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Bullying and harassment: The personal impact of conflict in the workplace

By

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A dissertation presented to the

FACULTY OF LAW

INDEPENDENT COLLEGE DUBLIN

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Abstract

The purpose of the investigation is to explore the impact of workplace bullying and harassment on mental health. The paper starts with the background of the topic under discussion. To understand the relationship between work and mental health, sustained mechanisms of exposure to psychosocial dimensions of work that generate stress, damaging mental health have been identified. The first chapter of the study reviews the literature on the topic under discussion. Key concepts have been identified and discussed in this chapter. The second chapter of the study is about research methodology. For this research, the data collection method that was used as primary. The primary method of data collection can help in collecting first-hand information. The rationale behind using primary data was to collect first-hand information to suit the study's aim and objectives. Primary data has allowed to collect specific information, which has helped achieve the aim and objectives of the study. The third chapter is about the presentation of data where all source questions of data have been listed. The fourth chapter is the results and findings chapter, where study results have been shared. The next chapter is a discussion where a discussion on results has been made. Conclusion and a list of recommendations have been given on the basic research findings. Organizations are human constructions, and the way people operate management modes is that it can or cannot be favoured moral harassment, that is, violent relationships crisis exclusion and surveillance.

Key words: Workplace, bullying, harassment, mobbing, mental health

Introduction

Background

Work occupies a central role in life due to temporary dedication and because it fulfills psychosocial functions such as:

- Providing a structure for time management,
- Providing opportunities for development, satisfaction, and self-esteem, and even contributing to social integration.

It has also been identified as a social determinant of health, being able to generate positive or negative effects. In relation to the negatives, the prevalence of mental pathologies due to work has increased globally, which is evidenced by the number of days lost by employees due to work reasons, an increase in mental health diagnoses, and the high cost it implies for people, institutions, and states.

In Europe, this exceeds 617,000 million euros per year, while in Australia, Canada, and the United States, they fluctuate between 8,000 and 300,000 million dollars per year (Harrison, 2006).

To understand the relationship between work and mental health issues, it has been suggested that sustain mechanisms of exposure to psychosocial dimensions of work that generate stress, are damaging mental health have been identified. These dimensions have shown consistent results between exposure to psychosocial dimensions and adverse effects on mental health (Hoel, 2003).

Among the factors that damage the health of workers, workplace violence, also called workplace bullying, has acquired greater relevance in recent decades due to its increasing magnitude and negative consequences. The International Labour Organization (ILO) defines Workplace Bullying as "any action, any incident or behaviour that cannot be considered a

reasonable attitude and with which a person is attacked, harmed, degraded or injured within the framework of their work or directly due to at the same. It can be classified by the acts: physical, psychological or verbal, sexual or incivility, that is, more subtle manifestations, but that in the same way violate social norms. It can also be classified by the origin of the perpetrator, that is, that which manifests itself internally at work and that which comes from abroad (Reegan, 2020).

According to International evidence, the prevalence of workplace bullying in Europe fluctuates between 14% and 20%, with verbal and psychological aggressions being more reported. Likewise, in the United States and Canada, the prevalence of psychological and verbal aggressions varies between 13% and 41.4%. In addition, it has been identified that workplace bullying is an important risk factor for the health of workers since it would be related to the increase or appearance of mental and psychosomatic pathologies, such as post-traumatic stress syndrome, depressive symptoms or depression, increased levels of distress, or use of psychotropics (Hsieh, Y.H., Wang, H.H. and Ma, S.C., , 2019).

These new or emerging risks can come from technical innovation, social or organizational change, and the application of new technologies in production processes, but also from current working conditions, as occurs for example with the overload of work resulting from the growing competitiveness, with the new forms of labor organization constituted by the various variants of outsourcing and with the so-called ergonomic risks. These factors do not constitute negative elements, which does mean that care should not be taken in their eventual consequences on the life and health of workers (Spector, P.E., Zhou, Z.E. and Che, X.X., 2014).

Therefore, the emerging risk is understood to be any new risk that is increasing. New, because it not only refers to those that did not exist, but also to those emanating from some known factor but that only at this time is considered a risk due to new scientific discoveries or

social perceptions. The increase, on the other hand, is evidenced in the growth of dangerous situations, that is, in the increase in the probabilities of exposure to risk or in the seriousness or increasing magnitude of its effects on the health of workers (Jarman, 2004).

Furthermore, it is not easy to list psychosocial risks since, as the European Agency for Safety and Health at Work has indicated, they are closely linked to the way work is currently carried out and the economic and social context in which it is called. The aforementioned factors can lead to various forms of injury to workers' rights since they tend to generate an environment conducive to the configuration of all kinds of manifestations of workplace violence, understood by the International Labour Organization as "Every action, incident or behaviour that deviates from what is reasonable by which a person is attacked, threatened, humiliated or injured by another in the exercise of their professional activity or as a direct consequence of it (Segrave, 2017)." Violence can be internal and external; the first takes place between workers, including managers and supervisors, and the external between workers (and managers and supervisors) and any other person present in the workplace.

Undoubtedly, a type of violence in the workplace is *workplace harassment*, a figure that, in this way, is classified as a serious risk to the life and safety of the worker and, as such, in the workplace (Inarsen, 2000). The National Regulation Scheme constitutes part of the obligations assumed by the employer by mandate of article 184 of the Labour Code. The aforementioned easily leads to the conclusion that, even when the legal consecration has not been expressly indicated, the lack of prevention of the behaviours that make it up can and should be sanctioned, as will be analysed.

Due to the definition of workplace harassment enshrined in the legislation, it is possible to think that one is facing a qualified figure by the result; that is, it is materialized by the occurrence of behaviours constituting repeated aggression or harassment that produce the effects that the norm indicates without requiring the accreditation of any intentionality in the

perpetrator. Added to this is the list of factors that may lead to its configuration, which, considered in isolation and independently, are often presented as devoid of any illegality, so demanding that they prevent them from occurring may be illogical impossible to achieve.

The manifestations of violence in life in society have been expanding and assuming various forms, in such a way that measures have been adopted that allow the protection of individuals against them. Life in the company is therefore not alien to the existence of these atypical forms of violence, a phenomenon that must be considered by those obliged to protect life and workers' health. As mentioned, the International Labour Organization considers labour relations to be one of the factors of work stress (Hsieh, Y.H., Wang, H.H. and Ma, S.C., , 2019).

Interest in the study of violence at work is recent, and a greater interest may be located in the last decade. The first studies are located in 1990 with the work of Heinz Leymann on mobbing and psychological terror at work.

Since then, the terminology used to refer to situations of workplace violence is diverse, taking into account the various forms of expression of the same: mobbing, bullying, harassment, workplace harassment, sexual harassment, victimization, incivility (Latcheva, 2017). However, there is growing interest in studying and intervening in this phenomenon due to its breadth and because it affects a significant part of the working population. Currently, we find a greater amount of scientific work on the subject, and in several countries, specific legislation has been formulated to address and prevent violence at work.

Likewise, the International Labour Organization (ILO) urges member countries to issue regulations to create a work environment free from workplace harassment. The ILO has identified sexual harassment and workplace harassment as a violation of the fundamental rights of workers, declaring that it constitutes a health and safety problem, a problem of discrimination, an unacceptable employment situation, and a form of violence (primarily against women). In particular, sexual harassment must be understood as a form of

discrimination based on sex; thus, an ILO Committee of Experts has condemned sexual harassment under Convention No. 111 on discrimination in employment and occupation .

Psychological harassment at work, bullying, moral harassment, mobbing, psychological violence, or professional psycho-terror are just a few examples of terms currently used by researchers and practitioners to identify a type of ubiquitous but underhanded organizational harassment. Negative harassing behaviour through which this type of violence manifests itself can take the form, for example, of excessive supervision, social isolation, or exaggerated criticism. A phenomenon that has been the subject of scientific research over the past two decades, psychological harassment at work has been identified as the most common form of organizational violence (Chappell, 2006).

The concern for the occupational safety of workers has been a subject in constant evolution, in such a way that the very concept of occupational risk factors has not remained static over time. It cannot be ignored that all aspects of or inherent in a life in society entail exposure to certain risks, which, obviously, affects all labour organizations (Connolly, 2002). The recognition of this reality is the first step in the search for the protection of workers dependent on an employer, whatever the labour organization in which they work.

It has been found that carrying out dependent work does imply not only putting the worker's physical health at risk, but also their mental integrity and, in the same idea, the risk factors are no longer reduced to physical or chemical elements with which they must (Deery, 2011). The worker coexists in the performance of their work, and the expression of new or emerging risks is now familiar, which are the result not only of the birth of new forms of work but also of permanent socio-economic, regulatory, or organizational changes, which give rise to changing scenarios in the productive tasks and work centres and the subsequent modifications of certain conditions in the way of assuming these tasks. These changes may involve health and safety risks for workers, whose magnitude and consequences are difficult

to assess today. It is no longer a question of circumstances that can be easily appreciated or verified by the senses, but rather of various repercussions on the health of workers, which are very difficult to quantify, on the one hand, and scientifically justify the consequences they may have for health, on the other (IHRE Code of Practice on Harassment at Work, 2020).

Notwithstanding the above, there is no doubt that the complexity of the organization of current productive work has meant the appearance or enhancement of certain occupational risk factors to which workers are subjected, which go beyond those that have traditionally been known as such. This is due to the fact that these risk factors are not static but are related to the very form of business organization, constituting unlimited and permanently increasing dangers, either by their very nature or by the growing number of workers who are exposed to them (Feldblum, 2016).

Within the framework of these new risk factors, inserted in the modern forms of organization of productive activity, together with technological, social, and organizational changes, the so-called psychosocial changes stand out; a notion defined more than twenty years ago by the International Labour Organization. Stating that psychosocial factors at work consist of interactions between work, their environment, job satisfaction, and the conditions of their organization, on the one hand, and on the other, the worker's capabilities, their needs, their culture, and personal situation outside of work, all this, through perceptions and experiences, can influence health and performance and job satisfaction (Gupta, 2019).

Already in those years, the international organization had enunciated an enumeration of the occupational risk factors considering as such the overload at work, the lack of control, the conflict of authority, the inequality in wages, the lack of safety at work, the problems of labor relations and shift work. It is not difficult to observe that things have not changed, keeping both the notion and the list current.

Research Question

What are the effects of bullying and harassment in the workplace on employees' mental health and productivity in the offices in Ireland?

Research Aim

To evaluate the effects of harassment in the workplace on employee's mental health and productivity in the offices in Ireland.

Research Objectives

- To analyze the Irish Law regarding Harassment in the workplace, especially on the employee's rights.
- To evaluate the legal obligations of Employers.
- To be able to recognize Harassment.
- To study the different types of Harassment in the workplace.
- To assess how harassment can affect the employee's mental health and productivity.
- To analyze how harassment can affect the workplace environment.
- To study the effects of a harassed employee towards his family and friends.
- To identify a harassed employee's behavior.
- To identify a harasser's behavior.

Dissertation roadmap

The purpose of this dissertation is to analyse the impacts of workplace bullying and/or harassment on mental health in the context of Ireland.

Chapter 1 will review the existing literature to find out the gap of the study.

Chapter 2 is to discuss the review of the literature, and the gap for conducting this study has been identified.

Chapter 3 is about the presentation of data where all source questions of data have been listed.

Chapter 4 is the results and findings chapter, where study results have been shared.

Chapter 5 is a discussion where a discussion on results has been made.

Conclusion and a list of recommendations have been given on the basic research findings.

Scope and limitations of the study

The topic of this paper is very important to study because of the increasing workplace bullying and harassment in Ireland. This study will cover the wider scope, and recommendations can be used in all organizations to design anti-bullying policies and strategies.

Like all studies, this study has few major limitations. First, the sample size chosen for the study is very small, and the results cannot be generalized. Secondly, the data collection instrument used is not enough to have an in-depth understanding of the issue. Thirdly, the research findings are too broad and cannot implement in a specific company or industry.

Contribution of study

The studies on bullying are still insufficient; there is almost no recognition of the problem. Therefore, this study is to contribute the theoretical knowledge base for study. It is necessary to carry out more research rations about violence at the workplace because we are faced with a problem that we cannot ignore. This study provides recommendations to control workplace bullying and provide a framework to control the bullying and harassment methods.

1. Chapter 1: Review of the literature

1.1.Theoretical foundation of study

In the reviewed bibliography, we find various concepts to define situations of violence at work, the most commonly used being those described below:

1.1.1. Bullying

Harassing, offending, socially excluding someone, or negatively affecting their job performance. That interaction or process has to occur repeatedly and regularly to be considered

bullying (weekly regularity over a six-month period). Bullying is a stepped process in which the confronted person ends up in an inferior position being the target of systematic negative social actions (Einarsen, Stale, et al., 2003).

1.1.2. Mobbing

Chain of hostile behaviours towards a person, intervening almost daily and for a long period, leading him to a position of powerlessness with high risks of exclusion (Batsi & Karamanis, 2019).

1.1.3. Moral harassment

All abusive and repeated behaviours of all origins, external and internal to the company or institution, which are manifested by behaviours, words, intimidation, acts, gestures, and/or unilateral writings, having the purpose or effect of attacking the personality, dignity, or physical or mental integrity of a worker, placing their employees in danger or creating an intimidating, hostile, degrading, humiliating or offensive environment. Moral harassment includes workplace harassment and sexual harassment, which by its continuity produces the moral breakdown, or destruction, of the person who suffers it (Lerouge, 2010).

1.1.4. Workplace harassment

Repeated actions with the purpose of causing mental and/or physical pain, directed at one or several individuals, who for some reason are not capable of defending themselves (Feldblum & Lipnic, 2016).

1.1.5. Emotional abuse at work

Interactions between members of an organization, characterized by verbal and non-verbal hostility, directed at a person or group of people, with the intention of negatively affecting their competence as workers (Pellegrini et al., 2021).

1.1.6. Abuse of power

There is the abuse of power when a person uses his power or his job with the implicit power that he understands to negatively influence, undermine, sabotage, or damage the job or career of another person. Abuse of power includes flagrant acts such as intimidation, threats, blackmail, discrediting, coercion (Vermeule, 2014).

1.1.7. Sexual harassment

Any unwanted conduct of a sexual nature that threatens the dignity and integrity of the person who suffers it that occurs in the workplace, teaching or on the occasion of relationships derived from professional practice, and with the express or tacit threat of causing an evil related to the legitimate expectations that the victim may have in the field of said relationship (Gutek, 2015).

1.1.8. Workplace sexual harassment

Any conduct with sexual implications not requested or desired by the person to whom it is directed that arises from or in the employment relationship, and that results in the degradation and humiliation of said person, generating a hostile work environment (McDonald, 2012).

1.1.9. Harassment, harassment, siege

Three terms are used synonymously and can be classified as moral or sexual, and the labour qualifier is applied when it occurs in the field and in work relationships (Gupta, 2019).

1.1.10. Gender violence at work

Refers to any manifestation of verbal, gestural, physical, psychological, and sexual aggression within the framework of labour relations, originated in inequalities between the sexes, which affects the dignity and integrity of women people, their health, and their possibilities of access, permanence and job promotion?? Gender-based violence at work originates in labour relations and in social relations of sex and manifests itself in actions and

situations of workplace harassment and sexual harassment. It is considered a manifestation of unequal power relations between men and women, in which women are more affected by their situation of discrimination and social subordination, the aggressors being mainly male. The problem is related to the roles attributed to men and women in social and economic life, which, in turn, directly or indirectly, affects the situation of women in the labour market and in the workplace. The United Nations Commission for the Eradication of Discrimination against Women considers workplace harassment to fall within the United Nations Convention on the Eradication of All Forms of Discrimination against Women and has adopted General Recommendation No. 19 on violence against women, which expressly defines against this phenomenon. Equality in employment can be seriously undermined when subjected to violence, due to their status as women, for example, sexual harassment in the workplace.

Sexual harassment includes the behaviour of a sexual tone such as touching and advances, sexual remarks, display of pornography, and sexual, verbal, or factual demands. This type of behaviour can be humiliating and can constitute a health and safety problem; it is discriminatory when the woman has sufficient reason to believe that her refusal could cause her problems at work, even with hiring or promotion, or when it creates a hostile working environment (Segrave & Vitis, 2017).

1.1.11. Gender harassment at work

Harassment at work is considered a means by which people of power can control, manipulate and humiliate subordinate people. Women are more frequently victims of siege than men because, in our patriarchal societies, the hierarchical power of men is accompanied by sexual power, that is, the dominance of men. However, the higher prevalence of either sex in victimization seems to be related to the degree of gender inequality in society. The European Survey of working conditions reveals differences between countries in terms of the

predominance of one sex or the other of having experienced situations of workplace harassment. Studies carried out in Norway 12 do not reveal significant sex differences among victims of workplace harassment and find a higher occurrence in occupations dominated by men (Leskinen, Cortina & Kabat, 2011)

1.1.12. Directionality

Harassment at work and sexual harassment at work can occur vertically from hierarchical superiors to subordinates or subordinates and horizontally between workers of the same hierarchical rank. In the studies on sexual harassment, we find among those affected not only subordinate workers but also professionals and bosses. Among the bullies, direct bosses predominate in some cases, and in others, co-workers. Gender differences are found in the direction of the siege; men are more frequently besieged by their superiors (vertical), while women are besieged by their superiors, their colleagues, and even by subordinates (horizontal and vertical). In other words, at the origin of this problem, gender-based power relations prevail over hierarchical relationships at work (Jung & Yoon, 2019).

1.2. History of bullying and harassment

For several years now, bullying has been something to talk about in the world's societies, being a phenomenon that has not been given the importance it deserves and that needs it due to its seriousness. Bullying occurs when children or adolescents are continually tormented by other vessels with more power, either physical strength or social standing. This name was created in 1993 by the Scandinavian psychologist Dan Olweus. From the University of Bergen (Norway), from systematic studies carried out in the 1970s on the suicide of some adolescents. This author found that young people had been victims of physical and emotional aggression from their schoolmates (Keashly L. a., 2005).

The first publication of Dan Olweus was in 1978 under the title of "Aggression in schools: bullies and aggressive children" and pointed out three basic characteristics: "it is

intentional, it is repetitive, and there is an imbalance of power." School is the setting where diverse subjects with different personalities learn to coexist, and for this reason, it is the place where this problem is most highlighted, but it is not the only setting where this social phenomenon manifests itself (Keashly L. a., 2011). Therefore, the recognition of the social and historical being manifests an important reality in this sense. Dan Olweus is a psychologist who has been studying the bullying phenomenon for the longest time. He chose this word because of its resemblance to "Mobbing," a term used to describe the phenomenon in which a group of birds attacks an individual of another species. Bullying comes from the English word "bull", in this sense, bullying is the attitude of acting like a bull in the sense of passing over another or others without contemplation.

According to the historical definition of bullying, there is bullying when:

- *There is intentional violence:* from one or several colleagues towards another to cause pain and suffering.
- *There is an unequal relationship or imbalance of power:* the victim is perceived as vulnerable and unprotected; that is, the person attacked may be injured or receive some physical or moral injury.
- *There is violence repeatedly and continuously:* it is not an isolated episode.
- There is violence in relation to peers or equals: between students.

The bullying or harassment school has been considered somewhat of children, a blip that was hidden, was seen as fighting, among minors (Chappell, 2006). However, and given that we live in a world related by communications, this phenomenon from the 70s on began to worry several people who revealed that these events had a serious impact on the development of the child, as mentioned in the Declaration of the Rights of the Child (DDN) proclaimed by the United Nations. In some cases, the harshness of the situation can lead to thoughts about suicide and even its materialization, consequences of the harassment of people without age

limits.

In the most advanced countries of Europe, the bullying began to generate concern and to generate the reaction of the authorities since the end of the 80s of the last century. In the United States, since the late 1990s, a high frequency of incidents of school violence has drawn attention to this problem. Unfortunately, it is a term that is in vogue due to the countless cases of persecution and assaults that are being detected in schools and colleges, and that are leading many schoolchildren to experience truly terrifying situations (Kelloway, 2006). The issue of bullying is not new. This phenomenon has been building over time. So, incidents that were considered bullying in the 1970s are not necessarily those that are considered today. Therefore, it is believed that the school bullying criteria maybe being more elaborated day by day. Initially, school violence took the form of minor acts of vandalism, such as breaking glass or graffiti on walls. However, current studies confirm that school violence tends towards more serious behaviour patterns related to physical and verbal violence (Chappell, 2006).

They have prolonged and repeated, both mental and physical and emotional, effect by a person or group against an individual in a defenceless situation or in disadvantage, a condition that makes him a victim. In short, it is a form of mistreatment between peers or equals, as students or groups of students towards another without causing any provocation or recourse to alternative answers. This phenomenon creates interpersonal relationships characterized by behaviours of intimidation and exclusion towards an individual who possesses a position of submission (Latcheva, 2017). The first studies that identified the problem of "bullying" in educational institutions were exposed by Dan Olweus in Norway, referring to this as "conscious and persistent aggressions, which students with bullying characteristics as increased physical strength, recognition, or control group, used to subdue their peers by being unable to respond or defend themselves, with the objective of generating fear in the form of discomfort or to highlight their dominant condition."

However, this perspective exposes it as a phenomenon consisting only of aggressions of physical character, that is, and it comprises exclusively part of a sum of intimidating behaviours and harassment that the victims suffer. This is why to cover all the actions in a single term, prefer to use "mobbing," a conceptualization used for workplace harassment that adapts very well to the school context by defining itself as "a continuous and deliberate verbal aggression and modality that the victim receives from another or a group of peers, with acts of cruelty whose purpose is to subdue him, produce fear and threaten him, attacking in this way the integrity of the child (Segrave, 2017).

1.3. History of workplace bullying

According to the definition contained in article 2 of the Labor Code, workplace harassment, in order to be classified as such, must have as a result, the impairment, mistreatment, or humiliation of those affected, or constitute threat or damage in their employment situation or their opportunities in employment. The law does not require a specific or generic consequence in the life or health of the person, even when the term abuse includes the possibility of causing some illness or disease (Kline, 2019)

For a proper understanding of the problem, workplace harassment must be differentiated from workplace stress, the latter phenomenon that has been seen as a risk in itself, but which actually constitutes, rather, the result or consequence of certain specific circumstances. It represents the psychic load that the development of the work may imply, which, in turn, can be caused by various factors. The so-called work stress or work-related stress manifests itself when the worker feels that his work environment demands more than he can assume (or control) and can be the cause of various alterations in his health, which can have a physical, psychic, or emotional character (LaMontagne, A.D., Milner, A., Krnjacki, L., Schlichthorst, M., Kavanagh, A., Page, K. and Pirkis, J., 2016.). These risk factors include not only those that emanate from the actual performance of the work, such as noise and extreme

temperatures but also those that are a consequence of the work organization, as well as promotions linked to the fulfillment of goals, the lack of adequate possibilities for a reconciliation of work with family life or excessive competitiveness. The truth is that whatever the cause that motivates it, work stress occupies an important level in the alterations to the health of workers. Therefore, it is confirmed that stress and workplace harassment are not synonymous but that the latter may be the cause of the former. The treatment of the subject has not been easy, on the one hand, because it is generally considered that the pathologies derived from workplace harassment behaviors are constituted by mental illnesses and, on the other, because these can have a common origin and not only professional (Leskinen, E.A., Cortina, L.M. and Kabat, D.B., 2011).

1.4. Workplace bullying and harassment in Ireland (According to Health and Safety Act)

Bullying in the workplace has been described in various ways. The Health and Safety Authority's in Ireland defined it as:

“Repeated improper behaviour, overt or indirect, whether verbal, physical or otherwise, committed by one or more individuals against another or others, at the place of work and/or in the course of employment, which may fairly be viewed as violating the individual's right to dignity at work.”

A single instance of the conduct defined in this description can be an affront to professionalism at work, but as a once-off incident is not deemed to be bullying. Since the abuse and bullying of the terms are sometimes used interchangeably, it's possible to be confused about what they mean. Since they are technically separate words, a behaviour may only be labelled as either bullying or abuse (Jarman, 2004).

In Ireland, there are so many acts and codes that have been developed over time to counter workplace bullying and harassment. Under each act and rule, the definition of bullying

and harassment vary, and different contexts have been given to it. This Code only extends to actions that fall under the concept of workplace bullying. Under the Workplace Equality Acts 1998-2015, the code does not apply to abuse (IHRE Code of Practice on Harassment at Work, 2020).

For the purposes of *the Employment Equality Acts*, assault/sexual harassment is any inappropriate activity linked to any of the unfair grounds mentioned in the Acts. Sexual harassment is described as any inappropriate sexual behaviour, whether it is verbal, nonverbal, or physical. *The Job Equality Acts* cover discrimination on the basis of the nine grounds stated in the Acts (*gender, civil status, family status, sexual identity, faith, age, disability, ethnicity, and membership of the Traveller community*), and the Irish Human Rights and Equality Commission is responsible for increasing consciousness of equality in the State (IHREC). In this respect, the IHREC has provided a Code of Practice on Sexual Assault and Harassment at Work (Statutory Instrument 208 of 2012 Job Equity Act 1998 (Code of Practice) (Harassment) Orders 2012), which includes practical guidelines on dealing with workplace harassment issues (IHRE Code of Practice on Harassment at Work, 2020)

Code of practice from Health and Safety Authority

The legislation to work on workplace harassment and bullying is a code of practice designed by the health and safety authority. Although this Code primarily extends to occupational discrimination and prohibits abuse incidents, this does not prohibit employees from providing a single policy/document that includes both bullying and harassment cases. It's important to remember, though, that when people talk of “bullying and abuse,” they're talking about two different things, and the organizations in charge of this Code just deal with bullying. Bullying in the workplace is defined as follows for the purposes of this Code:

“Workplace bullying is repeated improper behaviour, direct or indirect, whether verbal, physical or otherwise, perpetrated by one or more individuals against another or

others, at the place of work and/or in the course of employment, that may reasonably be regarded as undermining the individual's right to dignity.”

A single instance of the conduct defined in this description can be an affront to integrity at work, but it is not called abuse unless it is a one-time event. According to the aforementioned organizational description, workplace bullying is characterized as an ongoing trend of seriously negative targeted conduct aimed at an individual or individuals with the intent of eroding their self-esteem and status in a detrimental, long-term manner. Bullying is a type of harassment that is aggressive, persistent, targeted, and goes beyond any fair ‘norm.’ A pattern and tendency must be present for such conduct to be deemed obviously false, undermining, and degrading by a rational individual (Foody, Murphy, Downes, & Norman, 2018). It consists of a series of events or a trend of behaviour that is normally meant to threaten, annoy, discredit, or humiliate a specific individual or community of persons. However, the purpose is irrelevant to the detection method. Bullying acts require verbal and/or written behaviour and behavioural habits, as well as the use of cyber or interactive means to achieve the purpose of bullying (Law, 2011). Bullying incidents delivered by cyber means can also be protected by the 2005 Act's provisions.

Employment equality act Ireland 9 grounds

Employees in both the public and private sectors, as well as career seekers and trainees, are protected by the Workplace Equality Acts of 1998 to 2011. The Acts outlaw discrimination in work-related areas such as pay, vocational training, access to employment, work experience, and promotion. The Acts also apply to cases of workplace abuse and victimization. Employers, professional educational bodies, and job organizations, such as labour unions and employer councils, are prohibited from publishing derogatory advertising and discriminating toward employees (McNamara, 2018). The Workplace Relations Commission will mediate or investigate collective bargaining arrangements.

The law outlines the following nine grounds on which discrimination would be

considered unlawful:

1) Gender

A male, a woman, or a transgender person (pregnant workers or those on maternity leave are granted special protection).

2) Marital status

That is, whether you are single, married, separating, divorced, or widowed.

3) Family status

This implies that you are responsible for your children, either as a parent or as an individual in loco parentis.

4) Age

Someone under the age of 18, whether as a guardian or primary caregiver for someone under the age of 18 years of age or older with the condition that needs a lot of help and care. In addition, this applies to people who are employed between the ages of 18 and 65, as well as people who are elderly between the ages of 15 and 65 in vocational school.

5) Disability

This is a general definition that includes those with physical, intellectual, learning, emotional, or behavioural disabilities, a host of medical disorders, as well as mental difficulties.

6) Race

Race, colour, nationality, ethnicity, and national origin are all factors to consider.

7) Sexual orientation

Gay, homosexual, bisexual, or heterosexual; (According to the Court of Justice in PSV, married, lesbian, bisexual, or heterosexual. Discrimination toward a transsexual was considered sexist discrimination.)

8) Religious belief

Religious history or perspective, as well as a lack of religious conviction, are both things to consider.

9) Membership of travel community

Being a member of the Traveller community is a great way to meet new people. People who are generally referred to as "Travellers" and who are known both by Travellers and by "Travellers." Others as individuals who share a similar history, community, and traditions and who have been historically known as a community. On the island of Ireland, there is a nomadic way of life.

1.5.Publicized bullying and/ or harassment cases in Ireland

Cases related to women's bullying:

a) *Aoibhinn* Ní Shúilleabháin: Two years of harassment at UCD

Aoibhinn Ní Shúilleabháin was a professor, lecturer, broadcaster, and role model for young people in science and math was harassed over two years at University College Dublin (UCD), and this case was a shocking revelation for local authorities. She was afraid of being left on campus and was almost able to give up her good college career. For one of Ireland's most well-known academics, this was the truth of sexual violence (Mullaly, 2020)

Prof Hans-Benjamin Braun, 58, was charged with assault under section 10 of the Non-Fatal Offences Against the Person Act, 1997, and her ordeal concluded in court in late 2019. The abuse occurred between May 9th, 2015, and July 7th, 2017, and the court imposed an injunction prohibiting the professor from approaching N Shilleabháin for the next five years. N Shilleabháin is now speaking out about her nightmare, which she believes left her frightened, in order to increase awareness of abuse of female university scholars and students on Irish

university campuses. Victims of violence, she believes, must be empowered to reveal their encounters (Mullaly, 2020).

Braun regularly asked her out on dates, sent her unsolicited texts, called her repeatedly, turned up unannounced at her meetings, and had a classmate contact her to inform her that he was telling nurses in a hospital where he was that he loved her. She was terrified by the events, which had a negative effect on both her personal and professional lives.

The professor and N Shilleabháin had no working relationship. She repeatedly reported the events to a UCD human resources department, providing them with extensive notes about the various incidents, before finally taking the matter outside of the university and reporting it to the Garda – at the college's suggestion. The abuse continued for two years until she first brought it to the university's attention (Mullaly, 2020)

Donnybrook Gardai prosecuted, leading to the court case in 2019. Despite the fact that N Shilleabháin was not present, he was told of the result. She refused to make a victim impact statement at the time because she was concerned for her privacy, but she now believes her story will help spark a much-needed systemic shift on college campuses around the country in terms of handling abuse and defending people who have been abused. Since approaching the Garda, she also lodged a formal report with UCD (Mullaly, 2020). Although filing a lawsuit was described to her as a difficult procedure early in her ordeal, it ultimately led to one phone call from an outside investigator.

N Shilleabháin decided not to file a formal lawsuit against the professor because he felt discouraged. When The Irish Times shared her disappointment with UCD, the university responded that it would not comment on a single event. After N Shilleabháin posted on social media that she was on a weekend break with female friends, Braun traveled across the country and demanded to see her at a hotel in Cork. Garda officers expelled the professor from the hotel on two separate occasions, and N Shilleabháin was led out of Co Cork. In the week leading up

to her wedding, N Shilleabháin was afraid that Braun would call her or show up. She moved into a new home alone before becoming engaged to her now-husband and kept a crowbar close by for protection.

UCD launched a “report and support” website in February 2020, where faculty, teachers, and visitors to UCD can anonymously report bullying, abuse, and sexual harassment. When asked for comment for this post, UCD director of human resources, Tristan Aitken, told *The Irish Times* that the college “cannot comment on any particular situation” and that “UCD has a zero-tolerance policy on sexual harassment (Mullaly, 2020)..”

Braun had received a written notice from a senior university faculty member during this time, according to N Shilleabháin. “Nothing occurred for a couple of months,” N Shilleabháin says, “so maybe the alarm did work at some point.”

And if this didn't happen, you were still on the edge of your seat, worrying when it would. However, he confronted her again in January 2017 when she was on campus having coffee with a colleague. “He was waiting in line for coffee (Mullaly, 2020).. I didn't want to go near him, so I hid behind the doors so my colleague wouldn't see me, but Prof Braun saw me and marched right by me, almost hoping to collide with me on purpose, which didn't happen because I was trying to keep myself as small as possible. So, he turned around, returned 30 seconds later, and simply extended his hand and said, “Happy New Year,” to which I simply replied, “No, go now.” Thankfully, my colleague was arriving, and I was able to greet him.

When he appeared at the door in May 2017, she locked herself in her office, saying, “He kept knocking, and when he finally left.” I was still sort of frozen when he left. I have no idea what to do.” After more than two years of harassment, N Shilleabháin made the decision that “this has to end.” “I was just getting scared of it all because, even though nothing happened, you were always on edge wondering if it would happen, wondering when he would show up at a meeting or at the office next. The emotional energy it required had an effect not just on me

emotionally, but also on my professional work because you couldn't focus properly for so long.”

N Shilleabháin reports that after yet another complaint to HR, someone in the department told her that her "best bet" was to go to the Garda. N Shilleabháin requested that the HR worker set up a meeting with the garda, which they did, and a detective was assigned to the investigation (Mullaly, 2020).. “At the time, I was getting married. I was terrified that he would show up on my wedding day. In July of that year, in the run-up to my wedding, I received a couple more phone calls from him – one of which I replied because I didn't recognize the number. After that, I blocked all the numbers and informed the guards.”

In late 2019, the Garda investigation resulted in a legal case. The court issued an injunction prohibiting Braun from contacting N Shilleabháin. In August 2018, she lodged a formal report with UCD about the abuse, and whilst on maternity leave in 2019, she received an email from UCD telling her that Braun was leaving the university (Mullaly, 2020).

b) Beauty Therapist Awarded €25,000 In Sexual Harassment Case

The defendant was a beauty salon employee. A team gathering was planned to watch a game at a nearby bar. The plaintiff identified three events during the night in which the salon's owner (Mr. B) kissed her breasts. Mr. B responded by saying, "I am going to shoot you," when the complainant begged him to quit. Later, the plaintiff requested an informal meeting with Mr. B to discuss the events. Mr. B's response, she said, was, "I'll have to find another victim." Mr. B even grabbed her by the sides and brushed past her twice in the office, according to the plaintiff. The plaintiff was so angry on the second of these occasions that she went home right away (Reegan, 2020).

Mr. B denied sexually assaulting her at a workplace gathering, claiming that the woman was lying. Mr. B believed that the plaintiff had gone home because she was angry over an administrative mistake she had made earlier in the day when she wrongly inserted numbers into the till. Mr. B admitted to gently touching the complainant's hips without saying "excuse me" or making any verbal order. He said that he was unaware of the salon's Dignity and Respect at Work Policy, which was posted on a bulletin board in the restroom. A copy of the policy was not sent to the employees. Mr. B had written the policy himself; it was later discovered (Reegan, 2020).

The plaintiff, Mr. B, and Mrs. B met for a conversation (who was in charge of various managerial and administrative tasks at the salon). The plaintiff was then asked to meet with a trained independent mediator/HR consultant. This conference was not attended by the claimant. The complainant's mental health worsened as a result of the incidents surrounding Mr. B.

Using the arbitrary definition of sexual harassment in the Employment Equality Acts 1998-2015, the Adjudication Officer (AO) determined that the claimant had been sexually assaulted. The behavior can be pornographic in nature and can be verbal, nonverbal, or physical, and it must be "unwanted" and having "the intent or effect of violating a person's privacy and establishing an oppressive, hostile, insulting, humiliating, or offensive atmosphere for the person." The meaning makes no distinction between whether the behavior was meant to have the effect or not (Reegan, 2020).

Mr. B argued that the worker's gathering did not qualify as a "workplace" or "work-related social experience." The AO decided that the plaintiff would not have attended the social event in question if they were not employed by the respondent and that the event falls under the scope of "work-related social event" for the purposes of the Code of Practice (Harassment) (Code of Practice on Harassment, 2021)

Mr. B's behavior, when approached by the claimant, was "blase," according to the AO, and the fact that he did not try to open an inquiry under the Dignity and Respect at Work Policy, which he wrote himself, was another aggravating element. Furthermore, the AO thought Mr. B's argument that the complainant was angry and went home because of her own managerial mistake at work was a "contrivance to mask the real explanation for the complainant's upset." The AO found that the plaintiff had been sexually assaulted and that Mr. B had engaged in gender harassment in violation of section 82 of the Employment Equality Acts 1988-2015. The AO awarded €25,000 in compensation, none of which came in the form of remuneration.

Cases related to men's bullying:

c) A man who was bullied at his workplace committed suicide.

John Broderick, who lived in Killarney, Co Kerry, committed suicide on August 28th, 2018, after going to work at Munster Joinery in Cork. According to his widow, Sandra, John was bullied by an individual as soon as she joined the company, she explained that the bullying John suffered consisted of being "shouted" and "roared at" in front of his fellow coworkers and effectively belittled. (Riegel, 2019)

According to his widow, Sandra, John suffered bouts of depression and told his bully in an attempt to make his bully see the damage he was causing to him, he told him about it and asked him for the bullying and "mind games" to stop which he did for some days, but shortly after, the bullying resumed.

She also explained that John would enjoy the weekend but usually on Sunday's evenings he had a bad time thinking of going back to work on Monday morning.

According to her, John had been looking for another job but in the meantime he said he had to learn how to deal with that situation. John had attempted against his life just a day before his death, he was taken to the hospital on the 27th of August, 2018, after agreeing to engage with mental health support systems as he could not be admitted by emergency services as he did not meet the criteria under the Mental Health Act. John told the doctors he wanted to go back to work. (Riegel, 2019)

On the next day, John called his wife to tell her he loved her, his body was found later on that day near the construction supplies plan site where he used to work, John had died by suicided. Munster Joinery, the company where John used to work, said that they do have a Policy Against Bullying in the Workplace that all employees know, but John never informed he was being bullied by a coworker. (Riegel, 2019)

d) A worker has been awarded with 26,000 for being unfairly dismissed by his employer after making a bullying complaint.

The worker told the Workplace Relations Commission (WRC) that he had been unfairly dismissed shortly after making a formal bullying complaint against his manager to the Director of the Company he worked at.

Among the bullying incidents the operative suffered by his manager were making fun of him by his mental health issues being told to go home and take "Prozac", condition that his manager was totally aware of, as well as being referred to him as "his bitch". (Deegan, 2019)

He also alleged that one day he was working under a car and his manager turned on a fire extinguisher on him while he was still there, recorded the incident and later on that day posted it on Social Media, as a consequence of this he was immediately expelled by the manager of

the Motorcycle Club where both were members of, shortly after the President of that Club, watched the video. The Operative took this video as proof to the WRC hearing. (Deegan, 2019)

After dealing with all of these incidents the operative made the decision of leaving his workplace and let the Director of the Company know about them by email.

He was asked to immediately attend a meeting where the operative noticed the Director was already there as well as his manager, in the meeting the manager denied he bullied him and instead, the worker was told there was a list of grievances against him which he claimed were all false, shortly after he left due to he considered unfair procedures, later on that day he got an email from the Director of the company letting him know he was dismissed. (Deegan, 2019)

WRC Adjudication Officer, Mr. Gerry Rooney expressed that the evidence presented by the worker supports the bullying behavior by his manager he was claiming and also said that the employer made a decision of firing the worker instead of dealing with his complaint. This is why the WRC ordered the Company, a Winter Services Firm, to pay the worker €26,000 after finding he had been fired two days after raising a complaint for bullying in the Workplace. (Deegan, 2019)

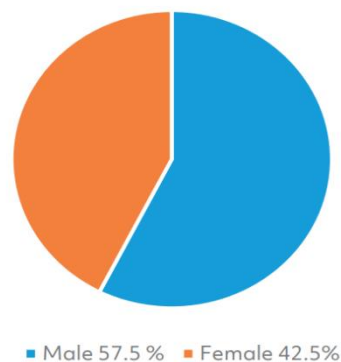
Bullying Statistics

The National *Anti-Bullying Centre* made a report of workplace bullying cases which were brought to the Workplace Relations Commission (WRC) from September 2016 to May 2018 under the Unfair Dismissal Acts (1977-2015) using bullying, harassment and victimization as elements in the case building, a total of 108 cases with these criteria were found. (The National Anti-Bullying Centre, 2020)

Claimants by Gender

57.5% of Employees who brought their case to the WRC were male, while 42.5% were female. This study found that female employees are less likely than male on taking their case to the Workplace Relations Commission (WRC) under the Unfair Dismissal Acts (1977-2015). (The National Anti-Bullying Centre, 2020)

Figure 2. Claimants by gender

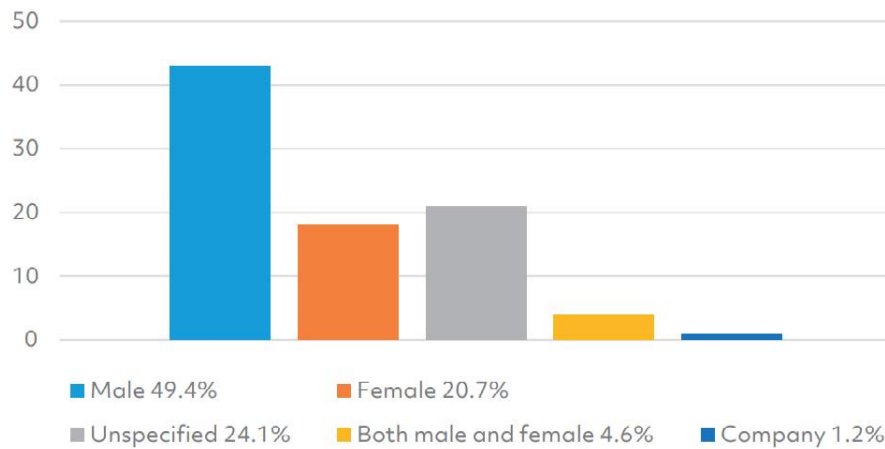


Source: (The National *Anti-Bullying Centre*, 2020)

Alleged Perpetrators by Gender

The study also found that 49.4% of the alleged perpetrators were male, while only 20.7% of cases were female employees. 24% of the cases could not be estimated, 4.6% found that both male and female were the alleged perpetrators and only 1.2% of the cases it was the company. (The National Anti-Bullying Centre, 2020)

Figure 3. Alleged Perpetrators by gender



Source: (The National Anti-Bullying Centre, 2020)

Why does bullying occur?

The possible causes of bullying have been grouped into three paradigms:

Individual factors

The individual models suggest that there would be individual characteristics associated with bullying (for example, children who would enjoy dominating others) and that even some of these would be genetic in nature. Some children would be more likely to be part of aggressive dynamics given the character they have developed. In this sense, it also includes the affective dimension of children and its impact on their behaviours, such as the hypothesis that children who have been victims of bullying react violently, even reaching extreme cases such as shootings in different educational institutions in the United States, known very widely (Einarsen, Hoel, Zapf, & Cooper, 2011).

Interpersonal and group factors

From this approach, aggressiveness among peers would arise in relation to the need to establish social hierarchies and associated with the tension between being accepted by the peer group and at the same time individualizing. These processes become central when children begin to relate to others and to "assert themselves" or define themselves in terms of others.⁹ From this perspective, bullying arises around the dispute and/or defence of the possession of objects and/or goods that are considered valuable in the context, such as social status.

Social and cultural factors

From this perspective, bullying would be associated with the existence of groups with differences in terms of power and status, mainly based on historical and cultural background (race, gender, socioeconomic status, minorities in general). Especially interesting here is inter-gender aggressiveness, regarding which it is speculated that men have learned from the socio-cultural context to relate to women in an abusive way (which has been conceptualized as the construction of hegemonic masculinity), both against girls as against boys who do not present the qualities typically ascribed to said masculinity (Einarsen, Hoel, Zapf, & Cooper, 2011).

Incidence and contexts

The Scandinavian countries, led by Dan Olweus, as already noted, are the pioneers in this area of research. The first systematic study began in 1970 in Sweden; before, at the end of the 60s, after three suicides, the first explorations began. In Finland, in the late 1970s, Lagerspetz directed the first studies. In 1982 in Norway, under the leadership of Olweus, they began to investigate and campaign anti-bullying in the wake of 3 teenage suicides in that year. Studies on the subject began to be seen in the 1970s. In other words, from that time on, they began to talk about the phenomenon, harassment, or intimidation among students.⁶ In England,

at the end of the 70s, Lowenstein carried out his first works. The first study was carried out in the Community of Madrid in the late 1980s (Einarsen, Hoel, Zapf, & Cooper, 2011).

It is suggested that approximately 5 to 10% of students participate as aggressors, and between 10 and 15% as victims, in bullying dynamics in schools.¹³ In addition, there is about 2% of students who are both aggressors and victims. On the other hand, studies on the stability of these dynamics suggest that around 50% of students continue in this situation (as the aggressor and/or victim) after a period of six months. Regarding the forms of this violence, the classic distinctions identify physical violence and relational violence, also sometimes called psychological violence. The first responds to blows, shoves, attacks against property, and physical threats, while the second refers to exclusion, false rumours, stigmatization, among others. Research shows that bullying relationships occur mainly in school contexts that are characterized by being unstructured and where there is no adult supervision. In this sense, recesses, leaving school, and some spaces such as bathrooms are favourable places. However, new communication technologies have made this more complex since bullying can occur through virtual space (Einarsen, Hoel, Zapf, & Cooper, 2011).

The causes of mobbing

The jealousy and envy felt by bullies are the most frequent cause of *mobbing*. The victim is usually envied for having some quality or trait that makes them stand out from the rest of the group; for example, superior professional ability, ability to arouse acceptance or appreciation in their colleagues, subordinates, bosses, patients or clients, their people skills, positive evaluations or compliments received in their work. The *mobbing* can also be triggered when the worker cannot be manipulated by one or more other members of the group or because it does not belong to the group that manages the *status quo* of the organization. The worker can

also be harassed for enjoying personal or family situations that are desired by others who lack them. This frequently happens in settings dominated by corruption and influence peddling.

People who have characteristics that distinguish them from most of their peers are often the target of harassment. Thus, the difference in age, work experience, customs, purchasing power, educational level, among others, can cause the persecution of that person who is different from the other members of the majority group. Differences are often used to blame and demonize the worker, who, at some point, will take the blame for everything that goes wrong. By designating a culprit, it is possible to distract the interest of the organization to solve a problem, and in this way, everything will remain the same (Einarsen, Hoel, Zapf, & Cooper, 2011).

Another cause of *mobbing* is to demonstrate the power that the harasser has as a means of intimidating the rest of the staff in order to stay and establish themselves. If someone is able to demonstrate that they have the power to harass and harm a worker and go unpunished, the rest of the staff will recognize, respect, and obey without resisting. It is about spreading the occupational psych terror among the members of the organization, who will have to warn what could happen to them if they do not submit to the dictates of the harassing group.

The objectives of mobbing

The *mobbing* seeks to destroy the resistance of the victim and to force or coerce them to abandon their work. Whoever ordered the harassment has already decided to dismiss the victim from the organization and justifies their actions with the argument that the organization will save onerous compensation. To achieve this objective, the performance and performance of the worker must be deteriorated through cheating, psychologically destabilizing him, creating previously non-existent arguments to use them against him, in this way, the worker is

accused of low performance, low productivity, absenteeism, or erratic behavior, all as a result of the destabilization to which he has been subjected. The techniques to psychologically destroy the worker are varied. They can be very clever, witty, and sometimes very subtle, to the point that other employees, even though they witness the harassment, may not identify it. These techniques have in common that they try to overwhelm, slander, and attack the work, convictions, and private life of the victim, isolating, stigmatizing, and threatening them.

1.6.A critical review of studies and research Gap

There are so many studies that identified the issues of workplace harassment and bullying in various countries. In Europe, it is estimated that five to ten percent of employees are exposed to certain forms of psychological harassment. In North America, it is found that about 59% of American workers in their sample had experienced at least one type of abusive emotional behaviour. For its part, a researcher found, in a study of teachers, that 39% of the latter had been the victim of psychological harassment at work. Another Canadian study had shown that more than 27% of the sample had experienced one or more negative organizational behaviours, on a daily or weekly basis, during the previous twelve months. It was inspired by statistics showing that harassment at work is omnipresent in many companies and that no organizational environment is exempt from risk in this matter.

Some ambiguity remains about the prevalence of bullying in organizations throughout history. While some argue whereas psychological harassment at work is a very old phenomenon, others think that it is a contemporary problem. However important it has been over the years, it is only since the 1990s that it has been the subject of scientific research, having even been identified as one of the most important research subjects of the 1990s. In 1998, Marie-France Hirigoyen published a memoir entitled *Moral harassment: perverse violence in everyday life*. This work launched a vast social debate in Ireland, which led to the adoption of the Social Modernization Law (2002), providing a legislative framework for the

prevention and repression of harassment in the workplace (Zapf, 2005). This law defines psychological harassment as Vexatious conduct manifested either by behaviour, words, actions, or repeated gestures, which are hostile or unwanted, which undermines the dignity or psychological or physical integrity of the employee and which results, for the employee here, a harmful work environment. According to its wording, this article of the Law aims to protect the employee from an attack on his dignity or his integrity, psychological or physical, to avoid a deterioration of his working environment and to create the obligation for the employer to " provide a work environment free from harassment.

In today's organizations, due to organizational culture and psychosocial climate intense competition and rivalry, a new profile of workers is being sued. This weather occurs due to various transformations (globalization of markets, increased competition between countries or organizations, productive restructuring, and innovations technologies, among others) that occurred in the context of labour. In this harsh context, workers need to stop not only technical skills but also a strong competitive spirit and aggressiveness to get and keep their jobs. Workers who have these characteristics may exhibit violent behaviour, abusive and humiliating in the work environment, is that, not infrequently, the managers themselves. They are complacent with the error, the insult, and the abuse, thus resulting in the practice of moral harassment institutionalized. This way, bullying is violence that can denigrate the image, disqualify and humiliate the victim, in the function of having an imbalance of powers between who suffers and who carries out the aggression. To combat the occurrence of workplace harassment is an active approach is necessary.

Despite the multitude of definitions of harassment at work, specialists in this subject of study seem to agree on the presence of four constitutive dimensions: 1) hostile acts, 2) a persistent nature, by their frequency and duration, 3) harmful consequences for the target person and 4) an imbalance of power between the harasser and the harassed. Another

characteristic is still the subject of debate: it is acting with the intention of harassing. Authors who oppose its inclusion cite two arguments: some believe that the intention of the stalker must be explicit; others, considering that it is difficult to measure intentions, focus on the harmful effects on victims to determine the presence of harassment.

Present in all sectors of economic activity, harassment is, therefore likely, to affect all organizations; also, women and men of all ages can be victims. In addition to being present everywhere, this phenomenon has devastating consequences at the individual, organizational and societal levels, as evidenced by the work of several researchers. On an individual level, victims of psychological harassment report a high level of stress. A low level of psychological wellbeing altered mental, psychological distress, emotional exhaustion, and psychosomatic symptoms. In extreme cases, even suicide can be a consequence of psychological harassment. On the organizational level, the main consequences are the increase in absenteeism and staff turnover rates, the deterioration of the organizational climate, declining employee engagement, and declining productivity. From a societal perspective, we can mention the increase in health spending and the reduction in individual contributions to productivity.

Because of its consequences, psychological harassment at work has become a matter of public interest and the subject of a growing number of studies. These aim to provide a better understanding of this phenomenon by shedding light on its nature, prevalence, origins, and modes of development. This, in turn, can help guide actions to prevent it and take corrective action if it occurs. It is in this perspective that the present text is situated: to propose a synthesis of the individual factors, but especially organizational, favouring the emergence of psychological harassment in order to help structure preventive interventions.

The functionalist approach sums up the whole development of the theoretical field in people management or, as it was named, the human resources area. For the authors, the supremacy of the functionalist approach brings an expectation that will provide the organizations' table,

satisfied, motivated workers and productivity. To achieve these goals, historically, the ARH was organized around techniques, procedures, and tools. Increase productivity and help organizations have competitive advantages are the principles. However, during the 1990s, there were some criticisms of the ARH, mainly concerning the vision of people as costs and to the treatment of them as a resource, weight, or load.

When it comes to questions regarding the instrumental, strategic, and subjective aspects of people management, it is also important to analyse them through the political biases that they are built for a long time. In focus, political areas are considered convergence zones between people, organizations, and their political dimensions, as well as disagreements between your interests. In it, they are considered social, organizational, and individual as potentially conflictive, so there is the responsibility, on the part of the members of people management, to arbitrate and unite the interests of these different levels. Forming the political approach was inclined to consider the different forms of evaluation performance and career success. When considering disagreements and convergences of interests and possible conflict situations, you can see the importance of this bias in dealing with the issues of moral harassment. This because they are in situations of different interests and conflicts that can change violent behaviours to occur in organizations. Thus, the importance of promoting management policies and practices of people who encourage harmonious relationships between managers and other workers, so makes it possible to treat in healthy way disagreements and inconsistencies of interests.

[The role of HSA \(Health and safety authority\) in workplace bullying and harassment](#)

The results of studies revealed that latest years, the role of HSA and other regulatory authorities has been evident in the reduction of workplace bullying and harassment in Ireland offices. There are a number of government and non-government organizations that deal with workplace bullying in Ireland. Various pieces of law play a pivotal role in stopping and

handling abuse incidents, some before the incident, some during the course of the case, and even some after the fact (HSA Code of Practice , 2021).

The HSA is governed by the 2005 Act's regulatory powers. Its mission is to keep people safe for all jobs in the Republic of Ireland's workplaces, and it is the central part of 2005 manifestos. The aim of the act is to monitor the employer's obligation to ensure that everyone at work has a clean and healthy workplace as far as is fairly possible, a mode of practice that is free of health and safety risks. Employers and other workers have unique obligations under the 2005 Act. This norm, as well as a balanced and clean society, must be upheld and promoted. There are laws in place under the 2005 Act that are specifically and/or indirectly related to the problem of workplace bullying. Inextricably Section 8 2(b) explicitly addresses 'improper behaviour' and the employer's obligation to ensure it. To discourage such conduct, the workplace has a sufficient mechanism in place. Chapter 19 (Dangerous Situations) Sections 20 (Safety Statement) and 21 (Identification and Risk Assessment) relate to the employer's responsibility. To set in place appropriate job processes and to log these acts in writing, the 13th section (Employee Duties) requires the employee's obligations to engage in those employer tasks (HSA Code of Practice , 2021).

In addition to promoting and raising awareness, the HSA has a public-facing phone and email Workplace Contact Unit (WCU) where workers who believe they are being harassed can register their concerns. Employees can file a lawsuit or email WCU for more details if they want to know more about the subject and/or are not sure if their experience is bullying. This second method would be recorded as a "Request for Information (RFI)."

The WCU responds to RFIs by delivering a verbal or written response to the client, or, whether they are unable to do so, by forwarding the RFI to the right person who can respond. A lawsuit about bullying can be categorized in a number of forms, based on the substance and form of the complaint. The first step in evaluating a complaint is to determine if it fits under

the meaning and nature of a bullying complaint. If the complaint involves an individual who believes they are being harassed at work, and what they describe fits into the definition of workplace discrimination, and they claim that their employer is doing nothing, WCU will log the incident and contact the employer to determine their reaction and follow up on the issue (HSA Code of Practice , 2021).

When an employee complains that the employer took action, but the employee is dissatisfied with the action or the result of that action, the HSA's job is to determine if the employer's actions were satisfactory, as far as is reasonably possible. If the report is from an employee who has been convicted of abuse, the HSA's task is the same – to evaluate the employer's handling of the situation. In any of the cases above, the HSA is a third entity whose mission is to ensure the employee's welfare and wellbeing by requiring employees to take fair and realistic steps in their job processes in general and the management of the problem in particular.

The HSA's legislative mandate is to ensure that employers' duties of responsibility to all workers are fulfilled, as well as control of unethical workplace behaviour where coercion is a risk. If an employer continues to behave appropriately in a current bullying situation, the HSA may take enforcement action in a range of ways, including verbal guidance, written advice, and Improvement Direction, or an Improvement Note. After an inquiry, the HSA will send a file of advice to the Director of Public Prosecutions (DPP) for a decision on whether or not to sue workers who have fallen in their responsibility to shield an employee or employees from the adverse effects of bullying. The HSA has no involvement in the sanctioning or punitive proceedings taken in these cases, and it, therefore, has no role in mediating, negotiating, or resolving conflicts between parties involved in a bullying situation.

What is not considered as bullying according to the H.S.A code?

It's critical to differentiate bullying from other types of offensive behavior, as well as

proper workplace participation. As stated in the description above, a single instance of bullying behavior can be an affront to professionalism at work and maybe disturbing, but it does not constitute a sufficient degree of trauma to be considered bullying, and other solutions may be found in these situations. As a one-time occurrence, such behaviours cannot be said to be targeted, purposeful, or unrelenting. Other ongoing activities that can annoy or unsettle a person may not fall under the bullying definition, aside from one-time events. Since what one person considers abusive may be considered normal activity by another, the 'reasonability' of behaviours over time must be considered. Although not optimal, insensitive conduct is not in and of itself bullying. Conflicts and disputes do not constitute a bullying trend in and of itself. There are a variety of workplace behavioural disorders and friendship breakdowns that are alarming, disturbing, and unsettling, but they do not meet the criterion for a bullying situation because they are not sufficiently harmful (HSA Code of Practice , 2021).

[The role of WRC \(Workplace Relation Commission\)](#)

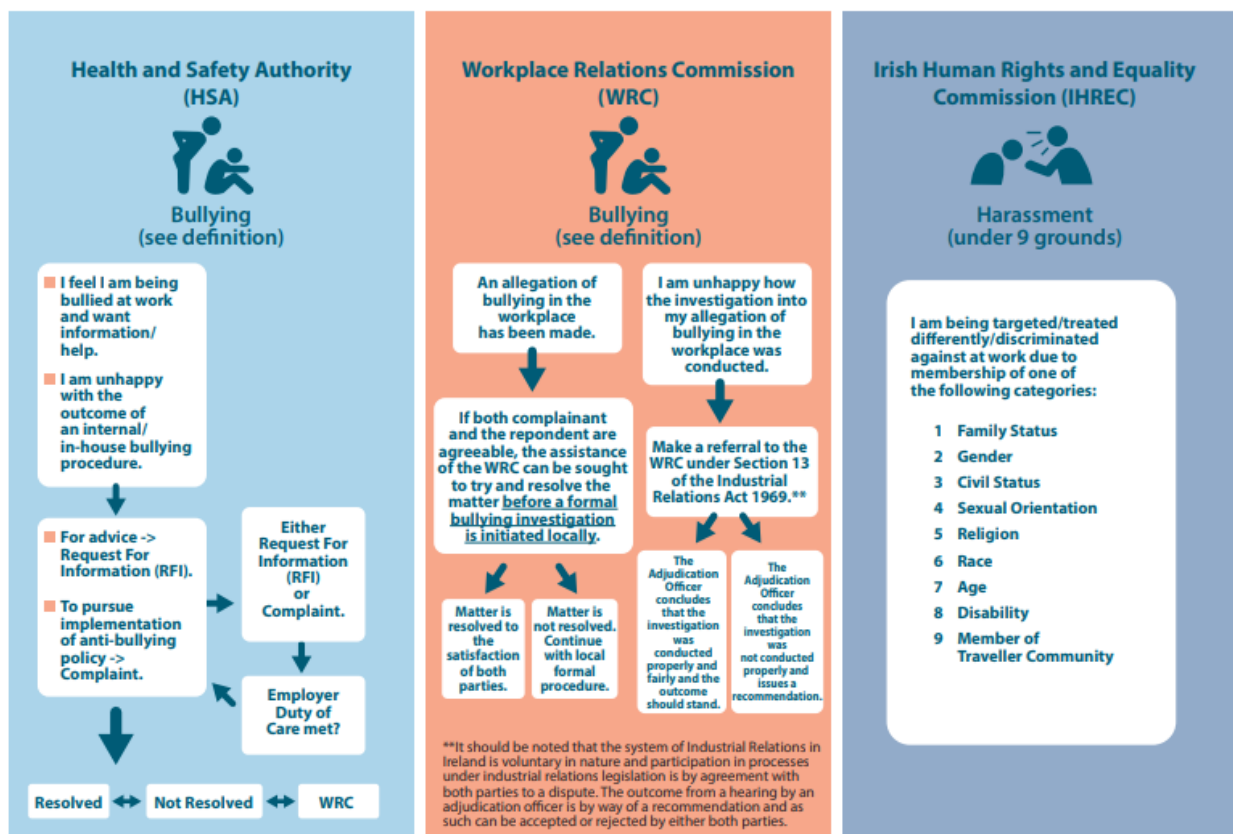
WRC is another authority that oversees the employee and employer duties and rights in Ireland. The WRC's mission is to achieve harmonious working partnerships between employers and workers at all times. The Commission promotes municipal dialogue and settlement of workplace problems, including reports of workplace discrimination. (Workplace Relation Commission, 2021). The Workplace Relations Commission provides a range of programs that can be of assistance:

- Person and community workplace consultation works on addressing problems locally before initiating a structured process. This is contingent on the parties' willingness to cooperate and is supported on an ad hoc basis by the WRC.
- Workplace mediation is a secure, competent, reliable, and successful mechanism for the parties involved in a disagreement or claim to achieve a

mutually satisfactory resolution or result. This method also assists in the avoidance of more systematic procedures.

- It is particularly well suited to problems between people or small groups of employees that are coping with circumstances such as personality discrepancies, conflicts, challenges working together, and a breakdown of a working partnership.
- Examining broader organizational relations and helping in the introduction of constructive interaction measures in organizations

The role of WRC and HSA can be summarized in the following diagram:



Source: (HSA Code of Practice, 2021)

Employees are endowed with all privileges and duties. Employees owe it to their coworkers not to threaten them because they have rights that must be protected if they are guilty

of bullying. This is where bullying differs from other workplace threats, for those charged have employment rights, which means they cannot be fired solely because they are hurting others; rather, the situation must be handled equally and transparently so that everyone's rights are respected at the same time (Commission, 2021).

Employers must take appropriate steps to discourage cases of bullying from happening (through awareness-raising and preparation, as well as responding promptly to address problems early/progress inquiries and/or initiate control measures) where a bullying culture has been established (through a series of complaints, for example). Where and where abuse occurs, administrators should take steps to reduce the risk of harm to workers' welfare by providing and maintaining counseling and help in the process, as well as to assess and monitor the workplace afterward, to the extent possible. Managers and subordinates have a special duty to ensure that everybody in the office is treated with respect. They should be aware of the potential for bullying and be familiar with the strategies and processes for coping with bullying complaints. Others should be influenced by their actions when they are deemed appropriate. As a result, administrators, subordinates, and others in positions of influence should be mindful of their own job behaviour and refrain from engaging in any kind of unethical conduct.

[New Code of practice by employment right Ireland](#)

A new code of practice has been published in January 2021 for employment rights in Ireland. This code has established more provisions and safety rules to prevent workplace bullying and harassment. The Statutory Instrument distinguishes workplace harassment, and intimidation outlines the management of workplace bullying and the preventative steps and interventions that should be taken, as well as the procedural process that should be followed and the position of the Health and Safety Authority and the Workplace Relations Commission (WRC) (Irish Human Rights and Equality Commission, 2021).

This code of practice took effect on December 23, 2020, and it replaces the Health and Safety Authority's existing code of practice, which was released in March 2007. The aim is to give employers realistic advice on detecting and avoiding bullying in the workplace. It is applicable to all workers in Ireland. Any violation of the code of conduct is admissible as testimony in any prosecution under the Safety, Health, and Welfare at Work Act 2005. Failure to adhere to the code of conduct is not a crime in and of itself. Failure to obey the code, on the other hand, would be admissible in testimony at the WRC, the Labor Court, or the Court. Clearly, this would make defending a lawsuit or perceived legal violation more complex for an employer (Irish Human Rights and Equality Commission, 2021).

The code of practice for employment has outlined many aspects for the management of workplace bullying and harassment. The first step in dealing with workplace bullying is to discourage it from happening in the first place. In this respect, all managers and staff have a responsibility to provide a healthy work atmosphere free of coercion, threats, and other forms of persistent negative behavior. The code has defined obligations with regard to roles.

The role of the employer

In order to efficiently manage workplace bullying, the Code defines three main facets of an employer's role:

“To act reasonably to prevent workplace bullying patterns from forming and to resolve complaints, which includes assessing the complaint, recording actions, and putting in place a suitable response based on each case that arises; to prepare a Safety Statement under section 20 of the Safety, Health and Welfare at Work Act 2005 (the "2005 Act"); and to develop a proper workplace anti-bullying policy, in collaboration with coworkers.”

Employee Obligations

Employees must “build a cooperative relational environment” and talk to “everyone in the office” in “simple, civil, and respectful ways.” They also have legal responsibilities under section 13 of the 2005 Act, which allows workers to do something like:

“To follow applicable statutory provisions and take reasonable precautions to protect their own safety, health, and welfare, as well as the safety, health, and welfare of any other person who might be harmed by their actions or omissions; to cooperate with their employer in order for their employer to meet its statutory obligations; and not to engage in any improper conduct that is likely to jeopardize their own safety, health, and welfare.”

Culture of the Company

Another important player in the prevention of occupational bullying is the role of organizational culture, according to the Code (Irish Human Rights and Equality Commission, 2021). *The Code defines a set of critical factors that must be present in order to create a healthy organizational culture. This includes supportive, efficient, and equitable complaint mediation, as well as strong leadership, proper communication, and staff preparation.*

Putting an End to Workplace Abuse

The resolution of workplace bullying by indirect means is a central goal of the Code. According to the Code, the best way for successfully handling accusations of bullying is to use a timely and casual problem-solving strategy, particularly if the people concerned can need to work together.

The Code develops the principles of a “primary informal process” and a “secondary informal process” to this end. The idea of a “secondary informal phase” is brand new, as it

incorporates a three-stage settlement process – an initial informal process, a secondary informal process, and a formal process.

Initial informal process

The initial informal mechanism attempts to address a bullying accusation informally by informal consensus with the parties and a dialogue with the relevant manager.

When initiating all steps of the resolution process, including the initial informal stage, natural fairness and equal practice must be considered. The Code, for example, specifies that in the case of smaller groups, it will not be suitable for the individual in charge of the company to play a part at this early informal stage, and they will be needed at a later appeal or decision. Under such cases, an independent legal body will be required to mediate or otherwise settle the complaint. Employers are encouraged to explore mediation as a viable solution for resolving conflicts.

Secondary informal process

If the initial informal mechanism fails or is inappropriate for the purpose of the complaint, the secondary informal process should be used. The following are important steps in the secondary informal process:

- The designation by the supervisor of a separate employee to handle the same complaint on the organization's behalf. This individual must be someone in a position of authority within the company, with the requisite qualifications and experience;
- The nominated person determines the truth, meaning, and next steps (albeit informally)
- The individual who has been accused of bullying is presented with concrete evidence of bullying behavior and offered the opportunity to respond;

- A plan of action is decided upon to bring the problem to a conclusion; and
- Steps are taken to discourage bullying and monitor the resolution's success. All parties should preferably sign and date a plan for a long-term course of action.

Formal Process

Before starting a structured phase, management should investigate and, if possible, exhaust all informal means of resolution. Management should care about the circumstances of the complaint and make a fair, evidence-based determination about whether or not to use the formal procedure (**Irish Human Rights and Equality Commission, 2021**).

A formal complaint and a formal inquiry are also part of the formal settlement process. The Code sets out the steps that companies should take before undertaking a formal audit. Any inquiry should be carried out in compliance with the terms of reference, which laid out an approximate timetable for completion. Individuals with the requisite training and experience, whether a nominated member of management or an impartial third party, can lead the inquiry. It's worth noting that there's no need in the Code to check on the identity of the internal or external investigator.

It should be noticed that the Code contains some doubt about the investigation's intent. The investigation's stated aim is to “determine if the behaviors complained of happened on the basis of probability, having already determined that the behaviors fell under the scope of workplace bullying.” The Code goes on to say that the test is “whether the allegation is true” and whether the convicted employee “has a case to address.” The distinction between determining “whether the behaviors complained of happened” and whether the employee “has a case to address” continues to be ambiguous. This obvious difference is comparable to the

distinction between establishing what happened as a matter of fact and establishing a prima facie argument.

Communication of Outcome

The Code stresses the importance of clear coordination of any result of the settlement process. Communication must be handled with tact and fairness. Both those who are personally interested in the case are entitled to a copy of the complaint.

Implications of harassment cases

Employers should enact, enforce, and track a thorough, consistent, and open policy on sexual assault and harassment, according to the Code of Practice on Harassment. The proposal should be written in plain English and developed in consultation with workers and, if appropriate, labor unions. The policy should spell out just what constitutes sexual assault and harassment, as well as who is responsible for enforcing it and how allegations will be handled. The protocol should clarify that, regardless of how others feel about the situation, it is up to the employee to determine what he or she finds unwanted. Both staff, as well as those who may be influenced by the regulation, should be aware of it (e.g., customers and clients). Employers must take all complaints of sexual assault in the workplace seriously, as this case demonstrates. Employers should ensure that they have in place sufficient organizational procedures for adequately addressing and resolving issues. An employer that takes a "blase" approach to such claims would not be regarded favorably by the WRC.

Training Adequate and continuous training for both personnel and managers who will be responsible for dealing with and handling grievances are important. Employers should offer detailed instruction on the companies practices to all staff at all levels. This preparation can be delivered at orientation, once the policy is revised, and by adequate awareness-raising efforts.

When an employer recognizes a trade union or a coalition of unions, collective bargaining is commonly used to reach a compromise. A negotiated arrangement controls wages and/or other working terms and is made by or on behalf of an employer and a representative labor union. Any clause of a labor arrangement or other order that discriminates on any of the nine grounds can be considered null and void under section 9 of the Employment Equality Acts, 1998-2011. This entails an arrangement that results in a wage disparity that is unequal.

Collective arrangements, Work Regulation Orders (made by the Labour Court under the Industrial Relations Acts), and registered employment agreements are among the agreements and orders that may be appealed. The Workplace Relations Commission should be contacted by someone who is influenced by either an arrangement or order. If the parties may not object, the Commission may refer a case of this kind to mediation, or it may investigate and issue a decision under s.86 of the Acts. The constitutional solution is that if a provision is found to be unconstitutional, it will be ruled null and void and will no longer have legal effect. If it deems it necessary, the Commission will provide advice about how a nondiscriminatory substitution clause should be drafted.

Chapter 2: Research methodology and methods

2.1 Research Approach and Philosophy

Research philosophy is the faith or belief adhering to which the researcher carries out his entire study (Baker, Byon, and Brison, 2017). Various research philosophies are used, such as positivism, interpretivism, and a mixture of both philosophies, pragmatism. In this research, the researcher has followed positivism. In positivism, researchers try to establish relationships and correlations between two or more variables, which the researcher has been doing in this research. Plus, positivism is used mostly in quantitative research as the focus is on patterns and trends.

2.2 Data Collection Method

The research data can be collected in two ways, referred to as the primary and secondary data collection methods. In the primary data collection method, the researcher gathers firsthand information that is more relevant to the research and more authentic as it is collected on the ground. In contrast, in secondary research, the researcher uses previously gathered information and uses and analyses it for their research. The researcher adopted the primary research method, so on ground and first hand experience and behaviour could be obtained and studied by the researcher. In this research, specific, relevant, and accurate information was required from the respondents.

For this research, the data collection method was used as primary. The primary method of data collection can help in collecting first-hand information. The rationale behind using primary data was to collect first-hand information to suit the study's aim and objectives. Primary data has allowed this research to collect specific information, which has helped achieve the aim and objectives of the study.

2.3 Sample

The employees working in offices around Ireland were used for data collection. The sample size of the study is 30 participants.

2.4 Research instrument

The survey with 15 questions was used to collect the data. The survey was designed without personal details so that employees may share an honest opinion without any fear. The survey was sent to employees with the help of social media and other modes of communication due to the current pandemic.

2.5 Data analysis

The responses were exported to an excel spreadsheet, and descriptive statistics are applied to measure the responses. Descriptive statistics are best fit in case of the direct question since

they give percentage and opinion ranking about of population of the study.

Chapter 3: Presentation of the data

The data collection has been done using 15 questions via a google survey, 12 of them were direct questions and their responses were close-ended (Yes/No), and only 3 out of those 15 questions were kept open-ended because they required the participants to give examples. Since the nature of the question was to check the impacts of one factor (Bullying/harassment) on mental health. To check the impacts on mental health, all indicators of mental health were included that can view (Italic items in questions) from the below questions. The questions asked are list below:

Questionnaire

1. *Have you ever experienced bullying and/or harassment at the workplace?*
2. *Has/ is workplace bullying and/or harassment generating a feeling of shame in you? please give examples.*
3. *Do you or (have you ever) feel that you are socially isolated because of workplace bullying and/or harassment? Please give examples.*
4. *Have you/are you facing difficulty in maintaining my social relationships, and you believe that is because of workplace bullying and/or harassment? Please give examples.*
5. *Has/Is your sleep being disturbed because of workplace bullying and/or harassment?*
6. *Have you/ Are you experienced symptoms of anxiety as a result of bullying in the workplace?*
7. *Are you or have you felt too much pressure because of workplace bullying and/or harassment?*
8. *Has/Is the workplace environment is generating depressive feelings in you?*

9. *Is current workplace bullying and/or harassment making you think about leaving your current job?*
10. *Are issues in the workplace environment leading you towards substance abuse?*
11. *Are you or have you experienced extreme mental health issues/disorders as a result of workplace bullying and harassment?*
12. *There are more symptoms of schizophrenia disorder in me because of workplace bullying and/ or harassment?*
13. *Has/Is your workplace environment causing real damage to my spousal relationship?*
14. *Has/ Is Workplace bullying and/or harassment generating self-destructing behaviors and thoughts in you?*
15. *Has/ Is the workplace environment impacting negatively on your self-esteem?*

Chapter 4: Data analysis and findings

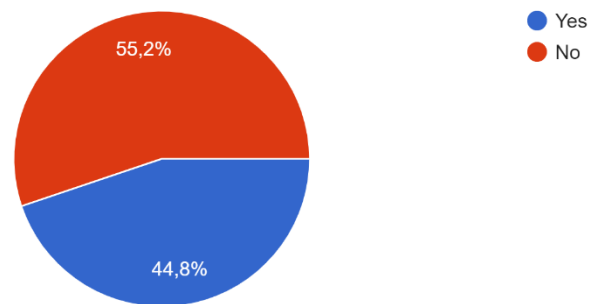
For data analysis, the data collected via google survey has been imported to an excel spreadsheet. After importing in excel sheets, simple descriptive statistics has been used to analyse the responses. The percentage of responses is the best measure here since the responses or closed-ended, and there were only two options (Yes/NO) for respondents. In such cases, the percentage is the best measure to view the results. The question wise findings are given below:

1. Ever experienced bullying and/or harassment at the workplace

This was the first question in the google survey, and results are depicted in below chart:

1. Have you ever experienced bullying and/or harassment at the workplace?

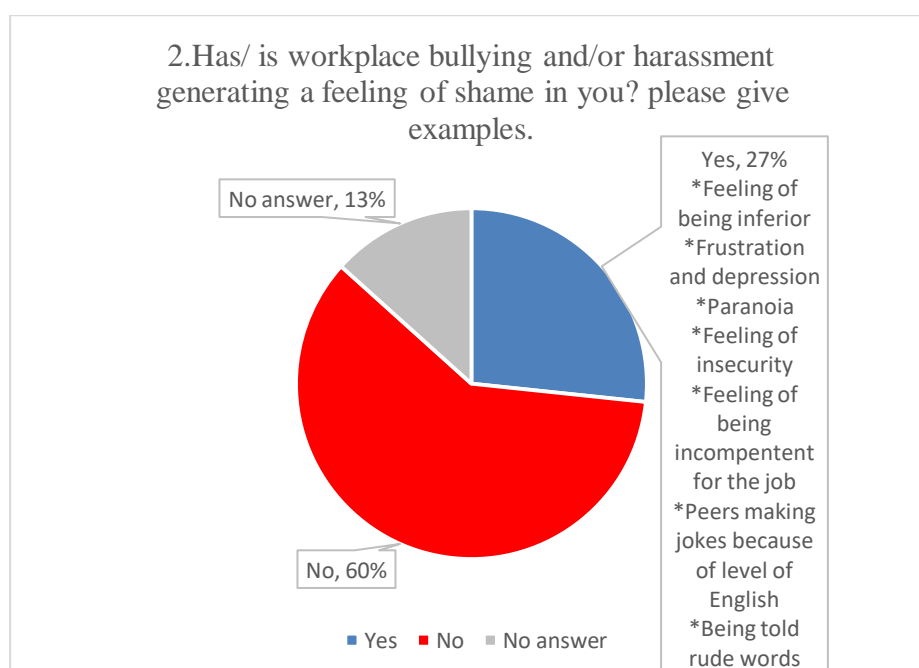
29 respuestas



As shown in the above graph, out of 29 people, 44.8 percent of people have faced bullying and harassment at the workplace in Ireland. This percentage is depicting that at least half of offices in the country are currently abusing the people by using their bossy authority.

2. Feeling of shame

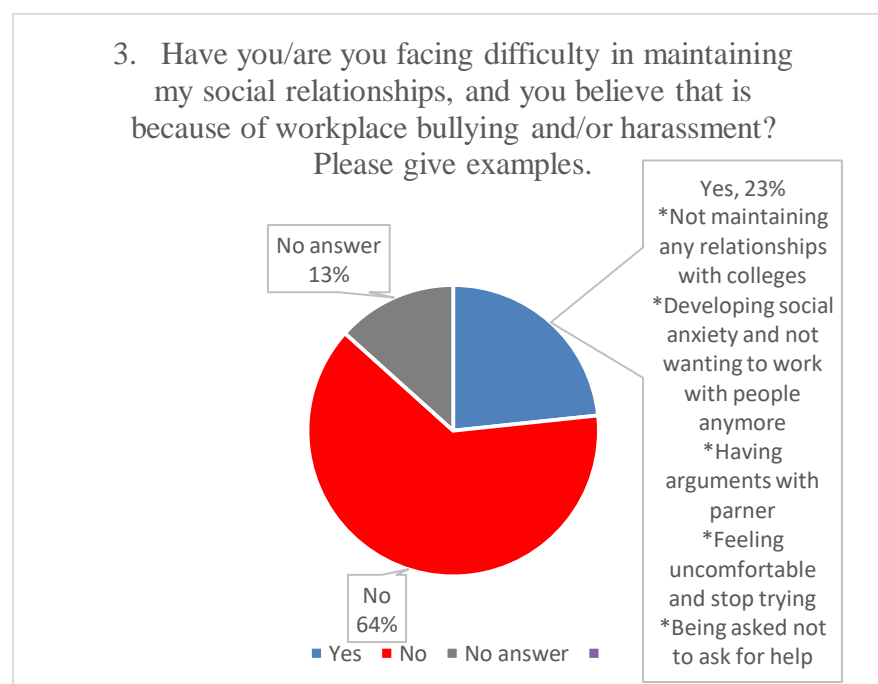
These are the answers the participants gave regarding question 2, because it had asked them to give examples, an open-ended answer was given to them in order to allow them to give those examples if needed.



As shown in the above graph, out of 30 people, 60 percent of people are of the opinion that they do not have any bad feelings because of bullying and harassment at the workplace in Ireland. 27% of people have the feeling that the current workplace environment is generating a sense of shame, and it is because of workplace harassment, they also gave some examples about it such as: *feeling of being inferior, frustration and depression, paranoia, feeling of insecurity, feeling of being incompetent for the job, peers making jokes because the level of English, being told rude words*, were the ones they gave. 13% of participants chose not to answer this question.

3. Social relationships

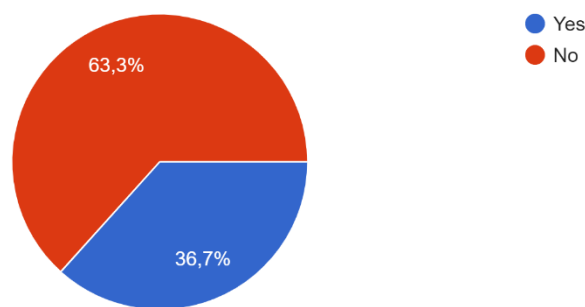
These are the answers the participants gave regarding question 3, because it had asked them to give examples, an open-ended answer was given to them in order to allow them to give those examples if needed.



As shown in the above graph, out of 30 people, 23 percent of people are of the opinion that workplace bullying is harming their social and family relationships, they were asked to give examples: *not maintaining any relationships with colleges, developing anxiety and not wanting to work with people anymore, having arguments with partner, feeling uncomfortable and stop trying, as well as being asked not to ask for help, were the ones they gave.* 13% of participants chose not to answer this question.

4. Sleep disturbance

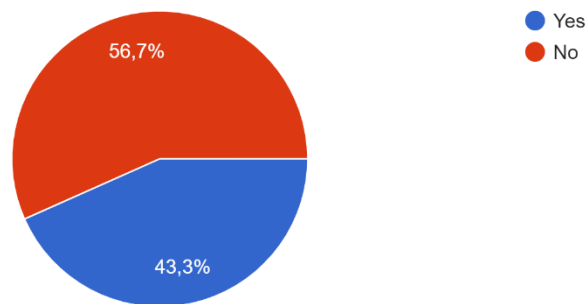
4. Has/Is your sleep being disturbed because of workplace bullying and/or harassment?
30 respuestas



As shown in the above graph, out of 30 people, 63.3 percent of people are of the opinion that there is no impact of bullying on their mental health, and the rest of 36.7% think the opposite. This percentage is depicting that a good part of the population of offices in-country is under mental health problem because of the workplace environment.

5. Anxiety

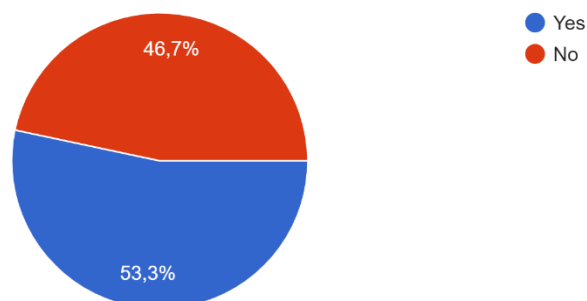
5. Have you/ Are you experienced symptoms of anxiety as a result of bullying in the workplace?
30 respuestas



As shown in the above graph, out of 30 people, 43.3 percent of people are of the opinion that their anxiety is because of the workplace environment, and it big contributing factor for them.

6. Under pressure

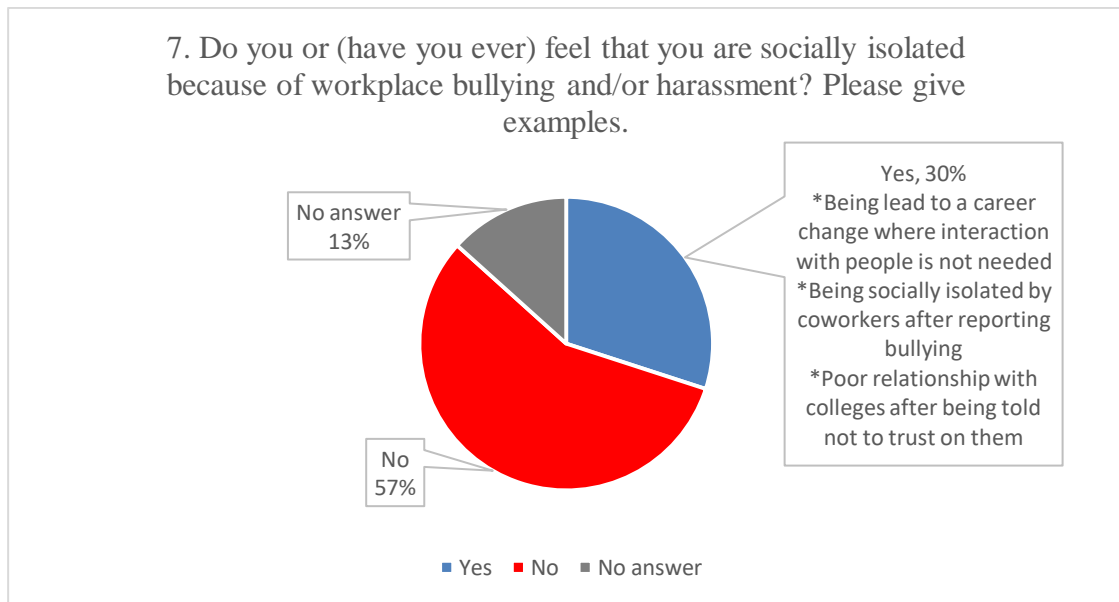
6. Are you or have you felt too much pressure because of workplace bullying and/or harassment?
30 respuestas



As shown in the above graph, out of 30 people, 53.3 percent of people are of the opinion that they are under extreme pressure because of bullying and harassment at the workplace in Ireland.

7. The feeling of being socially isolated.

These are the answers the participants gave regarding question 7, because it had asked them to give examples, an open-ended answer was given to them in order to allow them to give those examples if needed.

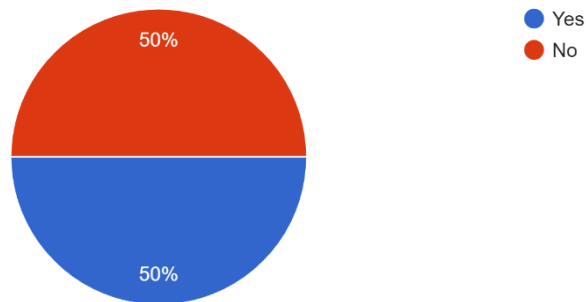


As shown in the above graph, out of 30 people, 30 percent of people are of the opinion that workplace bullying is harming their social and family relationships, they were asked to give examples: *being led to a career change where interaction with people is not needed, being socially isolated by co-workers after reporting bullying and poor relationship with co-workers after being told not to talk with them are the ones they gave*. 13% of participants chose not to answer this question.

8. Depression

8. Has/Is the workplace environment is generating depressive feelings in you?

30 respuestas

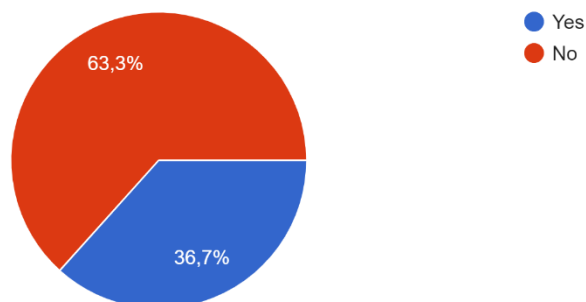


As shown in the above graph, out of 30 people, 50 percent of people, who are half of the sample, are of the opinion that they are under depression because of bullying and harassment at the workplace in Ireland.

9. Leaving job

9. Is current workplace bullying and/or harassment making you think about leaving your current job?

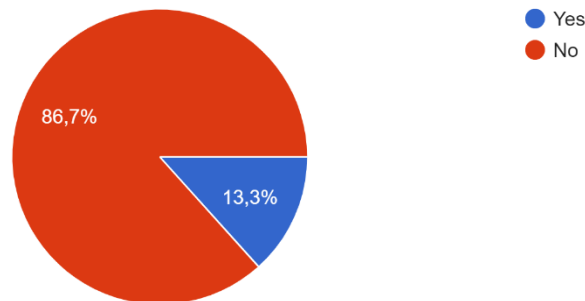
30 respuestas



As shown in the above graph, out of 30 people, 36.7 percent of people are of the opinion that they are thinking of leaving their current job because of bullying and harassment at the workplace in Ireland. This is a big contributor for them and created the situation of depression for them.

10. Substance abuse

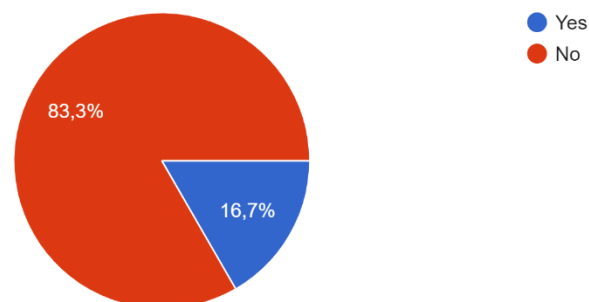
10. Are issues in the workplace environment leading you towards substance abuse?
30 respuestas



As shown in the above graph, out of 30 people, 13.3 percent of people are of the opinion that they are using more substances (drinks, cigarettes) because of bullying and harassment at the workplace.

11. Mental health disorders

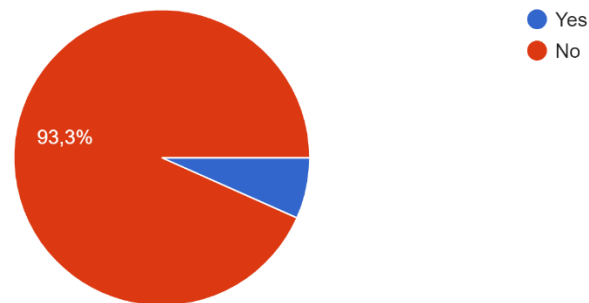
11. Are you or have you experienced extreme mental health issues/disorders as a result of workplace bullying and harassment
30 respuestas



12. Symptoms of schizophrenia

12. There are more symptoms of schizophrenia disorder in me because of workplace bullying and/or harassment?

30 respuestas

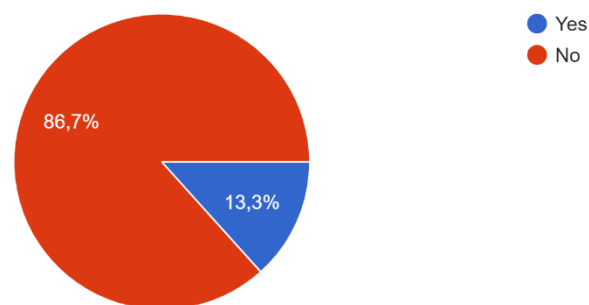


As shown in the above graph, out of 30 people, 93.3 percent of people are of the opinion that there is no role of workplace harassment in any symptoms.

13. Spousal relationship

13. Has/Is your workplace environment causing real damage to my spousal relationship?

30 respuestas

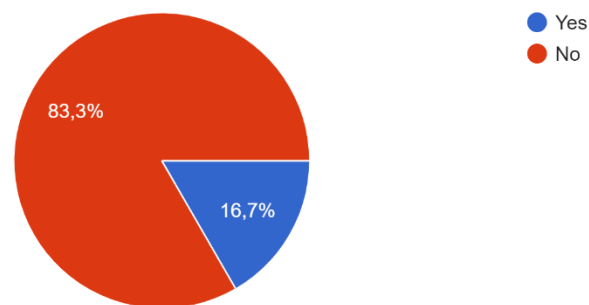


As shown in the above graph, out of 30 people, 13.3 percent of people are of the opinion that their spousal relationship is being impacted because of bullying and harassment at the workplace in Ireland.

14. Self-destructing behavior

14. Has/ Is Workplace bullying and/or harassment generating self-destructing behaviours and thoughts in you ?

30 respuestas

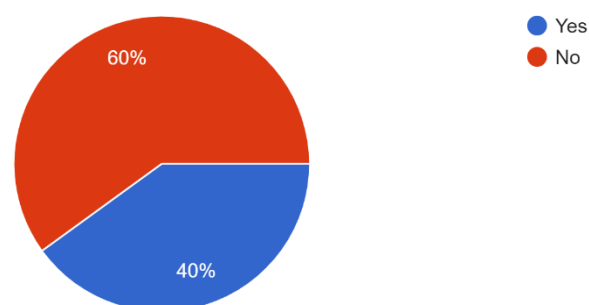


As shown in the above graph, out of 30 people, 16.7 percent of people are of the opinion that there are more self-destructing behaviours because of bullying and harassment at the workplace.

15. Self-esteem

15. Has/ Is the workplace environment impacting negatively on your self-esteem?

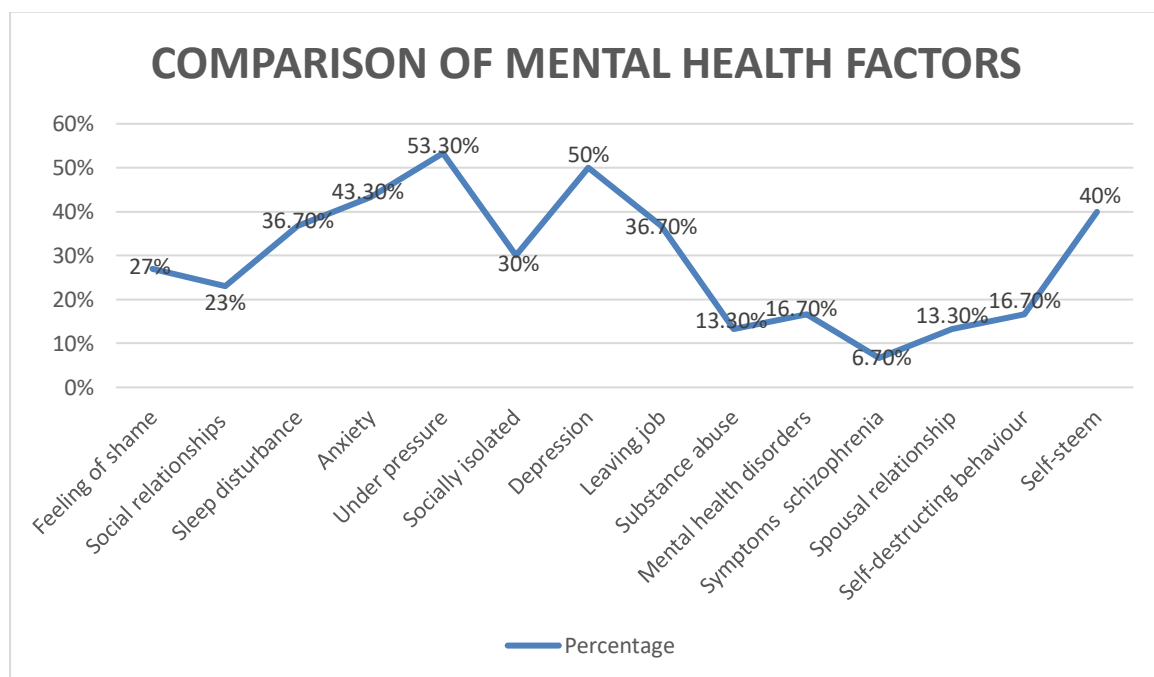
30 respuestas



As shown in the above graph, out of 30 people, 40% of the respondents said that their self-esteem is being impacted negatively because of the workplace environment.

4.1 Comparison of factors of mental health

The following graph is generated to check the impact of bullying on mental health with respect to different elements. As showing in the below chart, according to participants of the study, the most significant impact of bullying on people's mental health is that they feel under pressure, which is cited by 53.3% of the respondents. The second impact is Depression, where 50% of respondents cited it as a major mental health issue because of bullying at the workplace.



5. Chapter 5: Discussion

It can be argued that there are some significant mental health issues among employees in Ireland because of workplace bullying and harassment. There is a need to take some necessary measures to reduce these impacts.

The most dangerous impact of bullying, as per our research result, is seen on "Job burnout behaviour" (Under Pressure) with an impact percentage of 53.3%, as shown above. Workplace harassment indicates the stubborn pressure that a worker undergoes in their workplace.

The second major impact, according to this study, is Depression. 50% of the sample population have cited that bullying and the workplace are creating Depression in them. Depression is being cited as another major problem arising because of workplace bullying among employees in Ireland. In turn, mental illness such as depression continues to be a stigmatization factor in society.

According to these results, 43.3% of the people cited that workplace bullying is causing anxiety in them. Other emotional disorders such as feelings of failure, helplessness, and frustration. They can be affected by other types of cognitive distortions or present problems when concentrating or paying adequate attention at work.

40% of the sample population have cited that bullying and the workplace are impacting their self-esteem. A person with low self-esteem feels annulled, mistreated, misunderstood, alone, and sunk. He flees from his surroundings, hides in himself, isolates himself, has ceased to be sociable, also hides from friends and family.

This research results suggested that 36.7% of people agreed that workplace bullying is disturbing their sleep. Sleep disturbance can affect health and it can go from having a risk of depression, obesity, depression, heart attack, and consequently a stroke.

Same percentage shared with sleep disturbance is leaving the job factor because of bullying and harassment at the workplace with also 36.7% of the sample of population. The

work environment is overwhelming for the harassed, the simple thought of living with the aggressor is terrifying, so they seek a hasty exit from the organization.

Every organization aims to achieve a certain behavior on the part of the collaborators, who are within the parameters that the organization itself deems appropriate, exercising power through certain methods of influence; however, derived from the interaction of the workers, there will be friction or disagreements among them, which is a "normal" situation that can be eliminated within the same company. However, in some cases, the socialization or integration of certain individuals will lead to attacks of a moral and psychological nature against a certain worker. Upon entering an organization, the individual expects the integration to it and to the social groups that operate in it; at the moment that he begins to suffer some type of rejection, it presents disorientation because he cannot find the causes of the aggression and pressure exerted.

Faced with excessive pressure, the harassed can sometimes turn to superiors, either immediate bosses or a union representative, to help him correct the problem, but without making it known to public opinion, due to this situation, the superiors are unable to intervene properly in solving the problem. The employee begins to present symptoms of depression and feelings of guilt due to the constant bullying and/or harassment and lack of means to eliminate it.

The harassed tends to resort to addictive behaviors; at this stage of the process, the individual is in the middle of the collapse, he will make decisive decisions that will lead in the best of cases in the resignation of the job he performs, and in other cases, the disease caused due to the Bullying and/or Harassment can become increasingly serious. The work environment

is overwhelming for the harassed, the simple thought of living with the aggressor is terrifying, so they seek a hasty exit from the organization (if they stay there, their performance will be significantly diminished until the desired change is achieved). The fact that each case of bullying is different is indisputable, and for this reason, the strategies to combat it will also be variable; this will depend on the characteristics of the harasser, the characteristics of the victim, and the organizational environment in which the activities are carried out. However, it is imperative that the victim is aware that he is facing a problem and needs help to face it.

When a problem of this nature is detected, prompt intervention is essential because the longer the response time, the more difficult it will be to stop said behavior; the more this phenomenon progresses, the more decisive actions to be taken. All organizations must develop occupational risk prevention plans aimed at creating an environment free of Bullying and Harassment, promoting the generation of leaders who can handle and solve the problem appropriately, achieve the insertion of effective communication tools to be used if needed, provide neutral support to the worker where he feels confident to declare the abuse to which he is the object, as well as being able to confront it. In case of not being able to reach a satisfactory solution, the appropriate legal instances can help him to make the most convenient decision for him and his career.

Generally speaking, the negative effects of bullying do not only harm the individual but can also cause a deterioration in the organization. The first and most obvious cost is absenteeism and the duration of staff leave. Workers affected by psychological harassment, sooner or later, have difficulties and health problems that first lead to short sick leave with which they try to recover from some health problems experienced and try to reformulate the situation. Over time, longer-term absences occur, some of them due to the psychological and medical problems mentioned. Various studies have shown that bullying and harassment are

associated with high rates of absenteeism, numerous attempts to leave the organization, and with high job turnover. Bullying has been proven to be a strong predictor of sick leave. In a study among health personnel, it was studied that workers had a higher number of certified medical leave.

Harassment has also been linked to decreased job satisfaction, job motivation, and organizational commitment. Another consequence is the decrease in the quantity and quality of the work carried out by the affected person, the hindrance or the impossibility of group work, problems in the information and communication circuits, etc. It is also possible, in more advanced stages, that the affected worker leaves the company. When successful, leaving the company can represent a loss of experience and knowledge for the organization.

Conclusion

It can be said that workplace bullying usually refers to psychological abuse, which can manifest itself as gossip, demeaning, demotion, defamation, job complications, social isolation, or general bad attitudes. Not every conflict in the work collective implies bullying. Bullying is systematic and sustained harassment. A victim of bullying experiences feelings of oppression, humiliation, and fear. It is the employer's responsibility to stop bullying. Workplace bullying should be responded to immediately. The sooner the situation is intervened, the sooner the bullying will end. The psychological stress associated with bullying can be so severe that, in the worst case of a prolonged situation, it can lead to suicide.

It should be understood that bullying is about an organizational problem due to the fact occur in the context of work, among people that are part of the organizational structure. Moral harassment has prerogatives through organizational roles and finds support in organizational aspects and aspirations. Which becomes the managers of the organizations where develop bullying behaviours-responsible or not free for culpable actor malicious that happen in organizations. For the authors, as well as for the Health and Safety Authority, bullying is abusive behaviour, intentional, frequent, and repeated, which happens in the work context that aims to diminish, humiliate, vex, constrain, disqualify and psychically demolish a person or group, degrading their working conditions, achieving their dignity and putting their personal and professional integrity.

Fighting the stigma of mental illness is in itself a breakthrough in the fight against bullying and harassment. Company doctors play an important role here. First of all, because of its possibilities of prevention, aspiring to enhance the resilience of Mental Health workers, from a comprehensive approach to physical, psychological, and social aspects. Second, early

detection of depression allows a better evolution with a shorter duration of the depressive episode and complete recovery. Companies have the possibility of contributing to reduce patient suffering and promote faster functional recovery by reducing absenteeism from work. The support of the company doctor to the worker victim of workplace harassment is essential for a more adequate coping with the situation.

Reflection

Contrary to the opinion that mental health problems are not the responsibility of the employer, it was found that the unfavorable environment in the work collective contributes to the occurrence of stressful conditions and is a risk factor for the development of clinical and subclinical disorders (depression, anxiety, burnout syndrome, distress, etc.). Today, people with mental illness are still stigmatized in the workforce. Stigma and low awareness of the population on mental health issues exacerbate existing mental health problems and are also an obstacle to seeking professional help.

Organizations are human constructions, and the way people operate management modes is that it can or cannot be favored moral harassment, that is, violent relationships crisis exclusion and surveillance. Cooperation between people in organizations is being forgotten, and by analyzing violence due to the manifestation of moral harassment as a problem of organizations, the analysis can provide the rescue of a more environment collaborative, honest, and healthy for people and for business. In organizations whose managers prioritize the quality of life, wellbeing, and happiness, workers are understood as a factor contributory and decisive to the construction of organizations considered healthy. Therefore, healthy organizations are those that have ways and practices of structuring and managing work processes so that they do with what your workers feel happier and more relevant.

This being the case, these organizations, through managers and other workers, generate results related to organizational excellence, as high-performance products and services, in addition to maintaining excellent relationships with the various segments of the organizational environment external, especially the community to be served. Thus, it is perceived that the concept of healthy organizations includes several levels, from the individual to the social, therefore which health is praised as an essential value and that generates positive consequences,

both for the managers, how much for the other workers, and for organizational results. In these organizations, when policies are adopted and healthy management practices, it is understood genuinely appreciative of relationships respectful between people and thus, contribute to the construction of an environment that is not conducive to the occurrence of moral harassment in the job.

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Appendix A

The impact on employees' mental health caused by Bullying and Harassment at the Workplace

Please read the following information before filling out the questionnaire

The purpose of this research is strictly academic, its aim is to analyse the impact on employees' mental health caused by Bullying and Harassment at the Workplace, Identify the Institutions where anyone who's been bullied or harassed can raise a complaint when needed as well as the required process that needs to be followed and the employers' obligations.

Your participation in filling out this survey will be totally ANONYMOUS and VOLUNTARY. Take into consideration that there might be some questions that could make you feel uncomfortable, if this is the case, please feel free to WITHDRAW of finishing this survey at any time or stage of it. Your answers are totally CONFIDENTIAL, your name and email won't be stored due to what matters for this research are only your answers.

This research is considered a sensitive one so it's being carefully done based on the Declaration of Helsinki ethical principles which are available at: - <https://www.wma.net/policies-post/wma-declaration-of-helsinki-ethical-principles-for-medical-research-involving-human-subjects/> in case you want to read it.

Please contact Independent College Dublin at info@independentcolleges.ie if you consider that this research is not following the ethical principles mentioned above.

In case of any concerns related to this study do not hesitate to contact me by mail at nancy_n.n@hotmail.com, I am currently studying for a Master Degree in Dispute Resolutions at Independent College Dublin, or you can also contact my Supervisor Lecturer Sharon Morrissey at sharon.morrissey@independentcolleges.ie

Filling out this survey means that you read and agreed with all the information above and that:

*You are at least 18 years old or over

Thank you for your time

Questionnaire

1. Have you ever experienced bullying and/or harassment at the workplace?
2. Has/ is workplace bullying and/or harassment generating a feeling of shame in you? please give examples.
3. Do you or (have you ever) feel that you are socially isolated because of workplace bullying and/or harassment? Please give examples.
4. Have you/are you facing difficulty in maintaining my social relationships, and you believe that is because of workplace bullying and/or harassment? Please give examples.
5. Has/Is your sleep being disturbed because of workplace bullying and/or harassment?
6. Have you/ Are you experienced symptoms of anxiety as a result of bullying in the workplace?
7. Are you or have you felt too much pressure because of workplace bullying and/or harassment?
8. Has/Is the workplace environment is generating depressive feelings in you?
9. Is current workplace bullying and/or harassment making you think about leaving your current job?
10. Are issues in the workplace environment leading you towards substance abuse?
11. Are you or have you experienced extreme mental health issues/disorders as a result of workplace bullying and harassment?
12. There are more symptoms of schizophrenia disorder in me because of workplace bullying and/ or harassment?
13. Has/Is your workplace environment causing real damage to my spousal relationship?
14. Has/ Is Workplace bullying and/or harassment generating self-destructing behaviors and thoughts in you?
15. Has/ Is the workplace environment impacting negatively on your self-esteem?