work was to understand the process of becoming a pregnant woman in the working world in contemporary Brazil. **Method** - This was an exploratory, descriptive, qualitative study that used the Internet to search and draw the national profile of women cases in the gestational period that had their labor lawsuits judged by the Regional Labor Courts of Brazil in the year 2014. After reading and selection of the speeches, three main groups of categories were identified: labor issues, exclusion of women's bodies in the working world and consequences for the the mother-child binomial's health. **Results** - After analyzing 5,238 labor lawsuits, four main groups were identified considering the motivating factor: 1) Indemnity due to some report of moral harassment suffered in the work environment; 2) Request for reintegration to work when the dismissal occurred prior to the discovery of the gestation; 3) Receipt of severance pay, that is, the amounts of salaries that were not received after dismissal "with just cause" and after notification of pregnancy; 4) Request for compensation arising from the undue dismissal of the worker and "without just cause" during the period protected by law and after notification of pregnancy. The presence of female headship is evidenced in the processes that configure claims for indemnities, that is, they represent greater severity and complexity than the others that normally relate strictly to labor and financial issues. We sought to highlight the excerpts according to the chosen theoretical framework, namely the increased female performativity during the pregnant, as a door to violence in the working world with examples of women in unhealthy workplaces during pregnancy, abortion cases, postpartum depression and preterm births. **Conclusion** - This research argues that social relations in the workplace imply the exclusion of female bodies in favour of masculine ones and seeks to understand the process of becoming a woman and becoming pregnant in the workplace in contemporary Brazil. It focuses primarily on the association between the decrease in female fertility and the expansion of women in the labour market in a context of gender inequality and violence. Considering pregnancy as a specific moment of imminent change in a woman's life, one question becomes even more important: is it possible to be a pregnant in the working world?

Keywords: Pregnant women; Workplace; Discrimination; Moral Harassment.

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Ethical climates as predictors of attachment orientations in the workplace as relating to abusive supervision.

Introduction

An ethical climate is a part of the organizational culture relating to ethical issues it determines member's perceptions of right or wrong and ethical decision making and conduct. Different ethical climate types promote ethical decision-making from an egotistic perspective serving the individual, his or her immediate group, and organization to the possible detriment of others (instrumental climate), concern for the well-being of others within the organization as well as society at large (caring climate) or based on codes, rules and procedures (formal climate).

The attachment behavioral system- is activated by perceived threats and dangers, which cause a person to seek proximity to another person who is viewed as a “safe haven” and “secure base”. Studies have found individual differences in people's attachment orientations; secure attachment includes positive mental representations of self and others. Insecure attachment includes anxious–hyper activating strategies to gain care, attention and support and avoidant- deactivating strategies reflect denial of attachment needs, threats, and compulsive self-reliance. Attachment orientations are viewed as an important possible explanation for the interpersonal dynamics of leaders and followers in the workplace. More specifically findings have indicated that subordinates' evaluations of abusive supervision were positively related to their anxious attachment as anxious individuals' chronic worries and anxieties with regard to relationship partners were possibly transferred into their relationship with their supervisor, leading to the negative evaluation of the relationship or to actual abusive behaviors from a supervisor who could not empathize with subordinates' anxieties.

Aim

The purpose of the current research was to investigate the role of supervisors' and subordinates' perceptions of ethical climate (instrumental, formal, and caring) in the prediction of subordinates' attachment orientations in the workplace.

Method

A quantitative study was undertaken in 31 teams working in geographically distributed units of an organization providing mental healthcare services in Israel. The

questionnaires were completed by 235 subordinates and 31 supervisors comprising dyads of male and female subordinates and supervisors. The questionnaire administered to supervisors included self-report scales assessing organizational ethical climate. The questionnaire administered to subordinates included the same scale on organizational ethical climate, as well as self-report scales assessing attachment orientations.

Results and conclusions

Findings revealed that the higher the subordinates' perceptions of instrumental ethical climates, the higher their attachment anxiety. It seems that subordinates' anxious attachment orientations were activated in this context as they perceived they were not being cared for and that they were out to fend for themselves. With respect to supervisors' perceptions of ethical climate, findings revealed that the higher their perceptions of a formal ethical climate, the higher the subordinates' attachment anxiety, possibly related to supervisors' views of a formal ethical climate that probably opposed local cultural expectations for close and casual relationships.

The expected negative consequences of subordinate's attachment anxiety are discussed including the estimated higher probability for abusive supervision.

Keywords: ethical climate, attachment orientations, abusive supervision, workplace

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Exploring medical student perceptions and experiences of bullying amongst hospital-based doctors.

Despite documentation over a period of decades by doctors and researchers alike, abrasive, or mistreating behaviours amongst qualified and qualifying doctors continues to pose a significant problem. Similarly, negative effects of these behaviours on medical students, medical practitioners, patients, and the healthcare system itself have also long been recognised. Identifying that there is limited literature which both use the term ‘bullying’, as well as focusing on medical student perceptions and insights, indicates an underexplored area that might have potential to illuminate and elucidate the problem of bullying in medicine. The aim of this doctoral research is to expand on the current understandings of medical student perception and experience of bullying amongst hospital-based doctors. The research is qualitative in nature, and uses the data collected from semi-structured interviews of 16 medical students enrolled in medical schools within the State of Victoria, Australia. Detailed analysis of the interview transcripts has generated multiple themes. The resultant themes are divided into three core areas; medical student beliefs, behaviours and context. Medical student insights on these key areas have implications for both medical education and further research.

Conclusions drawn include, that bullying amongst doctors is often conceptualised and defined by medical students as something other than bullying, as well as an individual issue, rather than one of a collective nature. Furthermore, medical students do not appear to have the terms or language to conceptualise aspects of their bullying experiences and perceptions, as either systemic or collective in nature. It is concluded that this barrier might be ameliorated both by exposing medical students to the language and terms associated with theories of oppression, as well as encouraging disciplines outside medicine to further research, and contribute to the conversation around bullying amongst doctors.

Keywords: medicine; medical students; power; oppression; culture

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Harassment, Surveillance and Resistance in the NHS: A Foucauldian Analysis

Introduction: Adult bullying and harassment in the NHS workplace and harassment is shocking and a distressing experience for those who are targeted. This research aims to investigate whether the modern NHS organisation, which has increased its surveillance and monitoring practices, reproduces either harassment or a bullying dynamic.

Design: Qualitative research was chosen as enabling documentation and interpretation narratives of members of staff working in the NHS.

Method: Participants were recruited who had previously been employed as health care professionals and therapists in the NHS and had experienced workplace bullying and harassment. Each of the participants had also left the NHS at the time of the interview. Posters were circulated widely on relevant websites related with workplace bullying in the NHS. Seven Interviews from different parts of Britain were conducted, which encouraged participants to tell the narrative of their experiences. These were then transcribed and then analysed using both narrative and Foucauldian discourse analysis approaches. One narrative was excluded.

Findings: The six participants' narratives spoke of racism, sexual harassment and workplace exploitation. Each claimed that there was an increase of bullying and harassment during times of service restructuring. This included times during the recession, where there was thought to have greater controls of surveillance placed upon them. Three main themes, which incorporated dominant discourses, emerged from the analysis, related with surveillance. These included, 'organisational surveillance', 'self-surveillance' and 'anticipatory surveillance'. All narrators demonstrated acts of resistance in response to these.

Conclusion: Contemporary business management models and managerial practices have increased modes of surveillance in the NHS, in order to survive the threat of abolition. These modes of surveillance are heightened during times when there are threats to funding as a result of national economic factors, such as a recession. These increased modes of surveillance strategies could contribute to environments in the workplace where authoritarian principles have been allowed to reside. It is the reproduction of this rigid authoritarian power dynamic that maintains workplace bullying and harassment in the modern NHS. Implications for counselling psychological practice are discussed.

Is the changing landscape of Australian academia creating fertile grounds for workplace bullying?

Keywords: Australia, Academia, Change

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The higher education sector, in Australia and beyond, is not immune to environmental pressures such as globalisation and intense competition (Barker 2015; Skinner et al, 2015). Increasingly, tertiary institutions are expanding beyond their traditional boundaries, whether local, national or international. Reputation and standing are drivers of market share and resourcing, and market share and resourcing, in turn, drive the ability to attract talent to further lift the reputation of institutions and increase market share.

In the Australian context, the trend in the last few decades has been for decreased government support of (the 37) public universities, with a push to self-sufficiency, and the demonstration of efficiency dividends. This agenda has significantly shifted the landscape of higher education to a more commercial endeavour. Public universities which have traditionally operated as large-scale bureaucracies are now being pushed to be nimble, agile, and responsive, and 'do more with less'. Such significant change in approach has impacts on the context of the work, and the workforce itself.

This presentation reports on an exploratory study of academic and professional/non-academic staff in four public universities in Australia; the first of its kind in the country. The snow ball sampling method was used to conduct semi-structured interviews with 41 (10 academic and 31 professional) staff across four publicly funded Australian universities. The participants were asked about their experiences of bullying behaviours in the academic environment, as targets and bystanders.

Given the two-tiered nature of the workforce in Australian academia, findings suggest that academic and professional staff experience bullying behaviours in different ways. This appears to be a function of the extent of control, and the nature of the work (academic and professional) itself. Power, as with other studies of workplace bullying (Apaydin 2012, Buka and Karaj, 2012), appeared to be a central theme. Large, hierarchical, and traditionally bureaucratic academic settings by nature were found to be prone to negative workplace behaviours. This seemed to be amplified as a result of the advent of economic imperatives and New Public Management (Tolofari, 2005) in the higher education sector.

The recent volatile economic imperatives have resulted in changing employment patterns where there is increasing reliance on a less secure contingent workforce. This predicament, by necessity, has resulted in higher tolerance thresholds for bullying behaviour in academic settings. Intense competition has also resulted in a “survival of the fittest” (Omari, Paull & Crews, 2013, p. 6) syndrome, where, in academia, players not only compete with external organisations and peers, but also, internally.

The key message from this study would resonate in different countries, settings and work contexts. In the pursuit of efficiency and productivity gains, higher educational institutions, in Australia and beyond, should not lose sight of the end game. That is, their mandate to transform lives for the better, not only of their customer base, the students, but also their staff.

Not Bullying but Abrasive Management: Supreme Court awards AUD \$625,000

The Victorian Supreme Court awards \$625K, finds a failure to act on complaints of abrasive management breached duty of care

A recent decision by the Supreme Court of Victoria, Australia, awarding an employee \$625,000 highlights that matching the complained of behaviour according to predetermined definitions of bullying is not as relevant as an employer's duty of care in responding to an employee's complaints. Justice John Dixon found the Department of Human Services (the Department) failed to take reasonable action and did not discharge the standard of care expected of a prudent employer in the circumstances. An appropriate response by a reasonable employer to complaints about a deteriorating supervisory relationship would have been to properly understand the underlying causes before selecting strategies to minimise damage and harm.

Justice Dixon found the Department was aware of the employee's psychiatric vulnerability, but left her under the supervision of an abrasive manager. Despite rejecting the employee's claim of bullying, Justice Dixon found three managers ignored the employee's repeated complaints and requests for assistance, and but for this failure to act, the employee would not have suffered a breakdown. He identifies a wide range of actions, including moving the plaintiff, pro-actively providing workplace training and support, changing the working conditions and pro-actively educating supervisors that the Department could (and should) have implemented at various stages of the employee's employment but which it failed to adopt.

Importantly, the judgment confirms that organisations have a responsibility to respond appropriately, within the organisation's capability, to complaints about abrasive conduct. This requires a commitment from management to engage appropriately, to identify and explain what is happening and then to select a range of intervention strategies and actions that meet the needs of the individuals involved and the organisation.

This judgement sheds light on the nuanced and complex boundaries created by definitions, and makes findings about reasonable management actions and the employer's duty of care. It addresses important considerations for both managers and academics concerned with psychological health and safety in the workplace.

11th International Conference on Workplace Bullying and Harassment

5th-8th June 2018

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1/Submission of abstracts for oral presentations and posters

POSTER: Presenteeism as a consequence of workplace harassment in the field of Certified Nurses in Spain

Occupational absenteeism is a category that, in our opinion, suffers from a doctrinal treatment similar to the legal transcendence granted to its various manifestations. In particular, in its most extreme cases, in the Spanish legal system, the objective dismissal (article 52 ET) or the disciplinary dismissal (article 54 ET). Less is still, we would say, the attention given to the opposite phenomenon, the *presenteeism*. Understood this as the putting on the part of the worker at the disposal of his employer and effective rendering of services in spite of not being in the physical and / or psychic conditions necessary for that purpose. Thus, the protection of the health of the worker is directly committed, a worker already exposed to a wide range of occupational diseases (RD 1299/2006, with express reference to biological agents), increasing the risk of suffering a professional contingency.

Phenomenon, the *presenteeism*, object of analysis in the present work, oriented to its study in a specific sector: Certified Nurses (CN). The results obtained show that its index in this area multiplies by four the existing one in other professional fields. The reasons for this fact, in itself eloquent given also the intense demand of these health professionals for the labor market compared to others, are probably of a different nature. One of them is, without a doubt, the "coercion" exercised from the exercise of the power of business management as well as the policy of the employing institutions. Contrary to both the enjoyment by the worker of a more than possible temporary disability situation (in the terms of articles 169 and ss.RD-Legislative 8/2015 by which the TRLGSS and related legislation is approved). Both realities are traceable to a form of workplace harassment little studied to date.

The aim of the present research was analyze the relationship between *presenteeism* (going to the workplace when ill) and coercion by superiors to go to work despite not being in the best physical or mental conditions.

The methodology used consisted in carrying out a cross-sectional descriptive study using the "PRESENCA" questionnaire -first tool developed and validated in Spanish for the evaluation of *presenteeism* in nursing- on a sample of a total of 355 completed forms, with the following characteristics: 89.2% women; 38.9% professionals with more than 20 years of work experience; 43.8% personnel with shift work; 89.5% work in the public sector; and, finally, 52.2% have a fixed position. The results offered were the following: 20.7% of the respondents said they had gone to work sick during the last year; 81% of those who understood this decision were well regarded by their superiors; in 27% of the cases that positive opinion

towards the decision was also that of the comrades themselves. The main reasons for providing their services in this circumstance were: pressures from superiors (41.5%, n = 146); maintenance of the salary integrity (29.5%, n = 104); labor instability (25.3%, n = 89); by patients (23%, n = 81); by absence of personnel to cover absences (18.2%, n = 64); by peers (13.4%, n = 47). An association was identified between going to work sick due to pressures from superiors (Chi = 2.36, p = 0.00) and instability in employment (Chi = 58.36, p = 0.01).

We can conclude the *presenteeism* of the Certified Nurses can have serious consequences for the clinical safety of patients, compromising not only the fundamental rights to life and physical integrity, among other constitutional rights, but in essence the protection of health ex art. 43 CE. To mean that more than 20% of the respondents indicated that they were indisposed to their workplace and more than 80 said that their superiors were coercing them to do so. This reality must be the object of an in-depth study with multiple dimensions, not only the most direct one on the personnel that provide services in these conditions and the protection of their own health, but also others that understand the relation of this phenomenology with the clinical safety of patients as well as the economic impact resulting from the possible adverse effects of professional malpractice.

Key words: nursing; presenteeism; work environment; mobbing.

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Prevalence, forms of manifestation and facilitating factors of workplace violence, and their effects on mental health in salaried population in Chile, addressing social and gender inequalities

Objectives

(a) To determine the prevalence of workplace violence, (b) to describe the ways in which it manifests, (c) to describe the mental health situation - distress, depressive symptoms and psychotropic drugs consumption, in salaried population (d) determine the existence of associations between exposure to workplace violence and mental health; (e) identify dimensions of work organization and organizational culture associated with the presence of workplace violence, (f) identify differences in the degree of exposure to gender-based violence, (g) identify differences in the degree of exposure to workplace violence according to the quality of employment, and (h) to identify differences in the degree of exposure to workplace violence according to the social situation of the workers.

Method

Cross-sectional quantitative study, through a face-to-face survey of a random sample of 2000 salaried men and women in the three main metropolitan areas of the country (Gran Santiago, Gran Valparaíso and Gran Concepción representing 64% of salaried workers in the country).

The study investigated the following dimensions using this Instruments to measure them:

- Prevalence and forms of manifestation of violence: Negative Acts Questionnaire Revised (NAQ-R) of 23 items (Einarsen & Hoel, 2001), and 3 items of Incivility scale (Cortina et al., 2001)
- Mental health: psychotropic drug consumption; distress K-6 (Kessler et al., 2002); and the two questions from DSM-IV to measure depressive symptoms.
- Work organization and organizational culture: Demand-control-support model by Karasek and Theorell (1990) and Effort-Reward Imbalance Instrument by Siegrist (1996); scale of opposite terms of three dimensions of organizational culture (Hofstede, 1999); the Destructive and Constructive Leadership Scale (DCL, 14 items) ((Einarsen, Aasland & Skogstad 2007), and 4 items scale on job satisfaction)
- Quality of employment: type of contract, stability, income, unemployment; and social vulnerability perception.
- Workers' social situation: educational level, income from work, family income, family economic restriction indicator, occupation.
- Confusers of the associations between violence and mental health are included.

By June 2018 there will be results on the following hypotheses:

1. Workplace violence in Chile is positively associated with: high demands, reward systems based on results, authoritarian leadership, and company values oriented towards goals.
2. Salaried women and men in low quality jobs are more exposed to workplace violence than those in high quality jobs.
3. Women are more exposed to workplace violence because they are in positions with lower status, have more precarious jobs and score higher in social vulnerability.
4. With greater exposure to workplace violence, salaried workers will be at greater risk of distress, symptoms of depression and psychotropic use.

Progress status of the study

Currently a preliminary version is being tested in a small sample of workers. In January, the final version of the survey will be prepared and its application will be carried out in February and March 2018.

In April and May, the information will be processed and analyzed and preliminary results will be prepared, which will be presented at the International Conference of June 2018 in Bordeaux, France.

Keywords: Workplace violence, Work organization, organizational culture, gender differences, mental health.

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ABSTRACT

POSTER: PROTECTION OF THE HUMAN RIGHTS OF WORKING PERSONS AGAINST LABOUR HARASSMENT

Workplace harassment is a scourge that has been ignored and made invisible for a long time. It has been deemed as normal that the aggressor subdues and controls his/her victim through hostile, cruel and vile behaviours, attacking human dignity, and harming psychological, emotional and moral integrity of the person in the public and private work environment. So, to combat this phenomenon is essential to know the human rights at work violated by the presence of workplace harassment.

This scourge is a problem of occupational safety and health in labour relations. Universally known in different ways: Moral harassment, psychological harassment, harassment, mobbing, moral harassment, and bullying, but in all cases it infringes upon the working people's dignity and violates their human rights; among them we can mention: a) right to enjoy fair and satisfactory working conditions, b) right to equality in the treatment, opportunity and participation in employment and working conditions, c) right not to suffer discrimination, d) right to honour, e) right to personal intimacy and privacy; f) right to physical, mental and emotional integrity; g) right to free expression and opinion.

The Constitution of the Bolivarian Republic of Venezuela and various laws in conjunction with labour regulations protect dignity, equal treatment and opportunities in employment and occupation, non-discrimination, gender equality, enjoyment of safe, healthy and dignified working conditions, among other human rights; thus promoting the change of the culture of violence for a peaceful coexistence in the workplace.

However, in order to understand and combat workplace harassment as well as other types of violence at work, it is pertinent to know the meaning of human rights; which fundamental rights are violated by this scourge. Therefore, we concisely illustrate how to identify workplace harassment, its characteristics and the elements that distinguish it from other aggressive behaviours at workplace; we provide some ways to prevent it, and in case of its occurrence, we offer the legal means to obtain compensation for the injury suffered by the harassed person.

This paper is part of the doctoral thesis "Conceptualization of Workplace Harassment within the Venezuelan Legal System", and has been authorized by the academic tutor, Doctor Francisco Iturraspe, in order to collect additional information related to thesis' objective. The main objective of the thesis is to establish, through the conceptualization of workplace harassment within the Venezuelan legal system, guidelines for prevention, detection and management of this dangerous psychosocial process.

By using a qualitative approach, we managed to obtain results such as the difficulty in the burden of proof, which motivated to provide an instrument to solve, at substantive and procedural order, the demonstration of the existence of labour harassment, the causal link between the wrongful act and the damage, as well as the responsibility of the aggressor. Likewise, we were able to clarify the existing legal gaps in the regulation against this scourge.

Keywords: Labour harassment; human dignity; labour human rights.

Redefining HR: A Case Study of the Evolution of the People Side of Business

Aim: Search current literature, blogs and conferences relevant to people at work and you'll find that there are many reports indicating a time for change in the Human Resource (HR) department and function. Some predict the department will be eliminated from most firms by 2020. Transforming the HR department to a metric-driven cost center is obviously not the answer to people or talent management as the war for talent continues to be a major topic of concern around the world (Ulrich, 2015). Determining the direction of where a field is headed often requires a reflection of its founding principles, the transformations it has endured, and the driving forces that shape its existence. For the past century the world has experienced evolutions in technology, business, education, and personal passions towards a career. As the world changes, people change within it. Workplace Bullying in one change currently measured and not desired. According to Nica (2016), all participants in workplace bullying may have access to diverse kinds of power that can facilitate bullying of other individuals. In this study, ideas regarding work over the past 100 years are examined through a historical review of the practices and professions dedicated to the people side of business. The perspectives of historical evolution conclude with a discussion on the challenges facing industrial organizational psychology practitioners of the future concluding with recommendations to rethink the employer-employee relationship with the workforce of tomorrow and thus, redefining Human Resources.

Method: The historical review of human resource practices utilizes secondary data to examine the progression of HR functions and policies. A qualitative exploratory case study of US HR business standards is presented where themes emerged indicating poor HR practices coincide with an increase of workplace bullying incidents.

Results: Current HR practices within a highly competitive organizational model result in an increase of workplace bullying incidents. Leaders demonstrating bullying tactics often result in mid-level managers mirroring that behavior so that bullying becomes the status quo. Thus WB is acceptable to the organizational members, breeding further incidents.

Conclusion: HR professionals are currently asking questions about the changes that might be necessary to continue to add value to their field and clients in the future. In today's global economy, it has become apparent that the need to develop workforce strategies is now more important than ever before. Particular to the future of I/O Psychology practice, there continues to be a need for research in the psychology of work in changing environments. Educational institutions have opportunities to develop relationships with those in research and practice and will be challenged to develop a curriculum that integrates the multiple dimensions of business including the people side of business. And human resources professionals will be challenged to implement programs, policies, and events that strengthen the touch points in the employer-employee relationship. Silzer and Cober (2010) conducted a brief survey on the future of I/O practice with members of the I/O Psychology professional society SIOP. In their report of this study, the need for a transformation was acknowledged but a resistance to change was prevailing. A fear of irrelevance, a threat of competition from other fields of practice, a loss of identity for the profession, a challenge to demonstrate their ROI (return on investment) for contributions, and an academic migration to business schools were the responses to how current practitioners saw their future (Silzer & Cober, 2010). No one can definitively say today what tomorrow will bring but what we do know is that the evolutionary process of people at work will continue.

Keywords: Human Resource Management, Talent Management, Organizational Development, Strategic Change, Employee Relations

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POSTER: School environment hypothesis: The evaluation process and bullying at polish public schools

Abstract

The reasons for the development of workplace mobbing are sought on the one hand in the individual factors of people subjected to mobbing, and on the other hand in the organizational factors (work environment hypothesis). Many research results indicate that various aspects of the workplace, such as the way of management or conflict of roles related to the ambiguity of information and stress, explain to a much greater extent the occurrence of mobbing than individual variables.

The research aimed to focus attention on the relationship of organizational factors in being subjected to mobbing in the context of teacher's work. Taking into account the specifics of professional workload, the pedagogue, in addition to the diagnosis of the organizational climate aspects, included in this research the implementation of pedagogical supervision as a potential predictor of being subjected to mobbing at work.

I conducted the study in 45 public schools. Participants are 484 teachers (433 women; age 22 to 67 years, $M =$; SD). The regression analysis showed that all assumed predictors significantly predicted the level of exposure to mobbing. The organizational climate is a slightly stronger predictor ($\beta = -0.41$, $p < 0.001$) than the perception of workload ($\beta = 0.20$; $p < 0.001$) and school pedagogical supervision ($\beta = -0.15$, $p < 0.01$). The model explains 39.3% of the variance. These results provide further support for the work environment hypothesis suggesting that poorly organized work environments may generate conditions resulting in bullying.

Sexual Harassment as Systemic Discrimination

Abstract

Recent media disclosures of sexual harassment in a variety of occupational settings and workplaces raise important questions. How can we explain the prevalence and persistence of sexual harassment in male-dominated organizations, or those where men have power over women? Why are individuals victimized by harassment unlikely to use complaints policies and procedures in their workplace to seek justice? Why is a pattern of sexual harassment resistant to change in some organizations even if their leaders deplore it and voice a commitment to change?

Such questions emerged in recent independent enquiries into sexual harassment in the Canadian military and the Royal Canadian Mounted Police (RCMP). My presentation examines sexual harassment as a form of systemic discrimination against women and sexual minorities using these two organizations as case studies. Systemic discrimination in a workplace is a pattern of behaviour that reproduces disadvantage for some participants and privilege for others on the basis of perceived group membership or identity. Sexual harassment is a form of systemic discrimination that is enacted through the exercise of power that may be derived from numerical representation, position in a hierarchy, control over benefits or resources, and legitimacy based on cultural norms, among other sources.

In some male dominated organizations such as the military, policing, emergency services, factories and construction projects, sexual harassment may become institutionalized within the organizational culture and structure. Organizational characteristics that may contribute to this kind of systemic discrimination include women as a minority occupying positions having little power, sex typing of occupational roles, inequality and segregation between women and men doing different kinds of work, a hierarchical structure with few women in higher ranks, and a male dominated culture and pattern of informal and formal social relations. Those dealing with complaints, such as human resources staff or legal counsel, act in the interest of the employer and typically lack power or authority to expose or address sexual misconduct. Under these conditions women or men victimized by harassment are unlikely to complain, or if they do, they are unlikely to receive justice. If they succeed in having a complaint substantiated and receive a settlement it is likely to be subject to a non-disclosure agreement. Hence no organizational learning takes place and the pattern of systemic harassment continues.

In organizations similar to the Canadian military and the RCMP, disrupting a pattern of systemic sexual harassment requires large-scale changes in structure and culture. While it is important for authorities to act vigorously on individual complaints, a case-by-case approach is far from sufficient. A pattern of sexual harassment and resistance to change is systemic: it is built into the structure and culture of the organization. It is institutionalized as a form of systemic discrimination and needs to be understood and addressed as a social and cultural pattern, not a relationship between individuals.

Simulation analysis for Leadership Ostracism's Ripple Effect based on System Dynamics: The Role of Competition and Organizational Politics

Aim

Leadership ostracism which means the overlook, indifference and refuse perceived by subordinates from leaders is a kind of workplace negative behavior, of which the destructive effects on employees' physical and mental health and organization effectiveness far outstrip those of other workplace ostracism sources due to the core status of leaders in the organization. Therefore, if not being timely suppressed, it will easily lead to ripple effect, triggering group ostracism. Bystanders account for the largest proportion in the three groups involved in leadership ostracism situation, so the behaviors and attitude of bystander subordinates may exert importance effects on the development trend of leadership ostracism.

Although current studies have gradually pay attention to the destructive effects of leadership ostracism on the emotion, attitude and behaviors of the ostracized, related studies seldom focus on the perspective of bystanders, and there are few studies on the behavior choice and influence mechanism of bystander subordinates. Therefore, this study expands its research object from the both parties of ostracism to the third-party bystanders who are in the same workplace ecosystem. We define the ripple effect of leadership ostracism as the influences of leadership ostracism on the psychology and behaviors of bystander subordinates and the feedback effects of bystanders' behaviors on leadership ostracism.

Method

According to the social ecological model of workplace bullying and need-motivation theory, this study construct a system dynamic model of leadership ostracism's ripple effect to reveal the interaction of various factors in three levels of the individual characteristics of bystanders (psychological safety, empathy, Machiavellism, organizational justice, superior consciousness and public self-consciousness), interpersonal interaction, and organizational environment (power distance and organization politics). In order to learn the feedback effect of the behaviors of bystander subordinates on leadership ostracism, quantitative processing is conducted for the system in accordance with the flow diagram of the system, with initial parameters set and simulating equation established. Besides, the dynamic process of the psychological mechanism of bystander subordinates in choosing behaviors is simulated by computers.

Result

We set the system uptime to be 100 days, and the stimulating results showed that the accumulation degree of leadership ostracism presented two trend stages: in the first 60 days, the accumulation degree of leadership ostracism declined slowly; while after 60 days, it increased exponentially. Organizational competition and leadership ostracism are positively correlated, which is the important factor for the deterioration of leadership ostracism. Organizational politics play an important role in moderating the relationship between organizational competition and leadership ostracism accumulation. The profounder organizational politics are, the stronger role of organization competition on the deterioration of leadership ostracism becomes. When organizational political index is regulated below critical value (3.26), the role of organizational competition on the deterioration of leadership ostracism will be effectively alleviated. The above study results are expected to provide reference for effectively exerting the positive role of bystander subordinates in leadership ostracism.

Key words: leadership ostracism's ripple effect; bystander behavior; competition;

organizational politics; system dynamics model;

**THE CODES OF GOOD CONDUCT
FOR PREVENTING AND COMBATING
WORKPLACE HARASSMENT
(UNDER PORTUGUESE LABOR CODE:
THE RECENT LAW N. 73/2017, 17TH AUGUST)**

Abstract

The twelfth amendment to the Portuguese Labor Code, provided for by the Law n.73/2017, of 17th August, reinforced the prevention and combat of harassment at work, establishing some measures:

1. Duty of the employer to adopt codes of good conduct for preventing and combating workplace harassment for companies with seven or more employees.
2. Duty of the employer to institute disciplinary proceedings whenever he is aware of alleged harassment at work.
3. The complainant and his/her witnesses cannot be punished because of statements or facts contained in proceedings brought about by harassment, unless they have acted fraudulently.
4. The employer is responsible for compensation for damages arising from occupational diseases resulting from harassment.
5. The dismissal or other sanction imposed up during one year after any form of harassment rights is presumed abusive.
6. The harassment denounced to the labor inspectorate and practiced by the employer or his representative is just cause for termination of the contract by the employee.
7. The labor inspectorate provides its own electronic address to receive complaints of harassment in a work context.
8. Witnesses in legal proceedings whose cause is harassment are notified by the court.

Almost all of this measures are being now object of several critics, because this law was created conciliating opponent ideas and ended being publish with notorious contradictions.

One of those measures with fundamental impact on every work organizations, is the duty to adopt codes of good conduct.

Without major lines on how to fulfill this duty and how to make and apply these types of codes, and even without any guidance from labor regulators, within a *vacatio legis* of 45 days, companies were compelled to approve documents with very variable content, depending on their legal interpretation. In this theme two trends stand out:

- a) or this duty is limited to the publication of a document containing only the summary information on all the legal rules applicable
- b) or this duty implies the creation of concrete measures that add something to the legal prediction concrete ways of promoting prevention and combating harassment, adapted to each organization

These doubts are perfectly acceptable, for several reasons: difficulties in the legal definition of harassment; more severe action can lead to false accusations and become another form of harassment; the protection can be exaggerated and positively discriminate the harassed. In a practical example: it will make sense for the employer to be required to institute disciplinary proceedings when he becomes aware of a harassment complaint (even without knowing what harassment means and even without

being sure of the facts), when there is no such duty whenever the employer assists to an attempted homicide among colleagues?

This paper seeks to draw attention to the practical complexity of creating codes of good conduct about harassment at work and to the need for legislative action on delimitation that employer's duty.

Keywords:

“Preventing and combating”, harassment at work”, “Codes of good conduct”, “Labor law”, “Portugal”

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Summary:

The concept of bullying provokes a debate. Some researchers – such as Hirogoyen (1998, 2001), who initiated the debate on bullying – approach it through individuals participating in a “game” between a pathological “executioner” and a victim. Others, such as Le Goff (2008), take an organizational approach to bullying. Le Goff notes that the topic of bullying changes the way managers approach workplace problems, tending to eclipse analyses of “objective factors” and technological, economic or social processes – factors and processes which the researcher strives to analyze for their logic and effects on workers; instead, managers look at the individuals involved in bullying situations. This paper uses the organizational approach. We quantitatively analyze bullying’s organizational antecedents – work organization, working conditions, social relations, job resources – using SUMER 2010 national survey data, based on 47,983 employees.

Keywords: Bullying, work organization, working conditions, social relations, job resources

The importance of the work environment for Workplace Ill Treatment¹

Hodgins, M., Hogan, V., Lewis, D., MacCurtain, S., McNamara, P., Murray, P., and Pursell, L.,

Aim

The aim of this paper is to examine the relationships between employee perceptions of their working conditions and ill-treatment at work.

Methods

A quantitative survey of Irish employees was conducted by replicating the methodology previously employed in the British Workplace Behaviour Survey (BWBS)². A response rate of 74% (N=1,756) to the questionnaire was achieved via face-to-face interviews in private households. The sample profile was found to closely resemble national figures. Survey participants responded to the 21 item BWBS Scale³ pertaining to their experience, witnessing and perpetration of ill-treatment at work. Factorial analysis of the 21 items identified three factors, unreasonable management, incivility or disrespect and violence or injury. Participants also responded to the 10 item FARE Scale⁴ regarding their working conditions. Logistic regression models were used to test the FARE scale items as predictors for experience, witnessing and perpetration of the three ill-treatment factors.

Results

Results indicate that FARE items indicative of more negative workplace conditions were significantly associated with higher likelihood of reporting ill-treatment at work (i.e. experience, witnessing and perpetration), while items that indicated a more positive environment were significantly associated with lower likelihood of occurrence.

Having to compromise your principles at work was the only FARE item that significantly predicted experiencing all of the three forms of ill-treatment measured i.e. unreasonable management, violence or injury and incivility or disrespect in the workplace. In total, six of the 10 items were significant predictors of experiencing higher levels of at least one of the factors of ill-treatment. Only two of the FARE items were not significant predictors of experiencing ill-treatment, both pertaining to control over work.

With regards to witnessing ill-treatment five of the 10 items were also significant predictors of witnessing at least two of the ill-treatment factors at work e.g. the needs of the organisation

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² Fevre, R., Lewis, D., Robinson, A., & Jones, T. (2012). *Trouble at Work*. London: Bloomsbury Academic.

³ Fevre, R., Lewis, D., Robinson, A. & Jones, T. (2011). *Insight into ill treatment in the workplace: Patterns, causes and solutions*. Cardiff: School of Social Sciences, Cardiff University.

⁴ Fevre, R., Lewis, D., Robinson, A. & Jones, T. (2011). *Insight into ill treatment in the workplace: Patterns, causes and solutions*. Cardiff: School of Social Sciences, Cardiff University.

coming first predicted higher levels of both unreasonable management and incivility and disrespect. For perpetration, having to compromise your principles, the needs of the organisation coming first and the nature of work changing were significant predictors of increased risk for at least one factor, while treating people as individuals and having control over one's work significantly reduced the risk for at least one factor.

Conclusions

This study demonstrates the importance of working conditions as influencing factors for ill-treatment at work. In particular, workplace cultures where people are treated as individuals appear to reduce the risk of experiencing or witnessing unreasonable management and disrespectful interactions and also lowers the likelihood of violence being perpetrated.

Keywords: Working conditions, unreasonable management, incivility, disrespect, physical violence

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The not-so-silent masses: The role of moral disengagement in explaining bystander behaviour in workplace bullying

Background

Workplace bullying has traditionally focused on the bully-victim dyad, with little attention paid towards third parties who have often been classed as victims-by-proxy. Recent research, however, has strongly indicated that bystanders have the agency to affect the duration and progression of bullying, either constructively or destructively. In this presentation, we aim to fill in a theoretical gap in our understanding of the role of the bystander in workplace bullying, including how and why they may be able to behave destructively. Ethical sensemaking and Moral Disengagement Theory, previously used to explain financially unethical behaviours at work, were integrated into a conceptual framework to describe the process in which bystanders perceive and create rationalisations of workplace bullying, particularly when behaving destructively. Further, we also argue that organisational factors such as ethical infrastructure, laissez-faire leadership, and role ambiguity may predispose individuals to morally disengage and, thus, behave non-constructively when encountering bullying.

Method

A qualitative design was chosen for this study. Five focus groups were conducted and participants were HR staff and doctoral students with working experience at a British university. Participants were asked to discuss their reactions to a series of experimental vignettes. In the vignette, participants took on the perspective of an employee witnessing a colleague being bullied repeatedly. Descriptions of organisational factors were substituted in and out of the same scenario. Focus group discussions were recorded, transcribed, and subsequently analysed using thematic analysis.

Results

The analysis revealed that participants were willing to engage in destructive behaviours towards the (vignette's) victim and displayed strong moral disengagement mechanisms when asked to rationalise their intended behaviours. Moral disengagement and destructive bystander behaviours were strongest in vignettes describing weak ethical infrastructure, laissez-faire leadership, and role ambiguity, which had a particularly strong effect on bystanders refraining from constructive intervention. In support of moral disengagement, participants still recognised the unethical nature of bullying, despite openly stating they saw the victim in the wrong, or refusing to intervene. Various additional themes, such as self-interest and identification as a co-victim, emerged in analysis. Narrativism, a tenet of sensemaking, was also heavily present in discussions. Overall, the importance of an organisation's moral and ethical strength and the presence of strong leadership were strong predictors of active and constructive bystander behaviour when encountering the bullying of a colleague.

Conclusions

Our framework and study aim to expand upon our current understanding of bystanders in workplace bullying by highlighting the nuanced role bystanders can play beyond passive entities. By demonstrating that bystanders are more than just individuals who are indirectly negatively affected by the bully's actions, we suggest that future interventions focusing on third parties be created as supplements of traditional, victim- and bully-focused approaches. As the focus groups highlighted the importance of organisational factors in inhibiting constructive bystander behaviour, further attention paid towards establishing a 'moral workplace' may also help reduce or lessen bullying.

Keywords: bystander, moral disengagement, ethical decision-making, ethical infrastructure

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The phenomenon of Ostracism in workplace bullying and it's motive within Human Service Organizations in Sweden.

Oxenstierna et al. (2012) found that organizational change is a major risk factor for bullying. Human Service Organizations is one of the work sectors that is constantly changing due to political decisions. Human Service Organizations also has certain conditions as to safety-issues for third parties, and professional relationships with patients and clients increases stress. (Hasenfeld 1983) In a complex, demand-changing organization setting, the group dynamics tend to be strained and orchestrated for conflict-escalation and hostile behaviour . (Björkqvist, K., Östermann, K. & Hjelt-Bäck, M. (1994), Baron, R.A. & Neuman, J.H. 1996, Cole, L.L. (1997), Einarsen, S. Hoel, H., Zapf, D. & Cooper, C. (2010).

Svensson (2011) suggests that the formal leadership often is absent in instable organizations and hence open up for informal leadership in a group. She also highlights that it's common for informal leaders to be a bully. The phenomena of Ostracism can be defined as: "*Ostracism is typically defined as being ignored and excluded, and it often occurs without excessive explanation or explicit negative attention. Ostracism is often operationalized as a process that is characterized as an unfolding sequence of responses endured while being ignored and excluded.*" (Williams 2007).

Ostracism is suggested (Williams 2016) to be highly connected to the research of Social Pain, due to the findings that Social Exclusion has a devastating impact for the individual who's being ostracized. According to scholars in the field, it is one of the most stressful experience to endure. Yet, it's not commonly studied within Bullying and Harassment research in Scandinavia even though there is an obvious overlap in regard of social exclusion.

The aim of this thesis is to explore how ostracism is related to workplace bullying and other overlapping phenomenon and how it is unfolding within Human Service Organizations. What is the motive for ostracise an individual within the work organization? Who is gaining something and what? What sets it of? How is the behaviour in the group conducted? How does it interfere with the individual's freedom of action and the need for belonging within the organization and how does one cope as an outcast?

The cases will be recruited from workplace settings within Human Service Organizations. The method used for doing the study will be narrative case-studies of the members who is involved in the case.

Keywords: Bullying, Ostracism, Social Pain, Work Environment, Aggressive behaviour, Human Service Organizations.

‘Demi-Gods and Spinning tops’: Workplace Bullying and Power Culture¹

Hodgins, M., Hogan, V., Lewis, D., MacCurtain, S., McNamara, P., Murray, P., and Pursell, L.,

Aim

The aim of this paper is to highlight the importance of the power relational context of workplace bullying.

Methods

The paper is based on data generated within the Irish Workplace Behaviour study, a replication of the British Workplace Behaviour Study² in which three sets of interviews were conducted in organisations where workplace bullying is prevalent. Previous research has established that the public sector is a greater risk for bullying and for physical violence and the voluntary sector is at greater risk for violence. Health and social work are similarly at high risk for bullying, incivility and violence³. Therefore, three organisations were purposively selected; at least one from the public sector, at least one voluntary organisation, and at least one of these being a health/social service provider.

Organisations were identified through the professional contacts of members of the study steering group. Further to establishing interest, organisations were requested to allow the research team to issue an open invitation to staff to participate in a short interview, on a voluntary basis, and to provide access to at least three key informants (e.g. CEO, senior managers, HR, Trade Union representatives). In this way, 29 people in total participated in interviews. The interviews conducted in the case studies provided rich data offering a number of important insights into the implementation of policy and the difficulties ‘on the ground’ often not adequately addressed by policy, particularly as this relates to the exercise of hierarchical power.

The topic guide for interviews included understanding of ill treatment, personal experience, perceived causes of ill treatment, supports available, outcomes of uses of policies and procedures, and ideas for solutions/improvements in practice. There were minor variations in the interview structure for regular staff and for members of the management team. Data were coded and a thematic analysis undertaken in the style of Braun and Clarke⁴.

Results

Across all 29 interviews, power emerged as fundamental to understanding how bullying occurs, is sustained over time, and how and why little, if any, action is taken.

¹ Project funded by IOSH, UK

² Fevre, R., Lewis, D., Robinson, A., & Jones, T. (2012). *Trouble at Work*. London: Bloomsbury Academic.

³ Fevre, R., Lewis, D., Robinson, A., & Jones, T. (2012). *Trouble at Work*. London: Bloomsbury Academic.
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⁴ Braun, V. and Clarke, V. (2006) Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3 (2). pp. 77-101

At least one theme in each data set spoke to the complexity of the power dynamic, and how bullying involves intersecting power plays between workers, line managers, senior management, and in some cases trade unions. The culture of the organisation was seen to be an important determinant of the practice regarding exposure to both bullying and incivility and how it is responded to, and in one organisation an autocratic culture of conformity and obedience was observed which was deeply problematic for workers interviewed. Power is both explicit as seen in direct bullying experience but also implicit as evidenced by bystander fear of retribution. Hegemonic power was also evident in the way in which processes intended to address the problem were framed and enacted.

Conclusion

Recognition of the complex interplay of personal and organisational power is essential if meaningful interventions are to be developed to address workplace bullying.

Keywords: workplace bullying; power, culture, fear

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Legislation and compensation

ADR: Possible Contributors to an (Unjust) Resolution of Bullying Disputes

Abstract

In Australia, it is commonplace for mediation and other (alternative) dispute-resolution techniques to be used to assist the parties (generally the alleged targets and perpetrators and their employers) to resolve bullying complaints, regardless of the legal or other pathways chosen to address the dispute. Increasingly, traditional litigation and arbitration is side-stepped in favour of other supposedly fairer and more efficient dispute resolution processes, such as private, tribunal, or court-referred mediation and conciliation. In this paper, first we describe how court and tribunal-referred mediations are conducted in respect of the legal pathways typically available to resolve workplace bullying and harassment in Australian workplaces. Regardless of the jurisdiction or legal cause of action, these dispute resolution processes are generally confidential and binding on all the parties.

One of the key reasons for the growing trend towards these less formal dispute resolution processes, particularly in Australian courts and tribunals, is that they are generally more economical, efficient and expedient and act as a litigation deterrent. Consequently, only a small percentage of disputes are ever ultimately taken to a formal hearing and determined. We then ask what this means for our legal system and for justice? How do these ‘off-the-record’ settlements impact on case law and precedent in an adversarial legal system?

We consider the answers to these questions through critical analysis of the extant research literature complemented by our experiential knowledge. We identify problems that may result from dispute resolution processes that are neither open nor transparent, including the impact of inconsistent settlement outcomes.

Finally, we make conclusions and recommendations for improved and fairer processes for dispute resolution and better settlement outcomes.

Keywords:

Mediation, Justice, Dispute Resolution, Bullying

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POSTER: Jurisprudential analysis of labor harassment in two countries: Mexico and Colombia (*Análisis jurisprudencial del acoso laboral en dos países: México y Colombia*)

Conference Theme: 5. Legislation and compensation

El acoso laboral ha sido conceptualizado por las legislaciones de cada país acorde a su idiosincrasia y a la postura política de los legisladores en turno. No obstante ello, el papel de los órganos que administran la justicia tienen un papel de contrapeso sumamente importante e interesante cuando de aplicar las leyes con relación al acoso laboral se trata.

En ese contexto esta investigación de tipo documental, analiza, mediante el empleo de los métodos de investigación exegético y deductivo las principales sentencias de las Cortes: Suprema Corte de Justicia en México y Corte Suprema de Justicia de Colombia con relación a casos de acoso laboral en sus respectivos países. Encontrando en el análisis que a pesar de existir una ley específica para tratar el acoso laboral, como es la Ley 1060 de Colombia o simplemente algunos artículos específicos dentro de la Ley Federal de Trabajo en México, existe una marcada problemática al momento de hacer justiciable el derecho a vivir una vida libre de violencia también dentro del entorno laboral, el derecho a una vida laboral sin *mobbing*.

Ante tales circunstancias, la investigación presenta un ejercicio de Derecho Comparado que inicia con el marco conceptual y jurídico del acoso laboral en Colombia y México.

Posteriormente se analizan en cada las principales resoluciones de las Cortes y por último se integra en las conclusiones las propuestas a seguir a manera de sugerencia como parte de la solución a la problemática de la justiciabilidad de los derechos de las víctimas de acoso laboral en dos países de América latina.

Keywords: Harassment, social security, jurisprudence

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Bullying of workers with disabilities: exploring regulatory factors that may lead to targeting of the disabled

Aim: Few studies have examined workplace bullying of people with disabilities. Fevre and colleagues have shown that employees with disabilities in British workplaces were more likely to suffer ill-treatment and they suggest that discrimination and stigma may contribute to the targeting of disabled workers. Participants in Cox's qualitative study of union representatives implementing Québec's anti-bullying legislation suggested that incidents arose in the context of reintegration of injured workers after injury (Cox, 2014). This exploratory study aims to shed light on incidents of bullying of workers who have been injured at work in the two largest Canadian provinces, Ontario and Québec.

Methods: Using databases relating to workers' compensation and return to work (RTW) legislation we will analyse administrative appeal decisions rendered between 2000-2017 looking at judgements in which workers allege mistreatment by supervisors or colleagues when they attempt to RTW after work injury. Using mixed methods (Cox, 2010; Lippel, 2002) we will provide a detailed analysis of situations where mistreatment is alleged, and a portrait of these allegations, including distinction between vertical and horizontal targeting, nature of the negative acts alleged and proven, health effects of exposure as documented in the cases, and case outcome. Applying a method successfully used in other contexts (Lippel, et al, 2016), our cases will be linked to the specific regulatory frameworks governing RTW after work injury to shed light on the regulatory mechanisms that contribute to or protect from bullying behaviour targeting injured workers in the RTW process

Results: Preliminary results based on a sub-sample of cases suggest that legal requirements forcing the employer to reintegrate the worker who has not reached maximum medical recovery may expose workers to hostile behaviour from supervisors or colleagues. In Québec the worker's physician must approve the reintegration if the worker is not yet fully recovered, while this is not the case in Ontario. In Québec, the employer has a right to propose modified work to the worker, but in Ontario the employer is obliged to do so. Preliminary results suggest that these differences may alter the experiences of workers and workplaces in the RTW process.

Conclusion: Policy that improves sustainable RTW for disabled workers should include evaluation of the risk of bullying and harassment during the RTW process. To date, policies in these two provinces

do not explicitly consider the possibility of bullying and harassment and our results will provide evidence as to whether such considerations should be integrated into workers' compensation RTW policy.

Keywords:

Bullying and harassment; workers' compensation; return-to-work, Canada, disability

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Can disciplinary proceedings constitute bullying? – guidance from the Irish and UK Courts.

This paper considers whether disciplinary proceedings unfairly taken against an employee can support a bullying action in the common law. It examines a number of cases from Ireland and England and Wales to discuss the issue, in particular those of *Ruffley v The Board of Management of St Anne's School* [2017] IESC 33 and *Yapp v Foreign and Commonwealth Office* [2014] EWCA Civ 1512. The decision in *Ruffley* is the first Irish Supreme Court decision to examine whether unfair disciplinary proceedings can constitute bullying. The decision in *Yapp* deals with another element of the common law bullying action, that of remoteness, in deciding whether psychiatric illness arising from a flawed disciplinary process can ever be foreseeable.

What emerges from these decisions is that it is extremely difficult for a claimant to frame a flawed disciplinary procedure as bullying. In the first instance there are significant hurdles in meeting the threshold for behaviour. The Irish Supreme Court exposed a narrow conception of bullying, excluding behaviour which is unfair and flawed as lacking the degree of inappropriateness at a 'human level' required for the behaviour to be deemed bullying. In adjudicating on the disciplinary issue, the court advanced an understanding of bullying so restrictive that it could only apply in the most extreme of bullying actions. In the *Yapp* decision, cited with approval by the Irish court in *Ruffley*, the English Court of Appeal erected another hurdle, in finding that a flawed disciplinary procedure could not foreseeably give rise to psychiatric injury. The findings in these cases will be unpicked and challenged.

HARASSMENT, MORAL HARASSMENT AND SEXUAL HARASSMENT: THE LEGAL CONCEPT OF HARASSMENT IN THE WORKPLACE UNDER THE PORTUGUESE LABOR CODE

Abstract

Before the labor law codification in Portugal, there were no specific normative provisions on harassment in the workplace. The Labor Code of 2003 brought the legal definition, confined, however, to the nature of discriminatory factor. The 2009 Labor Reform introduced the current version that appeals to a wider content of harassment, but still emphasizing the sexual harassment as a subtype of a general harassment, and without any especial reference to the autonomous figure of moral harassment. Finally, the recent twelfth amendment to the Labor Code, provided for by the Law n.73/2017, of 17th August, that reinforced the prevention and combat of harassment at work, does not have, however, news about its legal notion. On the other hand, the supervisory entities of labor administration, indicate some debatable examples of sexual and moral harassment in brochures that appeal to the practical prevention of the figure - while the doctrine and the courts continue having serious difficulties distinguishing between the diffuse social and psychological view of moral harassment and the harassment legal notion under Portuguese law.

The legal concept of moral harassment can also not be found in normative sources of international or European Union law, although the appeals of rare non-binding instruments, imposed to national legal systems a minimum legal programmatic reference.

Therefore, the great question on this subject for Portuguese labor law, rests in the definition of the contours of the legal figure of moral harassment, because they do not result expressly from the Labor Code and are not yet unanimous in the other social sciences.

The problem is increased exponentially by the new forms of human rights violation that gradually annihilate the worker's person, born without control as digital economy grows wider, as a kind of cyber harassment

This paper aims to contribute to the empowerment of the constituent elements of harassment at work referred to in Article 29 of the Portuguese Labour Code - assuming its social type, in which arise, in particular, a great variety of different behaviours, not necessarily illicit, practiced in a repeatedly and insidious way and causing, as a rule, special existential damage.

In conclusion, we try to move forward, rehearsing the demarcation of three categories, within the harassment legal concept under the Portuguese Labor Code of 2009: general, sexual and moral harassment. All these types of harassment in the workplace will benefit from the enhanced protection established in 2017.

Key words:

Harassment - Mobbing - Concept - Labor Law - Portugal

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How to Identify Workplace Bullying. Example from a Court Transcript.

Workplace bullying has many labels, but no generally accepted definition exists. The purpose of this article is to find which criteria that a court did or did not use for identifying the phenomenon. The present text analyses focuses on one selected judgement from the Norwegian Appeal Court.

Here the court dismissed the employer's appeal concerning its liability for damages, but also the employee's claims regarding satisfaction and permanent disability.

The findings show that the court viewed the employee's allegations as a long-lasting conflict and only some recent fragmented episodes relevant for his claim. By ignoring bullying definitions requiring minimum frequency and duration, the court could still conclude that his superiors had overstepped acceptable behavioural limits. However, if the court had emphasised the victim's powerlessness or perpetrators' intent, these definitional criteria might have strengthened the employee's case further.

The article highlights the intricate nature of bullying. Thus, the court had good reasons to evade disputed definitional criteria by using a common sense evaluation of episodes. Nevertheless, this practice gives unclear feedback to the workplaces as to what laws and regulations actually require in these disputes. The article discusses alternative ways of identifying bullying from traces of patterns found in the transcript.

Source: Gregersen J. (2017): How to identify workplace bullying. In: Lerouge L.: Psychosocial Risks in Labour and Social Security Law. Springer International Press, Cham/Switzerland, pp.159-178.

Mediation vs. State of Law

Law is often mistakenly considered as a constraint even though it settles the social compromise and rules in favour for the peaceful coexistence of individuals and communities.

Law is both preventive and punitive. Law is the absolute means of "dispute resolution" for any democratic society.

The French legal system stems from the philosophical principles of the Age of Enlightenment: it is based on a collective democratic choice passing universal and abstract laws that can apply to everyone in an egalitarian manner. The judge is a public officer authorised to hear and decide on cases in this egalitarian manner and is charged with the administration of justice.

Justice offers constitutional guarantees: equity, a reasonable time to settle disputes, transparency, independence and impartiality.

Mediation is an alternative means of dispute resolution. Supported primarily by negotiation, it is designed to assist the conflictual parties in resolving the said conflict by themselves through arbitration in concerted manner.

Since November 2016, French law has codified the possibility to organise mediation in the civil servant law area, either on the initiative of the parties or the judge who is to proceed over the case. In this situation, mediation remains free of charge.

In 2018, mediation was made mandatory in some individual cases in order to alleviate congestion in the courts, relieving an initial increase of around 25% of the labour litigation disputes in the public service area.

Justice would then become the business of the parties, which raises several philosophical, constitutional and ethical questions, especially in the extreme case of "mobbing".

Mediation serves to solve a conflict, but the situation must be initially deemed a conflict. Yet more than anything, mobbing is a relationship of dominance, strengthened by the legal obligations of the civil servants, such as their duty of loyalty and obedience.

Though the rule cannot be set as a standard and has to be adapted to each case under consideration, it is the only guarantee against arbitrary decisions, especially when one of the parties has exorbitant political and /or economic powers. An alternative solution to this may be to reassess the role of the judge in order to keep the procedural guarantees while also respecting the will of the parties, especially in the so-called subjective cases, in which the facts constitute the major part of the analysis.

Thinking mediation as an economic solution to solve conflicts may shift towards a commodification of the conflict itself and further the increase of inequality in human relationships.

MORAL HARASSMENT IN THE WORKPLACE AS A NEW FORM OF LABOUR EXPLOITATION: A PERSPECTIVE FROM THE SPANISH LAW

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ABSTRACT FOR ORAL PRESENTATION

The purpose of this oral presentation lies in considering moral harassment in the workplace as a new form of labour exploitation, in order to study the existing legal measures for its prevention, for the prosecution of stalkers and for the protection of victims. To that end, we will have into consideration the Spanish law.

First of all, we will make reference to the concept of labour exploitation. Secondly, we will examine the concept of moral harassment in the workplace in order to analyse its inclusion within the concept of labour exploitation. And, thirdly, we will analyse the existing legal measures to prevent moral harassment in the workplace, to prosecute stalkers and to protect the victims.

With respect to the methodology, we will follow three different legal methods. First of all, we will use a descriptive legal method in order to define the scope of labour exploitation and moral harassment in the workplace. Secondly, we will follow a comparative legal method to analyse the existing legal measures within the legislation on labour risk prevention, the legislation concerning the Labour Inspection, the legislation on administrative offences, the criminal legislation, the labour legislation, procedural law and the legislation on Social Security. Lastly, we will use a proactive legal method in order to make a proposal regarding the most appropriate measures to prevent moral harassment in the workplace, to prosecute stalkers and to protect the victims.

For the development of this work we will use different sources, such as: bibliography sources, legal sources and jurisprudential sources.

From this research work, we expect to reach the following results. First of all, we will redefine the concept of labour exploitation. Secondly, we will determine the concept and scope of moral harassment in the workplace and we will include it within the scope of the concept of labour exploitation. By means of this inclusion, our aim is to give more visibility to moral harassment in the workplace. Thirdly, we will specify which are

the most appropriate legal measures to prevent moral harassment in the workplace, to prosecute stalkers and to protect the victims.

Regarding the concluding remarks of the research work, we will defend that labour exploitation does not only pursue economic objectives but also other kind of purposes, for example, the aim of “eliminating” an individual from a labour perspective. Additionally, we will defend that the concept of moral harassment in the workplace fits within the concept of labour exploitation. And we will also point out the need to face moral harassment in the workplace from a triple perspective: the prevention, the prosecution of stalkers and the protection of victims.

KEYWORDS: labour exploitation; moral harassment in the workplace; prevention; prosecution; protection.

Polish model for the protection of workers against psychological violence in the workplace in the age of precarious forms of employment

The main aim of this presentation is to discuss the impact of the emergence of precarious forms of employment on the model of protection against psychological violence in the workplace, using Poland as an example. It should be noted that the development of an increasingly innovation-based economy in Poland in recent years has led to the creation of many flexible - but at the same time precarious - forms of employment, which are often used instead of traditional employment agreements. Nowadays, workers in Poland more often perform their work as crowdworkers, temporary workers or civil law contractors. Such "flexible" methods of working are often used by employers without legal justification in order to circumvent employment legislation, including provisions guaranteeing employees protection against psychological violence. This raises the question of whether the model for the protection of workers has become outdated and whether it still meets the needs of the Polish market in which there is growing interest in more flexible forms of employment. At the same time, the replacement of employment agreements which is not usually justified by objective criteria should not result in any lowering of the standards of protection.

In particular, the presentation will examine the level of protection against psychological violence in the workplace that is offered under different forms of employment. This presentation will determine whether the standards of protection are applicable to all workers and whether they are appropriate, i.e. adjusted to the way of performing work. It is particularly important to measure the level of protection in the case of civil law contractors, including sole traders who often perform their duties in conditions similar to employees, which exposes them to the risk of psychological violence. The presentation will examine the problem of civil law contractors being deprived of the right to claim compensation for workplace bullying from the employing entity. Importantly, this may be deemed as a violation of the Polish Constitution, which guarantees the protection of all workers - irrespective of the legal basis of performing work. The presentation will also discuss the possible legislative solutions to the problem, e.g. adopting a separate statute governing the basic principles of psychological safety in the course of performing work that will apply to all workers, irrespective of the legal basis of performing work.

Keywords: Precarious work; Psychological violence; Civil law contractors; Crowdworkers; Polish law

Politiques pénales en matière de harcèlement moral au travail : quel suivi en droit français ?

Le harcèlement moral n'est pas seulement un manquement à l'exécution liée au contrat de travail et une violation de l'obligation de sécurité pesant sur l'employeur, c'est aussi une infraction pénale. La question se pose de savoir comment les autorités de poursuites, en l'occurrence le Procureur de la République, mais aussi l'inspection du travail, s'emparent de ce délit souvent décrit comme complexe à établir et chronophage.

La juridiction pénale souffre également de la « concurrence » des recours exercés devant le Conseil des prud'hommes, devant le Tribunal des affaires de sécurité sociale, encourageant ainsi les parquets à classer sans suite dès lors la victime d'un harcèlement a déjà actionné la responsabilité de l'employeur devant l'une des deux autres juridictions civiles. Le raisonnement suivi est celui selon lequel la victime sera reconnue quelque part et l'infraction donnera lieu à indemnisation.

Pour autant le harcèlement moral au travail pose la question des politiques pénales suivies en matière de droit du travail. Au-delà des insuffisances notoires que connaît la France en la matière, quelques décisions interviennent néanmoins chaque année grâce à la mobilisation personnelle d'un ou d'une Inspecteur du Travail et d'un ou d'une Procureur de la République particulièrement conscient des dégâts produits par le harcèlement.

L'objectif sera d'analyser la politique pénale française en matière de harcèlement moral à travers des décisions particulièrement intéressantes dans la mesure où la personne morale de l'entreprise a été condamnée et le syndicat professionnel reconnu comme partie civile. Une des décisions présentera l'absence totale de prise en compte de la personne humaine dans des décisions de pure gestion.

La juridiction pénale s'est ainsi emparée du harcèlement moral managérial qu'avait déjà défini la chambre sociale de la cour de cassation. Un autre arrêt permettra également d'aborder la qualification de l'homicide involontaire à la suite du suicide du salarié et quels sont les enjeux autour d'une telle décision.

*« Entre le fort et le faible,
c'est la liberté qui opprime
et la loi qui libère. »*

Lacordaire

ABSTRACT

Psychological harassment at work. Crossed views from the therapist and the legislator

By Stéphane Michel, lecturer in Private Law and Philippe Saielli, lecturer in Management Sciences.
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From a legal angle the issue of psychological harassment at work is far from being new even though in 1992 the legislator would intervene exclusively for sexual harassment matters¹. The origins of psychological harassment at work can be tracked down to the notion of 'mobbing', coined by Heinz LEYMANN², which was then mainly developed in France by Marie-France HIRIGOYEN in the late 1990s³. Some kind of interdisciplinary dialogue arose between the therapist and the legislator then. In Europe it became manifest with the European Social Charter revised on May 3rd 1996, which raises the issue of human dignity at work, and with the directive n°2000-78 of November 27th 2000, which states that harassment is a form of discrimination. In France the Social Modernisation Act of January 17th 2002 provides (at last maybe?) the legislator with a strict legal framework to tackle psychological harassment.

Fifteen years later how securing and protective has this essential law been for the victims of psychological harassment at work against psychic or psychological sufferings and, above all, possible traumas? It is obvious there is no positive answer to this question, all the more since facts and circumstances must have been made more complicated over time. In attempting to find an answer, we think it would be appropriate for the therapist and the legislator to go beyond the bounds of each one's discipline within which it is so easy to remain. We consider that the two of them should try to work hand in hand. In short, they should cross their views on this issue.

The legislator and the therapist do not look in the same direction. The former focuses on the legal qualification and the evidence of psychological harassment whereas the latter is particularly concerned with the issue of mental suffering and especially that of trauma.

In this regard, either both centers of interest are combined or only one of them emerges.

As a result, we will analyse the situation when psychological harassment at work comes along with a trauma. Then we will concentrate on cases when only one of the two factors is involved.

¹ We will not discuss this topic in this study. For more general information, see C. LEBORGNE-INGELAERE, *Harcèlement et stress au travail*, Juris-Classeur Fasc. 20-50

² H.LEYMANN, *Mobbing. La persécution au travail*, Seuil, 1996

³ M-F HIRIGOYEN, *Le harcèlement moral, la violence perverse au quotidien*, Syros, 1998.

Statutory regulation of workplace bullying in China

Abstract: Recently in China, there has been an explosion of media reports on mobbing and aggression among school children. Members of general public are stunned by the severity of the problem. The national government was quick to respond by issuing *Comprehensive Plan of Action to Combat Bullying in Elementary and Secondary Schools* in December 2017, aiming to prevent bullying from happening.

However, the attention enjoyed by bullying among school children, is largely absent on the issue of workplace bullying. Though according to one online survey, 40% of those who took the survey experienced some form of workplace bullying, its prevalence has been severely underestimated due to stereotyping and stigmatization associated with reporting of bullying. It will be instrumental to comb the available remedies for the victims of workplace bullying based on the current Chinese legal framework.

Though *Labour Act 1994* includes in it employers' general duty clause to ensure the health and safety of their workers at work, the consensus is that it confines to physical health while excludes psychological health. It's fair to say that workplace bullying hasn't been regarded as occupational health and safety (OHS) issue in China with one exception: *Special Regulation on Labour Protection for Women Workers 2012* mandates employers to prevent and stop sexual harassment against women workers at workplaces. *Employment Contract Act 2007* established a system equivalent to constructive dismissal under which employees can walk away from the employment contract when their employers fail to provide due labour protection. It's possible for the victims of workplace of bullying to terminate the employment contract at their initiative while still being able to claim severance payment and unemployment benefits.

Chapter III of *Employment Promotion Act 2007* is on equal employment opportunities in China, which prohibits discrimination based on gender, race, ethnicity, religion, migrant workers status, etc. For those victims of workplace bullying who fall under the above-mentioned "protected classes", they can sue their employer for damages for employment discrimination. In addition, injuries caused by workplace violence can be regard as work-related injuries. However, it is agreed that only ensuing physical injuries will be admitted as work-related injuries.

In short, though the severity of workplace bullying hasn't been duly recognized by the general public and decision-makers in China, its current legal framework can indeed provide some remedies to the victims of workplace bullying. It is still too early to examine the effectiveness of those remedies as few cases has been reported as

workplace bullying. Future Chinese legal framework should recognize workplace bullying as an OHS issue, clearly define and delimit it, and specifically mandate employers to prevent and solve workplace bullying. Workers' compensation regulations should expand the scope of work-related injuries so as to include psychological injuries. Employment contract legislations should provide protection against retaliation of those workers who make complaint or report workplace bullying to authorities. All these reform measures shall work in concert to prevent workplace bullying from happening; and in the unfortunate case of happening, to provide adequate and timely remedies to its victims.

Keywords: Workplace bullying; occupational health and safety; general duty clause; remedy; China

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POSTER: THE CONSTRUCTION OF THE MORAL HARASSMENT IN THE LABOR

ENVIRONMENT IN BRAZILIAN LEGAL ORDINANCE

Work is an umbilically linked activity with all spheres of a person's life, since a significant part of the human being's working life is reflected in the personal, family, and social dimensions of the worker. In such a way, a healthy working environment is crucial for the good development of the person, in all said dimensions. It is for no other reason that social rights are erected to human rights status. The objective of this essay is precisely to verify the normative juridical contours that allow the subsumption of conduct as a form of moral harassment, and in these terms, the legal consequence of this practice. The research on the screen, using methods of hypothetical-deductive approach of a descriptive and analytical character, adopting a technique of bibliographic research, has as a bottom line to make a dogmatic analysis regarding the normative construction of the conduct of moral harassment in the bulge of the juridical system Brazilian law as axiological vector, always seeking the efficacy of fundamental rights carved in the Federal Constitution of 1988. In the present essay, it was concluded that the definition of labor mobbing does not find support in any heteronomous source within the Brazilian legal system, at least with regard to the sphere of private relations, which has led to several divergences as to the elements and limits of the characterization of occupational moral harassment, which puts this phenomenon in a pattern of certain legal insecurity. We understand, according to a doctrinal construction with support in the jurisprudence that the figure of moral harassment in the labor market is configured when necessarily present the intentional conduct that results in harmful to the dignity of the worker, being related to the labor context, in a reiterated and systemic way, being perpetrated with a certain intensity of violence. In the face of a vertical harassment this would entail the indirect termination of the employment contract. Already when horizontal harassment can lead to dismissal for just cause of the harassing employee seen as being framed as conduct incontinence or malpractice; act of indiscipline; act harmful to the honor or good reputation practiced in the service against any person, or physical offenses, under the same conditions. Regarding the distinction between harassment and sexual harassment, the following premises are taken from the normative prescription of the criminal type of sexual harassment (article 216-A of the Brazilian Penal Code): 1º) all sexual harassment necessarily characterizes bullying; 2º) not all sexual harassment would be a crime, but only that practiced in a vertical descending relation.

KEYWORDS: Harassment. Features. Legal Forecast. Jurisprudential construction.

THE REGULATION OF HARASSMENT IN COLLECTIVE AGREEMENTS

Abstract:

Harassment is a scourge that also happens in the workplace. Many workers have been victims of the people who generate both harassing and sexual behaviors, among others, that seek to diminish the dignity of the weakest. Situation that has caused the Spanish legislator to enact a set of legislative tools for its eradication and prevention. Not only the legislator has intervened in this struggle, social agents have also been protagonists. The social agents play a very important role in collective bargaining to negotiate clauses that improve those laid down in the legislation. In this context, they propose an arsenal of instruments for the eradication and prevention of harassment in collective agreements that are interesting to analyze.

The purpose of this article is to study how Spanish collective agreements regulate different types of harassment. For this, the differences between labor harassment, sexual harassment and harassment based on sex will be presented on the one hand; to then determine the actions that Spanish legislation contains for its eradication. Especially, what is indicated in the Law of Prevention of Labor Risks and in the Organic Law of Equality between Women and Men. On the other hand, the content of the harassment in the collective agreements and the penalty regime will be studied. Finally, the proposals to eradicate and prevent different types of harassment in collective bargaining will be offered as conclusions.

The collective agreements that will be analyzed will be obtained from the basis of collective agreements of the Ministry of Employment and Social Security called Register of Collective Agreements (REGCON), which includes all collective labor agreements and other ones at the national and supra-autonomous levels, as well as for those relating to Ceuta and Melilla. For this, an annual representative sample will be selected to be able to do the research and present conclusions.

The work scheme will be as presented below:

1. Introduction
2. Definition and differences between labor harassment, sexual harassment and harassment based on sex
3. Specific actions to prevent workplace harassment, sexual harassment and harassment based on sex.
4. The development of different types of harassment in collective agreements
5. Penalty regime
6. Conclusions: proposals to eradicate and prevent different types of harassment in collective bargaining
7. Bibliography

Keywords: Harassment, collective agreements, collective bargaining, Labor Law

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The rule of law and investigations on bullying at work

Abstract body

The Labour Law in The Netherlands obliges employers to investigate bullying carefully if employees give any signals and complaints. The number of investigations is rising exponentially partly due to the discussionability of the topic. The number of investigatory facilities is rising and these are finding a niche in the market. Not only do specialised investigation agencies offer such services, but also detective agencies, accountants and, for example, lawyers. In addition, companies have internal complaints committees and compliance departments in this field. The Labour Law does not provide guidelines for investigations into bullying within companies, in which guarantees are stated against legal inequality and arbitrariness.

During my research, I compared the guarantees offered by public law for legal inequality and arbitrariness with the manner in which investigations into bullying are conducted within industrial organisations. The conclusion is that due care requirements, which apply in public law, are absent in most investigations within industrial organisations.

Into the manner in which various committees and agencies conduct investigations are for example large differences between work practices and analysis frameworks. One protocol entitles the alleged harasser to inspect and react to a draft report by the investigation committee, whilst another committee does not follow this manner of working. A director who kisses a trainee on the mouth during a work party is accused of inappropriate and deviant behaviour by one committee whilst another committee qualifies it as a mere incident involving too much alcohol.

Moreover the concept of private justice in relation to investigating bullying involves a great chance of legal inequality and arbitrariness for the people who are directly involved, including the complainant and the alleged harasser. Private justice concerns the instigation of an investigation by a private party, out of self-interest, by another private party which also has interests of its own. It is apparent that the fact one employee, who is guilty of bullying, receives a generous severance scheme whilst another receives a punitive dismissal after an investigation, can be influenced by the instigating private party, such as an employer, and also by whether they can make decisions about the measures. The outcome is not determined by a body of facts but by the social position of the employee involved. Research agencies, too, often let their own business interests prevail and carry out their investigations more extensively than required.

In order to realise a rule of law for investigations within organisations a number of measures are required such as:

- A legal, industrial disciplinary law including fundamental rights such as subsidiarity and proportionality, equality of cases, the right to be informed and a division of power.
- An independent body casting a verdict implies, for example, that an agency which has advised an organisation previously with regard to bullying cannot conduct any investigations there at a later point in time.
- Publication of the –anonymous- judgements made by committees will contribute to public control of rulings.

- **Keywords: Investigations on bullying and the rule of law**

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Understanding recent changes on Portuguese legal framework on workplace harassment: problems concerning proof and compensation

Abstract:

The Portuguese legislator recently approved Law no. 73/2017, of august 16th, which reinforced the legal framework for the prevention of workplace harassment, aiming at establishing several mechanisms to intensify the protection of victims of workplace harassment.

Although no measure has been approved regarding the reverse or distribution of the burden of proof, which may be understood as being required by a correct understanding of art. 26 of the European Social Charter, which is binding to Portugal, some mechanisms were established in order to ease the probatory difficulty.

Moreover, solutions that strengthen the protection of the harassed and of those who collaborate with them were established through specific changes to the Labor Code and to the Labor Procedure Code. Among them are the safeguard for the complainant and witnesses that they can not be disciplinarily punished for having contributed to the proceedings; the establishment of an obligation to implement Codes of conduct for certain companies, which will certainly contain procedures to be followed by the victim of harassment and by the workers to whom it is denounced, allowing a written "trace" to assist in the reconstruction of history; the prevision of an obligation to institute disciplinary proceedings whenever the employer is aware of alleged workplace harassment; the demand that the employee's termination based on just cause derived from harassment should be preceded by a complaint to the Labor Inspection; and the definition that witnesses in workplace harassment cases will necessarily be notified by the Court and no longer have to be brought by the applicant, which means they will have a duty to appear, otherwise they might be sanctioned.

Finally, the audacious consideration of injuries resulting from harassment as occupational diseases was recognized, even though it is on the employer's responsibility to assume its costs. This aspect, however, is yet waiting for further regulation.

Thus, it is clear to us that the now published legislation introduces subtle yet extremely relevant measures that allow us to alleviate the probationary difficulty of the victims of harassment and to strengthen their protection. We will in any case analyze whether they suffice or if they went too far.

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Violence in the workplace in the context of collective labor relations

If the only French definition of violence in the workplace has been provided by the social partners¹, it has proven to adopt firmly a victim-focused approach and to be excessively restrictive. Indeed this definition confines the victim to those with employee status and thus failing to take account of other professional contexts. However, the analysis of the occurrence of violent behaviors in the context of collective labor relations is relevant to anyone interested in violence in the workplace because the new work organizations primarily focused on financial performance can also be undermining the employee in terms of safeguarding their own jobs. Consequently, it is significant to question the way this “institutional bullying” can be legally taken into account in this specific context.

Whether it is about violent behaviors against workers or employee representative bodies – or at the contrary against the employer or its representatives, the context of social disputes could have been, and unfortunately can still provide, an opportunity to erupt violence. If in such context, some violent behaviors can be unpredictable, sometimes the violence is used as an inventive and resourceful tool aimed for destabilization; thus their legal repression is questionable whoever are the authors of this violence. Consequently, some French trade unions, or at least some of their representatives, can be accused of fanning the flames, playing on the exasperation of employees who have been pushed to the limit by appealing to this and actually resorting to physical violence. Some behavior could have been related to “ecological terrorism” (notably at Cellatex when the employees threatened to blow up their factory and dump toxic products in the River) or to a “return to worker violence” (notably with case of the “ripped shirt” at Air France for “organized violence”). However, these crux points in social disputes must not allow us to forget that they usually occur in response to previous “employer violence”, often redundancies based on stock-market layoffs. Such violence, multifaceted and otherwise generalized, is a violence passed over in silence.

That is the reason why the study of expressions of violence at the workplace in case of social dispute is a subject of definite interest, in order to put together a profile of both perpetrators and victims. Besides, it can be useful to analyze its legal apprehension and judicial response (that could be) given. This study highlights the vital legal and trade union mobilization in support of a collective fight against workplace violence and offers a better understanding of workplace bullying and harassment in this changing world.

¹ According to the Extension Order of the Inter-professional agreement on harassment and violence at work, 26 March 2010, workplace violence “occurs when one or more employees are attacked in work-related circumstances. It ranges from disrespect to the manifestation of an intent to injure or destroy, from rudeness to physical attack. It may take the form of a verbal attack, aggressive – in particular sexist – behavior, or physical attack” (*JORF*, 31 July 2010).

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Working Conditions Contextualized in Workplace Bullying Cases in Brazil: individual solutions for collective issues?

In my doctoral research, I have found that many complaints of workers that have been bullied in Brazil come from a more systemic form of harassment, such as a hostile work environment. The working conditions are so degrading that all workers suffer and feel abused, even if not all of them complain and try to enforce their rights through the courts. In this paper, I intend to shed light on how in Brazil one of the main issues that many bullied workers face is the appalling working conditions that exist in many workplaces.

There is a gap between the international workplace bullying literature (European and North American) and the challenges faced by many workers in Brazilian workplaces. I have collected 392 legal cases (from the year 2010 to 2012) that deal with workplace bullying that were contextualized through a description of the narrative from workers that were allegedly victims of bullying and the judges' interpretation of such cases, and the other legal actors that are part of the judicial system. I have also performed in-depth *semi-directive* interviews with three different legal actors – Labour Judges, Labour Prosecutors and Labour Inspectors - through which I have assembled the perception from these actors of the complexity and relevance of this phenomenon in Brazilian workplaces and the main challenges they face¹.

I discovered that even though most workplace bullying cases in Brazil are litigated as individual cases, many of the issues raised by these cases are collective ones. Through my analysis of the most prevalent and recurring themes in the cases collected in my research, it is possible to observe that one of the main problems faced by bullied workers in Brazil are appalling working conditions combined with predatory management practices, that limit their basic human rights, such as their right to use the bathrooms, take their mandatory breaks during their work day and the requirement to meet unattainable performance and productivity quotas. Even though these issues are collectively pernicious to all workers, most complaints that reach

¹ This idea of looking at the different legal actors through their different positions within the juridical field is inspired by the work of both Pierre Bourdieu and Marc Galanter. See Pierre Bourdieu, "The Force of Law: Toward a Sociology of the Juridical Field" (1986-1987) 38 *Hastings L J* 814 and also see Marc Galanter, "Why the 'Haves' Come out Ahead: Speculation on the Limits of Legal Change" (1974) 9 *Law & Soc'y Rev* 95.

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the courts systems are individual and therefore do not address the systemic aspect of this type of harassment.

Researchers and academics from the Global South would greatly contribute to the understanding and theorization of workplace bullying in their own contexts as well as a more complex view of the phenomenon globally. The contribution of my doctoral work is to theorize workplace bullying in a Global South perspective. Through a qualitative analysis of the data collected during my fieldwork in Brazil, I intend to contribute to a new body of research that tries to develop conceptualizations and policies based on the specific challenges and characteristics that workers in Brazil face. By discussing the results of my doctoral research, I will argue how adjudicating collective rights cases as individual ones in matters that are usually collective, could mean that the decision of such cases would be less effective in promoting a solution.

Keywords:

Regulation, Legal framework and Access to Justice

Workplace bullying in South Korea: Focusing on ruling decisions of the courts and the labor relations committees

The purposes of this research are to analyze which legislations are employed, classify workplace bullying and its features, and deduce improvement tasks in relation to legislation and policies. These goals will be accomplished by analyzing the ruling decisions related to workplace bullying in Korea.

Because workplace bullying is a societal problem, discussions on the topic have been conducted in academia. However, there are no national statistics on workplace bullying, and it is difficult to understand workplace bullying. According to recent statistics conducted by the National Human Rights Commission, 73.3% of the respondents had been bullied in their workplaces, and 46.5% of the respondents had experienced bullying more than once a month.

When workplace bullying occurs, managing the bullying is difficult unless the victim's damages (such as unfair dismissal, discrimination, and physical/mental damages) have been visualized and reach a stage where workplace bullying can be regulated by relevant legislation. This is why there is no special law to regulate workplace bullying in Korea.

As a research method, this study examines the related legislation and introduces the pending revised bills. It then analyzes the court and the Labor Relations Committee's ruling decisions on workplace bullying, understanding the legal judgments and classifying bullying. This study analyzes 13 ruling decisions by the courts since 2002 and 38 cases by the Labor Relations Committee since 2002.

Workplace bullying can be classified as bullying among colleagues, bullying by the victim's superior, and bullying by the victim's customers. In the case of bullying by a superior, bullying occurs due to the superior's position of power. Some bullying is related to duty, such as unfair exclusion from duty. These sorts of bullying have close relations with human resource management, making it difficult to judge whether it is bullying. Moreover, while performing emotional labor, a victim can be bullied by their customer.

The employer's liability for damages under civil law is acknowledged when the bullying occurs in the continuous exclusion from duty or the assignment of unfair duty. The Occupation Safety and Health Act states that employers are obligated to create a comfortable working environment and to maintain/promote employees' safety and health. Thus, when someone is bullied by their boss, the employer is responsible for illegal acts committed against their employee. The court also judges that mental illness due to workplace bullying is an occupational disease under the Industrial Accident Compensation Insurance Act.

Thus, the definition and components of workplace bullying must be stipulated. In light of the ruling decisions, those show that it is difficult to recognize the existence/nonexistence of bullying because there is no definition of workplace bullying within any legislation. Second, the pending revised bills need to be passed. Some people still hesitate to implement a single act to regulate workplace bullying. Therefore, the solidified legal basis of regulating workplace bullying is imperative; this can be done by passing the revised bills of the Labor Standards Act and the Occupation Safety and Health Act.

Keywords: Workplace bullying in Korea, Courts and labor relations committee's ruling decisions, Labor Standards Act, Occupation Safety and Health Act, Industrial Accident Compensation Insurance Act

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Role of social actors

POSTER: A safe place for all? The role of social dialogue in tackling harassment in the workplace.

Tackling harassment in the workplace is important for creating inclusive and safe environments, and even more so in times like the present of heightened antagonism and outright bigotry. Harassment, especially where related to a protected ground (e.g. race, sex, disability), can be viewed as a social and collective issue, yet the use of HR processes such as grievance and disciplinary procedures to deal with allegations of harassment frequently require complaints to be dealt with on an individual, rather than collective basis. The use of such procedures arguably risks dealing with only part of the problem and therefore the potential offered by collectivised approaches should also be considered.

Bipartite social dialogue between employers and trade unions/employee representatives provides a potential collective avenue for tackling harassment, yet in comparison to its use in respect of direct and indirect discrimination, this potential has received little attention.

Positioning harassment in a social, rather than just interpersonal context, this conceptual paper explores the potential and limits of social dialogue for setting and enforcing standards around harassment. There is a particular focus on the implications of privatising and personalising problems through the use of private mechanisms such as mediation and conciliation.

Adopting a comparative approach across a number of European countries, the paper argues that harassment and attempts to deal with it cannot be divorced from social context and workplace-level HR interventions need to be situated in wider organisational and societal structures. Caution should, therefore, be exercised when encouraging the use of individual and private resolution procedures which risk shifting responsibility for problems onto individuals and thereby potentially operating to exclude the social partners from standard setting and enforcement.

The paper concludes by offering an agenda for further exploration and future research into the role social dialogue can play in tackling harassment in the workplace. This agenda argues for the need to recognise a 'dual role' for social dialogue and expand discussions beyond the focus on standard setting (which has been the dominant focus to date) to explore mechanisms and support for enforcing those standards too.

Key words: social dialogue; harassment; discrimination; mediation

Bully by Proxy: Using Subordinates as Henchmen to facilitate workplace bullying

This study is an original examination of the overlooked phenomenon of vicarious bullying in higher education. While researchers have brought attention to direct bullying, vicarious bullying—which results when a third party acts as the aggressor or henchman—can also create destructive environments that lead to employee disengagement and turnover.

Keywords: workplace bullying, vicarious bullying, higher education

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Aim

This study is based on a meta-analysis of existing data sets pertaining to workplace bullying in American higher education. Potential respondents at 317 four-year colleges and universities, as well as two-year community colleges, received a 35-question instrument. Respondents were asked, “In regard to VICARIOUS bullying (boss sends assistant or other staff to do his/ her bullying) have you been affected by vicarious bullying?”

Methods

Descriptive statistics and Chi-Square were utilized in this analysis.

RQ1 “What is the frequency of vicarious bullying in American higher education?” was addressed with descriptive statistics.

Analysis for (RQ2–5) utilized a chi-squared analysis when the sample was grouped by race, gender, sexual orientation, and age.

RQ2 What is the difference in the frequency of vicarious bullying in American higher education based on race?

RQ3 What is the difference in the frequency of vicarious bullying in American higher education based on gender?

RQ4 What is the difference in the frequency of vicarious bullying in American higher education based on sexual orientation?

RQ5 What is the difference in the frequency of vicarious bullying in American higher education based on age?

Results

RQ1 What is the frequency of vicarious bullying in American higher education? In response to this question, 197 of 557 respondents (35% of the study sample) noted that they were affected by vicarious bullying.

The chi-squared analysis for RQ2, “What is the difference in the frequency of vicarious bullying in American higher education based on race?” People of color experienced higher than expected incidents of vicarious bullying. Therefore, the hypothesis, “There is a difference in frequency of vicarious bullying based on race,” is accepted.

The chi-squared analysis for RQ3, “What is the difference in the frequency of vicarious bullying in American higher education based on gender?” Men experienced vicarious bullying experienced lower than expected incidents of vicarious bullying. Therefore, the hypothesis, “there is a difference in frequency of vicarious bullying based on gender,” is accepted.

The chi-squared analysis for RQ4, “What is the difference in the frequency of vicarious bullying in American higher education based on sexual orientation?” The LGBTQ community reported higher than expected incidents of vicarious bullying. Therefore, the hypothesis, “There is a difference in frequency of vicarious bullying based on sexual orientation,” is accepted.

The chi-squared analysis for RQ5, “What is the difference in the frequency of vicarious bullying in American higher education based on age?” Age groups above and below 35 years of age reported similar incidents of vicarious bullying. Therefore, the hypothesis,

“There is no difference in frequency of vicarious bullying based on age,” is rejected.

Bullying and Silencing by the Law

Abstract

In this paper, we summarise the findings from four research projects looking at different aspects of how legal systems and workplace processes may operate to silence targets of workplace bullying. The first study explored reporting and how it can be affected by the language (and meaning). We also consider how ‘reporting’ alone may not be enough to either remedy bullying or to prevent future bullying and how the targets who do report may not feel heard or treated fairly.

The second project looks at the early years of Australia’s novel anti-bullying regime, which commenced in January 2014. We conclude that although the jurisdiction is seen in some quarters, as ineffectual, it has, at least in part, achieved what it set-out to do. The regime is by no means a panacea though and questions loom about whether it has contributed to any reduction in workplace bullying or perhaps even contributed to silencing by sending some complaints and bullying behaviours underground.

Thirdly, drawing on our survey of workplace investigators, we see that in cases where investigators have a vested interest in outcomes, that a conflict of interest may encourage findings that ‘on the balance of probabilities’ there was no workplace bullying (even if a more objective analysis might reasonably have concluded that there was).

Finally, we consider the perceptions of a sample of bully targets who participated in dispute resolution processes such as mediation. We conclude that, at least in some cases, the silencing of workplace bullying and harassment may be fostered by the power imbalance of the parties, ‘confidential’ settlement of the complaint or through the inequitable conduct of the mediation.

We then suggest some new approaches for addressing workplace bullying and harassment and lifting the veil of silence.

Keywords:

Silencing, Workplace Bullying and Harassment

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POSTER: Collective Labor Agreement instrument to combat workplace harassment

The STUNAM, recognized as an Institution Trade Union, has sharp academic and administrative staff. Through the Academic Section has reiterated its commitment to advise and defend its academic affiliates, in the knowledge of their labor rights, on the procedures to request promotions and present Opposition Test. Also expand your perspective about union participation and develop your Academic Career. The action of the union of the National Autonomous University of Mexico includes the defense of the rights of the workers, adding efforts and reaching the historical awareness of identity that as workers of reason and of the work, administrative or operative. At 40, he is a critical and transformative organization, in defense of UNAM, STUNAM and his collective work contract through its 129 clauses and transitory clauses (cct20162018sinotasv14nov2016). You can see that our organization, as an institution union, is democratic, free independent of the government, of the political parties and the authorities of the University and, for all this, is recognized by society as a union in solidarity with popular causes and democratic (Rodriguez.Fuentes, 2017). The university worker make the struggle for rights and freedom of association his own by conviction, recovering the union mysticism. The mixed method used in this study was elaborated the open interviews on the conceptualization of the labor harassment, categories were elaborated and a survey type questionnaire was elaborated with three factors: concept of labor harassment, intervening variables and role of the Collective Contract of Administrative Work in front of the Workplace harassment, in seven questions that were applied to 400 workers, 200 women and 200 men, volunteers, all over 18 years. The results show the variables involved in workplace bullying in the university environment, highlighting the role of the Collective Labor Contract between STUNAM and UNAM in values and respect for the performance of decent work and gender equity.

Keywords: Collective Labor Agreement instrument to combat workplace harassment

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POSTER: Hollywood Depictions of Workplace Bullying

Workplace bullying is a complex global phenomenon. This poster session will review current research that took a close and in-depth look at depictions of workplace bullying from a sampling of 100 Hollywood films released 1994-2016. Introduced in this research are the advent of a theoretical frame named the paradoxical web of workplace bullying, highlighting the delicate interplay within the depictions of workplace bullying. Within this paradox are tragedy and comedy; from which ambivalence resilience theory emerged. This research contributes to the literature of conflict studies and more specifically the scholarly research and professional practice dedicated toward greater understanding and eradication of this form of workplace violence, a horrific phenomenon, workplace bullying. Participants will engage in discussion for reflection and future study, i.e. Do these portrayals serve to normalize bullying and give permission to abusive behaviors in lived experiences? What is the effect of humorous depictions versus tragic headlines of bullying at work? Can media be useful in educating for positive change? The time is now, to combine these two areas of research; questions persist, the opportunities are limitless, and this literature review hopes to provide the reader with the impetus.

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Impacts of social representations on victimization (also self-victimization) and denial of the victim status in case of harassment in the work-place

Researchers are widely studying the organizational, social and individual factors that contribute to harassment in the workplace. The study findings are very valuable to companies trying to prevent such behaviors. The consequences of harassment on the physical, psychological and social health of the victims are already well-known.

We offer here to take a look at the factors prompting or preventing the victim and witnesses to report bullying or harassment behaviors. We will consider them from the perspective of both researchers in social psychology and specialists in job-related psychosocial risks, in order to shed new light on this matter. We will see how social representations influence the behaviors of the victim and witnesses when reporting alleged moral harassment. Social representations are constructed ideas. They are interpretations of reality elaborated by a given group, about a given object. We look at the world around us with a stock of fair ideas as well as misconceptions, convictions, beliefs, crazy ideas and evidence-based knowledge. Social representations determine our actions towards any object coming our way.

The tasks that we perform among organizations to help them prevent work-place harassment led us to believe that we are facing a stereotyped object. Having a better knowledge of social representations of workplace harassment would help professionals like us do their work. It seems that social representations play an important part when reporting moral harassment behaviors. We could even assume that the stereotype influences someone's ability to feel like a legitimate victim. During our interventions, we frequently notice that people victimize and even over-victimize themselves, but also deny themselves as victims.

By referring to criminal justice psychology studies on criminal penalties imposed on some perpetrators according to the victim characteristics, we will carry out a comparable study applied to harassment. To what extent the more or less stereotyped characteristics of a moral harassment victims (gender, age, physical appearance, status...) influence the acknowledgement of the victim status, by themselves or by witnesses? The quantitative study will measure the impact of social representations and more specifically of the stereotypes on victimization and denial of the victim status in case of work-place harassment. We would like to bring to light the impact of evaluation and attribution bias, and their potential huge impact during the identification and the handling of harassment situations at the work-place.

By relying on social psychology literature, on findings of the study carried out for this communication as well as on experiences made on the ground of prevention of job-related psychosocial risks advisers, we will evaluate critically the warning mechanisms and measures already existing within companies to avoid, identify and handle alleged harassment.

POSTER: The Ombudsman Against Moral Harassment:

the recognition of violence through the Forum Theater

Abstract Body

Moral harassment is a real problem in the Brazilian public sector, but often not mentioned or silenced. In recent years, many public institutions in Brazil have included in their organizational structure the ombudsman's office to address violent behaviours in the workplace, namely moral harassment. The ombudsman plays a mediator role between the citizen and the public administration, thus facilitating communication between these actors and assisting them in finding solutions to conflicts. The various activities of an ombudsman can be developed in an interdisciplinary manner, along with other areas, such as the performing arts. In this regard, the present research portrays a theatrical experience developed by the Ombudsman System of the Federal University of Pernambuco (UFPE) to inform, sensitize and raise awareness of the study participants on moral harassment. The Theatre Forum technique was used to stimulate reflection and discussion on moral harassment in the academic community, specifically those working in the Integrated Library System of the Federal University of Pernambuco. In particular, the interdisciplinarity of the ombudsman's office with the performing arts is favored in function of the humanistic aspects of its activities and of the citizen's actions to which they are proposed; consequently, it can be useful in dealing with the issues of moral harassment at workplace and in combating such violence. This research had as objectives: (1) to reflect about the moral harassment in the socio-professional relations, (2) to recognize the use of the ombudsman's office in the fight against moral harassment and (3) to identify the interdisciplinarity with the performing arts in ombudsman activities, with a view to the treatment of moral harassment. In this case study, it was observed that the interdisciplinary approach between the managerial tasks of the ombudsman office and a theatrical performance allowed for a better understanding of moral harassment. By encouraging audience participation, through the use of the Theatre Forum technique, the Ombudsman System of the Federal University of Pernambuco has helped to identify what moral harassment is about, the main features of the problem, and the different ways in which it can be practised.

Keywords: Moral Harassment, Ombudsman Office, Interdisciplinarity, Forum Theater.

The effect of bystanders' support of targets of workplace incivility on observers' intentions to help

Workplace incivilities, defined as low intensity deviant acts with ambiguous intent to harm (Andersson & Pearson, 1999), are a source of psychological distress for their targets. They often occur in the presence of bystanders, and these bystanders may affect their consequences. For example, bystanders may give support to targets which reduces the targets' sense of isolation, thus alleviating an important source of their distress (Hershcovis, Ogunfowora, Reich, & Christie, 2017). However, bystanders also react to each other (Levine, Taylor, & Best, 2011), which we reasoned can either result in further (un)helpful behavior or cause a contrarian reaction, depending on the relative power of the bystanders.

We ran a 2 (bystander power: higher or lower) x 2 (bystander reaction: unsupportive or supportive) experimental vignette study to assess the effect of a bystander's reaction to workplace incivility on the intention of a second bystander (referred to here as the 'observer') to help the target. We hypothesized that supportive behavior (relative to unsupportive behavior) by a lower power bystander would *boost* observers' intentions to help a target of workplace incivility, whereas supportive behavior by a higher power bystander would *reduce* observers' intentions to help the target. Moreover, we hypothesized that these effects would be mediated by observers' perceptions of their responsibility to help the target and of their ability to do so effectively.

Students of a University for adult education ($N=119$) read how an employee treated a colleague in an uncivil manner. They then read how either an intern (lower power bystander) or a supervisor (higher power bystander) reacted by either brushing off the incident (unsupportive reaction) or siding with the target (supportive reaction). In line with our hypotheses, an interaction emerged between bystander power and bystander reaction on observers' intention to help the target, and observers' perceived efficacy and observers' perceived responsibility mediated this effect. Moreover, in line with our hypotheses, these results emerged because observers felt more responsible and more able to help the target when the *intern* sided with the target as opposed to brushing off the incident. Contrary to our hypotheses however no differences were found when the *supervisor* either sided with the target or brushed off the incident. Implications of these findings for research on workplace incivility, bullying, and harassment will be discussed.

Keywords: Workplace bullying, workplace incivility, power, support, multiple bystanders

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11th International Conference on Workplace Bullying and Harassment

5th-8th June 2018

Bordeaux, France

1/Submission of abstracts for oral presentations and posters

Workplace Harassment.

The role of NGOs in Latin America and the Caribbean.

Abstract Body

The 11th International Conference on Workplace Bullying and Harassment, is an excellent opportunity to share the experiences of prevention, promotion and assistance on the subject, carried out in Latin America and the Caribbean, by the social actors belonging to the third sector.

Workplace violence is naturalized in the asymmetric power relations between employers and employees. At present, one of the diverse modalities in which it manifests is the labor harassment, a process of invisible, subtle and very pernicious depredation for those who suffer it. Hidden in work environments, it is a phenomenon that should not be ignored or underestimated.

It comes from issues of a personal, group or organizational nature, but its complexity demands that multisectoral measures be adopted in which the State, companies, unions and non-governmental or community organizations participate. All social actors can and should contribute to dismantling the perverse processes of naturalization and invisibilization of workplace harassment.

The purpose, in this opportunity, is to share with the community of academics and professionals, the results of the case study that accounts for the role of the NGO ALLIVIO in the institutional approach to workplace harassment, during the first three (3) years of management ; period between the start of activities and the month of December 2017.

ALLIVIO is a non-profit Argentine civil association based in the Autonomous City of Buenos Aires, which is currently tripling in the countries of Puerto Rico and Brazil. It is aimed at promoting work environments free of violence.

The research is oriented to the intense analysis of the relationships between the diverse properties concentrated in a single unit. It is a qualitative, synchronous and basic scope design.

It describes the daily professional work, the actions developed, the levels and areas of intervention, the actors involved, the characteristics of the context and the setting where the relationships take place.

It collects data from documentary sources of the institution: audios, reports of observations and individual or group interviews, systematizations, previous publications.

The approach to workplace bullying goes beyond the case studied, transcends it; therefore, the analysis carried out contributes to the understanding of the phenomenon and is an instrument of evidence.

Undoubtedly, the investigation redounds and enriches the NGO; however, it leaves behind the mere institutional interest, to impact as a typical case in other actors, without distinction of frontiers, that choose to act in the promotion of a society free from harassment and other types of violence that may take place in the world of work.

Keywords: Approach; NGO; Argentina; Workplace Violence; Harassment.

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Coping

**POSTER: APPROPRIATING THE DEFAMATION.ART-BASED
RESEARCH METHODOLOGY TO COPE WITH TODAY'S
WORLD.**

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Abstract

The Diary of Incidents, a tool to detect group bullying and also useful in the legal field, can be analyzed qualitatively to create artistic works of resilience. In this sense, the target of the harassment becomes a researcher in a fieldwork.

The aim of this text is to analyze the level of personal, artistic maturity through the last pieces of art made by a target in a ten-year harassment process. Certain aspects of queer survival strategies and art-based research converge to make visible the blindness of the institution.

The learning that the institution obtains from her visual and performative complaints, without having repaired the damages, has generated a more transcendent, global and ecological creative line in the target

Keywords Resilience and art, Queer strategies, Eco-feminism, Contemporary Art

Harassment is usually time-encompassed. In this recursive process in which the Institution learns from the complaints that someone makes publicly, these denounces generate new actions: among them, the attempt to stifle the intrinsic violence so that the public image of the institution is not damaged. In seminars, specific conferences and other events, the organization continues gathering information from the victims of harassment, the prevention delegates, etc. So, from the author's point of view, it is not a temporal line, but rather helical, recursive and fractal.

Based on the social alarm created by the cases of harassment, in the last decades we have witnessed the institutionalization of documents that can help in the detection and subsequent legal defense in cases of workplace bullying. For example, in Spain, it is the same National Institute for Workers' Safety and Hygiene, under the Ministry of Labor and Immigration, which in 2010 published a tool for potential victims: the diary of incidents.

With the detailed elaboration of situations, agents, places, times and emotional and physical consequences in the possible victim, the institution intends to identify the potential of becoming an objective of psychological harassment at work. This tool is clearly useful in the legal field. However in this text I will formulate another issue derived from the diary of incidents. With the diary of incidents, the person who is the target of the harassment becomes to some extent a researcher in a fieldwork. This is important, since the

development of low intensity actions against the same target for six months is determinant to detect workplace bullying, according to the already classic contributions of Leymann. But what would happen if instead of this data collection, clearly quantitative, we apply qualitative questions that lead us to actions in the artistic field, and not only legal? This is the fundamental aim of this work.

METHODOLOGY AND DISCUSSION

In this research, the field work requires that the objective resists much longer than the six months that Leymann postulated. More than 10 years have passed in our experiment. Some of the documents analyzed qualitatively are part of defamation and coercion process applied to the victim without knowing their authorship. For example, the next anonymous message sent from an IP address of the victim's workplace:

“Sender: Anonymous Sender

Subject: Dear Fake

Body of message:

I think you should modify the way you handle this matter. At the moment you are with one foot inside and another in the street. I hope you could moderate your attitude, since we, the entire department, feel offended, and I hope that you apologize to its members at the first occasion you have.

Think of God”.

The receiver of this message disclosed it to the University of Seville, from where it was sent, but the institution refrained from acting or carrying out any investigation, despite the fact that it counts with a Service for the Prevention of Worker's Risks.

The denial of the institution to attend these issues led to an escalation of collective violence in which even high heads of the institution were involved. And their careers went up while they silenced these cases. In this situation, I will describe how the target acted through art.

Turning anonymous authorship to artistic authorship is one of the work paths that the target developed. Firstly, she transformed the message body in a tale of a dream, a testimony which she sent to a Dadaist web page (the today inexistent consultancy of Doctor Xin), an artistic space where a supposed psychiatrist (also a women artist) performed a pataphysical interpretation of the dream.

The written documents (the anonymous message, the dream and its psychiatric interpretation) were printed and shaped an artistic installation titled "Anonymous Sender". In addition, the recording of the fake psychiatrist and the story of the events took part of a documentary about the harassment. It is curious to point out an artistic and contemporary question about the authorship: the psychiatrist comes to say "it is the first piece of art in the world made by an anonymous stalker". In this way, a burning issue in contemporary art becomes the tool of appropriation of the violence. What the institution tried to hide, or

silence, emerges through an artistic way and marked the starting point of other contemporary pieces of art.

These aspects are linked to visions of the art-based research applied to educational purposes. Instead of preparing students to make visual products integrated in the present paradigm, the art-based research explores images of thought that herald thought. More than images, they are unconscious forces capable of thinking of “a people yet to come”. As the hypothesis is not formally a part of the scientific method (what exists before a hypothesis?), in arts an original anecdote can trigger a complex development and be materialized in pieces of art.

From this artistic appropriation of violence, other options based on the artistic research emerge. I consider them quite useful in the paradoxical situations of institutions that do not want to recognize the reality of the systemic violence that they produce. The target’s actions reflect a work in the legal margins, where the principles of freedom of expression intervene, rubbing the limits of the duty of secrecy demanded to us who are trade union delegates of prevention. When the principle of confidentiality serves to silence the violence, the artistic path, the freedom of expression, implies a way to resist over time.

This appropriation of defamation, that is not new in the field of art, is novel in the field of resistance in cases of harassment. I will give some examples. The word “queer”, proposed by Teresa de Lauretis, is an insult that has become part of a non-normalizing positioning on what we understand as

gender. In Spanish at least, as Beatriz-Paul Preciado said, the term queer responds to something like “puto-maricón-gay-lesbian-bollera-trans”, a succession of insults where the gender becomes transitive. We can imagine the strange situations in the universities when they decided to name some areas of knowledge: from Gender Studies to Women Studies, Feminist Departments, or finally Queer Theory Departments. On the other hand, ideas of philosophers that renounced to great tales of modernity (Barthes, Foucault, Lyotard and others), once combined with artistic experiences where the body loses the aura of the beauty (Cindy Sherman, Orlan, Leonor Fini and many others), provoke a certain disturbance of the personal identity through the impudent, the degrading, the abject, the obscene... and put to test the resistance of the social order (in the case of harassment, the unitary actions of a group against a target).

The next example that I will present resulted in a queer appropriation. A man, who did not know the person objective of his report and did not want to meet her, wrote this text. The Prevention of Risks at Work Service initiated a protocol in order to a shift of job that could prevent a victim from the group harassment. In this shift attempt, the department of origin and that of destination were in the same building. A report from the head of that new host department was required. But the report was written without an interview with the target of the harassment, and also taking into account gossips, rumors and opinions whose authors were not identified. Worst of all, that report was accepted by the Prevention Service and the harassed person had to stay in the same hostile

environment as before. The paradoxical situation could not be solved except by judicial procedures (in the case analyzed, I am talking about a 2011 event that is supposed to go on trial in March 2018). Obviously, it is not the search for a legal solution what can stop this suffering. And here the method based on art intervenes.

The next text was part of the series of documents of a protocol against the harassment, and the university authorities gave the approval to prevent the victim from moving across jobs. It is important to point out that the curricular and investigative brilliance of the target of the bullying surpasses by far that of the report maker, except in those aspects which pay-off within the workspace.

The mail was sent to a representative, a trade union delegate of prevention:

"Regards. I have not forgotten the issue, on the contrary. I have just been gathering information and testing opinions, for what we said about going to the council with the issue if it was minimally viable. From what I have so far probed, and it is the opinion of all the partners of Drawing Department, they consider her a conflictive person. They tell me that they did not declare vacant her position, but she failed the public examination, and I have corroborated through her own friends, who formed the selection board, these matters (that you did not mention). Now she has taken a sick leave, but she is always returning to her job before her chief hires another teacher. After having heard these generalized comments inside and outside my department, I can already reply that I do not think it appropriate to comment it to her personally, nor take

her to the Council to make this negative consideration "official", and that it may depress her more. It only occurs to me that she applies for a teaching job in our Department, and that she wins it honestly, on her own merits, which according to my information, she does not possess in our field.

My personal opinion is that many times phantom enemies are created, and we hide behind them as the ones responsible for all our ills, and if this year you just told me that she was better and with people who helped her, she should do her bit. There is no one who has confirmed any animosity or mistreatment of a partner, but quite the opposite, and that it is she who always responds badly even to those who try to help her. So after studying the subject, I know that my Department will say no to integrate her to our Teaching Plan, and I do not think that a meeting with her will change their minds. I remain at your disposal for any question that you may have about it, but I have to tell you the reality of this issue”.

The truth is that the appropriation of defamation involved a staging of the inequality caused by the envy, rivalry, work competitiveness and structures about what must be gender. Without those ingredients, in the field of harassment, in front of the silence of the mass, the different person is the objective, because she is running out of the pack. If the stalkers are not refrained, the harasser group will include more and more agents, and finally make the harassment institutional. To the extent that the institution does not

stop the violent actions, it silences them or naturalizes them within the same protocol against harassment, when the opposite should happen.

This text, which is supposed to be protected by confidentiality, points to her as a troublemaker. The suspicious unanimity of opinions hide that the target denounced corruption and inbreeding in the department where she works. In fact, still in 2016, the procedures of a doctoral thesis were approved by the department hiding the high degree of inbreeding and nepotism that this thesis showed: the title described the figure of a professor of the department as a contemporary reference of the conservation and restoration. The text was written by his niece and directed by his son, from the same department. Unfortunately, there are more dynasties in this department and the target does not belong to any of them. In some moments of the long period that I have analyzed, 13 out of 28 members are blood relatives or siblings, and with other familiar relations in the same building. On the other hand, publications made by the same groups create more links, apart from the blood lines.

One of the most explanatory aspects I have known about workplace bullying are related to Brian Martin's researches (2013): the harassment can be included in a larger process in time, when the target denounced corruption in an institution. Staying in the same workplace where it occurred is a process of resilience, often accompanied by phenomena like glass-ceiling, disciplinary reports based on fake dates, social isolation, personal attacks by unknown people (by a doctor of the Prevention Service, for example) etc. Before her first

complaint of corruption, she had been the first student of her promotion, gained grants based on an outstanding curriculum, etc., but the turning point of her life was the complaint in the same institution where the corruption was taken place. Until now.

So, a collective series of documents have shaped a new identity of the target. A registered trade mark “Filthy XXX”, is the result of grouping the proofs of bad opinions and rumors about her. It is a collective creation about all the abject, insane, destructing aspects that the target it is supposed to have. The painting that includes the previously shown text is titled “Immaculate of the Patriarchal Architecture”, and it is signed by “Filthy XXX”. If inside the institution the victim cannot reply the accusation, if the facts are not going to be contrasted by the university, then, let us appropriate the defamation, she would say.

“Immaculate of the Patriarchal Architecture” shows a brilliant, dazzling, Byzantine surface, with a portrait of the target as a child, with hands in similar position of an oil painting on canvas by Bartolomé Esteban Murillo, “Immaculate of El Escorial”. A column in the left background exhibits the report that I transcribed above, on silver leaves. The title occupies horizontally the superior limit of the painting, on copper leaf. All the surface is an explosion of color and intense bright. It is the great lie, like the institution shows. The surface is agreeable to our eyes and captures the attention of our retinas but after that, the meaning is terrific, destroying, devastating and violent. Immaculate

clothes are made with blisters packaging of medicine that have been taken by the target, and a tangled mess of them are creating shapes on the background.

The figure of the Virgin in this painting is not accidental. Catholic fundamentalism in the city of Seville is shown in its religious entertainments. The religious processions occupy an important part of the street activities throughout the year, although it is during Holy Week when they are presented with all their splendor. The veneration of the Macarena Virgin is notorious in Seville and the initiator of the harassment process (and of the saga in the department where the target works) is a cadre of the Macarena brotherhood. Moreover, he appears on the Internet as the 'doctor of the Virgin', the only person who can touch her (as a restorer) and his position has been “inherited” by his son.

Thus, in this labyrinth, some ingredients appear, such as religious fundamentalism, power, patriarchy and machismo, which can give an idea of the virulence and unanimity against a single person, and woman: the target. The painting is presented to a collective exhibition. One of the organizers is just the writer of the defamatory report. Who knows what will happen with that painting, because the painting is not a solution, but a formulation of questions, on the line of the art-based research, made for those ones who had not been born yet, as Nietzsche would say. Problematizing is the reason for the video recording, that includes the whole process of creation of the painting, the delivery to the exhibition center, as well as the interventions of other

professionals in the process (for example, the author of the photograph that is required for the layout of the catalogue).

The organization informs that the authors deliver the pieces of art at their own risk, in case of accidents that may cause their deterioration, since there is no money to insure them, although there is money to print the catalogue. Therefore, making a video becomes a safe passage, another document for avoiding the silence, for verifying the constancy of defamation. In other words, an artistic work is performed at the risk of being repressed. The painting does not contain the real name of the target, but a name that reflects the denigrating social construction that had taken place in her workplace, incorporating the defamation as part of the author's identity.

The exhibition is dedicated to Murillo, a symbol, a brand image of the city, in the 400 years of his birth. Murillo, who was characterized as a propaganda agent of the Counter-Reformation, and whose Immaculate left a limiting inheritance for the development of free women, appears included on the painting surface diagonally in the next series of syllables:

"MU • RI • LLO • AR • QUI • LLO • TE • CHI • LLO"

These are words of three architectural elements (wall, arch, ceiling), which play with a double meaning: Murillo is a name, also Arquillo (the initiator of a saga in the workplace where the target is) and Techillo (a small ceiling) in Spanish means also "I scream you" (apart from the clear allusions to the glass ceiling imposed on the victim of harassment).

Problematizing highlights the paradox of dealing with a prevention service that cannot be part of the same institution where the harassment takes place. This is the reality that the institution does not want to assume, partly to be able to control its public image.

The third and last artistic example does not use the documents made under the protection of the duty of confidentiality or anonymity, but is centered on the power of the damages sustained over time, and materialized on the surfaces made with the accumulation of blisters of pills taken by the target.

The artistic installation named “Invisibility” is linked to the blindness of the institution for recognizing a long term harassment process, so the blisters are a bitter proof of suffering. Two texts accompany the installation. Outside of a black tent of 3 x 3 meters, a little frame tells:

“I began taking pills regularly in December 2006. At first I did not keep the packaging, but the quantity was such that little by little they were incorporated into my artistic life. First in my house, which was the only place I was safe ... Then in my performances.

I do not know if it will be a sick-minded thing, but now I have the feeling that I do not create oeuvres or works of art, but rather I excrete them. They pass through my digestive tract, like the pills I have taken. They call me Filthy XXX because I work with the filth of the power, like a female dung beetle. When I denounced internal corruption in the University of the Cocks, the former

sentenced: "Probably she will be a dung beetle, but we will crush her like a cockroach". These are the remnants of that extermination process.

5 plates of blisters (ingested from 2007 to 2016) of 120x120 cms.

Collage and mixed media on board.

Lamps of variable size”.

Inside the tent, some comments are repeated (they are fragments of the off-voice of a video that the visitor can see with a mobile phone through a QR-code):

“In December 2015, I immediately recognized on the TV set the courtyard of the University where Susana Díaz, the president of the Junta de Andalucía, was giving her annual Christmas speech. Suddenly Susana Díaz vanished and then I began to see some huge penises emerging from the ground and at the end of the scene there was a big bouquet of cocks in the courtyard of the rectory. And I still wonder, who is the sick mind that conceives that, XXX?

I started to take pills regularly in December 2006. At first I did not keep the blisters but it was such the amount that little by little they were incorporated into my artistic life. First in my house, that was the only place where I was safe. I started upholstering small pieces of furniture and then covering some larger surfaces. I sleep beside the silvery scraps of so many occasions of scorn and abuse.

Now I have the feeling that I do not do works of art, but excrete them, which pass through my digestive tract, like all the pills I have taken.

Depending on the light I use, you can see some words or not, because this work goes from the invisibility of aggressions. Each ingested pill tells a story that lives potentially in these fake metal sheets. I like that these stories are then shaped into surfaces that attract the attention of the retina. Make what I create from the shit look pretty, like a good female dung beetle would make. And I believe that this is the art of the future. What is the sense of making artistic works to reinforce the power in a world with such inequalities, at war, with environmental problems...? And looking back, the place where I have carried out the most of my artistic performances is the entrance of the Rectory, very close to where Susana Diaz gave the Christmas message in 2015. The word REPRESSION is the one that, for fear, I left for the end. Because the University of the Cocks decided to exterminate me since I denounced corruption inside.

I just leave proof.

Filthy XXX “

“Invisibility” deals with the visibility of the damages, organizing the blister packs of ingested pills on surfaces. With natural light, you can observe highly shining fragments with slight touches of color, accentuated when moving lights are projected on the surface but the eye cannot see the painting that is applied on the blisters. Only the slowly intermittent black ultraviolet light inside

the tent will provide the opportunity of seeing the words painted on the board. In that moment, the visitor realizes that the surfaces are painted.

It is precisely in that moment when the words Harassment, Repression, Patriarchy, Endogamy and finally, The University of the Cocks appear. A sound background gives the idea, in that atmosphere of darkness, that a species of animal from the underworld makes and unmakes, slowly elaborates, swallows and excretes ... like an insect. The effect on the visitor is shocking, chilling, when accompanied by the written texts.

CONCLUSIONS

In comparison with her first works related to harassment, in which the evidence of the damage was visible in a stimulus-response dynamic (her "express documentaries" that showed her evident changes of weight, or her participation in her blog showing the remains of psoriasis on her skin), the most recent works mark a moment of creative maturity in which more than a defense of her own person, we glimpse the assumption of a mission in life through the experiences that she has had to live for ten years. The trademark of "Filthy XXX" is an assumption of identity in which the struggle is no longer against coworkers, but against the same systemic violence.

These works of art do not show a rejection to the normalization by reason of sex that are in the base of the queer strategies, but almost a transcendental abandonment of the human species. The "Filthy XXX" logo is a dung beetle on

a tangled ball, working with the remnants of the violence that the power leaves behind. It shows some ecological features that speak of a different dimension of the resilience linked to eco-feminism and a dimension of global consciousness that was not clearly perceived in her first works.

This perspective of personal growth would not have occurred without being aware of the fact that the violence has reached politicians from the Junta de Andalucía Local Government. Therefore, her actions direct to create images about an ethic of betrayal (Jagodzinski and Wallin, 2013), in order to reveal a situation without solution, characterized by the next aspects:

1. The institution has learned from her visual and performing complaints without paying attention to the theft of her academic trajectory.
2. There will always be women in the university willing to clean up the public image of the institution through positions of relevance in equality or prevention services, but not to solve existing cases that have been abandoned over time.
3. On the other hand, the overall picture is complicated. It seems that being a feminist is fashionable, and even a professor sentenced for sexual harassment against three women professors at the University of Seville possesses in his curriculum articles on gender and his field of knowledge. And this case is not an exception.
4. The fact that an initiator of the harassment belongs to a lobby in the university and in a city as especially Catholic as Seville has meant that

the artistic path of these works is blocked in the local artistic market. It is in marginal spaces, far from the market of the galleries and especially in other countries, where these pieces of art can really be appreciated in all their dimensions (the study of the intrinsic violence of the power and the university system itself). The final scene of *The Lord of the Flies*, with officers disembarking on the island where a group of children developed violence from their own fears, clarifies what a target of these characteristics can do: flee so that others can observe the level of violence of the group, from outside.

5. The University of Seville is the only one in the Spanish state that lacks universal suffrage for the election of rector. This has provoked that the same power group has created a dynasty of rector teams over the past ten years. The rector is elected through a senate where networks have been forged for many years. A son or daughter of a well-placed teacher is more likely to work at the University of Seville than any other person who does not belong to this client network.
6. The university autonomy, so important in the Franco era to protect dissident voices, in the case of the University of Seville is a fallacy. An essential position in the government of the Junta de Andalucía, the Minister of Economy, is precisely the former rector of the University of Seville, and a direct connoisseur of the actions against the target prior to his political rise.

7. The corruption is contagious. This has been corroborated from a study on Spanish local administrations (López-Valcárcel, 2017). In the case analyzed through these pieces of art, it has been continuous, increasing the political status of teachers linked to the harassment. Everybody can take advantage of the psychological destruction of the target for their professional purposes. Because of this, the group of immovable power in the University of Seville can only be changed by institutions external to it.

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Coping with Workplace Bullying: Experiences from Ghana

Workplace bullying has become established as a significant research topic over the past decades. Researchers have paid increasing attention to how to identify and manage it, paying particular attention to the negative consequences of bullying on employees' health and well-being (Giorgi, Leon-Perez, & Arenas, 2015). This is because its negative consequences continue to affect targets well after they have left the organisation (Van Heugten, 2013). Researchers have, therefore, focused on how targets cope with the phenomenon. Ghana, sadly, lags behind the rest of the world in the identification and management of this phenomenon. Consequently, bullying is not yet understood as a systemic problem in Ghana. The phenomenon, though pervasive, is ignored in the workplace.

Aim: Prior research indicating that culture plays a significant role in bullying has been ignored or received scant attention (Samnani, 2013; Giorgi, Leon-Perez & Arenas, 2015; Van Heugten, 2013). Culture includes a set of values, beliefs, and attitudes that help explain how individuals from particular geographic regions cope with bullying. With this in mind, the work aimed at advancing understanding on how targets from Ghana coped with their experiences.

Methods: A two-stage qualitative design was adopted for the study. The first stage consisted of in-depth, semi-structured, qualitative interviews with seventy-six nurses and twenty doctors from six hospitals in Ghana with experiences of workplace bullying. Instrument for the study, designed from available literature, asked targets to explain how they coped with bullying. Content analysis of the interview transcripts using the Nvivo software programme indicated targets adopted religion, spirituality, social support and 'psyching-up' one's mind to develop resilience as coping strategies. The second stage consisted of the use of focus-group discussions with two groups of nurses from two of the hospitals used for the study, to establish the validity and reliability of the findings.

Findings: The study indicated that religious practices were a major coping mechanism for targets of bullying. The targets, mostly Christians and Muslims, forgive the perpetrators, praying for them ('because they do not know what they were doing'), regularly attended church services where they sang and danced away their hurts and pains. Some targets 'spiritualised' the episodes of bullying by describing them as acts of 'evil spirits' to tempt them. Targets also indicated that social support from friends and family members were of immense help. Since bullying is not illegal in Ghana, the phenomenon, coupled with the high-power distance culture and high unemployment rate, made targets feel helpless about bullying in the workplace. Targets felt that their efforts would not yield any change in their being victimized. In consequence, instead of trying to protect themselves, they resorted to 'psychological toughness' to withstand the humiliation. Targets reported of 'shutting down' their emotions anytime they left home for work and 'opening' them up when they returned.

Conclusions; Findings suggested that bullying existed in Ghanaian workplaces and that religion, spiritualization, social support and psyching up one's mind helped targets to cope with the trauma.

Keywords: Bullying, Coping, Ghana, Nurses

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Coping with abusive supervision: The role of mindfulness

There has been an explosion of research in the construct of abusive supervision since Tepper (2000) first proposed it almost 20 years ago. However, the literature is sparse with evidence on concrete, practical applications that employees can use to cope with an abusive supervisor. Although the popular press often suggests that employees can/should leave an organization when they experience an abusive supervisor (e.g., White, 2017), in reality, most abused employees do not quit (Berthelsen, Skogstad, Lau, & Einarsen, 2011). If external aspects of the work environment—like an abusive supervisor—cannot be changed, perhaps one way to cope with this stressful situation is to modify one’s “internal” environment, such as how one thinks about work (Van Gordon, Shonin, Zangeneh, & Griffiths, 2014).

One popular approach to changing how people think about their environment is the practice of mindfulness, which describes a mental state related to focused attention and awareness on present experiences (Sutcliffe, Vogus, & Dane, 2016). In this paper, we propose that mindfulness weakens the impact of perceptions of abuse on a variety of outcomes (e.g., stress, life satisfaction, commitment, and retaliation) through weakening the relationship between abuse and injustice.

Methods

Participants for this study were full-time employed individuals registered with Amazon’s MTurk. Data was collected via two on-line surveys separated by two weeks. At time 1, participants were asked to answer questions regarding their trait mindfulness, supervisors (i.e., abuse), and various demographic variables. Participants were paid \$0.50 for their completed survey. At time 2, we received 243 responses and these participants were paid \$1.00. During this survey, individuals answered questions regarding the fairness of their supervisor as well as our various dependent variables. After removing all individuals who answered one of the three data quality control items incorrectly, the final sample consisted of 232 individuals.

To test our hypotheses, we utilized the PROCESS macro (model 7) developed by Hayes (2013). This macro allows us to test both the mediating and moderating effects by examining 95% bias-corrected confidence intervals created via 5,000 bootstrapping estimates.

Results

The majority of studies examining mindfulness have demonstrated its positive effect on a variety of outcomes. Consistent with this past research, in our sample, mindfulness was positively related to life satisfaction and affective commitment and negatively related to work stress and retaliation. However, when examining mindfulness within the specific context of abusive supervision, the positive effects of mindfulness seem to disappear. Instead, contrary to our expectations, we find that high mindfulness *strengthens* the link between perceptions of abusive supervision and injustice. In other words, in our studies, when someone with high mindfulness experiences an abusive supervisor, they are *more* likely to view that supervisor as unfair and have lower levels of affective commitment and higher levels of work stress and retaliation. Exploratory analyses demonstrated that this effect seems to be largely driven by the fact that

individuals with high mindfulness have the tendency to be very attentive to what they experience moment to moment.

Key Words: Abusive Supervision, Mindfulness, Injustice, Retaliation

PSYCHOLOGICAL FLEXIBILITY: A SELF-ADMINISTERED INTERVENTION

Abstract

It has been found that when individuals are stressed, they are likely to use different types of strategies to cope with the stress they faced. This is similar in the case when individuals are exposed to bullying in the workplace. Individuals will use active or passive strategies to counteract bullying and to ensure that they no longer feel stressed, return to a form of homeostasis. But these strategies often fail and individuals eventually will choose to leave the organization. In doing so, these individuals bring with them psychological baggage that can impact their psychological well-being. This becomes a perpetuating cycle that can create psychological inflexibility. To enable individuals to become psychological flexible, they will need to learn the skills to do so. These skills will include being mindful, learning to be aware of, and accept, their unhelpful thoughts and emotions, to work on values driven actions towards their values.

When bullied individuals master these skills, they will be able to self-administer this intervention to help them tide through the bullying exposure. This is important as it will give bullied individuals the autonomy to deal with the impact of the bullying which is being discussed at present in the bullying literature.

Methods

Participants:

Participants were invited through social and private network. The targeted locations include Hong Kong, Singapore, Malaysia and China. A total of 50 participants, 26 females and 24 males.

Procedure: 2-Phase Research

In the first phase, a questionnaire which is made up of the Negative Acts Questionnaire (NAQ) (Revised)¹ and the Work-Related Acceptance and Action Questionnaire (WAAQ)² was used. The questionnaire was sent to the participants via email for them to fill up.

Participants who were identified to have been exposed to the bullying were invited to proceed to the second phase of the research where they were split into two groups:

¹ Einarsen, S., Hoel, H., & Notelaers, G. (2009) Measuring exposures to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress*, Vol23, No. 1, January-March, 24-44.

² Bond, F., Lloyd, J., & Guenole, N. (2013) The work-related acceptance and action questionnaire (WAAQ): Initial psychometric findings and their implications for measuring psychological flexibility in specific contexts. *Journal of Occupational and Organizational Psychology*, 86(3), pp. 331-347. ISSN 0963-1798

control and experimental. The experimental group went through 3 sessions of skills training and were administered the WAAQ to determine any changes in their psychological flexibility.

Keywords: ACT, coping strategy, values action, psychological flexibility, intervention

Reflections on a Muddy Pond: Former targets' accounts of coping when bullying ends

The topic of workplace bullying is maturing, and a large body of knowledge now surrounds the antecedents (Salin, 2003), experiences, and processes of workplace bullying (e.g., Einarsen *et al.*, 2011). However, little is known of the longer-term impact of the phenomenon. Earlier studies have highlighted the negative and potentially damaging effects of bullying on targets, such as anxiety, depression and PTSD (e.g., Bentley *et al.*, 2009). More recently, the ways in which organisations exacerbate the negative effects of bullying, by failing to manage such episodes appropriately, have been identified (Mawdsley & Thirlwall, *in press*; Thirlwall, 2015). Bullying episodes end for targets when work relationships end, such as when the target or perpetrator leaves the negative environment, such as by resigning or moving to another part of the organisation (Thirlwall, 2014), or if there is some change to the dynamics of the relationship, such as new leadership, but there is limited knowledge of what happens to the target once the bullying episode has ceased. Given the often intensely distressing and extreme nature of bullying (Fox & Cowan, 2014), it might be expected that targets would experience changes in their lives or attitudes; however, there is a dearth of reports on the ways in which former targets incorporated their lived experiences into their post-bullying world.

In this qualitative study, we focus on people who have been targets of bullying and for whom the experience ended several years earlier. Using reflective reports from participants in New Zealand and the UK, we investigate how survivors of bullying view their experiences from a distance, and learn how much or little their lives have changed. Reflection provides an opportunity for writers to acknowledge what was learned from an experience, and it is from the emergence of these feelings and thoughts that generalisations or concepts can be generated, allowing new situations to be handled more effectively (Gibbs, 1988). Thus we consider how former targets coped and changed in the years after bullying was technically over, to understand the longer-term impact of the experience. Specifically, we asked participants what the experience of bullying meant to them, what helped and hindered them, and what changes they have made to their lives. Participants were free to write as much as they wished, but two pages of A4 paper were suggested as a guideline. The reflective data will be analysed for thematic patterns and

common discourse as part of this ongoing study. An objective of the study is to provide accounts from survivors that give guidance for more positive coping outcomes, as well as highlighting areas where further work and support, from groups or organisations, is needed. Using data from two countries with many similarities--and also many differences-- will provide depth to the study and allow learning from both sides of the world.

Keywords: Coping, former-targets, reflection, UK, New Zealand

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POSTER: Relationships between exposure to workplace bullying, mental health and cognitive functioning: The role of positive coping

Aim

A number of studies show that workplace bullying is associated with exposure to severe, long-lasting stress leading to serious mental health disorders (Høgh, Mikkelsen, and Hansen, 2011; Einarsen and Raknes, 1997; Hoel, Zapf and Cooper, 2002; Niedl, 1996; Vartia, 2001; Zapf, Knorz and Kulla, 1996), including PTSD (Matthiesen and Einarsen, 2004; Mikkelsen and Einarsen, 2002; Tehrani, 2012), anxiety and depression (Kivimaki et al, 2003). The consequence of such a state of affairs is often the loss of the ability to work and the leaving for a pension or early retirement. This inability of victims of workplace bullying to continue their work is caused, inter alia, by a significant deterioration of their cognitive abilities, e.g. weakening concentration and attention, or problems with decision making. However, few longitudinal studies so far have been conducted to measure negative outcomes of workplace bullying in cognitive functioning (Neri et al., 2014). The aim of the present study is to investigate the relationships between workplace bullying and psychological and cognitive functioning. In addition, it will be tested the role of positive coping with stress including preventive and proactive coping (Schwarz and Knoll, 2003) in the process of workplace bullying. Preventive coping refers to stressful events in the more distant future, which are not certain, but can occur with some probability. Proactive coping involves gathering stocks that facilitate the use of future opportunities. Both types of coping are oriented towards the future and refer to conservation of resources theory (COR, Hobfoll, 1989).

Methods

To test the strength and direction of relationships between workplace bullying, positive coping and negative effects in mental health and cognitive functioning a complete two-wave panel study will be conducted, with a time lag of approximately six months between each wave (first wave – December/January 2018, second wave June/July 2018). The study used standardized questionnaires which evaluated the following variables: exposure to workplace bullying (NAQ-R, Einarsen, Hoel, and Notelaers, 2009), cognitive functions (Trail Making Test, Reitan & Wolfson, 1993; Visual Retention Test, Benton, 1963), mental health (GHQ-28, Goldberg and Williams, 1991), positive/proactive coping (PCI, Pasikowski, Sęk, Greenglass, and Taubert, 2002). Data are collected among employees identified as victims of workplace bullying (at least 100 employees). In addition, an intervention will be carried out between

both waves. This intervention will consist of mindfulness training and workshops for a selected group of victims (about 25 employees).

Results

Preliminary results of this study will be presented at the conference.

Conclusion

The obtained results will allow to assess whether conducted interventions are an effective tools in decreasing the negative effects of exposure to workplace bullying and improving cognitive abilities and thus increasing productivity and well-being of employees.

Rewriting the power dynamics of external bullying at work: The occupational dialectics of dirty work

Background and aims: External bullying at work, embodying customer abuse, which is on the rise currently due to the growth of the service economy, is attributed to the ideology of customer sovereignty and associated with target powerlessness (D’Cruz & Noronha, 2015). We sought to examine whether dirty work with its simultaneously contradictory features of taint and prestige, affects targets’ experiences of power in instances of external bullying. To this end, we studied beauty service work as a form of dirty work.

Method: Following van Manen (1998), a qualitative hermeneutic phenomenological study of the lived experiences of beauty service workers employed in unisex salon chains in Bangalore, India, was undertaken. Data gathered via in-depth interviews were subjected to sententious and selective thematic analyses. Rigour was incorporated through various methodological means such as prolonged field engagement, peer debriefing and thick description of the data to ensure the trustworthiness of the findings.

Findings: Participants’ experiences of external bullying were captured through the major themes of “being cornered” and “embracing empowerment”. Apart from customer supremacy as being a key cause, the stigmatized nature of beauty service work triggered customer abuse. Task performance required that participants deal with bodily wastes and odours and touch intimate body parts. Consequently, the associated physical, moral and social taint devalued the status of beauty service workers and led customers to mistreat them. Customer abuse was worsened in instances where participants’ category-based membership – that is, their social identities of gender, caste and region – exacerbated perceptions of taint and augmented experiences of abuse. Targets of external bullying reported emotional distress which brought in feelings of defencelessness since the ideology of customer sovereignty precluded problem-focused coping. Yet, the prestigious aspects of beauty service work made it a high profile job which enhanced targets’ self-esteem and unleashed feelings of control. Working in commercial, branded and professional settings with a commensurate identity and numerous possibilities for career progress, receiving coveted compensation and material benefits and performing tasks engendering skill, autonomy, creativity and art further linked to expertise, fashion and glamour help targets endure and overcome customer abuse through a reliance on emotion-focused coping.

Contributions: Apart from adding occupational features to the known etiologies of external bullying, the study underscores how occupational, organizational and contextual attributes of work influence targets’ agentic self. Instead of the complete powerlessness earlier associated with external bullying, targets simultaneously report a sense of mastery. Clearly, the twin markers of dirty work, namely taint and prestige, have a paradoxical impact on target outcomes of external bullying. This finding is particularly pertinent because (a) all occupations embody elements of dirty work, albeit to different degrees (Sanders, 2010); and (b) increasing frontline service work involving direct customer contact means a higher incidence of external bullying. The study also reinforces the emergent notion of emotion-focused coping as constructive and adaptive.

Type of inquiry: Qualitative

Keywords:

External bullying, customer abuse, power, coping, dirty work, beauty service work

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Stand Up, Speak Out: Stories of Victory from 23 Survivors

Academic research surrounding targets of workplace bullying has focused extensively on the damage it causes. Hundreds of articles prove that bullying causes anxiety, depression, Post-Traumatic Stress Disorder, and more. Online, the picture is just as bleak. The Internet is full of blogs, videos and social media posts from former and current targets of workplace bullying who corroborate these research outcomes. In essence, the quantitative and qualitative academic research, and the online narratives, and have made it very clear that targets of workplace bullying are doomed.

Of course, doom and gloom begets advice for avoiding it. Researchers, practitioners, counselors, and current and former targets, are all giving targets of bullying, organizational leaders, and in some cases perpetrators, advice. The validity of the advice and whether it actually works, however, has only recently become the subject of inquiry. Tye-Williams and Krone (2017), for example, examined targets' perceptions of advice and found that advice often, "fails to address the emotional and irrational context" (p. 229) of bullying and that targets believed, "the advice either would not have worked in their case or could possibly be detrimental if put into practice" (p. 231). As such, perhaps we need to approach advice for targets differently.

The National Workplace Bullying Coalition, a grassroots nonprofit organization in the United States who focuses on creating awareness and education around workplace bullying, determined it was time to change the narratives and advice by publishing a book that will be made available in the mainstream media and will focus on stories of survival, victory, and empowerment. The submission application asked respondents to share their story of bullying, but focus mostly on where they are now and their survival and victory, as well as offer advice to the book's readers. (The book is entitled, *Stand Up, Speak Out Against Workplace Bullying: Your Guide to Survival and Victory Through 23 Real Life Testimonies*. It is due for publication January 2018.)

Across the 23 selected stories, 134 pieces of advice were offered. Most common advice included seeking a support system, documenting the bullying, quitting, and focusing on self-love and healing. Additional suggestions included filing a complaint, educating oneself about workplace bullying, educating oneself about corporate policies and the law, and more. Commonalities among the respondents' coping mechanisms, and more importantly their

survival, included: deciding to be victorious, creating a plan, executing that plan, and, alarmingly, being thankful for the experience.

It is time to shift the conversation away from doom and gloom and learn from those who are thankful for the trauma; perhaps they have important insight and advice they know to be useful and helpful given their own experiences using it. This presentation will discuss the difficult process of locating heroic stories, review the commonalities and themes shared among these 23 survivors' stories, and dissect the advice they offered other targets through their narratives.

Keywords: Workplace Bullying; Advice; Target Narratives

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Health effects and rehabilitation

A three-wave study: The role of Perseverative Cognition between Workplace Bullying and its Health & Well-being Impact

Abstract:

Workplace bullying has grown to be a silent epidemic that has now been a continuing concern within the field of occupational psychology. In defining workplace bullying, there are elements that should be highlighted which are duration, adverse treatment and power imbalance (Branch et al. 2013). Adverse treatment, which refers to inappropriate or negative behaviours could exist covert or overtly (Einarsen et al. 2011) whereas power imbalance can exist either in formal or informal power structures. Meanwhile, duration involves persistence and the trend of the behaviour (Hoel and Cooper, 2001; Saunders et al. 2007; Einarsen et al. 2011) and how it escalates through time. Some researchers believe that it will only be called bullying when there is repetition for at least once or twice a week in the duration within 6 months (Lachman, 2014; Leyman, 1990; Einarsen and Skogstad, 1996). However, the rate of escalation might vary across individuals as some may take as long as 6 months but some may escalate at a faster rate.

Due to the repetitive nature, the time element plays an important role in how one reacts or copes with workplace bullying. Therefore, this research investigates the extent to which perseverative cognition plays a role in the relationship between experiencing workplace bullying and the employees' health and well-being outcomes. The Perseverative Cognition Hypothesis (Brosschot et al. 2005) provides a useful account on how prolonged activation such as worry and rumination may contribute to negative impact on the health and well-being. To address these issues, a three-wave longitudinal study was carried out using an online questionnaire via Qualtrics. Number of participants varied across the three time points

where N=270 participated at T1, N=119 participated at T2 and N=93 at T3. Analysis were then carried out on the 70 employees that participated at all three time points of the study, where 24 of them were identified as being bullied by experiencing negative acts at work at least once between the time points. The survey covers a number of variables including experiences of being mistreated (Negative Acts Questionnaire), perseverative cognition (Repetitive Thinking Questionnaire) as well as mental health (DASS), psychosomatic complaints (Physical Health Questionnaire) and emotional exhaustion (from Maslach Burnout Inventory) as health and well-being outcomes. Confirmatory factor analysis (CFA) was carried out to test for validity of the existing scales. The findings showed that perseverative cognition fully mediated the relationship between workplace bullying and employees' mental health (depression, anxiety and stress) and partially mediated the relationship between workplace bullying and sleep disturbances as well as headache complaints. This suggests that perseverative cognition plays an important role in deterioration of a victim's health and well-being as an impact of exposure to workplace bullying.

Keywords: Workplace bullying; Perseverative Cognition; Mental Health; Somatic Complaints

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POSTER: An Interpretive Phenomenological Analysis detailing the Experiences of

Individuals Exposed to Workplace Bullying; Findings are described using the Transactional Analysis (TA) Concept of Discounting.

While there is a wealth of qualitative data about the process of workplace bullying, very little is documented about the emotional and cognitive experiences of those exposed to workplace bullying. What do they feel about themselves? What do they believe about themselves and the perpetrators of the abuse and their organisation?

This presentation focuses on qualitative data derived from an Interpretive Phenomenological Analysis (IPA) of the experiences of four individuals who were self-identified and operationally identified as being bullied by a manager within their organisation. This is their experience and focuses exclusively on how the participants made sense of their situation.

Transcripts were analysed and three themes with seven sub-themes were identified.

1. The impact on the individual
 - a. Participants ignore the impact on their physical and mental health
 - b. Participants experience anger
 - c. Participants experience feelings of worthlessness
 - d. “Nipping it in the bud”; participants wished they had acted sooner
2. How Participants perceive the Manager
 - a. Managers were perceived as blaming and critical
 - b. Managers breached boundaries leading to loss of trust
 - c. Managers were perceived to be withholding (praise, information)
3. Perception of the organisation as a “reflection” of the manager.

The themes identified are examined using a Transactional Analysis (TA) concept known as Discounting. (TA is a theory of personality and relationship that can be applied to organisations and to individuals in a counselling setting).

Across all the transcripts, with every theme, it was noted that the participants recounted a narrative populated with words that discounted their experience and muted their emotions. This indicated that the participants found their experience traumatising and confusing. While there was no evidence of self-blame, in that all the participants believed they were doing a good job and were working well despite the bullying, they were ultimately left with a sense of futility and hopelessness.

This presentation will quote from the participants' experiences to corroborate the themes listed above. An argument of the significance of Discounting to the process of bullying will also be presented.

Discounting is an unconscious process where the self, the other and the situation can be disregarded at different levels of severity. It is our argument that the process of bullying is predicated on a requirement for Discounting (normally at a very high level). The impact of Discounting on the Targets by themselves and by the perceived Perpetrators results in the individual resorting to unhealthy coping strategies that are counterproductive to good mental health and impairs workplace productivity.

Keywords: interpretive phenomenological analysis, trauma, mental health, perception

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COMUNICACIÓN ORAL

Estudio de casos: afección de salud mental de origen laboral secundaria a conductas de maltrato, hostigamiento y acoso en las relaciones laborales, calificada por la Superintendencia de Seguridad Social en un trimestre de 2015, Chile.

Resumen: En el marco de la Ley de accidentes del trabajo y enfermedades profesionales de Chile, y de las funciones fiscalizadoras que cumple la Superintendencia de Seguridad Social (SUSESO), se analizó una serie representativa de 226 reclamos de trabajadores para calificación de afección de salud mental como enfermedad profesional, entre junio y agosto de 2015. Dos tercios de los trabajadores denuncian conductas de acoso ya sea como forma única o asociada a factores de riesgo dependientes de la organización del trabajo. SUSESO calificó como de origen laboral el 43% de los reclamos recibidos por enfermedad profesional, evidenciándose la existencia de disfunción de relaciones jerárquicas en el 67% de ellos. Se presenta el análisis cualitativo de un subgrupo de 27 casos en que se verificó la existencia de conductas de maltrato, hostigamiento y acoso como agente causal único de la enfermedad laboral, con ejemplos clínicos correspondiente a afectados en sectores productivos de mayor frecuencia de casos (servicios, educación, comercio).

Palabras claves: enfermedad laboral, salud mental laboral, acoso laboral.

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Psychological support for workplace bullying victims

Due to lack of suitable and affordable psychotherapeutic help for workplace bullying victims in Slovenia, in 2015 the Clinical Institute of Occupational, Traffic and Sports Medicine offered psychological support for individuals suffering from mental health problems associated with workplace bullying. In addition to individual counselling, a small support group was also formed in 2016. Both programmes are managed by the person responsible for research and training in the field of workplace bullying prevention and coping.

Individual counselling is available once a month free of charge, and no medical or other documentation is required to attend these visits. Counselling is performed by a highly skilled psychiatrist with many years of experience in psychotherapeutic work with individuals exposed to bad treatment at the workplace. The main aim of this psychological support is to provide an opportunity to think more widely about possible solutions of one's working situation and to plan a process of coping with consequences of workplace bullying regarding not only mental health problems, but also problems of functioning in the working environment as well as in everyday life. Since it is not regularly funded by the health insurance system, it is not meant as a long-term counselling but rather as the first aid and a source of information for future activities towards more permanent forms of help. Until the end of 2017, 46 individuals have attended counselling, 33 women and 13 men, their average age was 47. The most common negative acts they experienced were: threats about losing their job, salary cut or deprivation of other workers' rights, disregard of their suggestions or their work in general, social isolation, withholding information necessary for work, removing areas of responsibilities, denying possibility of being promoted and belittling in front of colleagues. Most of the counselling attendees have experienced workplace bullying for several years and hence they have developed different health problems, mental and physical, some of them also face financial problems due to termination of their working contract. The therapist's recommendations include practical measures at the workplace where they are still possible, and also how to take care of one's own health through pleasant activities outside working environment (e.g. physical activity, taking walks in nature, different arts and crafts courses and other leisure time activities), relaxation breathing exercises, assertiveness training, strengthening of social networks, sometimes also psychotherapy and medications are recommended. The therapist's observations and recommendations are provided also in written form after counselling session in order to give more precise insight into one's conditions – for the individual himself/herself or his/her potential long-term therapist.

A year after introducing the individual support programme, support group sessions were offered to the individuals who wanted to continue their rehabilitation and to help others with their positive experiences in coping with workplace bullying. Usually the group meetings are organized monthly and are operated by the same therapist – psychiatrist and the manager of the programme. Both, individual and group programme, show very good results and a need for their future development.

Keywords: workplace bullying victims, psychological support, counselling, support group

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POSTER : Libérons les entreprises des violences au travail !

(publié dans The conversation- le 31 mai 2017)

« Si l'on se tue aujourd'hui plus qu'autrefois, ce n'est pas qu'il nous faille faire, pour nous maintenir, de plus douloureux efforts [...] mais c'est que nous n'apercevons plus le sens de nos efforts. ». Cette phrase aux résonances très actuelles est pourtant tirée d'un ouvrage de Durkheim publié en 1897 !

Les violences au travail : effet de mode ou réalité sociale ? La médiatisation des vagues de suicides de salariés, de comportements « spectaculaires » et ultra-violents sur le lieu de travail (défenestration, pendaison...), les menaces d'explosion de l'entreprise par les salariés, les séquestrations de dirigeants etc. ... ont mis les violences au travail au-devant de la scène. En parallèle, le sentiment d'intolérance à la violence s'accroît dans nos sociétés occidentales alors que, comme le montrent les recherches d'historiens et de sociologues, les sociétés démocratiques pacifiées connaissent un déclin historique de la violence (Mucchielli, 2011, *L'invention de la violence*).

Du physique au psychologique en passant par le symbolique....En fait, les violences au travail changent de formes. Dans les années 1920, ce sont les répercussions en termes de santé physique qui étaient étudiées dans les organisations de travail tayloriennes. Aujourd'hui, les violences liées au travail se caractérisent aussi en grande partie par des pathologies mentales (stress prolongé, burnout, dépression...). Les violences au travail englobent toutes les tensions humaines psychiques, physiques, symboliques liées au travail (souffrance, harcèlement, agressions, placardisation, stress, persécution « mobbing » (Leymann, 1996), conséquences des rapports d'exploitation et de domination.

Violences contre Risques PsychoSociaux... deux conceptions très différentes

Il n'est pas anodin d'utiliser le terme de « violence » plutôt que celui, très à la mode, de « Risques PsychoSociaux » (RPS). Concept devenu consensuel depuis un congrès organisé par l'Organisation Mondiale de la Santé en 1998 et définit comme « tous les déséquilibres constatés chez les travailleurs se traduisant par du mal-être ». Le premier terme, la violence, renvoie au contexte économique et social, à la question du pouvoir et des conditions de travail, aux dimensions collectives et individuelles du contexte de travail ; le second, les RPS renvoie aux personnes, aux conséquences physiques et psychiques individuelles du contexte de travail. La notion de violence au travail incite à une remise en cause structurelle des conditions et de l'organisation du travail alors que les RPS invitent la plupart du temps à une gestion individualisée du mal être. En effet, Les RPS sont souvent traités comme un projet à part entière dans les structures, sans lien avec l'organisation du travail et aboutissent à des solutions toutes faites pour gérer le stress, mal-être, solutions déconnectées de l'activité réelle de travail (salle de sports, de méditation, proposition de massages etc...).

Le management : bouc émissaire partiellement responsable ?

Des courants de recherches en psychodynamique du travail et en économie du travail mettent en évidence les effets pathogènes de certains modes d'organisation et pratiques de management (évaluation individuelle, contrôle excessif...). Dans sa forme la plus aboutie, la violence au travail est incarnée par le « manager harceleur » (Hirigoyen, 1998). Dans ce cas, il est approprié de parler de « management dévoyé » c'est-à-dire instrumentalisé pour des finalités négatives et perverses. L'hypothèse d'une augmentation des violences et problèmes de santé au travail provoqués par des déterminants organisationnels et managériaux est à prendre au sérieux. Cependant, il est réducteur de comprendre cette situation complexe par une simple causalité linéaire. La société a besoin d'un bouc

émisnaire, le management est désigné à l'unisson pour jouer ce rôle. L'équation n'est pas aussi simple, l'absence de management est aussi un terrain favorable à la violence.

L'ambivalence du management : régulateur et producteur de violences

Des recherches récentes en sciences de gestion montrent l'ambivalence du management : il peut être à la fois producteur mais aussi régulateur de violences (Cintas, 2013). Le véritable problème est le « management empêché » (Mathieu Detchessahar, 2011) autrement dit l'absence de management. Il est de plus en plus difficile pour les managers de proximité de composer avec les injonctions paradoxales. Alors qu'ils devraient pouvoir se concentrer sur la régulation de l'activité auprès des équipes et être au cœur des processus collaboratifs, les réunions et outils de gestions phagocytent leur agenda (ERP, tableaux de bord, reporting, systèmes de qualité etc.). Cette absence de management sur le terrain génère de la souffrance, du mal-être. Pour Heinz Leyman, la violence découle toujours d'un conflit et c'est bien parce que le manager n'a pas su gérer le conflit qu'il dégénère en persécution au travail ou « mobbing ». Le conflit étant fréquent au travail, c'est bien l'absence de gestion des conflits par le manager qui génère des situations délétères.

L'évaluation individuelle facteur de violence

Une autre raison à cette recrudescence de violence est sans doute à rechercher dans la pratique de l'évaluation individuelle érigée en consensus social. L'évaluation individuelle et la pratique de la rémunération au mérite qui en découle est aujourd'hui peu contestée dans le monde des organisations. Elle est bien souvent considérée comme « juste ». Cependant, les recherches sur ce thème en économie et management mettent en évidence des effets paradoxaux et négatifs lorsqu'elle est mise en place. L'évaluation individuelle ne tient pas compte des interactions entre les individus et donc des effets de synergie. Les situations de travail de plus en plus complexes nécessitent de développer de la coopération. Difficilement mesurables, les compétences collectives de cette dynamique d'équipe sont absentes dans les critères d'évaluation individuelle. Il est donc souvent impossible de quantifier ce qui relève de la performance individuelle et ce qui vient de la coopération. L'évaluation individuelle peut provoquer un sentiment d'injustice entre collègues et un risque de dégradation de la cohésion. Or, comme le montre Karasek et Theorell (1990) le soutien social des collègues est une dimension essentielle pour prévenir les tensions au travail.

Ainsi, libérez les organisations de LA violence au travail, c'est avoir le courage de bousculer les idées reçues, de gérer les contradictions socio-économiques par un management porteur de « Sens » préservant la dimension sociale du travail.

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Tears and Bullying in the Workplace

Bullying at work constitutes a destructive dynamic, made up of a sequence hostile statements and actions which, taken separately, could seem insignificant, but whose constant repetition has pernicious effects (Leymann, 1996: p. 26-27). Our objective is to analyze the relation of bullying and a particular form of emotional expression: weeping at work. A strong and intense emotional expression, weeping is an essential and integral aspect of human identity. It is therefore astonishing that so little has been published on the subject of tears and, more specifically, on tears and bullying at work.

Methods: We used a strategy of quantitative research centered on mailing questionnaires to workers in the education and health sectors in Québec, Canada (n= 2000). We received n= 457 (25%). In this study, we used the NAQ-R - Negative Acts Questionnaire Revised- set up in Norway by the Bergen Group to measure bullying. Different questions related to crying at work and the item 10 of the Beck Depression Inventory (BDI) related to crying.

Results: We have identified three groups of individuals, using the cutoff scores, established by Notelaers and Einarsen (2013) for NAQ-R, we obtained three groups : 80.0% were not bullied (NB), 15.0% were occasionally bullied (OB) and 5.0% were severely bullied (SB) in the last six months. 41.5% of individuals reported crying in the last year due to work issues. Using the BDI item on weeping, in the last week, 75.2% were not weeping any more than usual; 18.0% were weeping more now than one used to; 3.1% were weeping all the time and 3.7% were not able to weep anymore even though if they want to.

Related to bullying, univariate ANOVA indicated significant differences among the three groups of individuals related to bullying and weeping ($F(2,432) = 14.74, p < .0001$), as well as the intensity of weeping and bullying ($F(2,178) = 4.50, p < .01$). No differences were found concerning the duration of weeping. Using the Scheffé test, multiple comparisons, allowed us to determine that the differences between the group NB and the two other groups (OB and SB) are statistically significant concerning weeping. Thus, workers experiencing bullying at work (OB and SB), will also have an increased probability to weep more when compared to the group that were not bullied (NB).

We will present and discuss in detail these results, including the analysis of logistic regression results indicating that bullying and work overload are predictors of weeping at work. Limits: we cannot generalize these results for the whole of the Quebec population, although these results confirm results of other projects with different populations in Quebec. Presently, qualitative analyses are in progress to validate and deepen these results.

Keywords: weeping; emotions; bullying; tears; weeping intensity

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The existence of bullying in the workplace is associated with individual worker's subsequent psychological distress and intention to leave: a multilevel analysis

Abstract

Aim: Many studies reported the association between workplace bullying and mental health problems such as psychological distress, depression, or suicide ideation. However, most studies investigate this association at individual level. This study aimed to investigate the contextual effect of workplace bullying on subsequent individual psychological distress and intention to leave.

Methods: A longitudinal study was conducted among Japanese workers in public sectors. Both baseline and follow-up questionnaire consisted of demographic and occupational characteristics, workplace bullying (NAQ-R), psychological distress (K6), and intention to leave (Geurts et al. 1998). We conducted three-level multilevel analyses to examine the effect of division or department-level workplace bullying on individual-level subsequent psychological distress and intention to leave.

Results: A total of 2,638 respondents returned baseline questionnaire (response rate: 83.9%) and 2,037 workers returned follow-up questionnaire one-year later (follow-up rate: 77.2%). Mean age of participants was 42.8 years. Majority of participants were university/graduate school graduates, currently married, administrator/clerk, full-time non-managers, and non-shift workers. The results of multilevel analyses showed that division-level workplace bullying was associated with increased individual psychological distress (coefficient = 0.185, $p < 0.01$) and increased individual intention to leave (coefficient = 0.022, $p < 0.01$) in the demographic and occupational characteristics adjusted model. This association was weakened after adjustment for individual experience of workplace bullying and psychological distress or intention to leave at baseline but remained significant, although workplace-level variance in random effects showed nothing was explained by division-level and department-level workplace bullying after entering covariates. On the other hand, individual experience of workplace bullying was not significantly associated with individual psychological distress or intention to leave.

Conclusions: The results of the current study indicate the existence of workplace bullying at their workplaces would have a harmful effect on workers' mental health and intention to leave.

Keywords: Depression; Japan; Quantitative Study; Workplace Bullying

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The victims of workplace bullying and harassment each have their own personality. Actually their profile is heterogeneous. This point notwithstanding, similarities also exist. Looking carefully, we can discern common traits in personalities and in personal dispositions.

The goal of our presentation is to highlight several decisive idiosyncrasies that distinguish the personality of certain victims of workplace bullying and harassment.

We shall therefore refer to the data collected over several years and obtained directly from the psychotherapeutic work accomplished with victims.

Our methodological approach is exclusively qualitative and relies upon a phenomenological description calling in a range of cognitive, psychological and ethical expertise. A brief presentation of the victims and their bullying contexts, followed by concrete examples, will illustrate our observations and enable us to set up an explanatory table.

A recent meta-analysis of several studies dealing with the personality traits of victims, especially throughout the Five Factor Model of personality, shows high diversity in the findings, while confirming however the presence of traits. Giving evidence for correlation of exposure to workplace bullying requires further investigations, so the study concludes.

Whatever the results of new researches might be, we agree with authors of the meta-analysis that none of them will constitute “a legitimate reason for harassing someone.” *

The clinical work with victims may allow deeper insight. Beyond acknowledging the victim's symptoms and the varied traumatic impacts, our listening lets us meet the human being.

Hence, basic traits, empowering or fragile, come to light, which each and all are precisely major contributing elements to the shaping of singular personality. Alike they mark out the identity of these individuals and confirm its presence prior to the bullying experience.

The traits or attributes that these victims reveal relate to their way of thinking and acting, to their manner of being sensitive and empathic, to their values and worldviews. Actually these traits speak about proper abilities and beliefs.

Our presentation will organize them along cognitive, sensitive/affective and ethical categories stressing their interdependence that subsequently, as we will see, leads to engender specific needs and particularly strong ideals and life conceptions.

Indeed these cognitive and sensitive abilities point to complex thinking and openness in which perception ability plays a prime role. Accordingly, they affect and shape the persons' relationship to power, to authority and established rules; they impact on behaviour, on praxis and priority setting; they qualify social relationship, finally engaging the main aesthetic approach to moving ethical/moral values. If these attributes indicate common abilities, their performances remain of course singular.

The knowledge of personality traits and their associated abilities in victims of workplace bullying and harassment allows further steps to appropriate prevention policies. Further researches and wider knowledge may reveal specific traits and abilities of personalities that are in fact highly needed by companies amidst the current transformations within the workplace.

*Morten Birkeland Nielsen, Lars Glasø, Ståle Einarsen, Exposure to workplace harassment and the Five Factor Model of personality: A meta-analysis, in *Personality and Individual Differences*, Volume 104 January 2017, Elsevier Ltd.

Workplace bullying in Sweden: a randomized representative sample of the Swedish workforce

Although much research on workplace bullying during the last decades have pointed to conditions in which bullying occur, relationships between different organisational factors and exposure to bullying, as well as its severity for health and well-being it is still a widespread phenomenon in working life. Understanding the conditions for workplace bullying in different sectors of working life and within these how different individual and organisational factors create condition for bullying to occur and to increase is important. The last ten years have seen studies on bullying based on nationally representative samples of the workforces of e.g. Norway, Japan, Finland, and Belgium (Flemish) (Baillien et al., 2015; Glambek, Skogstad, & Einarsen, 2015; Salin, 2015; Tsuno et al., 2015). In Sweden, we need to go back to the end of the 1980's to find a representative sample studying bullying (Leymann, 1996).

Data for the current study was collected September-November 2017 from a representative sample of the Swedish workforce working at workplaces with ten or more employees (n = 1838). Bullying was measured using Negative Acts Questionnaire Revised (NAQ-R, Einarsen, Hoel, & Notelaers, 2009) and as a single item based on a definition. Both individual work experience and organisational factors were measured using the LiMPA survey instrument (Rosander & Blomberg, 2017). Additionally, measures of e.g. health (Salutogenic Health Indicator Scale, SHIS; Bringsén, Andersson. & Ejlertsson, 2009), sick leave, and sickness presenteeism were included.

Prevalence of bullying in total in Sweden, in different sectors as well as for a number of other demographic variables will be presented (e.g. gender, age, country of birth, marital status, income, and education). Preliminary results on the relationship between exposure of bullying and health, sick leave, sickness presenteeism, individual work experience, and different organizational factors will also be presented. All results reported are quantitative.

The current presentation is the first based on this new representative data set of the Swedish workforce. As a conclusion to the presentation, some thoughts on further directions based on the data, as well as the coming longitudinal focus of the research project, will be introduced. The representative sample is also part of the larger data set in the research project called WHOLE (Work, Health, Organisation, Leadership and Experience) in which longitudinal data from three different sectors (government, municipal and private sectors) currently is being collected using the same instrument.

Keywords: Workplace Bullying, Health, Sick leave, Work experience, Organisational factors

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” An introduction to the diagnosis and treatment of workplace bullying targets.”

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Keywords: bullying, ahrrassment, diagnosis, treatment

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Sexual harassment, gender issues and discrimination

A sexological view on sexual harassment

Willeke Bezemer, psychologist/sexologist

Sexologists have been interested in sexual harassment at work for longer than #MeToo. Being a sexologist myself, and being for more than 20 years one of the managing partners of Bezemer Kuiper & Schubad (specialists in addressing bullying and (sexual) harassment at work in The Netherlands) I studied the data of all kinds of research that we carried out into sexual harassment at work: case studies, surveys and qualitative investigations in different organizations.

In this presentation I will focus upon some sexual harassment findings in our investigations. One of the topics in our studies is (of course): who are being (sexually) harassed by whom?

Of course, our data indicate that in most of the cases women lower in the hierarchy of the organization were sexually harassed by men who are either higher in the hierarchy because of their position, or dominant because of their number. These data are completely in line with all investigations into sexual harassment. After all, Oscar Wilde already stated:

Everything is about sex. Except sex. Sex is about power.

So far, so good, and no news.

Interesting however is that – according to our findings - also women who are academically educated, who have a high position, and are assertive, are being sexually harassed. How can we explain this?

The answer to this question will be given. The question is given on the basis of research into (sexual) harassment at work and sexological theory.

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Bullying: a form or a mode of discrimination in workplaces?

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In this communication we intend to present the results of our study on the relationship between bullying and discrimination at workplace. We started from the observations that victims of bullying at work in their complaint often expressed the feeling that if this form of violence has been targeted against them, it is not because of their own singular person but because the fact of their actual or assigned affiliation to another social group than the harasser. Leymann has already highlighted in 1996 this phenomenon of targeting or overexposure of specific categories of employees in companies. If our main hypothesis is that harassed targets are perceived by stalkers as different without the reality of this difference is confirmed, it is apparent from a survey of early papers that some people are particularly targeted as women, gays, youth, seniors, or the disabled. This confirms the relevance of a supposed link between harassment and discrimination while raising several questions about the nature of the remaining also confirm link. Thus, bullying is it one of the phases of an overall process of discrimination at work in enterprises, leading to phenomena of exclusion of some categories of employees, or does it represents one well distinguishable modes or forms of discrimination in employment or career development? In contrast, does discrimination at work which is defining a contextual element in enterprises, make the concerned employees most vulnerable regarding practices of harassment suffered by all persons at work?

To provide some answers to this problem, we implemented a Meta-analysis methodology in two phases: a statistical approach and an approach by case law or jurisprudence. The first was to conduct a statistical analysis of three surveys: the SUMER /DARES survey conducted in 2009 and 2016 with 48,000 employees in the private and public establishments, the survey conducted by the High Authority (HALDE) and the ILO 2012 on more than 1000 employees in the public and private services and the European survey on working conditions carried out on two stages in 2005 and 2017 to monitor the development of working conditions in Europe. This first step of statistical analysis does not only confirmed the strong similarities between harassed and discriminated working at work, but it clarified the characteristics of targeted employees, while complementing modes categorization already identified as leading by stereotyping in the joint emergence of the two phenomena of discrimination and harassment. Thus , union activity , illness or weight emerge as triggers of one and the other. The second

step was to identify case law. Often complaints but also judicial decisions on discrimination, including association, which are attached side by side those of Bullying at work. Examples of decisions that have hesitated between the two fields are numerous and we interpreted in our research 54 decisions of the french jurisprudence published in Legifrance.

The content analysis was carried out which does not conclude on positioning two phenomena relative to the other. All cases initially interrogated seem to coexist in the real world of business. These preliminary results lead us to continue our research by a qualitative study of these different cases by semi -structured interviews with all stakeholders to identify and model the dynamics at work. It also leads us to determine the position of the two observable phenomena of workplace discrimination and harassment either relative to another within companies, but as elements of a macro- societal process, it may be a modern form of social exclusion.

Keywords: Bullying, Discrimination, Organizational Harassment, social exclusion, macro- societal process.

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Differences in workplace bullying between lesbian, gay, bisexual, transgender, and heterosexual employees

During the past years, the societal and political attention for lesbian, gay, bisexual, and transgender (LGBT) individuals has increased. While scientific attention to LGBT individuals is also increasing, they remain an understudied population in work and organizational research. In addition, existing studies mainly use a qualitative design and/or convenience samples of employees recruited via the LGBT community (e.g., LGBT prides, websites, or bars). Although these lines of research have vastly expanded the knowledge on LGBT issues in the workplace and provided much-needed information for policies and interventions, at the same time, these research methods limit the generalizability of the findings and comparisons with the experiences of cisgender employees. This is mainly due to three limitations: the small sample sizes; the use of convenience/community samples and the use of a within-group approach (i.e. the lack of a control group).

The current study addresses these limitations in scientific work and organizational literature. First of all, it uses a between-group design, i.e., a sample consisting of LGB and heterosexual participants and a sample consisting of transgender and cisgender participants. This allows for comparison of workplace experiences by different groups. Furthermore, it uses large-scale, mainly representative population datasets. This avoids an LHBTI community selection bias and allows for more generalization of the findings. The research question the current study aims to answer is: which potential differences exist between LGB and heterosexual employees and between transgender and cisgender employees?

Data was taken from a representative population study in the Netherlands ($N_{\text{total}} = 9,417$; $N_{\text{lgb}} = 522$, $N_{\text{heterosexual}} = 8,895$). For the analyses pertaining to transgender employees, additional data was collected by means of an online survey amongst members of a trade union ($N_{\text{total}} = 28,917$; $N_{\text{transgender}} = 40$, $N_{\text{cisgender}} = 28,877$) in order to increase the number of transgender participants in the sample.

Multiple regression analyses controlling for differences in sociodemographics show that transgender participants reported higher levels of workplace bullying than cisgender participants. Differences between LGB and heterosexual employees were less pronounced and depended on the specific sexual orientation (bi or homosexual) and the gender (male or female) of the employee and the type of bullying at the workplace (i.e., personal or work-related bullying).

Implications of the current findings and research methodology for future work and organizational research will be discussed.

Keywords: workplace bullying, LGBT, sexual orientation, transgender

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France's New Sexual Harassment Law After Five Years: The Role of Dignity and Discrimination

In the United States, sexual harassment is prohibited by Title VII of the Civil Rights Act as a form of sex discrimination. In order for sexual harassment to be unlawful, it must be established that the harassment was caused by sex to meet the requirement of discrimination; it is not sufficient that the harassment be sexual in nature. Courts frequently find that the harassment does not meet the “because of sex” requirement because the harassment is believed to be motivated by the other characteristics of the target of harassment. One way in which the definition of actionable harassment might be expanded is through the recognition of a claim of harassment that does not depend on status discrimination. This type of harassment is often referred to as “bullying” and generally is not unlawful in the United States, at least under federal law.

My research involves comparing the law of the United States and French sexual harassment law, which traditionally has not viewed sexual harassment as a form of discrimination. A statute was enacted in France in August 2012, after the prior law was invalidated in May 2012. The 2012 statute expanded the prior definition of sexual harassment, which had focused on coerced sexual conduct, to include harassment that harms the dignity of employees and places them in a hostile “situation.” This new definition is based on the European Directives, which defines sexual harassment as a form of sex discrimination.

My research focuses on the cases decided under the 2012 law in the intervening five years since adoption of the statute, in order to determine how the new definition of sexual harassment is being applied. I am particularly interested in how the hostile “situation” language is being applied by the courts. My preliminary research suggests that courts are finding a broader range of sexual conduct to be unlawful under the statute, but that the courts are not being influenced by the European Union focus on harassment as discrimination. I am also interested in the effect of a recent amendment to the French Labor Code, which prohibits “sexist behavior” as well as sexual and moral harassment. This amendment would seem to recognize that some of the harmful behavior that occurs in the workplace against women is in fact motivated by sexism (and thus discrimination), although the Labor Code has maintained the separation of harassment and discrimination.

The purpose of this research is not only to explore the effect that enactment of the French sexual harassment statute has had on the treatment of sexual harassment claims by the courts, but to explore the implications of a “sex-neutral” approach to sexual harassment law, focusing on dignity, with respect to the possible adoption of a status-bind prohibition of harassment or bullying.

Keywords: Sexual harassment; dignity; discrimination

Managing Workplace Bullying in Multicultural Contexts: The impact of Social Identity and Social Categorization

The aim of this conceptual paper is to provide guidelines for managers working in culturally diverse countries. Using our knowledge and experience of working in the United Arab Emirates (UAE), we consider the potential impact of social identity theory and social categorization in relation to workplace bullying. The UAE is demographically unusual in that nationals constitute a small fraction of the population. In 2010, the UAE population was estimated to be over 8 million with 11.5% of these being Emirati, and 88.5% non-Emirati. More recently, in 2015 & 2016 and based on UN figures, the population was reported as being at little over 9 million (Worldometer, 2016) and we can expect a similar split between Emirati and non-Emirati/(i.e. expatriates). In such multicultural contexts, absence of traditional roots leads individuals to form groups with those whom they feel culturally more alike and connected. The development of out-group/in-group relationships makes workplace bullying more likely, where groups attempt to obtain favorable outcomes for themselves, frustrating the goals of other groups. Such competitive relationships between groups can initiate mutually negative feelings and stereotypes toward the members of other groups.

According to the Social Categorization perspective, when people or objects are categorized into groups, actual differences between members of the same category tend to be perceptually minimized (Tajfel,1969), and often ignored when making decisions or forming impressions. Members of the same category seem to be more similar than they actually are and more similar than they were before categorized together. Thus, categorization both enhances perceptions of similarities within groups, and differences between groups, emphasizing social differences and group distinctiveness. Tajfel and Turner (1979), in their social identity theory, further proposed that a person's need for positive self-identity may be satisfied by membership in prestigious social groups and threatened self-esteem might lead to conflicts among groups. Thus, this need motivates social comparisons that favorably differentiate in-group from out-group members. At the individual level, one's personal welfare and goals are most salient and

important. At the group level, the goals and achievements of the in-group are merged with one's own (Brown & Turner, 1981), and the group's welfare is paramount. Thus, social categorization lays the foundation for intergroup bias and conflict that can lead to, and be further exacerbated by, competition between these groups, hence the foundation for conflicts and, more precisely, workplace bullying in multicultural contexts.

Whilst social categorization presents a problem, it also provides a range of potential solutions that encourage intergroup relations, where people think about themselves as group members rather than as distinct individuals. We present three quite different categorization-based solutions for reducing bias. These approaches involve decategorization, recategorization, and mutual differentiation, to reduce intergroup biases and conflicts and minimize workplace bullying.

Keywords: Social Identity theory, Social Categorization theory, self-esteem, multicultural contexts

**POSTER: Mediating effect of psychological capital in relationship
between sexual harassment and employee performance**

Despite all technological advances and societal development, issue of sexual harassment still prevails in the workplaces all over the world. Considering increasingly diverse workforce including women, this issue needs to be addressed on priority basis. This study examined the existence of sexual harassment among nurses in Pakistan and its impact on their performance. Population included nurses serving in hospitals of Lahore. Data was gathered from four different hospitals located in Lahore including Mayo hospital, Jinnah Hospital, Services Hospital and Lahore General Hospital. An important aspect of the study was to examine the psychological capital as a mediator in the relationship between sexual harassment and employee performance. The study was quantitative in nature and entailed cross sectional method of research. For this purpose, pre-structured questionnaires were used to collect data. Findings of the study were found to be in favor of our proposed hypotheses. Results showed the negative effect of sexual harassment on employee performance. Regression analysis was used to investigate the mediation of psychological capital between the relationship of sexual harassment and employee performance, where, PsyCap was proved to mediate the relationship. Keeping in view the findings, recommendations were also given to combat sexual harassment and its consequences. It is recommended that there should be awareness seminars and trainings in the hospitals in order to make nurses aware of their rights to speak and complain about such practices. Provision of adequate mentorship to novice nurses should be ensured and in this case trained head nurses should act as mentors. Also, it is imperative for head of nurses to role model psychological capital at workplace which will ultimately motivate their subordinates to improve their level of

psychological capital. For future implication, it is suggested that future researchers may also conduct longitudinal studies in which data is collected after a time period from the same respondents. It may uncover important views of respondents about the changes in their perception of sexual harassment and/or their coping strategies.

Key Words: Sexual Harassment; Psychological Capital; Employee Performance Nurses; Pakistan

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Methods of regulating harassment: comparison between prohibition and employers' obligation to take measures

Aim: The aim of this presentation is to examine the regulatory methods for harassment and the effects.

In Europe, many countries prohibit harassment. Sometimes prohibitions base on several protected characters and sexual harassment under the influence of EU directives. On the other hand, Japan doesn't prohibit harassment but has a provision that employers are obliged to take employment management measures to protect both men and women from sexual harassment (put into effect in 2007). And last year it has been introduced the notion of harassment based on pregnancy, maternity and taking parental leaves etc in the Equal Employment Opportunity Law (EEOL) and Child Care and Family Care Leave Law.

EEOL was enacted in 1985, but no provisions on sexual harassment. In 1989 a woman filed Japan's first sexual harassment lawsuit in a Fukuoka district court and the trial ended successfully for the plaintiff in 1992. In 1997 EEOL introduced a provision for employers to oblige to give consideration to sexual harassment against women in the course of employment management and Sexual Harassment Guidelines was issued. In 2006 EEOL was amended again and employers' obligation to take employment management measures to protect both men and women from sexual harassment was introduced. Sexual Harassment Guidelines require employers to (1) clarify the policy for dealing with sexual harassment (stipulating it in the rules of employment, setting out disciplinary rules, etc.) and increase employees' awareness thereof (conducting training, etc.), to (2) deal with complaints and requests for consultation (clarifying the consultation and complaint handling section, making appropriate and flexible response upon request for consultation, etc.) and to (3) take prompt and proper measures ex post facto.

In this presentation, I compare the regulatory methods for harassment and effects between Japan and the some countries.

Keywords: Sexual harassment, law, regulation, prevention

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Morocco's legal framework relevant to harassment against women

Abstract

Aim: Violence against women is a form of physical, mental or sexual abuse that is normalised in many institutions and cultures. It is a complex issue that is prevalent in Morocco where gender-based violence remains a widespread phenomenon that challenges Moroccan women. Evidence of its amplitude is provided by the results of the 2013 national survey directed by the Moroccan High Commission for Planning (HCP, 2011, 2013) which reveals that nearly two thirds (63%) of women have experienced sexual harassment in Morocco. The female workforce remains very low (26.1% of the active employed population) and has even decreased compared to a decade ago (HCP 2013, 62).

Sexual harassment in the public space and the workplace is a new topic of research in Arabic and African countries, although it has been the subject of abundant research elsewhere since the 1970s and has been recognized as a serious problem in western countries (Pina, Gannon and Saunders 2009).

This presentation will examine, the state of the law governing gender-based violence in Morocco, looking at legislation regulating sexual harassment of women in the public space and in the workplace, and in maintaining paid employment in light of the literature on sexual harassment in Morocco.

Methods: Using a classic legal analysis, we will describe the nature of the regulatory framework governing sexual harassment in public spaces and in the workplace. We will also present the results of a literature review looking at the challenges for Moroccan women in accessing the workplace prior to the adoption of the legislation.

Results: The literature shows that frequent harassment of women in public places is a harsh daily reality for women in Morocco (Madan and Nalla 2016). However there is very little literature addressing sexual harassment in the workplace. Sexual harassment can have dramatic consequences for the health, safety and freedom of movement of women. The International Monetary Fund recently (IMF, 2016) suggested that women's participation in the workforce would be more viable if Morocco addressed the problem of women's security in the public space on their way to work. Thus it has implications for the social and economic development of the country as a whole. The recommendations of the IMF have led to a promise of new legislation which is to be adopted in the coming

months and which will be discussed in light of current legislation which has proven to be inadequate for prevention of sexual harassment.

Conclusion: Civil society in Morocco, including human rights groups and women's groups, have repeatedly underlined the importance of addressing sexual violence in all domains, including in the workplace but, as Ennaji (2013, 134) states, legislative reforms will not bring about significant change in the well being of Moroccan women unless they are accompanied by a societal change in mentality.

Keywords: sexual harassment; workplace; legislation; women's rights; Morocco

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PREVENTION AND FIGHT AGAINST THE HARASSMENT AT THE UNIVERSITY: AN APPROACH FROM THE SPANISH PERSPECTIVE

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As usually happens in all the organizations composed by human resources, university appears to be an enabling environment for the emergence of conflicts among its members. However, its hierarchical structure, as well as the access to public employment system, governed by principles of equality, merit and capability, have contributed to the emergence of exclusion strategies made against individuals or groups. Notable among these were people belonging to groups traditionally excluded of the labour market, like women.

The fight against gender based discrimination in Spain has led to the enactment of the Organic Law 3/2007, of March 22, for the effective equality of women and men, under which sexual harassment has been defined as any verbal or physical behaviour of a sexual nature having the purpose or the effect of threatening the dignity of a person, particularly when an intimidating, degrading or offensive environment is created (art. 7.1). Furthermore, in accordance with this law, sex based harassment is any behaviour performed based on the sex of a person, with the purpose or effect of threatening their dignity and creating an intimidating, degrading or offensive environment (art. 7.2).

Labour courts have used this legal framework to fight against this situations into the enterprise, despite of the lack of prevention policies specifically regulated by the Labour Law. In order to increase legal certainty, enterprises and public administrations have designed and implemented their own actuation protocols. The Spanish universities have not remained oblivious to this evolution, enacting internal norms aimed to achieve a healthy and respectful work environment, without forgetting that students compose a particularly vulnerable group. These protocols offer a complaints procedure available to teachers, researchers, students and university staff, but also preventive norms.

This paper addresses the legal framework of sexual and gender based harassment in Spain since university protocols such as the University of Santiago de Compostela prevention and action protocol against sexual harassment, gender based harassment and sexual orientation and gender identity based harassment, that has evolved including new discrimination grounds.

POSTER: Say No to Sexual Harrasment

Sexual harassment in the workplace has become an emerging occupational health issue due to increased awareness and recognition of its negative health consequences to the individual targets. In Malaysia, despite many workers are at risk of adverse health consequences due to workplace harassment, national data on sexual harassment is still unknown. The purpose of this study was to explore employees' view and personal experience in dealing with sexual harassment. The study applied qualitative research methods. Semi-structured interviews have been conducted with 13 Malaysian workers in public and private organisations. A written informed consent was given to the participants prior to the face-to-face interview. There are three respondents who are the victims of sexual harassment in their current organisations. Participants were selected using purposive random sampling drawn from a variety of ethnic groups, occupations and organisations. Participation was voluntary. Data was transcribed and analysed using content analysis. The findings show five types of sexual harassment which consists of physical, verbal, non-verbal or gesture, visual and psychological. These harassments give severe negative impacts to the workers. The study has determined the types of sexual harassment and its negative impacts to the employees in Malaysia. The study also showed four antecedents of sexual harassment which included power distance, job characteristics, age and gender. This study has explored the relationship between sociodemographic and work related factors that contributed to sexual harassment. This harassment phenomenon must be eliminated by the organisations at any cost. Sexual harassment reinforces the status quo in organisations. Therefore, this study provided opportunities to explain workplace harassment phenomena to the Malaysians. There has been lacking of perspective as to how Malaysians establish their knowledge, awareness and understanding on sexual harassment, as well as the antecedents of sexual harassment and the consequences not only to the the workers and organisations but also to the societies, economic and nation.

Keywords: sexual harassment, types, antecedents, negative impacts

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Workshop Template

- The proposed title
Sexual harassment at work: comprehension, policies and tools for better prevention
• A brief (100 word) biography of the facilitator(s)
<ul style="list-style-type: none"> - Marie-France Hirigoyen, psychiatrist and psychanalysis, leading expert in the area of sexual harassment at work in France and in the world - Skye Saunders, PhD in labour law, College of Law, Australian National University, leading researcher in the area of sexual harassment in Australia - Bénédicte Ravache, General-Secretary of the French Association of Directors of Human Resources (ANDRH), management. The ANDRH has been charged by the French Labour Ministry of a report on sexual harassment at work. - Rachel Cox, Professor in Labour Law, UQÀM, leading researcher in the area of sexual harassment in Canada - Elisa Ansoleaga, Professor in work psychology, PhD in Public Health, Head of the School of psychology, University Diego Portales, Chile, leading researcher in the area of gender discrimination at work in Chile and America Latina - Ximena Perez, Centro de estudios de la mujer, Sociologist, leading researcher on sexual harassment in Chile and America Latina, founder and researcher of the Center of Women Studies (CEM) in Santiago (Chile) and a specialist in gender studies, work and health.
- Summary of the workshop objectives and activities (3-5 dot points)
Type here
- A 300-400 word (maximum) description of the workshop for the Conference Abstract Booklet. This should outline the topic of the workshop, why the topic is important, the contents to be included under the topic, what the participants will have the opportunity to learn, and a brief description of the activities that will be included.
<p>The subject of this workshop will be, first to investigate the different definitions of sexual harassment at work, according to the various countries and cultures, then to compare the legalistic definitions with the feminist definition, and to examine the policies and tools effective for a better prevention.</p> <p>Workplace sexual harassment is internationally condemned as sex discrimination and a violation of human rights, and more than 75 countries have enacted legislation prohibiting it. According to the feminist approach, sexual harassment at work is one of the dimensions of harassment at work, the sexual dimension encompassing the relation of power between men and women.</p> <p>Until a recent scandal comes to show in broad daylight the frequency and the gravity of the sexual harassment in the workplace, research focused mainly on psychological harassment, but sexual harassment remained pervasive and underreported.</p> <p>First a panel of psychologist, lawyer, human resource director and sociologist will present briefly their perspective on the topic:</p> <ul style="list-style-type: none"> - Defining sexual harassment - Prevalence

- Who is sexually harassed?
- Who are the harassers?
- Organisation's culture
- Consequences for the victims
- Cost to organizations
- Workplace policies and training programmes.
- Legislations
- The Role of Managers in Prevention and Investigation

Following these talks, a panel, including the workshop organisers and other international colleagues will debate about evidence-based preventive interventions and examine what tools have been shown to be effective at reducing sexual harassment. The debate will also question if we can combine or not those policies and tools.

- **A rationale for conducting the workshop at the conference (100 word maximum)**

1. Introduction: short documentary from Sky Saunders (15 min.)
2. Brief presentation of each facilitators and their perspective of the topic
3. Debate with the audience
4. Conclusion from the facilitators

- **Names, titles and affiliations of the workshop facilitators**

1. Dr	HIRIGOYEN Marie-France	Psychiatrist and psychotherapist, France	mf.hirigoyen@gmail.com
2. Dr	SAUNDERS Skye	Researcher in Labour Law, Australian National University, Australia	skye.souders@anu.edu.au
3. Ms	RAVACHE Bénédicte	French Association of Directors of Human Resources (ANDRH) General-Secretary, France	bravache@anrdhr.fr
4. Pr	COX Rachel	Labour Law, UQÀM, Canada	rachel.cox@uqam.ca
5. Pr	ANSOELAGA Elisa	Work psychologist Universidad Diego Portales, Chile	maria.ansoelaga@udp.cl
6. Ms	DIAZ Ximena	Centro de estudios de la mujer, Chile	xdiaz@cem.cl

Format of workshop

- Film 15 minutes
- Presentation by 6 facilitators for 8/10 minutes each person = 60 minutes
- General discussion (facilitators and audience) = 45 minutes

Type here

- **Targeted attendees**

Human resources, Lawyers, Psychologists, Occupational physicians, Labour inspectors, Researchers

- **Expected outcomes**

To get a better comprehension of the sexual harassment and overview the efficient policies and tools for a better prevention of sexual harassment at work

- **Desired AV equipment (The need for any specialised equipment (anything beyond the supplied set-up may require separate funding)**

LCD projector to show a film

“Better Understanding of Workplace Bullying and Harassment in a Changing World”
Conference Theme: 9. Sexual harassment, gender issues and discrimination

The Results of a Mixed Study on Cultural and Identity Dimensions of Gender-based Aggression in Skilled Trades Occupations

Problematic

Few studies on workplace aggression, particularly against women, had been conducted in the construction industry. Although, in occupations associated with skilled trades, it has been demonstrated that women were most often victims of sexism (Tougas, Beaton, & Laplante, 2005) and workplace aggression (Gruber, 1998; Gutek & Morasch, 1982). One important limitation of the current studies is the omission of the professional identity, even if it is very essential in the explanation of harmful behaviours to maintain a positive image of the group, according to the social identity theory (Tajfel & Turner, 1986).

Aims

This oral communication aims to demonstrate the role of professional identity on gender-based aggression in skilled trades occupations. The adoption of aggressive responses by low-skilled laborers could result from a strong group collective self-esteem, a male-gendered skilled trades, as well as a skilled trades culture, in particular a high degree of collectivism, a strong power distance, and a low level of integration of differences. From these entire elements, the undermining of professional identity, by realistic and symbolic perceived threats, interpersonal and informational injustice, as well as the way the working conditions are organized, could also cause aggressive responses in skilled trades occupations. Besides, this communication will present the first results of this study.

Methodology

By using mixed methods and through the triangulation of data, it is possible to explain the contribution of every component of the professional identity. Some focus groups and interviews with fifteen women and a questionnaire administered to 282 workers working on seven construction sites and four manufactories allow the first interpretations of the results.

Results

The results demonstrated the role of aggressive responses, such as interpersonal deviance, as predictive factor in the predisposition to be a victim of psychological, physical or sexual aggression. Furthermore, the cultural dimension of integration of the differences, as well as the gratifications and social support reduce the workplace aggression in skilled trades occupations. In contrast, skill utilization is a predictive factor to be a victim of aggression. In addition, a low public esteem of skilled trades is associated with physical aggression.

Keywords: Professional identity; Gender-based aggression; Skilled trades culture

Words: 392

THE INTERACTION BETWEEN ORGANIZATIONAL CLIMATE, CULTURE, AND SEXUAL HARASSMENT: A CAUSE AND EFFECT QUESTION IN WORKING ENVIRONMENT

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Abstract:

Workplace sexual harassment is an undesirable behaviors occurs almost everywhere, it is not opt to one culture than other. This kind of misbehavior was found to negatively affect employee physical and psychological health, which cause high work-related stress, negative outcomes such as decreased job satisfaction, lower organizational commitment, turnover intentions, ill physical and mental health, violence, and low self-esteem levels among co-workers. For some individuals, sexual harassment is devastating due the consequences that might lead to (anxiety and depression) to name a few. Concerning the antecedents of sexual harassment, the previous research findings suggest that the organizational climate has a significant role in facilitating sexual harassment. People from different cultures, i.e. Arab, Asian, American cultures, perceive, identify, and react differently when sexual harassment occurs. The purpose of this paper is to illuminate the importance of culture as a moderator in the relationship between organizational climate and sexual harassment.

Key words: Sexual harassment, organizational climate, culture.

Third-party reactions to sexual misconduct in the Canadian Armed Forces

Background

In recent years, the Canadian Armed Forces (CAF) has attracted negative media attention regarding the prevalence of sexual misconduct among its ranks. Macleans, a Canadian news magazine, suggested that as many as five CAF members are sexually assaulted every day (“Our military’s disgrace,” 2014). Because of discrepancies between media reports and results from internal surveys, the Chief of the Defence Staff commissioned an independent external review of sexual misconduct in the CAF in 2014. The External Review Authority (ERA) concluded that sexual misconduct is a problem in the CAF and that bystander reporting of sexual misconduct is rare (Deschamps, 2015), despite third-party obligations to report sexual misconduct.

In response to the ERA, the CAF developed an action plan that involved an increased commitment to collecting data on the prevalence of sexual misconduct in the military. The CAF contracted Statistics Canada to develop, administer, and analyze a survey to measure sexual misconduct in the Regular Force and Primary Reserves. The Survey on Sexual Misconduct in the CAF (SSMCAF) measured three forms of harmful and inappropriate sexual behaviour (HISB): (1) sexual assault (experienced), (2) sexualized behaviour (witnessed or experienced), and (3) discrimination based on sex, sexual orientation, and gender identity (witnessed or experienced). For logistical reasons, CAF personnel who were in training (basic or occupational) were not surveyed at that time. In 2016–2017, Director General Military Personnel Research and Analysis (DGMPPRA), a research centre embedded within the Department of National Defence, administered the SSMCAF to CAF members in training. Because an important element of eliminating HISB is the willingness of bystanders to intervene in situations involving sexual misconduct, DGMPPRA researchers added questions on bystander intervention to the SSMCAF administered to personnel in training.

Method

All individuals who graduated from either a basic training or an occupational training course during a specified time period were invited to complete the SSMCAF. Survey respondents who reported having witnessed at least one sexualized or discriminatory behaviour in training were asked whether they took action. If they reported taking action, they were asked to select what action(s) they took from a list of possible actions (e.g., “You asked the person who appeared to be the target if they needed help”; “You confronted the person who appeared to be causing the situation”). If they reported not taking action, they were asked to select from a list possible reasons for not taking action (e.g., “The person who appeared to be causing the situation was a higher rank than you, and you felt that you had no authority to stop them”; “You were not sure if the person being targeted was bothered by the situation”).

Results and discussion

The results for HISB and the willingness of bystanders to intervene will be discussed, as well as the implications of the results for the CAF.

Keywords: Sexual misconduct; sexual harassment; discrimination; bystanders

Uncovering the state of workplace sexual harassment upon men: Operational and subjective approaches to identify sexual harassment victims

Surveys on the state of workplace sexual harassment are conducted frequently in South Korea. Many of the surveys use the term 'sexual harassment' directly in the title or the questions. Such method raises a question over selection bias and the speculation that Korean men, with their face saving values, may reduce the extent of their sexual victimization. The study attempted to investigate the raised issues.

Quantitative, survey method was adapted. A questionnaire was built containing sexual harassment measurement with 13 items (operational approach) and self-reported questions for the experience of sexual harassment (subjective approach). The questionnaire was titled 'Work Environment Questionnaire'. It was sent online to 11,937 employees who have answered previous work-related surveys. The questionnaire was answered by 3,000 people from 15 industries (200 from each industry), making the response rate 25.1%. The industry sectors included Manufacturing, Construction, Wholesale and retail, Transportations, Accommodation and hospitality, Publishing·Media·Information Services, Finance and Insurance, Real Estate and Rental, Science and Technology Services, Facility Administrations and Support Services, Public Administrations·Military and Social Services Administrations, Education Services, Public Health and Social Services, Art·Sports·Leisure related Services, Associations·Organisations·Repair and other individual services. These 15 industry sectors make up approx. 98% of the working population in South Korea. Participants' gender ratio was representative of the population ratio. Weightings were applied in the analyses.

Operational victims were classified as those who reported that they experienced at least one of the 13 sexual harassment acts during the last 6 months. Subjective victims were those who self-reported that they were sexually harassed at least once during the last 6 months. The definition of sexual harassment was given to the respondents in the questionnaire that 'being exposed to comments or behaviours that caused sexual humiliation.

Analysis of the data revealed that the rate of subjective victims were females 11.6% and males 6.9%. However, in terms of operational victims, females were 34.4% and males 25.0%. The result indicates that both genders are likely to reduce their victimization when the term 'sexual harassment' is directly used. In addition, on average, men experienced 6.79 cases of sexual acts and women 5.79 cases, suggesting that although the rate of victims were lower for men, for each victims, a male victim were subject to more sexual harassment acts than a woman victim, on average.

The gender ratio of the perpetrators was that for male victims, male 86.4% and female 13.6%. For female victims, male perpetrators were 78% and female 22.0%. In other words, while males were predominantly the main culprit of the sexual harassment at workplace, men were more likely to be sexually harassed by men and women by women in comparison to each other.

The findings suggest that sexual harassment is not just an issue for female workers but also male workers. South Korean legislation and policy over sexual harassment at work have been focusing on female victims but such gender-centrism should be overcome and protection and support should be provided for both male and female workers. Easy-to-access support channels should be available for both genders. Societal awareness should be heightened to address sexual harassment upon men as well as women.

Keywords: sexual harassment, men, workplace, South Korea, operational and subjective

approaches

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Workplace Bullying, Disability & Chronic Ill-Health

This presentation considers how and why people with disabilities, impairments and chronic ill-health report being subjected to bullying at work.

Against a global environment that is reporting increases in working-age, elongated access to workplace pensions, as well as a growth in insecure work, workplaces of the future are increasingly likely to encompass a higher number of workers who are more likely to have some form of impairment or chronic ill-health. Aside from gender and race, workplace bullying researchers have generally been slow to embrace diverse workplace populations, and there is therefore very little data on the experiences of people classified as holding impairments or chronic ill-health. What data does exist, however, indicates that those with disabilities experience a high level of bullying, meaning there is a need to explore this group further.

In this presentation, the limited existing evidence-base and research into disability, chronic ill-health and workplace bullying is surveyed, and key challenges in developing research and practice in this area are identified.

The key challenges are contextualised within a political-social landscape that currently locates the disabled and chronically sick as a cost to be managed. The challenges include questions and uncertainty over the meaning of, and understanding around, disability; the decisions and actions of governments and the influence of national policy; societal attitudes and stereotypes; and the changing role of trade unions in employment relations. Challenges in relation to conducting research into this area are also considered, as such populaces require careful research designs that are sensitive to their situations and mindful of how bullying can manifest in their lives.

In maintaining the tradition of trying to make workplaces fairer and more dignified in their treatment of workers, possible strategies for overcoming these challenges are offered, with a view to ensuring that disabled people are seen and treated as ordinary human diversities, rather than pathologies. The strategies include a consideration of the insights to be gained from drawing on literature on stigma and disclosure in relation to different protected groups (e.g. LGBTs) and from other disciplines (e.g. psychiatry), and the adoption of a set of guiding principles to help organisations mitigate and manage workplace bullying experienced by people with disabilities and/or chronic ill-health.

Keywords: Disability; ill-health; dignity; discrimination

“Basic Bullying with a Racist Slant” Discourses of Workplace Bullying in the United States’ Nursing Profession

Background and Aims: Discourse, or the language that is used to discuss a social phenomenon, is indicative of a person’s emotions, perceptions and attitudes in relation to that phenomenon (Jager & Maier, 2009). Critical discourse analysis is an analytic tool which can be used to discover entrenched attitudes and beliefs that impede resolution of social issues (Fairclough, 2008) such as workplace bullying. Research indicates that the nursing profession has one of the highest rates of workplace bullying, both in the United States (US), and internationally. Current efforts to address workplace bullying in the US healthcare sector, such as zero-tolerance policies, or expecting targets to confront perpetrators have not proved successful (Johnson, Boutain, Tsai & de Castro, 2015; Stagg, Sheridan, Jones & Speroni, 2013). The aim of this qualitative study was to critically analyze the way staff nurses talk about workplace bullying (discourse of workplace bullying). The ultimate goal was to explore why workplace bullying is a common method of interacting among nurses, and what can be done to change these patterns of behavior.

Methods: Critical Discourse Analysis (Jager & Maier, 2009; Fairclough, 2008) was used to analyze interview data. Interviews were conducted with a diverse population of staff nurses who worked in the Northwest Region of the US. Interviews (n=13) were semi-structured and were about one hour long.

Results: Three predominant discursive strands were identified in the interviews. These were *biased behavior* (n=10), *workplace bullying disguised as performance improvement* (n=13), and *that’s just how nursing is* (n=13). The first two discursive strands were interwoven as criticizing performance was described as a way of covertly expressing bias. For example, nurses described the performance improvement process as a means of forcing competent nurses, who were somehow different from the norm, to either prove their worth or to quit. The discursive strand of *that’s just how nursing is* was linked with discourses of bias and performance improvement. In this discourse, participants discussed how workplace bullying and biased behavior have become normalized in the nursing profession.

Discussion: The results of this study indicate that some incidents of workplace bullying in nursing are the result of unexamined and biased beliefs about who can be a good nurse, and how to maintain professional standards. This study contributes to an understanding of the entrenched nature of workplace bullying in the profession, and can be used to help resolve the issue. Nurses are taught to explore their biases with respect to their clients. This education should be expanded to include their interactions with co-workers. Nurses who are in the position of evaluating the performance of others also need to be taught to conduct their evaluations in a manner that is constructive, and which cannot be construed as bullying.

Keywords: workplace bullying, nursing, bias

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Cyber bullying and ICT

Cyberbullying and neoliberal individualism

It is easy to understand the concept of moral harassment, if we remember the bad habit of grabbing someone "piggy", with which the group subjects the weaker to a collective abuse. It can be understood as a humiliating and disqualifying treatment towards a person, in order to destabilize it psychically.

Cyberbullying is the term that identifies situations in which a person or a group of people exercise a set of behaviors characterized by psychological violence, applied systematically for a time on another person tending to cause loss of prestige, using its virtual internet networks. This type of harassment reminds us of the maxim that sentences: Slander that something is left. The lie has always existed and will exist while someone gets some benefit from it.

In other words, one form of cyber-violence is the moral harassment carried out through digital platforms. There are several types of cyberbullying, such as flaming or sending electronic messages with aggressive or violent language. The denigration that spreads lies about a person to damage his reputation and to isolate him from his friends. The masking where the aggressor pretends to be another person to attack the digital victim. Digital persecution includes intimidation and threats to the victim through messages.

When bullying is face-to-face, it is easier to identify the bully, the victim and the silent witnesses. On the other hand, in cyberspace it is easier to generate damage, maintain its permanence and expand the audience range. Cybercriminals tend to dominate digital technology at a good level, at least email. And they are perverse because they enjoy hurting people, they consider it fun. On the other hand, the victim tends to be a more timid, socially isolated person with little self-confidence.

Neoliberal individualism promotes selfishness as a value and despises people who are different from others. The best defense against cyberbullying is to weave social relationships of friendship in the environment that surrounds people. When we had not finished understanding bullying. The wide and accelerated access that today is available to the Internet via mobile phones and computers, opened the way to cyberbullying. An emerging form of harassment through virtual social networks.

cyberbullying, individualism, selfishness, social networks, flaming

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POSTER: Cyberbullying at Work: the relationship with Physical Health Complaints, Absenteeism and Perceived Organizational Support

Aim. This cross-sectional online survey investigates the relationships between cyberbullying at work, physical health complaints and absenteeism and the supposed moderation of perceived organizational support. The conceptual model used for this study is based on the Michigan Stress Model (Caplan, Cobb, French, Harrison & Pineau, 1975).

Method. The research population consists of Dutch employees, having at least a contract for ten hours per week, working for companies in the commercial sector ($N=230$, mean age is 40.67 and 53.5% is male). Respondents were recruited through HR managers of the companies ($N=140$) and researchers own network ($N=90$). The following questionnaires were used: cyberbullying was measured with the ‘Workplace Cyberbullying Measure’

(WCM), physical health complaints with a short questionnaire on experienced health’ (in Dutch VOEG) and perceived organizational support with the short version of the ‘Survey Perceived Organizational Support’ (SPOS). Absenteeism was measured with one item. The online gathered data were analyzed using hierarchical regression techniques..

Results. Of the respondents 22% reported to have been cyberbullied at least once a week during the last six months and another 63% have experienced at least one cyber incident during that period. Positive relations were found between cyberbullying at work and physical health complaints and absenteeism, but no interaction effects of perceived organizational support emerged. Instead, direct negative relationships were found between perceived organizational support and physical health complaints and absenteeism.

Discussion: The Michigan Stress Model is only partly confirmed. As hypothesized direct positive relations between cyberbullying at work and health complaints and absenteeism are confirmed, but the supposed moderation of social support does not emerge. The relative high prevalence figures could perhaps be explained by the type of organizations included in the survey, mostly high tech organizations with a low formal culture.

Moreover the used questionnaire measuring cyberbullying could have influenced the results, in the WCM there is overlap with traditional, face to face bullying.

Recommended is to conduct more research into the influence of the organizational culture on the prevalence of cyberbullying, with validated and more specific questionnaires, in order to develop relevant interventions.

References. Caplan, R. D., Cobb, S., French, J. R., Harrison, R. D., & Pinneau, S. R. (1975). *Job demands and worker health: Main effects and occupational differences*. Washington: U.S. Government Printing Office.

Deconstruction of the private and professional face on social media – cyberbullying in working life

Aim

The use of social media platforms such as Facebook and blogs has for many become a part of everyday life. While more and more of peoples' social interaction is conducted online, also work relations are maintained and performed on these platforms (Findahl 2013). As a consequence of increased digitalization in working life, cyberbullying is a phenomenon that has attract growing awareness among researchers as well as practitioners. Cyberbullying is defined in this study as *“all negative behavior stemming from the work context and occurring through the use of ICTs, which is either (a) carried out repeatedly and over a period of time or (b) conducted at least once but forms an intrusion into someone's private life, (potentially) exposing it to a wide online audience. This behavior leaves the target feeling helpless and unable to defend”* (Vranjes, Baillien et al. 2017).

The presented study explores cyberbullying in Swedish working life and among professionals working within Human Service Organisations (HSOs) such as schools, nurseries, public authority offices, and politics. The aim of the presented study has been to explore situations that emerge when bullying in working life is performed on social media, and how targets of cyberbullying behaviour experience these situations. This study has been led by the following two research questions: What characterises cyberbullying in a working life context and what strategies did the targets of cyberbullying behaviour consider available when managing these situations?

Methods

The presented study is designed as a qualitative study. The empirical part is based on in-depth interviews with eight individuals (four men and four women). The interviews were semi-structured and lasted from one hour to one and a half hours. Most interviews were conducted where the researcher is affiliated while some, due to a geographical distance were conducted over the telephone. Majority of the interviews were conducted in 2015.

The interview data was analysed by means of thematic analysis. Thematic analysis is a method for identifying, analysing and reporting patterns/themes of the empirical material with the aim to interpret several aspects of a research topic (Braun and Clarke 2006). A theme has

been operationalised in this study as something that both captures important elements in relation to the research question, and represent a patterned response within the study.

Results and conclusions

Four themes have been identified in the study. These are: 1) Social interaction and spatial distance, 2) Interfaces with physical space, 3) Loosing ones private and professional face online, and 4) The role of the audience. The study shows that being exposed to cyberbullying in working life is a highly emotional experience where the targeted individuals ends up in a defenceless position. Moreover, the study shows how cyberbullying in working life conducted on social media tends to blur boundaries between the private and the professional, the private and the public as well as digital and physical spaces.

Keywords: Cyberbullying, social media, blurred boundaries, private/professional, audience

Exploring Workplace Cyberbullying Among New Zealand Nurses

Despite growing awareness of cyberbullying, relatively little research has been dedicated to experiences of and responses to workplace cyberbullying (for instance, see D’Cruz & Noronha, 2013; Coyne et al., 2016). In an effort to address this significant gap within the workplace ill-treatment literature the present study explored target experiences of workplace cyberbullying, with a particular focus on nurses in New Zealand; given the elevated risk of traditional bullying experienced by this profession globally. Semi-structured, in-depth qualitative interviews were carried out with eight self-identified targets of workplace cyberbullying across New Zealand. Interestingly, these targets reported workplace cyberbullying from sources within the organisation (both vertical and horizontal) as well as external sources (such as students, and family members of clients and patients). Transcripts were coded using a mixture of in vivo coding and descriptive coding, and the Framework method (Ritchie & Spencer, 2002) was used to analyse data across and within cases, informing the development of a thematic framework. Three top-level themes were extracted from the data. First, target experiences of workplace cyberbullying were predominantly embedded in the context of traditional bullying behaviours, highlighting the difficulty of isolating the effects of the two types of bullying. This finding also raised further considerations on the labelling and classifying of target experiences, as well as the increased risk of harm for targets who experience multiple victimisation. Second, impact of the cyberbullying on targets varied, reflecting the notion that bullying and cyberbullying behaviours range on a continuum. However, for two of the targets who experienced public cyberbullying from sources external to the organisation, these behaviours also demonstrated the potential to impact the provision of services by the organisations involved. Third, and relatedly, the findings highlight the reality that targets can in fact, experience ‘cyberbullying’ from external sources; due to features of digital communication that allow certain members of the public continued access to nurses. This highlights the increased risk of exposure to workplace cyberbullying, particularly for those nurses in client or patient-facing roles. Unfortunately, it also highlights the fact that public cyberbullying – especially when perpetrated anonymously – remains uncharted territory for organisations, often exceeding the scope of existing bullying and harassment policies. In fact, in addition to the direct harm experienced from the behaviours, all targets of external cyberbullying lacked a clear resolution to their experience, which consequently instilled in them a sense of uncertainty about future incidents. Altogether, the findings underscore that – at least within nursing – cyberbullying occurs within a broader pattern of bullying behaviours, and that a lack of organisation preparedness and education can have detrimental impacts not only for targets, but also for the organisations involved. This study signals the need for further investigation of how this phenomenon is experienced in varying industries, along with the need for workplaces and external agencies – such as legal consultants and the Police – to become more informed of the complexities associated with workplace cyberbullying, and better equipped with the resources to intervene effectively.

Keywords: cyberbullying, nursing, qualitative

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Understanding workplace cyberbullying: A review of what we know so far

Technology has dramatically changed the way people work over the past 40 years.

Nowadays, many employees primarily communicate with their colleagues using Information and Communication Technologies (ICTs), which has implications for workplace bullying research. Cyberbullying, defined as “*a situation where over time, an individual is repeatedly subjected to perceived negative acts conducted through technology (e.g. phone, email, web sites, social media) which are related to their work context. In this situation the target of workplace cyberbullying has difficulty defending him or herself against these actions*” (Farley et al, 2016, p. 299) differs from traditional bullying because (1) perpetrators can remain anonymous, (2) behaviours can be seen by a greater audience and (3) it can occur outside of the physical workplace.

In this paper, we review research conducted on cyberbullying thus far. We discuss whether the definitional indicators of traditional bullying (repetition, power imbalance and intent to harm) can be used to define workplace cyberbullying. We then draw on three real-life cyberbullying cases to illustrate how technology moderates the bullying process for perpetrators, victims and bystanders.

Empirical findings on the impact and prevalence of workplace cyberbullying compared to traditional bullying are also reviewed. Trends across several studies show that workplace cyberbullying occurs less than traditional workplace bullying (Forssell, 2016; Gardner et al, 2016; Privitera & Campbell). Studies also show that cyberbullying is related to ill-health and lower job satisfaction (Coyne et al 2017; Snyman & Loh, 2015; Vranjes et al, 2017).

However, to date, most research on cyberbullying has been cross-sectional, which means that it is difficult to determine the direction of these relationships.

We end this paper by discussing how practitioners can address cyberbullying and by presenting directions for future research, which include: determining the overlap between cyberbullying and traditional bullying, investigating the temporal relationship between cyberbullying and ill-health and evaluating methods that can be used to address the phenomenon.

Keywords: Workplace cyberbullying, information & communication technology, computer-mediated communication

Ethics

Are whistleblowers more dissatisfied with their job?

Aim. One topic that has been very limited investigated in the scientific literature is the link between job satisfaction and whistleblowing. Whistleblowing, according to the 1985 definition by Near and Miceli, is the disclosure by organizational members, former or current, of illegal, immoral or illegitimate practice under the control of their employers, to persons or organizations that may be able to affect action. Some scholars have found that whistleblowers are more satisfied with their jobs, compared with inactive observers. It could e.g. be that whistleblowers are more self-aware or outspoken than people that never have blown the whistle, and as a result of this: more job satisfied. The results are however mixed, as other studies have found no connection between whistleblowing and job satisfaction. It is also possible that job satisfaction may deteriorate after someone blow the whistle, because they are treated more negatively in the aftermath of voicing their concern. In line with this, some scholars have coined workplace bullying as the dark side of whistleblowing. Empirical studies have proven that many whistleblowers have been met with retaliation after they have blown the whistle. This may of course have a negative impact on job satisfaction. In the present study, with data from the oil industry of Norway, the prevalence of whistleblowing is mapped. Are there any interconnection between whistleblowing and job satisfaction? Will the link between whistleblowing and job satisfaction be different, pending on the reason that the offshore workers voiced their concern?

Methods. The study was conducted by the use of a structured questionnaire to a sample of 743 offshore workers, all being members of two offshore labor unions. The mean age of the sample was 44,5 years, and the gender distribution was 86% male workers. The questionnaire consisted of questions or inventories measuring whistleblowing, job satisfaction, workplace bullying, in addition to demographic variables.

Results. The prevalence of whistleblowers was found to be lower in the North Sea, as compared with onshore workplaces: 9 percent reported that they had blown the whistle. Only few of the whistleblowers reported that they had been met with reprisals afterwards, respectively 9 % from leaders and 5 % from colleagues. A significant association was found between whistleblowing and job satisfaction. Whistleblowers reported a lower level of job satisfaction than their colleagues with no prior whistleblowing experience. This association remained, also when it was controlled for workplace bullying. Safety violations or harassment as trigger factors did not substantively change the association between whistleblowing and job satisfaction.

Conclusions. Whistleblowing experience may influence the level of job satisfaction in a negative direction. The whistleblowing- job satisfaction association was found, even if the study was conducted in very well-organized work setting with limited prevalence of whistleblowing, namely offshore oil installations. Follow up studies should be conducted in onshore work places, to see if the negative whistleblowing – job satisfaction connection holds across studies. Improved handling of the whistleblowing cases may weaken the probability that whistleblowers may risk a subsequent lower level of job satisfaction.

Feel safe - Feel proud:

Can incivility affect the ethical climate, quality of work life and pride of nurses?

This study assesses the relationship between incivility, ethical climate, quality of work life and pride of nurses (toward their employing organization). Data of 148 nurses working in one of the medium-sized hospitals in Israel was collected as part of Study 1 that aimed to test the research hypotheses. In Study 2, we interviewed 12 nurses and 14 doctors from the same hospital to overcome common method bias. Our mixed method approach revealed that incivility affected the ethical climate of the organization. This finding can be explained by the Moral Disengagement (MD) theory which suggests that under certain conditions, our self-regulatory mechanisms are deactivated, eliciting unethical behaviors without violating internal standards of morality. Specifically, we proposed that manifestations of incivility were witnessed by others. Thus, those who witness the suffering of their colleagues may use the mechanism of advantageous comparison to justify unethical behavior.

Additionally, we found a negative direct association between incivility and quality of work life. Although the relationship between incivility and various work-related outcomes (such as absenteeism, deviance, turnover intentions, job dissatisfaction and other outcomes, which overall demonstrate disengagement from the organization and dissatisfaction with the quality of work) has been measured, the relationship between incivility and quality of work life as a comprehensive construct has not been measured so far. The utilization of such a comprehensive scale to measure work quality allows determining conclusively, regardless of the specific measured features of work, that incivility affects the quality of work life.

Although we also managed to establish, as expected, positive relations between quality of work life and a sense of pride in the organization, we could not establish a direct linkage between an unethical climate as perceived by targets and organizational pride, or between incivility and organizational pride.

One possible reason might be the use of one indicator of organizational pride. It could be that these direct links should be re-measured using a more sensitive and validated scale. This is supported by the interviews in which pride emerged as a multi-dimensional rather than a unified concept.

Nonetheless, although not predicted, we did find that some of these relationships are fully mediated. The relationship between incivility and pride was fully mediated through ethical climate, and the relationship between ethical climate and pride was fully mediated by quality of work life. Regarding the relationships between incivility and pride, the interviews supported the mediation by revealing that the organization's reaction to incivility, and in particular its long-term commitment not to tolerate or allow incivility (rather than just reacting to instances of it) was closely related to the employees' perception of its ethical climate, which in turn fed into pride in the organization.

All together, these findings demonstrate the ongoing reciprocal relations between employees and organizations, which constantly nourish each other above and beyond the well-researched dyadic interplay.

Keywords: incivility, ethical climate, quality of work life, pride

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Investigation of harassment: the delicate position of the external consultant

When an employee (staff representative or not) seizes his or her employer for alleged moral harassment, the company has the option of hiring an external consultant to carry out an independent and impartial investigation.

The consultant, hired by the management, is entrusted with the heavy task of elucidating the case, but sometimes the results of the investigation are not those expected by the company that wishes to appoint a guilty party, a tyrannical manager or a deviant employee. Far from it the idea of being itself a source of psychosocial risks.

Although moral harassment is materialized by the actions of a physical person, organizational causes often lead to the same effects: damage to health through loss of meaning, destabilization, overwork, insufficient communication, tensions, conflicts, stress, etc. The challenge of the investigation results, then, is to make the company understand that working conditions can lead individuals to engage in harassing behaviour and that prevention is not about getting rid of the alleged culprit, but about a toxic organization.

The analysis of the situation from the prism of primary prevention and the safety obligation of result makes possible to move the debate from an individual problem to organisational difficulties. Nonetheless, few companies are unaware of them and there is sometimes a fine line between moral harassment and other types of psychosocial risks linked to degraded working conditions. When looking for facts that could be characterized as harassment, how to not (inevitably) find them ?

The investigation report is not neutral in that it reveals malfunctions, which are sources of psychosocial risks. Thus, while the consultant (and also a legal expert) demonstrates independence and impartiality, in accordance with the ethical principles and ethical obligations of occupational health and safety actors, he or she intervenes with a bias, that of the right to health, safety and dignity at work, which may be criticised by the sponsor in denial.

In the case of investigations for harassment with a designated alleged harasser, the consultant is placed in a position of sovereign appreciation of the situation on the basis, sometimes of

irrefutable factual elements, but others, of a cluster of clues drawn from subjective assessments that his expertise will take on the task of objectifying on the basis of scientific research, case law and rigorous methodology.

Its conclusions are neither those of a lawyer nor a decision by a judge, the only one empowered to definitively ratify the classification of harassment. However, they establish the existence of a situation likely to qualify as such on the basis of the information brought to its attention in the course of the investigation.

Isn't the search for "truth" originally oriented by the principles that constitute its professional ethics ?

KEYWORDS : harassment, ethics, investigation

Recruiting and Retaining Difficult-to-Access Sample Populations: *Reflections from the Field*

Critical to the epistemological integrity of any research project is the *excavation* of new knowledge. Knowledge which is both ethically sourced and consistent with the norms of international scholarly good practice. There is increasing acknowledgement of the import of both fostering and maintaining an organisational work-culture which protects all workers from bullying/harassment while supporting an environment in which their right (both legal and moral) to a safe workplace is safeguarded (see An & Kang, 2015; Ling, Young, Shepherd, Mak & Saw, 2016 and Lewis et al., 2017, for example). However, scholarly research into sensitive topics such as workplace bully is often circumscribed by a common methodological challenge: how to locate, access and enlist a sample population which is appropriate in size, representational in structure and, critically, which provides the researcher with the rich raw-data necessary for robust analysis (Voltz and Heckathorn, 2008; Johnston and Sabin, 2010; Misago and Landau, 2012). Researchers who seek to better understand this complex interpersonal phenomenon, must negotiate a traumatised and, sometimes, reluctant population who may be loath to revisit their distressing experiences of bullying for the purposes of academic research. The first step on this research journey is the accessing of a sample population. This paper draws upon the practical experience of two researchers who have worked with difficult-to-access sample populations and negotiated the subtle tensions which sometimes arise between the *researcher* and the *researched* (Author 1, 2014a). Researching Irish primary school teachers who have experienced workplace bullying/harassment (Author 1 and Devine, 2014; Author 1, 2013 and 2014b), particularly those teachers who identify as Lesbian, Gay and Bisexual (LGB) (Author 1, 2016 and 2017; Author 1, Quilty and DePalma-Ungaro, 2017), as well as ongoing research into the experiences of Irish transgender/gender-fluid children in an overwhelmingly denominational school system (Quilty, Author 1 and Author 2, 2018) has sensitised the authors to the considerable practical issues in accessing, recruiting and retaining potential research populations. The paper highlights the resultant ethical dilemmas, as well as the critical role of theoretical frameworks in supporting the analysis of qualitative data. In addition, practical advice and suggestions will be offered to optimise sample size and representationality for both qualitative and quantitative scholars.

Key Words: sample size, sensitive research, difficult-to-access populations, research methodologies.

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**Others (for themes that do not fit in
with the above)**

POSTER : Les perversions narcissiques dans les organisations : pistes d'analyse et de régulation

La dialectique organisation-violence au travail est un champ à explorer pour mieux comprendre les conditions d'émergence de la violence et donner des pistes en termes de régulation. Nous avons choisi le prisme d'une grille de lecture psychanalytique : les perversions narcissiques. Nous tenterons de transposer cette approche d'analyse du comportement individuel à l'organisation en référence au courant « psychanalyse et management » (Amado, 2008) et à celui de la psychosociologie (Leymann, 1996).

Il est parfois difficile d'identifier clairement les mécanismes pervers à l'œuvre dans un contexte de travail. Paul-Claude Racamier fait l'analogie avec le processus d'intoxication d'un poison lent qui crée de la confusion chez les individus, du fait de la déformation du réel produite (Racamier, 1992) : « La vérité n'importe pas, moins exigeantes et plus avantageuses sont les apparences » (p. 37).

Le mouvement pervers narcissique est une « façon organisée de se défendre de toutes douleurs et contradictions internes et de les expulser pour les faire couvrir ailleurs, tout en se survalorisant, tout cela aux dépens d'autrui [...] » (Racamier, 2012, p. 21). La diversité de la littérature sur la question amène à penser que les acteurs de ces mouvements pervers dans les organisations peuvent être l'individu structurellement ou conjoncturellement pervers, le groupe sous l'emprise d'un mouvement pervers ou les pratiques de management dévoyées et parfois institutionnalisées.

Les mouvements pervers narcissiques sont complexes puisque souvent difficiles à identifier par leur déformation du réel, contagieux et irrémédiablement tenaces. S'ils perdurent dans les groupes c'est qu'ils ont des complices (Sirota, 2017) : certains ne veulent pas voir et deviennent ainsi complices par leur inaction, d'autres sont sidérés et se trouvent dans l'incapacité de canaliser de tels mouvements, d'autres encore peuvent être contaminés par les mécanismes pervers (complices actifs). Ce phénomène de contagion groupale permet de faire perdurer les humiliations et la disqualification. Le « noyau pervers ainsi formé repousse et éjecte ceux qui résistent, attire et agrège ceux qu'il séduit (complices ou servants), impressionne et parfois sidère ceux qui se mettent à distance » (Racamier, 2012, p. 93). La perversion narcissique est considérée comme une stratégie défensive qui peut être mobilisée ponctuellement ou s'inscrire dans la durée, si les conditions personnelles et situationnelles le permettent (Racamier, 1992), autrement dit si le terrain est propice. La disqualification et la dévalorisation perverses, proches du harcèlement moral du point de vue des effets, laissent ainsi entrevoir des conséquences délétères sur la santé des travailleurs (Hirigoyen, 1998), mais aussi sur leur sentiment d'efficacité au travail.

Ces mécanismes pervers ont pour effets de produire de la violence et nuisent à l'intelligence et à la créativité dans les organisations. En sciences de gestion et des organisations, une question apparaît alors centrale : certains contextes organisationnels spécifiques peuvent-ils favoriser l'épanouissement de ces mouvements pervers ? Peut-on parler d'organisations perverses qui bloqueraient l'accès à la groupalité et ce faisant conditionneraient ces mouvements pervers ? Si l'on ne peut nier l'existence de dispositions individuelles, il est tout aussi difficile de séparer le travailleur des conditions concrètes dans lesquelles il exerce son travail (Lhuillier, 2006). Le risque serait ainsi de déplacer certains processus sociaux –

relevant de l'organisation du travail – sur le plan uniquement individuel. Les phénomènes pervers se matérialisent également par des effets concrets dans les pratiques individuelles et collectives des travailleurs. La destructivité d'un sujet ne se déploie que dans certaines conditions sociales et historiques (Leymann, 1996).

Conditions d'émergence des mouvements pervers dans les organisations

La clinique du travail évoque des contextes organisationnels pouvant constituer un terreau fertile au développement de comportements pervers. Il s'agit notamment d'organisations dont les contradictions « favorisent la transgression des règles communes, la subversion des rôles et des fonctions, le discrédit de la vérité. C'est la désorientation face à ces contradictions, l'incapacité à les penser et à en débattre, qui ouvrent l'espace aux manœuvres perverses. » (Davezies, 2004, p. 125). Les facteurs de contingence (circonstances occasionnelles, milieu propice complaisant...) sont absolument nécessaires à la perversion. Amado (2008) évoque les pièges de la participation à travers la notion de soumission librement consentie, l'éclatement des métiers et l'avènement des compétences, l'évaluation totale, les « alibis leurrants » comme la guerre économique, la nécessité de changement permanent, ou encore la soumission au client-roi.

Les recherches en psychologie clinique/psychanalyse d'André Sirota (2017), qui prolongent les travaux fondateurs de Paul-Claude Racamier (1987, 1992), permettent d'analyser et de décortiquer les mouvements et processus pervers à l'œuvre dans les organisations, à partir de descriptions fines de situations de travail et de comportements organisationnels. Trois pistes de réponse à la question des conditions d'émergence des mouvements pervers dans les organisations peuvent être esquissées ;

La première condition, la *centralité du pouvoir dans les organisations* (le lien de subordination, les rapports hiérarchiques et les rapports de forces au sens de Crozier et Friedberg, 1977) favorise sans doute l'installation de mécanismes pervers. Bien souvent, la divergence des intérêts domine dans les organisations au détriment des relations de coopération. Le management, forme de manipulation parfois douce, parfois plus dure, régule en partie le système. Des leaders formels et informels règnent ; nous pouvons supposer que les rapports de domination et de soumission à l'autorité sont favorisés voire démultipliés en la présence d'individus structurellement pervers narcissiques et en l'absence d'un management régulateur et bienveillant.

La deuxième condition, *le culte de la performance* (Ehrenberg, 1991) renvoie à *une vision idéalisée du travail* (Dujarier, 2006) qui peut aller jusqu'à détruire le lien social au profit de la performance à tout prix (placardisation, exclusion des plus vulnérables, d'un bouc-émissaire...) véhiculée par la mise en place de la logique compétence aux effets pervers : exclusion des personnes considérées comme « incompetentes ». Cela soulève la question plus générale du lien entre performance et compétence. Une étude de Luthans (1988) menée sur un échantillon représentatif de managers montre que ceux qui « réussissent », autrement dit ceux qui font carrière, n'ont pas les mêmes activités que ceux qui sont « efficaces ». Les managers qui réussissent passent beaucoup plus de temps à développer leur réseau, au détriment de la communication et de la gestion des relations humaines auprès de leurs équipes. La compétence managériale, reconnue et valorisée dans les organisations pour faire carrière, est donc la compétence « réseaux », aux dépens de l'efficacité et de la gestion des collectifs de travail. Nous avons donc à faire à une approche de carrière « perverse » puisqu'elle

disqualifie la réalité : l'efficacité et le lien social au profit des apparences, autrement dit « être connu à travers ses compétences sociales ». Par ailleurs, nous pouvons faire l'hypothèse d'un lien entre le culte de la performance et la perversion narcissique. Effectivement, pour atteindre la performance voire la dépasser, il serait facile de tomber dans des mécanismes pervers comme le déni de réalité. Racamier évoque un « double déni » : déni d'impuissance et déni des limites, qui pourrait ainsi favoriser des comportements de « toute puissance » dans les organisations en lien avec cette performance attendue. En effet, le culte de la performance (Ehrenberg, 1991) n'admet ni l'erreur ni la remise en cause. Mieux vaut blâmer les autres et dénier toute faute personnelle, car cela reviendrait à reconnaître sa faillibilité. La culture du résultat instaurée comme une norme dans une organisation est par définition perverse, de par son déni du travail réel (Lhuilier, 2006). Si seul le résultat compte, peu importe la façon d'y parvenir et les efforts déployés, autrement dit la « vérité du travail » est occultée et n'a aucune valeur en soi.

Enfin, la troisième condition propice est *l'ambivalence de rôle du management* : à la fois producteur et régulateur de mécanismes pervers – management dévoyé ou « pervers » (par exemple : se servir de l'entretien d'évaluation pour sanctionner, pratiquer l'abus de pouvoir, reporter la faute sur les autres sans prendre ses responsabilités, nier ses erreurs, ne pas se remettre en cause, se soumettre à l'autorité, etc.). Cependant, l'absence de management favorise aussi le flou organisationnel, la non-régulation des comportements pervers et la formation du « noyau pervers » propice à l'emprise groupale ; « L'emprise comme la réduction de toute altérité, de toute différence permet de ramener l'autre à la fonction et au statut d'objet entièrement assimilable » (Dorey, 1981, p. 118 cité par Amado, 2008). C'est ainsi que s'installent des dérives groupales perverses (Sirota, 2017) sans aucune canalisation possible, si ce n'est par le courage managérial (Leymann, 1996) ou celui du collectif « sain ». En filigrane, se dessine la réhabilitation du management à travers son rôle de barrage, rempart à cette dérive groupale perverse et à d'autres formes de violence plus institutionnelles.

Enfin, il importe de souligner que bien souvent, il existe un évènement déclencheur de la folie narcissique : une réussite, souvent une promotion (Racamier, 1992). Le secret des noyaux pervers est qu'ils se forment à partir d'un « délire de grandeur » (Racamier, 1992) et ont une intime conviction qu'ils ont raison. Racamier (1992) parle de « folie socialement ajustée ». L'organisation, lieu de promotion par essence, est donc plus à même de déclencher cette folie narcissique.

Les sources de régulation ou de dégagement de l'emprise du mouvement pervers sont néanmoins diverses. Elles peuvent d'abord résider dans des stratégies individuelles, dans un premier temps adaptatives. Il peut s'agir de « faire comme si » tout en conservant son libre arbitre (Amado, 2008). Pour cela, il faut être en mesure de développer un certain esprit critique et une attitude de « lâcher-prise » face aux disqualifications répétées des mouvements pervers, voire adopter la stratégie de dérision face aux attaques subies pour s'en protéger.

Nous l'avons souligné, les régulations peuvent également être collectives :

Les processus pervers, forme de persécution au travail, sont aussi un problème de management. Le silence face à ces mécanismes pervers vaut comme une autorisation (Leymann, 1996). La solution évoquée par Racamier (1992) est de retrouver la vérité et de la dévoiler. Cela nécessite une « levée de rideau sur les méfaits subis, c'est alors que va se produire un mouvement collectif extraordinaire : dans l'ensemble du groupe sain, les

participants, éclairés en sont éblouis : c'est la reconstruction d'une histoire » (Racamier, 2012, p. 107). Pour ce faire, les comportements de « résistances » et de « courage et d'intelligence » sont nécessaires. Ici aussi, l'analyse des mécanismes de régulation renvoie à la dialectique entre l'individu, le groupe voire l'organisation. Si le management n'est qu'un objet instrumentalisé en fonction des valeurs et du rapport à l'autre prédominant dans une société à un moment donné, alors il semble plus que nécessaire de sensibiliser les managers à ces mouvements pervers dans les organisations.

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POSTER: The role of organizational commitment on the relationship between workplace bullying and organizational citizenship behavior

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Aim

The aim of this research is to investigate the effects of organizational commitment and its sub-dimensions (affective commitment, continuance commitment, and normative commitment) on the relationship between workplace bullying and organizational citizenship behavior.

Methods

Participants: Data were collected using a self-report questionnaire among 450 participants working in headquarter of a public bank located in Istanbul. Gender was male in 51.6% of the sample. The mean of the participants' age were 31.5. Majority of them had a university degree (89.1%) and were employed in non-managerial positions (86.6%).

Instruments: Exposure to workplace bullying behaviors was measured on a five-point response scale (1-5) ranging from "never" to "daily" (Tınaz, Gök, Karatuna, 2013) and the scale consisted of 30 bullying behaviors. Cronbach's alpha of the scale has been found as 0.94. Organizational commitment level of the participants was measured using the 25-item scale developed by Allen and Meyer (1990). Cronbach's alpha for this scale was obtained as .84 in the present study. Organizational citizenship behavior was measured by the 34-item OCB scale (Podsakoff and MacKenzie, 1989). Cronbach's alpha of the scale has been found as 0.93.

Results

Exposure to workplace bullying was found to be negatively correlated with organizational commitment ($r = -.25, p < .05$), [affective commitment ($r = -.23, p < .05$), normative commitment ($r = -.13, p < .05$), continuance commitment ($r = -.03, p < .05$)] and organizational citizenship behavior ($r = -.21, p < .05$).

Exposure to workplace bullying behaviors explained 31% of variation in organizational commitment. Exposure to workplace bullying behaviors explained 48% of variation in organizational citizenship behavior.

Organizational commitment fully mediated the effect of experiencing workplace bullying upon organizational citizenship behavior. As for the sub-dimensions, affective commitment fully mediated the association between workplace bullying and organizational citizenship behavior. However, the mediating effect of continuance commitment and normative commitment on this association was not determined.

Conclusions

The findings highlighted the effects of exposure to workplace bullying behaviors on the organizational commitment and organizational citizenship behaviors among a group of banking employee. Our results demonstrated that experiencing workplace bullying behaviors may lead to lower affective commitment and this may lead to lower organizational citizenship behavior. Thus, designing effective intervention and prevention programs for reducing workplace bullying behaviors would benefit both employees and employers. Future research may attempt to add other potential variables like organizational identification into this model.

Keywords: Organizational commitment, organizational citizenship behavior, workplace bullying, Turkey

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Practical Information

- Conference venue:

Lieux de la conférence :

From 6 to 8 June: Palais de la Bourse, 18 bis Place de la Bourse

Du 6 au 8 juin : Palais de la Bourse, 18 bis Place de la Bourse

- Preconference venue :

5 June: preconference (SIGs meetings and Internatioanl PhD workshop): Pôle Juridique et Judiciaire, 35 Place Pey-Berland

5 juin : Pré-conférence (SIGs meetings et séminaire doctoral international) : Pôle Juridique et Judiciaire, 35 Place Pey-Berland

- **Programme:** see the webpage <https://bullying2018.sciencesconf.org/resource/page/id/8>

Voir la page web <https://bullying2018.sciencesconf.org/resource/page?id=8&forward-action=page&forward-controller=resource&lang=fr>

- **Airport -> City Centre:** <https://www.bordeaux.aeroport.fr/en/info/bordeaux-airport-shuttle-service> Bus line 1 (every 10 minutes), Jet Bus <https://30direct.com/fr/?cn-reloaded=1>, Taxi (expensive in Bordeaux).

Venir de l'aéroport : <https://www.bordeaux.aeroport.fr/fr/info/navette-directe> Bus ligne 1 (toutes les 10 minutes), Jet Bus <https://30direct.com/fr/>, Taxi (chers à Bordeaux).

- **Lunches:** many restaurants around the conference venue. A list for restaurants and snacks venues will be provided with a map.

Déjeuners en extérieur, listes de restaurants et de restauration rapide avec carte fournis.

- **Official Dinner:** Departure at 19h15 Place des Quinconces, Allée de Bristol

Dinner officiel : Départ à 19h15 Place des Quinconces, Allée de Bristol

- **Welcoming cocktail at Bordeaux Town Hall,** take your badge, place Pey Berland

Cocktail de bienvenue à l'Hôtel de Ville de Bordeaux, prendre son badge, place Pey Berland

- **Oral presentations duration:** 15 minutes talk and 5 minutes debate

Durée des présentations orales : 15 minutes et 5 minutes de discussion.

- **Installation of the Powerpoint Slides on laptops:** ask at the registration desk

Dépôt des diapositives Powerpoint sur les ordinateurs : demander à l'accueil

- **Installation of the posters:** Hanging on June, 6th during lunch and early afternoon ; Removal on June, 8th during lunch and early afternoon ; the posters will keep displayed during the 3 days and posters sessions are planned during each 30 minutes coffee-break (June, 6th afternoon; June 7th morning; June 7th afternoon; June 8th morning); The organisation will provide the fasteners.

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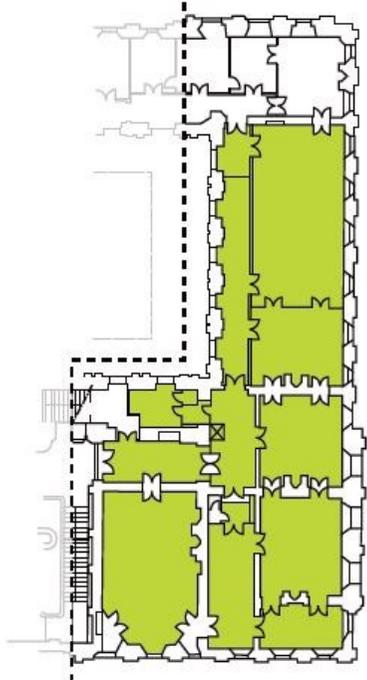
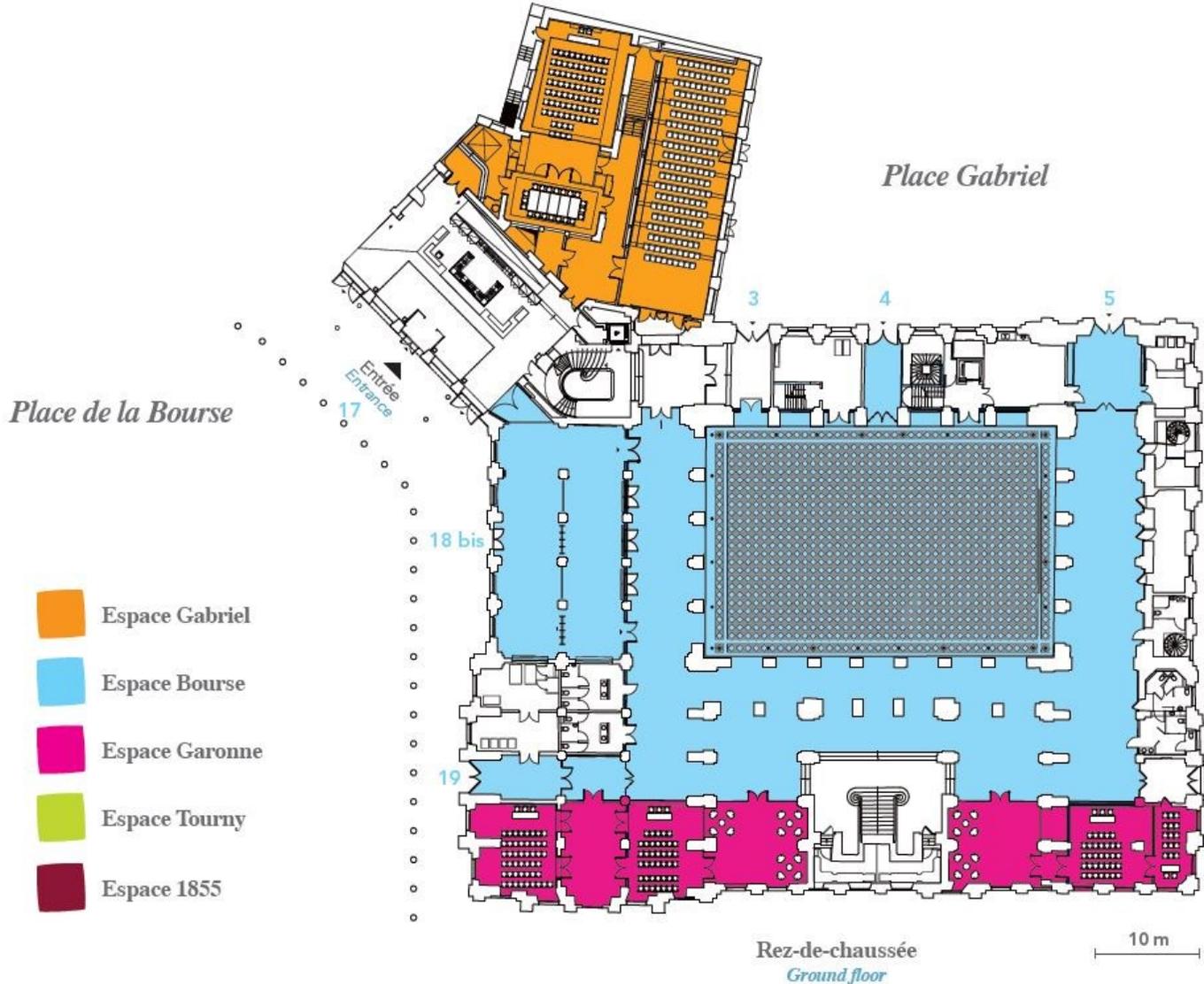
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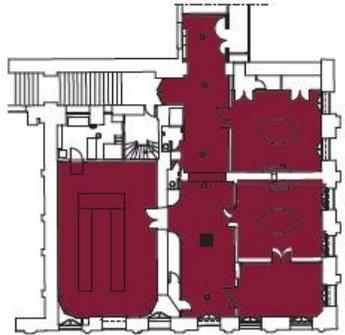


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Plan du Palais de la Bourse



1^{er} étage
1st floor



2^{ème} étage
2nd floor

Bullying2018

11th International Conference on Workplace Bullying and Harassment
Bordeaux, 6th - 8th June 2018



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