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Workplace harassment prevention in Finland

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*"The world is a dangerous place to live; not because of the people who are evil,
but because of the people who don't do anything about it."*

—Albert Einstein

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<p>The proposed research concerns the engagement of companies operating in Finland in prevention of workplace harassment. The main target of the thesis is to understand the importance of the prevention of workplace harassment in the work environment. Research analyses what measures companies take in order to prevent workplace harassment and how is it monitored.</p> <p>As a primary research, interview findings of four Finnish companies ("Company X", DHL Finland, ISS Palvelut and Management Institute of Finland MIF Oy) were included in the paper. All the companies are from private sector, but they differ e.g. by size and amount of multicultural employees.</p> <p>Secondary research was based on available in English language literature and articles.</p> <p>The work contains literature review, conducted research, findings and authors conclusions.</p> <p>Results of the study shows that the best way to prevent any negative situation is openness, transparency, good communication between all employees and providing respectable and friendly atmosphere.</p> <p>Furthermore, all of the organisations should provide various range of anonymous communication channels for all the employees, monitor it and review their anti-harassment policies when needed.</p>	
Keywords	Bullying, discrimination, mobbing, workplace harassment

Contents

1	INTRODUCTION	1
1.1	Objectives and scope	2
1.2	Research Problems	2
1.3	Methodology	3
2	WORKPLACE HARASSMENT	5
2.1	Definition	5
2.2	Frequency of negative behaviour	8
2.3	Imbalance of power	8
2.4	Intent	8
2.5	Workplace	9
2.6	Negative act	9
3	WORKPLACE HARASSMENT EXAMPLES	13
4	FORMS OF WORKPLACE HARASSMENT	11
4.1	Work-related harassment	11
4.2	Personal harassment	11
4.3	Organizational harassment	12
4.4	Intimidation	12
4.5	Workplace violence classification	12
4.6	Differences between strong management, healthy conflict and bullying	13
5	ANTECEDENTS OF HARASSMENT AT WORK	16

5.1	Environmental and organisational antecedents of bullying at work	16
5.2	Societal antecedents	18
5.3	Individual antecedents	18
5.3.1	Gender	18
5.3.2	Work sectors	19
6	PORTRAIT OF PERSON WHO IS BEING HARASSED	21
7	PORTRAIT OF PERSON WHO IS HARASSING	23
7.1	Personality characteristics	23
7.2	Status and gender of bullies	24
8	POSSIBLE CONSEQUENCES OF WORKPLACE HARASSMENT	26
8.1	Consequences for the individual	26
8.1.1	Physical consequences of workplace harassment	27
8.1.2	Psychological consequences of workplace harassment	27
8.2	Consequences for the working group	28
8.3	Consequences for the organisation	28
9	WORKPLACE HARASSMENT IN LAW	29
9.1	First European legislation against workplace harassment	29
9.1.1	Ordinance of the Swedish National Board of Occupational Safety and Health containing Provisions on measures against Victimization at Work	29
9.2	European Union laws against workplace harassment	32
9.2.1	Charter of Fundamental Rights of the European Union	32
9.2.2	Health and Safety Framework Directive (89/391/EEC)	33
9.2.3	Directives 2000/78 on Equality of Treatment	34
9.3	Finland law against workplace harassment	35
9.3.1	The Constitution of Finland 11 June 1999 (731/1999)	35
9.3.2	Occupational Safety and Health Act (738/2002)	35

9.3.3	Non-discrimination Act (1325/2014)	36
9.3.4	Act on Equality between Women and Men (609/1986)	37
9.3.5	Employment Contracts Act (55/2001)	37
9.3.6	Employer responsibility	38
9.3.7	Employee responsibility	40
9.3.8	Penalty	41
10	WORKPLACE HARASSMENT PREVENTION	44
11	RESEARCH	48
11.1	“Company X”	48
11.1.1	Briefly about the company	48
11.1.2	Interview content	49
11.2	ISS Palvelut	51
11.2.1	Briefly about the company	51
11.2.2	Interview content	52
11.3	Management Institute of Finland MIF Oy	54
11.3.1	Briefly about the company	54
11.3.2	Interview content	55
11.4	DHL Finland	56
11.4.1	Briefly about the company	56
11.4.2	Interview content	56
12	FINDINGS	58
12.1	Research findings	58
12.2	Author’s suggestions for prevention improvement	59
Appendices		
Appendix 1. Tables and figures		
Appendix 2. Questionnaire		

1 Introduction

Safety and well-being of the company employees is, or at least should be, primary concern of each and every organisation. Without happy, satisfied and safe workers, company might not only slowdown in growth and development, but also face losses in productivity. If the employees are in any way disturbed or they do not feel comfortable in their work environment, they will be not able to fulfil their tasks and their work effectiveness will be severely limited.

Human Resources Management (HRM) in recent 20 years has changed from administrative and dealing with the "labour problem" to contributing to strategic goals movement (Redman & Wilkinson, 2009). The new Human Resources Management is, according to Storey (1995), about beliefs and assumptions, strategic qualities, the critical role of managers and key levers.

One of the serious topic in the HRM is importance of managers and their important role, which is providing developing, diverse and productive work environment. One of the issues which might occur in company could be wrongly handled conflict, discrimination or other forms of harassment, which in consequences, might bring high emotional loses, followed by associated economic losses in workplace harassment (McCarthy & Mayhew, 2004).

Topic became interesting in 1970s when series of researches began investigating schoolyard bullying in Scandinavia (McCarthy & Mayhew, 2004). Following those studies Heinz Leymann from Sweden introduced term "mobbing" in 1990s, where repeated incidents result in significant negative impact on the victim. Since then, workplace harassment has been important part of HRM. Even though most of the people know what it means, it still remains a subject of taboo in many different environments and organizations.

1.1 Objectives and scope

According to Framework Agreement on Harassment and Violence at Work, signed by European social partners, "mutual respect for the dignity of others at all levels within the workplace is one of the key characteristics of successful organizations" (2007).

The aim of this study is to understand the importance of the prevention of workplace harassment in the work environment. Paper defines the workplace harassment definition, its causes and possible consequences. The objective of the study is to analyse the workplace harassment prevention present in Finnish organisations and find out if the companies are ready to handle any acts of mobbing, bullying or any other negative acts occurring in the workplace. In this study sexual harassment is excluded from the research.

1.2 Research Problems

Aim of this study is to analyse how well Finnish work environment is aware and prepared to properly handle workplace harassment. The following series of questions will function as a guideline for the research investigation:

What kind of anti-harassment methods and policies are present in the Finnish companies?

The main question of the research is what companies do to prevent workplace harassment. The research will provide different available methods which can be used by companies.

How do the companies keep their employees informed what kind of behaviours are not allowed and how does the company makes sure that everyone understands that and keeps the same standards?

This question tries to raise the issue of mutual understanding between all the employees, no matter what differences there are (e.g. culture, religion or habits)

How do the companies monitor possible occurrence of workplace harassment?

Goal is to find the possible tools and methods, by which companies control and monitor what happens in the company and if any of the employees is not hurt by someone else.

How often work place harassment topic is discussed, reviewed and how often the policies are updated by the companies?

The paper will answer the frequency of appearance of workplace harassment topic among the organizational managers.

1.3 Methodology

The research is qualitative research based on primary data collected by the author during personal interviews with Finnish companies and also based on her individual opinion. The research sample was limited to four private companies operating in Finland, based on differences in the size (amount of employees) and multi-culturalism among the workers. Because of unwillingness or inability to participate in research by many companies, study was done only among organisations from a private sector. This limitation is a possibility to conduct another study in the future.

Conducted questionnaire was form of a conversation between Human Resources managers and the author and was based, but not limited to, earlier prepared questions (Appendix 1). Because of the form of the research (qualitative research, interviews) there is no guarantee that all of the information author wanted to receive, were stated in the conversation. Some of the information might be simply forgotten by the interviewee or not disclosed due to companies policies. Furthermore author was not

able to confirm information given during interviews, with different sources, such as ordinary employee or first line supervisors.

As a secondary source author chose available literature and articles regarding this subject. Furthermore European and Finnish laws and legislations were used in a research. A limitation of secondary source was lack of a literature describing prevention effectiveness of workplace harassment in the Finnish work environment, available in English.

As an additional source of knowledge author has used her work experience. Author has worked for last eight years in different European countries (Poland, England, Denmark, Spain and Finland) mostly in hotel and restaurant industry. During five years of living in Finland author has worked for small and big companies of various positions, including being a retail manager and leading a team of eight people. Author had an internship as project management assistant in one of the companies, Management Institute of Finland MIF Oy, for a six months in 2014.

2 Workplace harassment

2.1 Definition

Workplace harassment, bullying, mobbing, workplace victimization. Those are just some of many words which describe the situation where harmful behaviour is directed from one (or many) employee to another. Since psychologists, psychiatrist and researchers started analysing those kind of situations, many definitions occurred.

There is no one ultimate definition, which is used worldwide. One of the terms is "mobbing". It is derived from the Latin *mobile vulgus* meaning "vacillating crowd." In 1680s English term "mob" was originated. It is widely used in German-speaking countries (Hubert & Veldhoven, 2001; Niedl, 1996; Zapf, Knorz & Kulla, 1996). The term bullying is used in the United Kingdom and some English-speaking countries to identify many actions that Leymann terms as mobbing behaviours. Also terms "harassment" and "bullying" are commonly used interchangeably, but there are some little differences, which can be distinguished between them. Practically, only little differences exists between concepts of bullying, harassment and mobbing (Zapf & Einarsen, 2005). Harassment may be initiated for purely interpersonal reasons. It is targeted to individual personal characteristics, like gender, sexuality, disability or ethnic origin. It is used to intimidate other person, because of those particular characteristics. However bullying is often used to exercise power and superiority over other person. It may, but doesn't have to relate to victims characteristics, like gender or race. Bullying may be part of aggressive, very critical and intimidating management style. (Willey, Murton, Hannon, Mison, Sachdev, 2009). International Labour Organisation (ILO) is stating that difference between bullying (offensive behaviour) and mobbing is that term "bullying" is used only in the situations where there is one perpetrator, while "mobbing" is used to describe situations where someone is negatively treated by a group of people (ILO, 2008).

During a meeting organized by European Commission in 1994, experts have proposed a definition regarding both psychological and physical violence used in work environment. *"Incidents where staff are abused, threatened or assaulted in circumstances related to their work, including commuting to and from work, involving*

an explicit or implicit challenge to their safety, well-being and health” (Wynne, Clarkin, Cox, Griffiths, 1997)

Currently this definition is well-known and widely used by European researchers and other European institutions.

In table below there are presented some of the most well-known terms and definitions used.

Table 1. Terms and Definitions for Workplace Harassment Used By Various Authors

Author	Term	Definition
Brodsky (1976)	Harassment	Repeated and persistent attempts by a person to torment, wear down, frustrate, or get a reaction from another person; it is treatment which persistently provokes, pressures, frightens, intimidates or otherwise cause discomfort in another person
Thylefors (1987)	Scapegoating	One or more persons who during a period of time are exposed to repeated, negative actions from one or more other individuals
Matthiesen, Raknes & Røkkum (1989)	Mobbing	One or more person’s repeated and enduring negative reactions and conducts targeted at one or more person of their work group
Leymann (1990)	Mobbing/ Psychological terror	Psychological terror or mobbing in working life hostile and unethical communication, which is directed in a systematic way by one or few individuals, mainly towards one individual who, due to mobbing, is pushed into a helpless and defenceless position, being held there by means of continuing mobbing activities. There actions occur on a very frequent basis.
Kile (1990)	Health endangering leadership	Continuous humiliating and harassing acts of long duration conducted by a superior and expressed overtly or covertly
Wilson (1991)	Workplace trauma	The actual disintegration of an employee’s fundamental self, resulting from an employer’s or supervisor’s perceived or real continual and deliberate malicious treatment
Adams (1992)	Bullying	Persistent criticism and personal abuse in public or private, which humiliates and demeans a person
Vartia (1993)	Harassment	Situations where a person is exposed repeatedly and over time to negative action on the part of one or more persons
Ashforth (1994)	Petty tyranny	A leader who lords his power over others through arbitrariness and self-aggrandizement, the belittling of subordinates, showing lack of consideration, using a

		forcing style of conflict resolution, discouraging initiative and the use of non-contingent punishment
Bjorkqvist, Österman & Hjelt-Bäck (1994)	Work harassment	Repeated activities, with the aim of bringing mental (but sometimes also physical) pain, and directed towards one or more individuals who, for one reason or another, are not able to defend themselves
Einarsen & Skogstad (1996)	Bullying	Bullying is a problem in some workplaces and for some workers, To label something bullying it has to occur repeatedly over a period time, and the person confronted has to have difficulties defending himself/herself. It is not bullying if two parties of approximately equal "strength" are in conflict or the incident is an isolated event.
Keashly, Trott & MacLean (1994) Keashly (1998)	Abusive behaviour/ emotional abuse	Hostile verbal and nonverbal behaviours that are not tied to sexual or racial content, directed by one or more persons towards another that are aimed at undermining the other to ensure compliance from others.
O'Moore, Seigne, McGuire & Smith (1998)	Bullying	Bullying is destructive behaviour. It is repeated aggression, verbal, psychological and psychical, conducted by an individual or group against others. Isolated incident of aggressive behaviour, while not to be tolerated, should not be described as bullying. Only inappropriate aggressive behaviour that is systematic and enjoyed is regarded as bullying.
Hoel & Cooper (2000)	Bullying	A situation where one or a several individuals persistently over a period of time perceive to be on the receiving end of negative actions from one or several persons, in a situation where a target of bullying has difficulty in defending him/herself against these actions. We will not refer to one-off incident as bullying.
Zapf (1999)	Mobbing	Mobbing at work means harassing, bullying, offending, socially excluding someone or assigning offending work tasks to someone in the course of which the person confronted ends up in an inferior position.
Salin (2001)	Bullying	Repeated and persistent negative acts that are directed towards one or several individuals, and which create a hostile work environment. In bullying the targeted person has difficulties defending himself; it is therefore not a conflict between parties of equal strength.
Einarsen (2003)	Bullying	Bullying at work involves repeated negative actions and practices that are directed at one or more workers. The behaviours are unwelcomed to the targeted and undertaken in circumstances where the target has difficulty in defending him or herself. The behaviours may be carried out as a deliberate act or unconsciously. These behaviours cause humiliation, offence and distress to the target.

Even though there is no one definition, all of the terms have same significant features, which are distinguishable.

2.2 Frequency of negative behaviour

All of the definitions stated that negative act has to reoccur; it has to be persistent and keep repeating. Isolated incidents of aggression are not considered as harassment. It is not specified for how long those acts need to be happening, only that they have to be long-termed. It is not unusual that some of bullying acts last for weeks or months. Some of the bullying behaviours might be subtle and hard to recognize, because of common acceptance and constant forgiveness by target (Tehrani, 2012).

2.3 Imbalance of power

Many of those definitions, mostly used by European authors, are stating that person is not able to defend him/herself from the negative act. All of the negative behaviours are unwelcomed by person targeted. Because of imbalance of the position and ability to escape the situation, harassment is mostly used as a presentation of power. According to Collier even in situation where sexual harassment occurs, it is not about sexual fascination or flirtation but also about power and domination (Collier, 1995). Commonly, if bullying is used to present a power, it is on relation employer(s)-employee(s), manager(s)-employee(s), group of long term employees-newly hired employee(s).

2.4 Intent

It is said that person who is bullying is committing this act intentionally (Björkqvist, 1994) or even enjoying it (O'Moore, 1998; Vickers 2002). Aggressors assesses the relation between the effect of the intended strategy and physical, psychological or social dangers involved. He/she tries to maximize the effect and minimizes the risk

(Vartia & Hyyti, 2002). Some of the authors recognize bullying as an act, which might be carried unconsciously. It is caused by lack of sensitivity or awareness of negative impact, caused by bullying person (Einarsen et al., 2003; Tehrani 2012).

2.5 Workplace

In order for it to be a workplace harassment, series of negative acts have to occur in circumstances related to work. It doesn't have to occur excessively at workplace, but in the place where attacked person is because of the work assignment.

2.6 Negative act

Harassment, bullying or mobbing is a negative act, a form of aggression which means to create negative reactions, frustration or undermining. It can be verbal, psychological and/or physical.

Negative acts are classified as the manipulation of 1) the victim's reputation, 2) the victim's performance of work tasks, 3) the victim's communication with co-workers, 4) the victim's social life, and as 5) physical assaults, or the threat of physical violence (Leymann, 1990).

Negative behaviours, which are occurring in bullying might be separated in four different types (Tehrani, 2012):

1. Personal derogation

Including use of humiliation, personal criticism, ridiculing or demanding comments to undermine integrity of the victim.

2. Intimidation

Including threats of physical violence or psychological intimidation, creating situation where target feels unable to escape, defend him/herself or take any other form of action.

3. Work-related bullying

Including withholding information, removal of responsibilities, work overload or stealing someone else's credit for completed work.

4. Social exclusion

Acts like isolating, side-lining, scapegoating target by other employees.

In this research studies, "workplace harassment" refers to all situations, which are re-occurring and consistent, where one or more persons, intent fully or unintentionally, are directing negative acts towards one or more co-workers, and that person feels like is not able to defend him/herself.

In this paper terms workplace harassment, mobbing and bullying, are used interchangeably. In this studies, sexual harassment as "any unwelcomed sex or gender-related behaviour that creates a hostile working environment" is consider as a separate form of harassment and is not treated equally as other forms of negative acts, belonging to workplace bullying. Any other form of physical harassment is not subject of this research studies.

3 Forms of workplace harassment

Finnish author Maarit Vartia, based on her research and analysing government employees visiting occupational health distinguished six main types of bullying: 1) slander, gossip and rumours, 2) social isolation and keeping people uninformed, 3) giving person too few or overly simple work tasks, 4) continuous criticism of people's work and it's results, 5) threats or acts of physical violence and 6) insinuations about person's mental state (Vartia 1993a). Following analysis of negative behaviour acts, in the recent study from 2000, Helge Hoel & Cary L. Cooper identified different groups of negative behaviour. Work-related harassment, Personal harassment, organizational harassment, intimidation (Hoel & Cooper, 2000)

3.1 Work-related harassment

In this group are negative behaviours such as persistent criticism of work and effort, attempts to find fault, withholding of necessary information, ignoring person's opinions and views.

3.2 Personal harassment

Including verbal abuse, insulting or offence remarks, spreading of gossip and rumours, practical jokes and slander, excessive teasing.

Threats or acts of physical or verbal violence are most often used by co-workers, while managers are commonly using assigning few or oversimplified tasks as a method of bullying (Paananen & Vartia, 1991).

3.3 Organizational harassment

More often organisations have tendency to present acts of bullying. Recently, it was recognized that organisational bullying is used to oppress demean or humiliate employees. Noreen Tehrani (2002) in her study divides organisational bullying in subcategories: 1) external pressure (subjects of bullying are being pressured by outside parties such as customers or shareholders demanding to achieve difficult targets, not accepting failure; while reaching the goal person might be put in some form of censorship, causing extreme pressure), 2) history and culture (bullying occurs when organisational cultures are based on negative beliefs and/or assumptions e.g. blame, victimising or gossip cultures), 3) senior team tactics (is when one person is appointed by CEO and supposed to be the harsh one, who handles difficult or problematic situations in uncaring manner), 4) process bullying (where oppressive acts are frequent and consistent using e.g. withdrawal of overtime for failing to reach unreasonable performance targets) (Tehrani, 2002).

3.4 Intimidation

Includes threats or acts of violence or physical abuse, intimidating behaviour, exposure to shouting or spontaneous anger.

3.5 Workplace violence classification

According to International Labour Organisation (ILO, 2003) workplace harassment can be qualified in two categories:

- **internal workplace violence** (one which is occurring between employees, e.g. manager -employee, employee - employee)
- **external workplace violence** (one which takes place any staff member of the company and any other person present at the workplace e.g. customer)

3.6 Workplace harassment examples

Below are presented examples of workplace harassment. As stated earlier, negative act has to be unwelcome, offensive or intimidating, has to be re-occurring and must happen in a work place environment. Some of the behaviour, doesn't have to be very aggressive; workplace harassment can occur as series of subtle acts. List of cases presented below are not all forms of bullying, but only some of them which might happen in a workplace and may, but doesn't have to be, sign of persecution.

- Spreading malicious rumours and gossips
- Excluding or isolating someone socially
- Intimidating a person
- Yelling or using profanity
- Physically abusing or threatening to abuse
- Making jokes that are 'obviously offensive' by spoken word or e-mail
- Removing areas of responsibilities without cause
- Constantly changing work guidelines and setting impossible deadlines
- Withholding necessary information or purposefully giving the wrong information
- Intruding on a person's privacy by pestering, spying or stalking
- Creating a feeling of uselessness
- Criticising a person persistently or constantly
- Unwarranted (or undeserved) punishment
- Undermining a person's work
- Blocking applications for training, leave or promotion
- Tampering with a person's personal belongings or work equipment

3.7 Differences between strong management, healthy conflict and bullying

Because of people growing awareness of their rights and term mobbing (but not thorough knowledge of the topic), many managers are accused of bullying, whenever they take more direct actions when dealing with different issues. Everything depends on the methods and ways some difficulties are handled. Below is the table which shows difference between strong management and bullying, while addressing poor performance in teams.

Table 2. Strong Management versus Bullying (Tehrani, 2002)

Addressing poor performance in teams	Strong management	Bullying
The performance issue is identified.	The identification involves looking at all the potential reasons for the performance deficit.	There is no attempt to identify the nature of the source or poor performance.
The views of the team or individual are sought to identify causes.	The team/individual takes part in looking for the source of the problems.	There is no discussion of the cause of the poor performance.
New standards of performance are agreed.	Standards of performance and behaviour are set and agreed for the team and manager.	New standards imposed without discussion or what might be appropriate.
Failures to achieve the standards are handled as performance improvement issues.	Support is provided for individuals who are struggling. Where there is unwillingness to comply, action is taken.	Ridicule, criticism, withholding benefits, demotion, teasing and sarcasm are used to deal with failure.
Recognition of contribution	Improvements are rewarded.	No monitoring leading to lack of recognition for efforts and arbitrary rewards.

As presented in case of strong management, employees are receiving help and advice if necessary and team members are treated equally. If bullying occurs, person is excluded from discussions and decision making and improvements are not recognized.

Situation where conflict occurs can also be mistaken as form of bullying. As people compete and want to stand by their decisions and ideas, different forms of communication occur. Below is a table, which compares conflicts in a regular "healthy" situations, with conflicts where mobbing occurs.

Table 3. "Differences between Healthy Conflicts and Mobbing Situations" (WHO, 2003)

"Healthy" conflicts	Mobbing situations
Clear roles and tasks	Role ambiguity
Collaborative relations	Uncooperative behaviour/ boycott
Common and shared objectives	Lack of foresight
Explicit interpersonal relations	Ambiguous interpersonal relations
Healthy organization	Organizational flaws
Occasional clashes and confrontation	Long lasting and systematic unethical actions
Open and frank strategies	Equivocal strategies
Open conflict and discussion	Covert actions and denial of conflict
Straightforward communication	Oblique and evasive communication

4 Antecedents of harassment at work

According to Ståle Einarsen from Norway (Einarsen, S., 1999), bullying can be divided in two categories: 1) predatory bullying and 2) dispute-related bullying. First one, predatory bullying occurs, when there is nothing, what could justify acts of negative behaviour. In this case, most common reason behind the bullying, is to demonstrate a power. Dispute-related bullying is an outcome of some interpersonal conflicts (Einarsen, S., Hoel, H., Zapf, D., and Cooper, C. L., 2003).

Other authors divide antecedents of harassment at work into three different categories: environmental and organisational antecedents, individual antecedents and societal antecedents (Milczarek, 2010).

4.1 Environmental and organisational antecedents of bullying at work

This model is most commonly use to point out what could be a cause of a mobbing. According to this situational view, workplace harassment is a result of stressful and poorly organized work environment, like bad management style, inadequate organisation of work (Hoel & Salin, 2003) are dividing organisational antecedents into following categories: 1) work organisation, 2) changing nature of work, 3) organisational culture and climate and 4) leadership.

According to study in Finland (Vartia, 1996), most common reasons behind harassment are: poor information flow, poor possibilities to influence matters concerning oneself, an authoritative way of settling differences of opinion, lack of mutual conversations about the tasks and goals of the work unit promoted bullying. Furthermore, study concluded that attitude towards innovations was connected to bullying, where importance of discussions, listening and tolerance was neglected. Important thing, which has been noticed, is that also bullying witnesses have assessed their work environment more negatively than those who worked where there was no bullying. It is clearly noticeable that workplace harassment is affecting all of the employees, not only the victims.

Table 4. Work-environment and organisational factors as possible antecedents behind the onset of harassment at work according to World Health Organisation (2003)

MANAGEMENT STYLE	Inertia of management and higher level staff	A culture favouring a disciplinary, intolerant and discriminatory style of management creates a climate of fear, distrust excessive competition and awe. Without norms concerning social behaviour, certain persons may consider themselves 'authorised' to use abusive behaviour.
	Competition without rules	New management methods have introduced a more extensive concept of competition; thus employees may be asked to perform not only better than colleagues, but also with less ethical concerns in order to obtain results. More horizontal forms of direction are established, but without clearly defining the rules of collaboration. This apparent liberty leaves wide scope for the abuse of power. This is amplified by a whole series of instruments used by management, for example, the individual evaluation of performance or salaries of merit. These may divide employees and have a potential to generate suspicion and a negative atmosphere.
WORK ORGANISATION		Chronic under-staffing and heavy work constraints create dissatisfaction, fatigue, and a feeling that it is impossible to change the work environment; tension may be vented on colleagues, family and friends.
		Badly defined tasks or disorganised work without established limits of behaviour allow colleagues and superiors to take advantage of the situation.
		Excessive hierarchy: mobbing is more frequent when the company's only reference value is hierarchy or where there are multiple chains of direction. For example, this is the case in hospitals where nurses are subordinated to doctors, nursing ranks, and administration. The resulting confusion is a breeding ground for intimidation and derision.
		Overcrowding and sharing of premises in shifts may also lead to a negative atmosphere where violence is accepted.
WORK ENVIRONMENT	Job insecurity	The international work environment calls for a highly flexible organisation in working hours, employment and work status. Together with downsizing and restructuring, this can result in precariousness and fear of unemployment. These situations may represent a culture medium for the development of mobbing.

	Neglect of human and local characteristics of the employees	The development of outsourcing and the multiplication of subsidiary companies with different cultural traits may produce situations leading to the neglect of human rights and local characteristics of the employees.
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4.2 Societal antecedents

There is not much of information regarding societal antecedents, like national's economic situation or political system. Some authors (Neuman & Baron, 2003) have discussed the social antecedents of bullying and aggression —like the norm of reciprocity, injustice perceptions, norm violations, and distributive justice. But not further studies have been concluded.

4.3 Individual antecedents

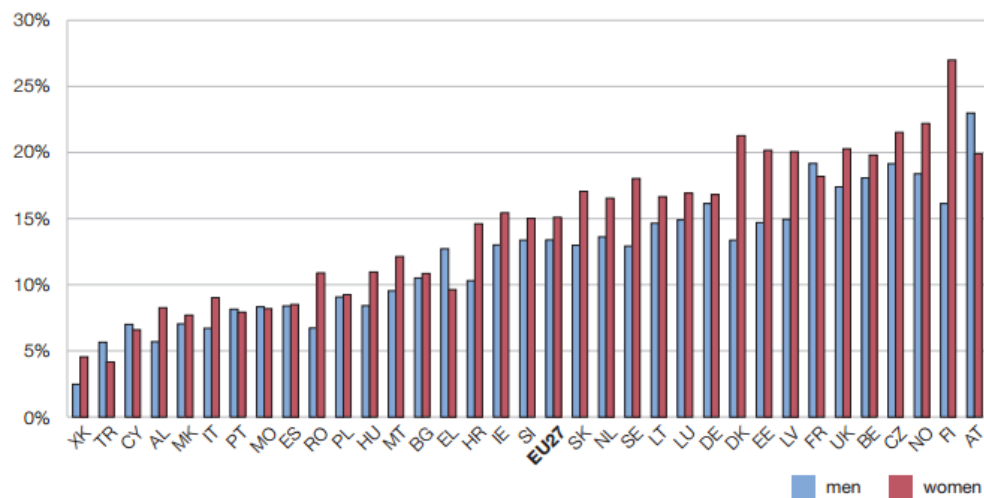
Individual characteristics such as gender, age or working sector are most commonly analysed factors as antecedents for bullying.

4.3.1 Gender

According to Fifth European Working Conditions Survey (Parent-Thirion, Vermeylen, van Houten, Lyly-Yrjänäinen, Biletta, Cabrita & Niedhammer, 2012) from 2010 (next one will be conducted in 2015), highest levels of workers subjected to acts of physical and verbal violence and intimidation at work, are in Austria (22%) and Finland (21%). Highest gap between levels of reported harassment between men and women are in Finland (16% and 27%). In other countries there is not such a significant difference and it shouldn't have been treated as a rule that women are more often harassed than

man. In Austria, where reported violence at work levels are highest, more men (23%) have reported harassment than women (20%).

In the report it has been clearly stated that it is difficult to interpret the differences between countries, because of cultural differences and variations in the actual prevalence of adverse social behaviour. Further than that, there are country differences in the likelihood of people reporting that they were harassed at the



workplace.

Figure 1. "Workers subjected to adverse social behaviour, by gender and country (%)" (EWSC, 2012)

4.3.2 Work sectors

According to Fifth EWCS (Parent-Thirion, Vermeylen, van Houten, Lyly-Yrjänäinen, Biletta, Cabrita & Niedhammer, 2012), cultural differences have smaller impact between the sectors. Lowest rate of subjection to adverse social behaviour have been reported in agriculture (6%) and construction (9%), and highest in health (23%). Differences between male and female vary depending from the sector. In most of them, there is no significant difference between men and women reporting harassment. Differences can be noticed in health sector, where women are majority of

employees. In health sector more male workers have been subjected to violence at work.

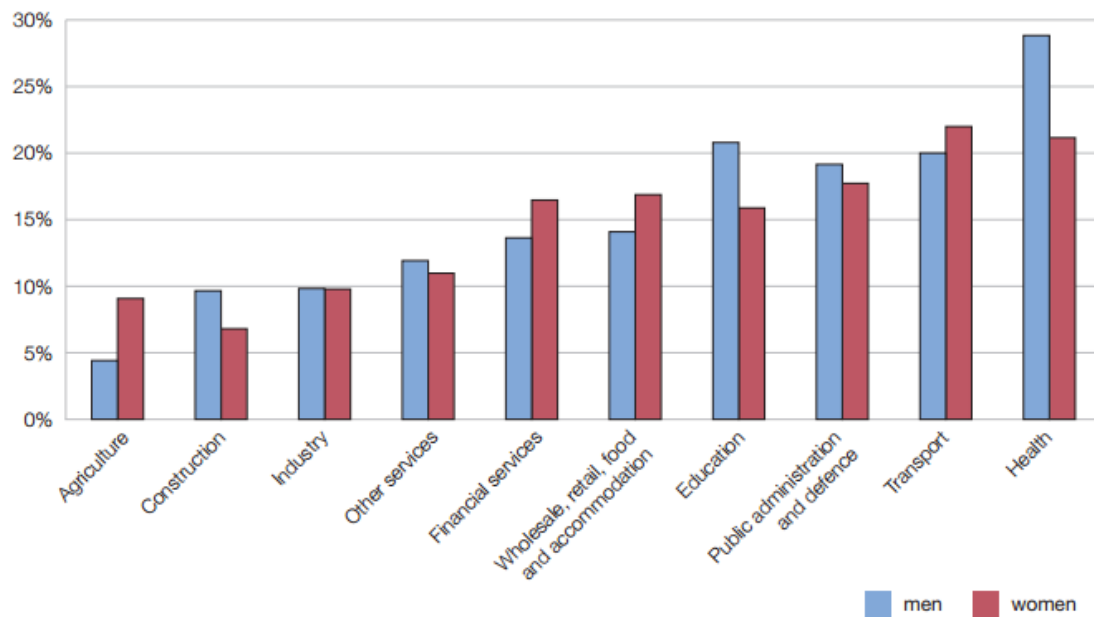


Figure 2. "Workers subjected to adverse social behaviour, by gender and sector, EU27 (%)" (EWCS, 2012)

5 Portrait of person who is being harassed

Many different authors try to characterize the victim of workplace character, but it has been difficult to distinguish specific personality traits which every victim has.

As mentioned before, bullies often are choosing a person who is in similar position in order to compete. They are setting themselves a challenge in order to show their domination and demonstrate their power. Bullies may also see their victims as a threat to their position at the workplace. The perception of threat is entirely in the bully's mind, but it is what he/she feels and believes. In this situation victim is a skilled person, who possess great emotional intelligence. They might be very honest and trustful person and also so called whistle-blower, which will expose any unrightful behaviour or action.

Some authors distinguish different sets of personality traits which characterizes victim. According to Zapf and Einarsen victims may have following personality traits: 1) exposed position of the victim, 2) social incompetence and self-esteem, 3) overachievement and conflict with the group norms (Zapf & Einarsen, 2003). According to social identity theory (Tajfel & Turner, 1986) being different than rest of co-workers may cause other to portray the person as an outsider and not member of a group and in some circumstances may lead to aggression towards that person (Zapf & Einarsen, 2003). Characteristics of "being different" vary; they may be physical or mental differences e.g. Gender, race religion, education, personal interests.

Authors have made conclusions which personality traits may indicate who can potentially become a victim and who is more likely to be bullied in the organization. Having low self-esteem is a characteristic of many bullied persons. Research on individual factors in bullying has found that victims score lower on self-esteem than non-victims (Einarsen & Raknes, 1991; McGuckin, Lewis & Shevlin 2001, Vartia 2003). Victims also tend to be less independent and extrovert than the non-victims (Coyne, 2000). Employees with personality traits such as negative affectivity, and neuroticism (anxiety, moodiness, worry, envy, and jealousy), may behave in an irritating manner at work, which provokes others to bully them (Balducci, 2012). Negative affectivity has been cited as a precursor to workplace aggression as these individuals are more

sensitive to aversive outcomes and more likely to respond aggressively to negative stimulation. (Douglas & Martinko, 2001).

Bullied persons most commonly do not see the reason why they would be chosen as a victim. Often they portray themselves as hard workers, who were hurt and wronged by group, by the system or by bad luck (Brodsky, 1976). Some of them voice out that their individual characteristics like private life, appearance or religion can cause bullying (Zapf, 1999).

Behaviour of both bullies and victims can be explained in terms of social learning theory of aggression (Bandura, 1973). According to it, bullying could be seen as a variant of repeated aggression, and be understood as a learned set of behaviour, primarily stimulated by external sources of modelling (Vartia, 2003).

The attribution theory (Kelly, 1972) explains some of perceived reasons behind bullying. "Individuals tend to project reasons for negative experiences onto others. Thus, it may be difficult for the bullied to see any reasons for the bullying in themselves, and they may thus look for a reason in their environment or in the bully, even when their own behaviour has contributed to the problem" (Vartia, 2003).

According to Caitlyn Buon and Tony Buon (C.Buon & T.Buon, 2007) it is very hard to profile a bullying person and one who is bullied. They call for a top of this process, because it is very difficult and subjective process. While working as mediators or investigators of workplace harassment they have noticed that allegations of bullying and complaints are consisting whole range of believes what caused the negative behaviour and what are the motives behind it. Because of intensity of series of negative acts and all the following it emotions it is very difficult, almost impossible, to communicate in a constructive way without "shame and blame" type of language. While parties speak about their experiences it is hard to exclude all the emotions, therefore it is hard to make conclusions about motives or describe parties' profiles.

6 Portrait of person who is harassing

6.1 Personality characteristics

Many authors and researchers have tried to decode and describe personality of a bully. They have said that negative behaviour of the bully is linked to series of personality disorders, which could originate from bully's early childhood (Brotsky, 1976; Randall, 1997). Some of those personality disorders could be: Narcissistic Personality Disorder, Passive Aggressive Personality Disorder, Paranoid Personality Disorder or even Psychopathy.

There are few behaviours which researchers distinguished to characterize a bully:

- **Need to demonstrate power** (Brotsky, 1976). Some authors, traditionally, assume that bullies have low self-esteem and in order to protect it they presented violence behaviour. Some of the bullies describe themselves with low self-esteem and social competence, but high social anxiety and aggressiveness (Einarsen, Raknes, Matthiesen & Hellesoy, 1994b). Other authors are arguing that bullies usually characterize in high confidence and charisma. They often choose a person on a similar level or profile to them in order to compete. (Baumeister, Smart & Boden, 1996; Chamoro-Premuzic, 2015).
- **Absence of empathy** (De Guzman, 2012). A bully is characterizing in a lack of self-reflection and emotional control. In the situation, when negative behaviour occurs, normal person would present some regret, while confronted, but aggressor will not only become very defensive, but also offensive, where he/she will try to shift a blame on the other party. Bully will not admit to the any form of bullying because he/she knows that any aggressive behaviour is not acceptable by society.
- **Dr. Jekyll and Mr. Hyde** This term characterizes person who has dual personality, one aspect of it appears as good and another as evil. This term

describes many of bullies, on one side bully is vicious and vindictive person when there are not any witnesses around, but in public he/she is presenting as a very charming and charismatic person. Sometimes it is very hard for other people to accept that this person is a bully.

- **Convincing liar** It is very hard to confront liar about some negative acts, since they will always make some excuses and lies. They have also great ability to manipulate others, therefore they often get a high position within the company (De Guzman, 2012)
- **Low self-control** Person who can control his/her emotion is not being able to handle and problems or frustrations at workplace (Douglas & Martinko, 2011)

Some bullies don't realize that their behaviour classifies as harassment. Some of individuals have beliefs about the organization (bureaucratic orientation), subordinates ("the average person dislikes work, lacks ambition, avoids responsibility, and prefers direction"), the self (self-esteem) and preferences for action (directiveness, tolerance of ambiguity) (Ashforth, 1994).

6.2 Status and gender of bullies

According to research from Sweden, Norway, the UK, Austria and Germany, women are bullied both by other women and men, but men are mostly bullied by other men. Case when men are bullied by women are very rare (Vartia-Väänänen, 2003). The cause of it may be explained by different power positions of men and women in organizations (Zapf et al., 2011).

In Finland and Sweden, it has been reported more often or about equally often situations, when bullies were colleagues, not supervisors. Also in Norway the perpetrators have been identified people in superior position as offenders in approximately equal numbers to peers. In Denmark, more than 70 % of the bullies have been identified as colleagues (Vartia-Väänänen, 2003). That points to the theory

that aggressors choose their victim in order to compete with it and show their dominance. Opposite to Nordic studies, in Great Britain, it is shown that supervisors or line-managers are being identified as perpetrators. In the analysis with 40 samples from 19 European countries, 65, 4% of the targets were bullied by supervisors, 39, 4% by colleagues and 9, 7% by subordinates. Difference between different regions and countries, especially Nordic countries and rest of Europe is most probably caused by some cultural differences (Vartia-Väänänen, 2003). In countries where low power differentials and feminine values prevail, the abuse of power is more sanctioned (EU-OSHA 2010; Zapf Escartin, Einarsen, Hoel & Vartia 2011; Moreno-Jimenez, Munoz, Salin & Morante Banadero, 2006).

7 Possible consequences of workplace harassment

All of the negative acts and different forms of persecution have consequences. Size and scale of the results may vary, depending on circumstances. It depends, what kind of personality victim have and how he/she handles the situation, if the bullying is common knowledge or not, company's policies, regional laws. There is so many different possible conditions, that it is hard to define and precisely predict the outcome.

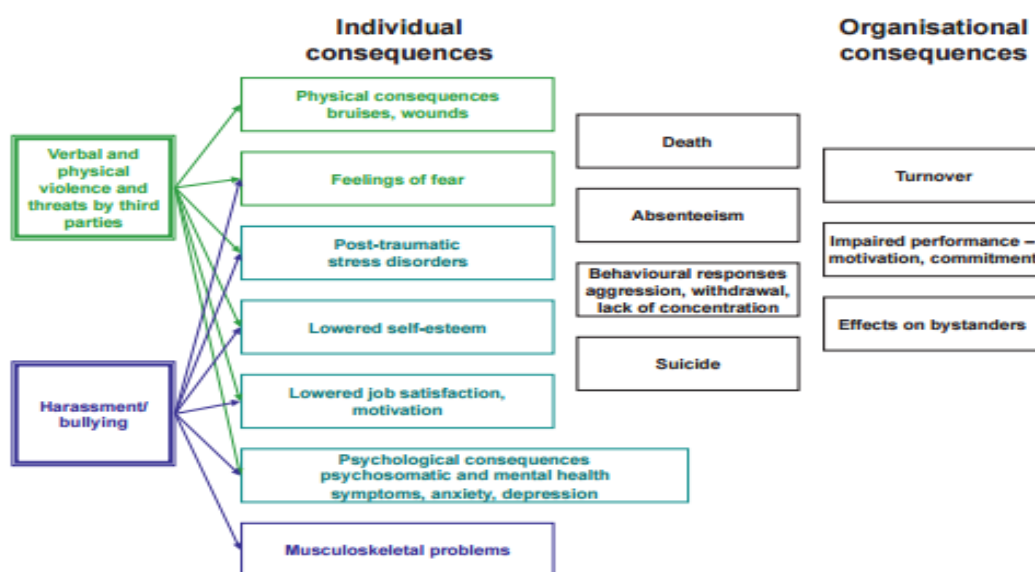


Figure 3. Individual and organisational consequences of workplace violence and harassment (Milczarek, 2009)

7.1 Consequences for the individual

The individual consequences of third-party violence are both physical (bruising or wounds, even death) and psychological (anxiety and fear, sleeping problems and post-traumatic stress disorder).

According to some authors like Ryan and Poster or Lanza (Ryan & Poster, 1989; Lanza, 1992) there are following reactions to violence: short-term emotional, social, bio-physiological, cognitive reactions and long-term emotional.

7.1.1 Physical consequences of workplace harassment

Physical consequences depend on the severity of the violent attack. Consequences of attacks can be range of minor injuries and in most severe situations, death.

7.1.2 Psychological consequences of workplace harassment

- **Concentration problems and reduced self-confidence**

Psychological consequences can be more long-lasting and severe than physical ones. In DiMartino et al. report (Di Martino, V., Hoel, H., and Cooper, C. L., 2003,) general health status of victim is often not balanced and distracted and the psychological well-being is decreased, with cognitive effects such as concentration problems and reduced self-confidence. Also work satisfaction has decreased significantly and constant fear of violence effects in social withdrawal and increased irritability.

- **Risk of depression**

According to study conducted by Vartia among hospital workers (Vartia, 2003), serious health problems can be result of exposure to bullying. Clear relationship between workplace harassment and incidence of depression have been found. Study concludes that the longer the exposure to bullying, the greater the risk of depression.

- **Sleep problems**

One of the commonly reported consequences are troubles with sleeping or insomnia. Difficulties with falling asleep, continuous sleeping are not the only issues. Insomnia can result in fatigue, mood changes, cognitive difficulties or daytime sleepiness (Ohayon & Partinen, 2002). Other long-term consequences can present as increased risk of diabetes or cardiovascular disease (Schwartz, Andersson, Cole, Cornoni-Huntley, Hays & Blazer, 1999).

- **Post-traumatic stress disorder**

Several studies analysing physical and psychological consequences of long-term and severe workplace harassment were conducted. Those studies were conducted by: Leymann and Gustafsson (1996), Mikkelsen and Einarsen (2002), Walsh and Clarke

(2003), Tehrani (2004), Matthiesen and Einarsen (2004). Results contain symptoms such as depression, low self-esteem and anxiety.

7.2 Consequences for the working group

According to Vartia (2003) in the organization where workplace harassment have occurred, bullying witnesses have assessed their work environment more negatively than those who worked where there was no bullying.

7.3 Consequences for the organisation

Economic losses due to work-related violence are substantial. Organisational consequences vary, for example, from lower job satisfaction and productivity of the subjects of violence and other employees, to increased sickness absence and higher turnover, which can all increase costs.

The Fourth EWCS (Parent-Thirion, Fernández Macías, Hurley and Vermeyley, 2007), showed that 15 % of the respondents reported their absence in a workplace caused by physical violence from people outside the workplace and from within workplace.

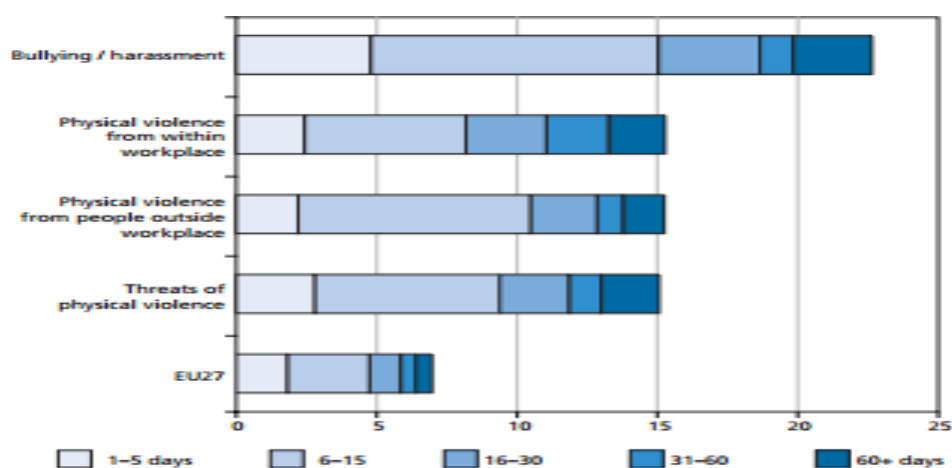


Figure 4. "Proportion of workers absent and number of day's absence due to work-related health problems (%)" (EWCS, 2007)

8 Workplace harassment in law

Interest of workplace harassment began in Scandinavia in 1980s and it was initiated by Heinz Leymann. After working as a family therapist he has decided to investigate and research more indirect and direct forms of conflict in a workplace (Leymann, 1996). After making conclusion that harassment was deeply rooted in the organisational factors, like leadership practises. After Leymann published book, public interest has increased regarding that matter. Large scale projects and researches where initiated all over Scandinavia; Norway (Einarsen & Raknes, 1991; Einarsen et al., 1994; Kile, 1990; Matthiesen et al., 1989), Sweden (Leymann, 1990, 1996) and Finland (Björkqvist, 1992; Björkqvist et al., 1992; Vartia 1991, 1996). They all documented existence of this kind of behaviour and negative consequences of this phenomenon.

In United States there was Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967 and the Americans with Disabilities Act of 1990 which were the starting point of early harassment laws. In those acts it became illegal to harass individuals in the workplace because of these personally identifying traits (race, colour, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information).

8.1 First European legislation against workplace harassment

8.1.1 Ordinance of the Swedish National Board of Occupational Safety and Health containing Provisions on measures against Victimization at Work

In 1993, Sweden as a first country in Europe, implemented legislation which is specifically outlawing bullying at work. The Ordinance on Victimization at Work (AFS 1993:17), adopted on 21st September 1993, consists six short sections where are defined scope and definitions, general provisions and routines.

8.1.1.1 Definition

"By victimization is meant recurrent reprehensible or distinctly negative actions which are directed against individual employees in an offensive manner and can result in those employees being placed outside the workplace community".

8.1.1.2 Prevention

In the legislation employer has a duty to investigate, mediate and counter any instances of bullying as well as implement preventative organizational measures against workplace bullying.

"The following are some examples of general and overarching measures which the employer can take for the prevention of victimization at work.

- Design a distinct work environment policy which among other things also declares the employer's general aims, intentions and attitude to the employees.

- Design routines for ensuring that psychological and social work environment conditions, including personal response, work situation and work organization, will be as good as possible.

- Take steps to prevent people meeting with a negative response at work, e.g. by creating norms which encourage a friendly and respectful climate at the workplace. It is above all the employer and the employer's representatives who must set an example to others in creating a good working climate.

- Give managers and supervisory personnel training and guidance on matters relating to the rules of labour law, the effect of different working conditions on people's experiences, interaction and conflict risks in groups and skills for rapid response to people in situations of stress and crisis.

It is important, not least with a view to their own work situation and working environment, that managers directly involved in the supervision of personnel should have sufficient insight and knowledge in these fields.

- Provide a good introduction which will enable the employee to adjust well to the working group. It is also important that the rules applying at the workplace should be made quite clear.

- Give each employee the best possible knowledge of the activities and their objectives. Regular information and workplace meetings will help to achieve this. AFS 1993:17 10

- Give all employees information about and a share in the measures agreed on for the prevention of victimization.

- Try to ensure that duties have substance and meaning and that the capacity and knowledge of the individual are utilized.

- Give the employees opportunities of improving their knowledge and developing in their jobs, and encourage them to pursue this end."

8.1.1.3 Punishment

The legislation encourages to take a "non-punitive" approach to bullying by aiming to resolve the problem through dialogue and consensus rather than through sanctioning employers.

"It is important to take an objective, positive, problem-solving attitude to the problems put forward, to listen to all concerned and to support the weakest. Policy decisions over the head of the person concerned are liable to make that person's situation a great deal worse."

8.1.1.4 Employer's liability

According to the legislation, employer has a responsibility to plan and organize work in order to prevent harassment. Furthermore, employer is also responsible for making clear that any form of victimization is not acceptable in the organisation. Employer is also liable for providing help and support if any negative acts occur.

"The Ordinance of the National Board of Occupational Safety and Health on Internal Control of the working Environment (AFS 1992:6) defines the responsibility devolving on the employer under Chap., Section 2 a of the Work Environment Act."

"It is especially important that the employer should take active steps to prevent any employee being subjected to victimization by other employees."

8.1.1.5 Employee's liability

Not only employer has responsibilities while facing workplace harassment. Every employee in the organisation is responsible for creating nice and comfortable atmosphere at workplace and also, if witnessing any negative act, not to accept it.

"...it is important that each employee should be aware of his or her own ability and duty to help create a good climate at work."

"Offensive behaviour or treatment can never be accepted, no matter who is involved or who is the target."

8.2 European Union laws against workplace harassment

Shortly after Sweden has implemented their legislation against workplace harassment, other countries have followed and have implemented their own laws, which are prohibiting bullying at work.

Today in Europe, there is a comprehensive network of overlapping European and national laws, which are addressing the problem of workplace harassment and stress in the workplace. These laws are a combination of European Union and national laws prohibiting discrimination and setting guidance for its prevention.

8.2.1 Charter of Fundamental Rights of the European Union

Article 1 **Human dignity**

Human dignity is inviolable. It must be respected and protected.

Article 3 § 1 **Right to the integrity of the person**

1. Everyone has the right to respect for his or her physical and mental integrity.

Article 21 § 1 **Non- discrimination**

Any discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited.

Article 23 **Equality between men and women**

Equality between men and women must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex.

Article 25 **The rights of the elderly**

The Union recognises and respects the rights of the elderly to lead a life of dignity and independence and to participate in social and cultural life.

Article 26 **Integration of persons with disabilities**

The Union recognises and respects the right of persons with disabilities to benefit from measures designed to ensure their independence, social and occupational integration and participation in the life of the community.

Article 27 **Workers' right to information and consultation within the undertaking**

Workers or their representatives must, at the appropriate levels, be guaranteed information and consultation in good time in the cases and under the conditions provided for by Community law and national laws and practices.

Article 31 § 1 **Fair and just working conditions**

1. Every worker has the right to working conditions which respect his or her health, safety and dignity.

Article 32 **Prohibition of child labour and protection of young people at work**

(...)Young people admitted to work must have working conditions appropriate to their age and be protected against economic exploitation and any work likely to harm their safety, health or physical, mental, moral or social development or to interfere with their education.

Charter of Fundamental Rights of the European Union orders that human dignity has to be respected and protected. It forbids discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation. It also mentions equality between men and women, rights of elderly or disabled.

8.2.2 Health and Safety Framework Directive (89/391/EEC)

Article 5 § 1 **General provisions**

1. The employer shall have a duty to ensure the safety and health of workers in every aspect related to the work.

Article 6 § 1 & 2 **General obligations on employers**

1. Within the context of his responsibilities, the employer shall take the measures necessary for the safety and health protection of workers, including prevention of occupational risks and provision of information and training, as well as provision of the necessary organization and means.

2. (g) developing a coherent overall prevention policy which covers technology, organization of work, working conditions, social relationships and the influence of factors related to the working environment;

European Union's Health and Safety Framework Directives mention employer's obligations to avoid workplace risks, by creating appropriate policies, working conditions or social relationships.

8.2.3 Directives 2000/78 on Equality of Treatment

Article 1 **Purpose**

The purpose of this Directive is to lay down a general framework for combating discrimination on the grounds of religion or belief, disability, age or sexual orientation as regards employment and occupation, with a view to putting into effect in the Member States the principle of equal treatment.

Article 2 § 3 **Concept of discrimination**

3. Harassment shall be deemed to be a form of discrimination within the meaning of paragraph 1, when unwanted conduct related to any of the grounds referred to in Article 1 takes place with the purpose or effect of violating the dignity of a person and of creating an intimidating, hostile, degrading, humiliating or offensive environment. In this context, the concept of harassment may be defined in accordance with the national laws and practice of the Member States.

Directives 2000/78 on Equality of Treatment treats any form of discrimination as harassment, further explaining as "purpose or effect of violating the dignity of a person and of creating an intimidating, hostile, degrading, humiliating or offensive environment". In those directives the protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

8.3 Finland law against workplace harassment

The impact of labour regulations and collective negotiations has evolved mainly after the II World War. First Employment Contracts Act was developed in 1922 and then replaced by new Act in 1970, which then evolved and repealed to current Employment Contracts Act (Act 55/2000, in force as from 1 July 2001).

Finland has joined European Union on 1st of January 1995, since then country is bounded by European Community Law, which indicates wide range of different procedures which must be fulfilled and European Case Law, which is created out of judgements by the European Court of Justice and the European Court of First Instance, which are binding on national courts. Even before 1995, Finnish legislation was very similar and harmonized in accordance to European system, so after joining European Union Finland did not have to implement any drastic changes.

8.3.1 The Constitution of Finland 11 June 1999 (731/1999)

Section 6 **Equality**

Everyone is equal before the law. No one shall, without an acceptable reason, be treated differently from other persons on the ground of sex, age, origin, language, religion, conviction, opinion, health, disability or other reason that concerns his or her person. (...)Equality of the sexes is promoted in societal activity and working life, especially in the determination of pay and the other terms of employment, as provided in more detail by an Act.

According to Finnish Constitution everyone is equal before the law and especially equality of sexes should be promoted in working life.

8.3.2 Occupational Safety and Health Act (738/2002)

Section 27 § 1 **Threat of violence**

(1) The work and working conditions in jobs entailing an evident threat of violence shall be so arranged that the threat of violence and incidents of violence are prevented as far as possible. Accordingly, appropriate safety arrangements

and equipment needed for preventing or restricting violence and an opportunity to summon help shall be provided at the workplace.

Section 28 **Harassment**

If harassment or other inappropriate treatment of an employee occurs at work and causes hazards or risks to the employee's health, the employer, after becoming aware of the matter, shall by available means take measures for remedying this situation.

In the Occupational Safety and Health Act orders that any threat or incident of violence should be prevented as far as possible. Furthermore, safety arrangements must be provided.

In case of harassment it is employer's responsibility to take measure in order to handle the situation.

8.3.3 Non-discrimination Act (1325/2014)

Section 7 § 1 **Employer's duty to promote equality**

(1) The employer must assess the realisation of equality in the workplace and, taking into account the needs of the workplace, develop the working conditions as well as the methods complied with in the selection of personnel and in making decisions concerning the personnel. These measures shall be effective, expedient and proportionate, taking into account the operating environment, resources and other circumstances.

Section 8 § 1 **Prohibition of discrimination**

(1) No one may be discriminated against on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationships, state of health, disability, sexual orientation or other personal characteristics. Discrimination is prohibited, regardless.

Section 16 **Prohibition of victimisation**

A person must not be treated unfavourably or in such a way that they suffer adverse consequences as a result of pleading the rights or obligations provided for in this Act, participating in the clarification of a matter concerning discrimination, or taking other action to safeguard equality.

In the Non-discrimination Act both indirect and direct discrimination are defined. Also harassment, denial of reasonable accommodations and instructions or orders to discriminate are prohibited. Any form of discrimination based on the grounds of age, ethnic or national origin, nationality, language, religion, belief, opinion, family ties, trade union activity, political activity, health, disability, sexual orientation or other personal characteristics is prohibited. Act is also mentioning employer's responsibility to promote equality in the workplace.

8.3.4 Act on Equality between Women and Men (609/1986)

Section 7 § 1 (369/2009) **Prohibition of discrimination**

(1) Direct and indirect discrimination based on gender is prohibited.

In the Act on Equality between Women and Men both direct and indirect discrimination is defined and they are both prohibited. It explains the gender equality and prohibits discrimination while announcing a vacant position, in the selection of an employee, and during employment.

8.3.5 Employment Contracts Act (55/2001)

Chapter 2 Employer's obligations Section 2 **Prohibition of discrimination, and equal treatment**

The employer shall not exercise any unjustified discrimination against employees on the basis of age, health, disability, national or ethnic origin, nationality, sexual orientation, language, religion, opinion, belief, family ties, trade union activity, political activity or any other comparable circumstance. (...)

In the Employment Contracts Act every employer is obligated to treat all the employees equally and fairly. Equal treatment has to be noticeable when any form of obligations or benefits are imposed on them. The only exception from the rule, which can justify different gratification or obligation imposing, is when the reason behind the decision is employee's position or duties. Fair treatment has to be consistent and

present in all stages of employment: recruitment, time of employment and termination of employment.

Some of the other anti-discrimination legislations which are present in Finland:

- The Act on the Ombudsman for Minorities (660/2001), effective 1 September, 2001; amended in 2004

This act was made on "purpose of preventing ethnic discrimination, promoting good ethnic relations, safeguarding the status and rights of ethnic minorities and foreigners, and supervising compliance with the principle of ethnic non-discrimination"

- The Provincial Act on Prevention of Discrimination in the province of Åland (66/2005)
- State Officials Act (304/2003); amended in 2004

Main purpose of those laws is to prevent and stop discrimination of anyone under any circumstances.

8.3.6 Employer responsibility

8.3.6.1 Occupational Safety and Health Act (738/2002)

Section 8 § 1, 4, 5 **Employers' general duty to exercise care**

(1) Employers are required to take care of the safety and health of their employees while at work by taking the necessary measures. For this purpose, employers shall consider the circumstances related to the work, working conditions and other aspects of the working environment as well as the employees' personal capacities

(4) Employers shall continuously monitor the working environment, the state of the working community and the safety of the work practices. Employers shall also monitor the impact of the measures put into practice on safety and health at work.

(5) Employers shall ensure that safety and health measures are taken into account in an appropriate manner in the operations of each part of their organisations.

Employer is responsible for taking measures to provide safety for his employees, monitor working conditions and develop them in all work departments.

Section 9 **Occupational safety and health policy**

The employer shall have a policy for action needed in order to promote safety and health and to maintain the employees' working capacity. (...) The objectives for promoting safety and health and maintaining working capacity deriving from the policy must be taken into account in the workplace development and planning, and they must be discussed together with the employees or their representatives.

Every employer is required to provide a policy promoting safety and health. Objectives of those policies must be discussed together with either employees or their representatives.

Section 10 § 1 **Analysis and assessment of the risks at work**

(1) The employer shall, taking the nature of the work and activities into account, systematically and adequately analyse and identify the hazards and risk factors caused by the work, the working premises, other aspects of the working environment and the working conditions and, if the hazards and risk factors cannot be eliminated, assess their consequences to the employees' safety and health (...)

Employer is responsible for assessing work occurring hazards and stress factors, which affect both physical and mental health. In §2 it is mentioned that if employer is not person with adequate expertise he has responsibility to use external experts. According to § 3 analysis and assessment must be revised and constantly updated.

Section 13 **Work design**

In designing and planning work, the physical and mental capacities of employees shall be taken into account in order to avoid or reduce hazards or risks from the workload factors to the safety and health of the employees.

While designing work environment all the physical and mental capacities of employees should be taken into account.

Section 28 **Harassment**

If harassment or other inappropriate treatment of an employee occurs at work and causes hazards or risks to the employee's health, the employer, after becoming aware of the matter, shall by available means take measures for remedying this situation.

In case of workplace harassment, employer is responsible to taking all available measures in order to fix the situations.

8.3.7 Employee responsibility

8.3.7.1 Occupational Safety and Health Act (738/2002)

Section 18 § 3 **Employees' general obligations**

(3) Employees shall avoid such harassment and other inappropriate treatment of other employees at the workplace which causes hazards or risks to their safety or health.

According to Occupational Safety and Health Act (738/2002) Section 18 employee is responsible to avoid any form of negative act towards other employees.

8.3.7.2 Whistle-blower

Finland's administrative and legal culture emphasizes the values of common good, fairness and justice. There is no law which strictly regarding whistleblowing, but there are many ways which is encouraging openness, transparency and accountability.

8.3.7.3 Occupational Safety and Health Act (738/2002)

Section 19 **Elimination of faults and defects and reporting them**

(1) Employees shall without delay inform the employer and the occupational safety and health representative of any such faults and defects they have discovered in the working conditions or working methods(...)which may cause hazards or risks to the employees' safety or health.

According to Occupational Safety and Health Act employee is obligated to inform appropriate person, about any risk or defects which may cause hazards to the employee's' health. Person who notifies about any form of negative act, so called whistle blower, in eyes of Finnish laws is not directly protected. However, under the

Employment Contracts Act 55/2001 Chapter 7 Section 1, in order to terminate someone's contract employer must have a proper and very substantial reason to terminate both indefinitely valid and any other employment contract. Also according to Constitution of Finland from 1999, Section 18 § 3 "*No one shall be dismissed from employment without a lawful reason.*"

That means that employer can't legally terminate contract based on notifying authorities about occurring workplace harassment.

8.3.8 Penalty

Every negative act and crime against the other person should be punished. The method of the punishment should depend of the size and severance of the act. If the workplace harassment is being reported and proved there are going to be legal consequences.

8.3.8.1 The Criminal Code of Finland. (39/1889)

Chapter 47 Employment **offences (578/1995)**

Section 3 **Work discrimination (885/2009)**

An employer, or a representative thereof, who when advertising for a vacancy or selecting an employee, or during employment without an important and justifiable reason puts an applicant for a job or an employee in an inferior position

(1) because of race, national or ethnic origin, nationality, colour, language, sex, age, family status, sexual preference, inheritance, disability or state of health, or
(2) because of religion, political opinion, political or industrial activity or a comparable circumstance

shall be sentenced for work discrimination to a fine or to imprisonment for at most six months.

Penalty for work discrimination is a fine or imprisonment for maximum six months.

Section 3(a) **Extortionate work discrimination (302/2004)**

If in the work discrimination an applicant for a job or an employee is placed in a considerably inferior position through the use of the job applicant's or the

employee's economic or other distress, dependent position, lack of understanding, thoughtlessness or ignorance, the perpetrator shall, unless a more severe penalty is provided for the act elsewhere in the law, be sentenced for extortionate work discrimination to a fine or to imprisonment for at most two years.

Penalty for extortionate work discrimination is fine or imprisonment for up to two years.

Some other appropriate chapters:

Chapter 24 **Offences against privacy, public peace and personal reputation**

Section 8 **Dissemination of information violating personal privacy**

Person, who unlawfully, publishes personal information, picture or insinuation, on social media or makes them otherwise available to many persons in order to cause that person damage or suffering should be sentenced a fine or imprisonment for up to two years.

Chapter 24 **Offences against privacy, public peace and personal reputation** (531/2000)

Section 9 Defamation (531/2000)

Person who spreads false information or insinuation should be sentenced a fine or imprisonment for up to six months.

Section 10 - **Aggravated defamation**

Punishment for aggravated defamation is a fine or imprisonment for up to two years.

Chapter 25 **Offences against personal liberty** (578/1995)

Section 8 - **Coercion** (578/1995)

Person who unlawfully forces other person to do something (either by violence or threat) should be punished with fine or imprisonment for up to two years.

8.3.8.2 Tort Liability Act (412/1974)

This Act is describing a liability for injuries and damages caused deliberately or by negligence. If the person, while being harassed, has been injured or some of his/her possessions is damaged, that is an act describing liability. The Act contains following sections: Scope of application, Liability of the person causing injury or damage, Vicarious liability of employers and public corporations, Liability of employees and public officials, Damages, Allocation of liability and Miscellaneous provisions.

9 Workplace harassment prevention

In 2007 in Brussels autonomous framework agreement on harassment and violence at work has been signed by the European social partners representing the employers and employees (CEEP- public employers, ETUC/CES, BUSINESSEUROPE- private firms, UEAMPE-small businesses). The purpose of this mutual agreement was to define workplace harassment, so everyone has same understanding of the situation. Next goal was to increase awareness and understanding among all the people involved, employees, employers and their representatives. *“Raising awareness and appropriate training of managers and workers can reduce the likelihood of harassment and violence at work.”* (Framework Agreement on Harassment and Violence at Work, 2007). Agreement is clearly stating that any form of workplace harassment will be not tolerated and in case harassment or violence that have already occurred, appropriate measures have to be taken. Following this agreement, many European countries have risen awareness of the issue.

According to some authors there are three levels of workplace harassment prevention and management that can be identified. First level are proactive interventions which mostly prevent any hurtful behaviour and reduce the risk of harassment. Second level is when bullying already occurs and aim is to slow, reduce or reverse the situation in which one or many employees are being hurt. Third level is to reduce the negative impact and consequences of the negative situations. Main point is to bring back the balance in a work environment, health and well-being of employees and safety in the workplace (Vartia-Väänänen, 2003).

On table below (Table 5), created by M. Vartia-Väänänen (2003), there are described aims of different organizational levels at different stages of prevention. For the workplace environment, employer is responsible for creating anti-bullying policies, organisational culture respect and development, organisational surveys and management training as first stage of prevention. Also every group or department and each individual employee has responsibility towards workplace harassment prevention.

Table 5. Different levels and some examples of bullying interventions (Vartia-Väänänen, 2003).

LEVEL OF WORK ORGANISATION INTERVENTIONS	STAGE OF PREVENTION		
	Primary interventions	Secondary interventions	Tertiary interventions
Society/policy	Laws/regulations Collective agreements	Court case Industrial tribunal	Provision of rehabilitation opportunities
Organisation / Employer	Anti-bullying policies Development of organisational culture, the culture of respect Management training Organisational surveys	Handling procedures Mediation Investigation of complaints	Corporate agreements Programs and contracts of professional after-care
Workplace/ Group/Task	Psychosocial work environment-redesign Risk analysis Training (awareness, recognition, insight of the phenomenon, research based knowledge)	Training (e.g. conflict management, investigation skills) Awareness raising, exploration of the situation Case analysis, conflict/case resolution, Mediation	Group recovery programmes
Individual	Training	Social support Counselling	Therapy Counselling Physical activities Redress

According to Deborah England (2015) it is important that companies review the workplace harassment topic annually. It can be done through providing e.g. refreshing harassment prevention training session. It is necessary to design specifically tailored programs for different departments and management levels, because of the harassment implications which vary depending on the level of an employee in a business hierarchy.

European Survey of Enterprises on New Emerging Risks regarding workplace harassment prevention

According to European Survey of Enterprises on New Emerging Risks (ESENER) by the European Agency for Safety and Health at Work (EU-OSHA), on average bullying and workplace harassment were major concern for 20% of managers and health and safety representatives. The highest psychosocial risk factors for Finland were time pressure (71% of persons interviewed) and job insecurity (35%). That research shows that concern for workplace harassment is very important and current topic in the organizations.

According to Fifth European Working Conditions Survey (Parent-Thirion, Vermeylen, van Houten, Lyly-Yrjänäinen, Biletta, Cabrita & Niedhammer, 2012) from 2010 second highest rate of reported workplace harassment in Europe was Finland. This can be caused by awareness and recognition of the situation and not being afraid to be portrayed as victim.

According to ESENER (2010) survey regarding procedures in place to deal with bullying and harassment in work environment, 72% of respondents stated that they have appropriate procedures in workplace. In Finland only 1 % of managers and 3% of health and safety representatives had major concern about harassment. It is one of examples that the concern and dealing with the problem is not systematic.

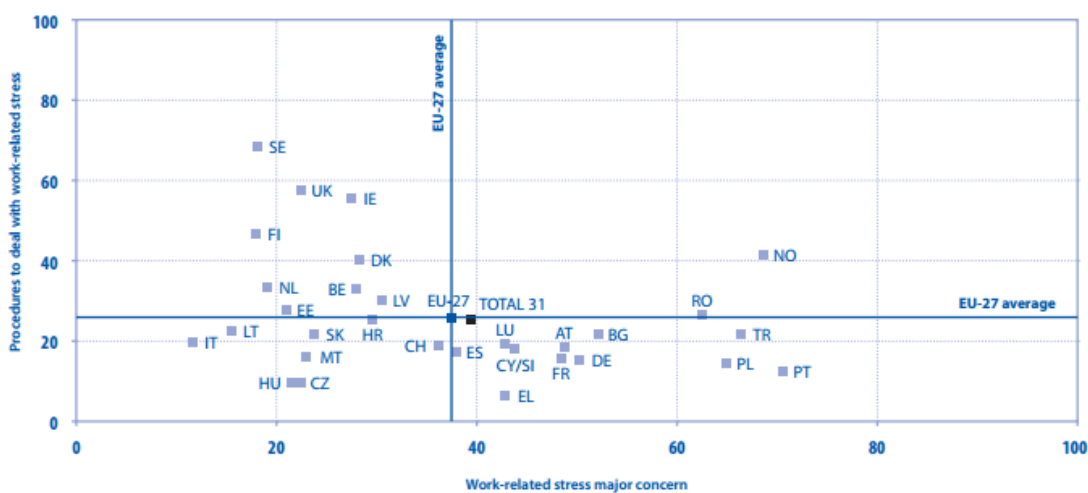


Figure 5. Concern regarding work-related stress and existence of procedures to deal with work-related stress, by country (% establishments), (EU-OSHA, 2010)

Following same research it has been noticed that the measures to prevent workplace harassment are more common in bigger organizations than the smaller ones. The bigger the company, the higher the percentage of procedures in place to deal with bullying. Company up to 50 employees – 26%, 50 to 149 employees- 34%, 150 to 499 employees- 42% and company with over 500 employees- 53%. Relatively the smaller company the more people answered that bullying is not an issue. For small company up to 50 workers -21% people gave that answer, while in company with over 500 persons only 10%.

Another question in the survey was regarding being requested to tackle bullying or harassment by health and safety representatives. Survey revealed that Finland (among Germany, Belgium and France) had this kind of request most often (41%) (Vartiaväananen, 2003).

10 Research

Qualitative research was made with help of conducted interview. Representatives from Human Resources department of four companies based in Finland have agreed to have discussion with the author regarding workplace harassment prevention in their companies. Earlier prepared questions were a guidance for the conversation, but did not limit it. Companies were chosen based on aspects such as years of operating as a business in Finland, amount of hired employees, multi-culturalism present in the organisation and the location of the workplace. All of the companies have agreed to publishing findings of the research in this thesis work.

10.1 "Company X"

10.1.1 Briefly about the company

"Company X" is a company from one of the European countries operating in financial industry for over hundred years. Company operates in various European countries such as Finland, Norway or Poland.

Totally "Company X" hires almost 20 000 full time employees from which 2500 is employed in Finland. According to received information majority of employees in Finland has Finnish nationality.

No matter what are the research results, positive or negative, "Company X" wished to remain anonymous.

At "Company X" people work five core values:

- Delivering **expertise**: Make knowledge relevant.
- Acting with **integrity**: Be responsible.
- Creating **value**: Make a difference.
- Progressing through **agility**: Embrace change and be responsive.
- Believing in **collaboration**: Engage, listen and act.

10.1.2 Interview content

Interview was conducted personally with one of HR department representatives.

Preventing harassment

“Company X” makes sure that there is not any case of discrimination e.g. during recruitment. Every person has an equal chance to get every position, but only person with best qualification wins; salaries between man and woman on average are very close to be on the same level (there is more male senior managers at the moment that is why there is small difference). Company X sees to that everyone in the company is being treated equally.

Company is providing all information regarding their employees available and all the decision making, which is directly regarding person, is being justified. Transparency is very important part of company’s everyday operations.

First method of workplace harassment prevention in “Company X” is team building. Through the recruitment process, company is choosing people with same set of minds and same values as in all countries company operates in, such as integrity and cooperation. Through stating clearly what kind of qualities are desired by the company, employer reminds employees what kind of behaviours will be not accepted. If the person is fulfilling the tasks very well, but does not cooperate with team members and is behaving inappropriately, that worker may lose some benefits, such as yearly bonus. That is why company guides the employees to work along the company values and not just doing business. Great achievements should be balanced with signs of integrity and mutual respect towards other people.

Secondly, every person who is becoming a manager, is going through a managerial training where, among others, is thought about legal background of workplace harassment, how to prevent it and how to handle any negative situation. It is very crucial that everyone understands the importance of the topic.

In the company’s inner portal, there is a section regarding workplace harassment, where everyone who is working for “Company X”, can access it and review the topic. It

contains e.g. legal aspects, what is harassment and what kind of behaviour is not, how to handle it and who to contact in case of any issue. Document is very broad and detailed, also written in easily to understand language. Furthermore, HR department is offering a professional help for anyone who has questions regarding the matter or needs help solving some problem.

One of the main responsibilities of manager is to provide a friendly and respectable atmosphere, as one of the prevention tools. It is mostly that direct supervisor, who can control and navigate team's dynamic. That person is also being a role model for the rest of employees and sets in what kind of manner team will operate.

Company is also spending part of the funds for the integration events and it is up to every department how they want to spend those money (every team gets amount proportionally to the team size). Also every few years, there is organized a big event for all of the employees, so that everyone can get to know each other, socialize and integrate.

Controlling measures

Every year company conducts a very diligent employee satisfaction survey, which has also questions regarding employee's wellbeing and workplace harassment. If there is even one answer stating that person has been or suspects to be treated unfairly, HR department together with business partners and managers is investigating that. It is very important that company knows what the reason behind the answer was. Whole process is confidential, so all of the employees are protected.

Except talking with managers or heads of the department, harassed person can talk to industrial safety officer, which operates within "Company X". Process is anonymous at very early stage, but once the situation is under investigation and process of solving the issues, people involved will be informed.

Summary

In "Company X" company employees have wide range of possibilities in order to voice out the issue. Company anti-harassment policy is being loud and clear, but the organisation doesn't feel the need to constantly review and discuss with employees the problem. The relationship with employees is based on trust and reviewing the subject

every few months, would make impression of suspicion. Openness, clear communication channel and friendly and respectable atmosphere are Company X's best way to prevent workplace harassment.

10.2 ISS Palvelut

10.2.1 Briefly about the company

ISS A/S is Danish originated company founded in Copenhagen in 1901. ISS Palvelut is part of ISS Group, which operates in 75 different countries and hires over 511 000 people. In 1965 ISS arrived to Finland.

ISS Palvelut is third biggest private employer in Finland. They produce cleaning, property, security and catering services for both private and public sector. ISS employs over 11 000 people all over Finland. Next to Finnish, many of the employees are with foreign background, coming from different culture.

ISS Code of Conduct was based on company's values and applies to all operations and is part of employment.

ISS Values include: Honesty, Responsibility, Quality and Entrepreneurship.



Figure 6. ISS Values (ISS World)

Company has also developed ISS Leadership Principles known as "Human Touch".

Those principles are:

- We put the customer first
- We have passion about performance
- We encourage innovation
- **We treat people with respect**

- **We consider Health & Safety a top priority**
- **We listen & communicate openly and honestly**
- **We treat people as individuals and are aware that their preferences may differ from our own**
- **We respect the laws of the localities where we operate**
- **We value differences and diversity**
- We lead by example
- We lead by empowerment
- We develop ourselves and others
- Teamwork is at the heart of our performance
- We are one company, one brand, one strategy

10.2.2 Interview content

Interview was conducted personally with Sirpa Huuskonen, HR Director.

Preventing harassment

In ISS Palvelut direct supervisor has most important role to fight workplace harassment. It is his/her task to provide proper introduction for the employees and to make sure that everyone understands company's values. Also frequent meetings with the staff and providing communication opportunities are helping to keep mutual trust and avoid any misunderstandings between employees and supervisors.

That is why HR department emphasises importance of supervisory training for first line managers. During this training personnel is taught how to create respectable atmosphere, how to integrate the employees and how to handle different situations. Training is specified and prepared to discuss in a major aspect either blue collars or white collars employee induction, e.g. work safety, teamwork, customer relations. Because there are different environments, there might be different risks for different employees. It is very important that supervisor follow steps of the conduct and doesn't skip any.

In the recruitments everyone has equal chances for getting employment and people are being chosen for their skills. Since company is hiring many people with foreign background, major criteria is to have appropriate documentation confirming ability to work in Finland (work permit). For some positions, there are additional requirements placed by company's customer, e.g. staff working at the airport needs to have criminal background check done by police officers (no crimes).

Anti-harassment policies, values and principles are widely accessible for the employees. Every month employee is receiving ISS magazine, which also contains information who to contact, in case of any issue. Furthermore, some of the information are attached together with monthly pay slip. In that way, company constantly reminds about the corporate's core values and offers open channel for communication.

Occupational safety officers, and their services are available for all employees and it is their task to solve some little misunderstandings or give the advice. That is one way of prevention problem from becoming bigger.

If there is an issue on a bigger scale, outside help is provided. Arbitrator and mediator, who help solve the issue, which couldn't be solved by company's own professionals.

Controlling measures

Company conducts audits on regular bases. Every few months HR representative, industrial representative, trustee, together with employees visit the customer and measure if everything and everyone works according to company policies. Both employee and customer well-being and satisfaction is being monitored. In that way, company constantly reviews the policies and find space for improvement. Company feels that all the policies has to be checked in practiced and monitored closely, in case of need for adjustment. Company is working globally, therefore all of the policies are becoming global. There is a communication channel between HR departments from different countries, in order to find the best working policies.

Company also audits the Equality Contract, checking if everyone is being treated equally, are the salaries on equal level, same opportunities for promotion. This contract and its effectiveness is discussed few times a year with board of directors.

Management is also frequently discussing with employee representatives, in order to hear employee's suggestions and have a mutual conversation.

Once a year, every employee has to answer to questions in survey provided by company. One of the section regards employee's well-being and fair treatment in the work environment. If some of the employees are not satisfied with their supervisor, HR manager is having conversation with that person, in order to find out the reason behind it and gives the information how to improve the management style.

Company has a whistleblowing policy and provides a special communication channel, so the person can anonymously contact some else, except contacting manager or some other superior, if they have concerns about own or other person well-being.

Summary

Company is very proud of being international and hiring international personnel. Because of that, in order to work successfully, company needs to have in place many different policies and conduct audits on regular bases. Because of company's fast development and work on large scale, it is important that the policies are constantly reviewed and improved. Because of amount of employees which are hired, ISS tries to constantly remind employees how important is mutual respect, company's core values and own well-being. Providing that information and different channels of communication, company is well-covered when it comes to prevention and controlling measures of workplace harassment.

10.3 Management Institute of Finland MIF Oy

10.3.1 Briefly about the company

Management Institute of Finland is a leading Finnish company providing trainings and development for individuals and organisations. Every year MIF has 3 000 customers in organizations and over 30 000 people participating in their training programs in 26 different countries.

In July 2012, three companies, Fintra, JTO School of Management and Infor merged into one company- Management Institute of Finland MIF. Infor, which is part of a

merge, was established already in 1987 .From first of April 2014 MIF Oy is part of a Soprano concern. In January 2015 Tieturi Oy and Aspectum Consulting Oy merged together with Management Institute of Finland MIF Oy. According to available information company hires around 60 employees and all of them are Finnish.

10.3.2 Interview content

Interview was conducted personally with Pirjo Jääskeläinen, Portfolio Manager, HR and Well-being, Research was also based on author's personal experience from a half year internship at the company in 2014.

Preventing harassment

Management Institute of Finland feels that the major way to avoid workplace harassment is by providing friendly atmosphere at work. All of the employees are working very close to each other and they feel very comfortable in others presence. Company provides nice and relaxing space, where people can discuss, not only work related matters. Few times a year there are organised events, which primary goal is to integrate everyone. Employees themselves organize once a week a morning coffee/cake break, where they all meet to catch up with each other.

Furthermore, all of the MIF's employees are carefully selected professionals, who share the same respectable values and endeavour towards personal development.

All of the department's managers have been trained and instructed by HR and well-being specialist about different aspects of human management, including problem of workplace harassment. They have also been introduced to mediation tactics, so they know how to react when they are being informed about some negative behaviours.

Additionally, in case of any question or issue, HR and well-being specialist is one of the company's employees and is available at all time.

Controlling measures

Because of the size of the company, all the matters, including personnel satisfaction and well-being are discussed very frequently. Workplace harassment is not often being discussed, as this problem does not occur. Instead teamwork, personal development and well-being of employees is being matter of discussion.

Furthermore, some questionnaires about employee work satisfaction and well-being are being delivered to each staff member, where any concern can be voiced out.

Summary

Because of the size of the company, same culture and close relations within all the employees, company doesn't have widely constructed anti-harassment policies. Also, because company is constantly growing and developing, also in future those policies will be broadly elaborated. There are communication channels available if the problem occurs. In the Management Institute of Finland, openness and communication are best way to prevent any negative acts.

10.4 DHL Finland

10.4.1 Briefly about the company

Deutsche Post DHL is the largest operating courier company in the world. With headquarters in Bonn, Germany corporation hires over 325 000 employees in 220 countries. Company was founded in 1995 as a successor to German post, Deutsche Bundespost.

10.4.2 Interview content

Interview was conducted by email with Mikko Launiainen, Labour Relations Manager

Preventing harassment

DHL is very proudly hiring people with international background. While making decision e.g. recruitment or promotion, employees are been chosen based only according to their skills and qualifications. Company does not discriminate or tolerate discrimination with respect to gender, race, religion, age, disability, sexual orientation, national origin or any other characteristic protected by Finnish law.

Company is training all of the employees and their supervisors regularly, and emphasizing on workers well-being. Employees are also trained in case they are witnesses or victims of workplace harassment.

DHL tries to keep all the employees well informed about their rights and responsibilities through various channels of communication, such as intranet, posters, e-learning. Corporation maintain awareness of the problem.

In case of any personal issue employee can contact his/her direct supervisor or colleagues. However, if it is not possible, HR department specialists are always available.

Controlling measures

One way of monitoring employee satisfaction is through annual employee survey. The results are being dealt transparently with employees, team by team, following the action plan.

Workplace harassment topic is reviewed annually and in case of need is being updated.

Summary

DHL in Finland provides employees all sorts of communication channels, which they can use to speak out and voice their concerns. Additionally, workers well-being is being monitored once a year and findings are analysed and discussed. If needed company policies are being improved.

11 Findings

11.1 Research findings

Different companies have different kind of prevention and controlling measures. It seems that annual employee satisfaction survey is very common among Finnish companies, no matter the size. It provides anonymous way for employee to voice out the concerns. Additionally, other communication tools are provided in order to voice out the concerns. Companies agree, that employee's well-being and satisfaction is very important and if it is disturbed, there can be serious consequences, both for employees and the organisation.

Every company has different way of making sure that employees understand the common values shared by the organisation, but it is up to direct supervisor (first line manager) to provide employees necessary information and explain all company's policies and requirements. It is also up to this manager to guide a team and provide nice and respectful atmosphere. Because of differences in personalities and management styles it is very difficult to control and instruct supervisor in that area, without undermining his leadership skills. During the research author has found that companies do not organize any meetings with all the employees, during which all the employees could review and update their knowledge regarding the subject. It seems like this form of informative meeting would not only confirm anti-harassment policies, but could be a source of ideas how to improve atmosphere in the workplace environment.

According to the research it is important to implement anti-discrimination policies at the very beginning of employment relationship, starting from recruitment process. Every employee should have equal chance to get desired position and decision about hiring personnel should be based only on person's skills and experience.

All of the companies follow national laws and legislations regarding workplace harassment. From both primary and secondary research, author has concluded that smaller companies does not feel the need of having wide range of anti-harassment policies. Employees feel that this issue does not concern them and is unlikely that this kind of situation will occur in their work environment. Therefore the amount of the present policies is smaller. Additionally, the law does not describes how often companies anti-harassment policies should be reviewed and updated. It is up to

companies to decide how often they want to discuss that matter. The only mandatory modifications have to be made if and when the national law changes regarding workplace harassment and if the already existing companies' policies are in the conflict with the new law.

Because of the minimum amount of the policies in some companies and very rare discussion of the topic in others, there is a possibility that when the workplace harassment occurs it might be very hard to neutralize it on the company level and it might bring serious consequences, both to harassed employee and organisation itself.

All of the companies have different measurement tools. Some of them are on a yearly bases, some of them are available to employees at all time. The bigger and more international company it is, the more frequent measurement it is. Following that path, companies with frequent control of employee well-being, may review their policies more regularly.

11.2 Author's suggestions for prevention improvement

Workplace harassment topic is very important and every company should develop clear policies against it and protocols for handling the situation. The best way to prevent any negative situation is openness, transparency, good communication between all employees and providing respectable and friendly atmosphere.

There is no one universal rule specifying how often workplace harassment should be reviewed and discussed with employees. It is direct supervisors main role to explain company's policies and make them clear to every employee. Additionally that person is responsible for creating respectful atmosphere among employees and integrated environment. Observing dynamics and relations between subordinates might show if there is any issue present. It is good to provide access to information for all employees at any time and have a qualified person designated to handle the task. Workplace harassment can occur even in the most enlighten companies, but according to authors believes, frequent topic discussions and clear disapproval of any negative acts by all of the employees, might significantly reduce the issue. Therefor it is wise to review the topic annually, reminding both management and employees about significance of that matter.

Yearly employee satisfaction survey seems like a very good tool, which monitors employee well-being and every company should implement it. It is up to company to make a decision, based on different factors, if more frequent control is required.

It is important, that when an issue is noticed or reported, the manager reacts immediately in an appropriate way. If solving the problem is postponed, the issue might become bigger and unsolvable within the company, by the organisation specialists. That is why personnel training, especially first line managers, is very important in order to prevent the growth of conflict.

It is very important that together employees and employer find a silver lining how often and in what way workplace harassment topic should be discussed. All of the suggestions should be taken into account in order to provide the best possible outcome for that company.

One of the ideas which could help in a workplace harassment prevention would be organizing a “multicultural meetings” for the international companies. During this meetings anti-harassment policies could be reviewed and also information regarding cultural differences, including traditions, habits or religious rules, could be discussed. This kind of informative lectures or workshops might not only help understand co-workers habits, but give an additional knowledge how to respectfully communicate with foreign customer.

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Appendix 1**Tables and figures**

TABLES

Table 1. Terms and definitions for workplace harassment used by various authors

Table 2. Strong management versus bullying (Tehrani, 2002)

Table 3. "Differences between healthy conflicts and mobbing situations" (WHO, 2003)

Table 4. Work-environment and organisational factors as possible antecedents behind the onset of harassment at work according to World Health Organisation (2003)

Table 5. Different levels and some examples of bullying interventions (Vartiainen, 2003)

FIGURES

Figure 1. "Workers subjected to adverse social behaviour, by gender and country (%)" (EWSC, 2012)

Figure 2. "Workers subjected to adverse social behaviour, by gender and sector, EU27 (%)" (EWCS, 2012)

Figure 3. Individual and organisational consequences of workplace violence and harassment (Milczarek, 2009)

Figure 4. "Proportion of workers absent and number of day's absence due to work-related health problems (%)" (EWCS, 2007)

Figure 5. Concern regarding work-related stress and existence of procedures to deal with work-related stress, by country (% establishments) (EU-OSHA, 2010)

Figure 6. ISS Values (www.issworld.com)

Appendix 2

Questionnaire

1. How international is the company? Do you hire many foreigners or people from different cultural background or is the company Finnish dominated?
2. How does the company keeps their employees informed what kind of behaviours are not allowed and how does the company makes sure that everyone understands that and keeps the same standards? (different cultures have different understanding what is allowed and what is not)
3. What kind of anti-harassment policies are present in the company?
4. What company is doing to create friendly and respectful work atmosphere (as one of the harassment prevention tools)?
5. How company controls and monitors atmosphere at work (does the harassment occurs or not)?
6. How often work place harassment topic is discussed, reviewed and how often the policies are updated in the company?
7. What kind of help a victim of harassment can receive from company (who can she/he talk to, how confidential it is)?
8. What are the rules of handling the harassment situations (what is the process)?
9. Are the employees trained to know how to behave if they are witnesses to workplace harassment, victims themselves or someone confess to them about being harassed?
10. How does the company fights the discrimination (e.g. by recruiting disabled and minorities, by proper recruitment application)?
11. Does the employees have access to information about decision making (e.g. why they didn't get promotion)?