

How to prevent workplace bullying

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<p>Nowadays wellbeing is a megatrend in private life as well as in working life and workplace bullying has its own part to play in it. Workplace bullying is an alarming sign of extensive issues within the organization and most likely it is due to problems in leading. The law demands employer to actively monitor the wellbeing of its employees and remove things that compromise the health and safety of employees.</p> <p>Avoidance of solving conflicts thoroughly lead to workplace bullying. Conflicts is the cause of unclear communication between employer and employees, bad atmosphere at work and stress. Bullying has a negative impact to the wellbeing of an employee. When employees don't feel good at work it results in reduced productivity of the organization.</p> <p>This topic was studied for a franchising company which keeps growing. Three restaurants of that franchising participated to provide data for the study. The total number of employees of all three restaurants is total 25 staff members. Only 60 percent actively participated providing data for the thesis. For this reason, the results are applicable for the commissioner.</p> <p>The thesis focuses on how to prevent workplace bullying. The main objective of this research is to provide resources to prevent workplace bullying for the commissioner. In order to reach the main goal, the thesis aims to know: If employees have experienced bullying in their previous and current job, have the witnessed bullying, did superiors intervene and was it effective and do the superiors know how to handle it. Furthermore, if one of the employees has experienced bullying then what type of bullying it was.</p> <p>For this research an internet survey was created where employees could anonymously answer. In addition, to the survey a few employees were interviewed about the topic. The survey was open for all employees.</p> <p>The research and the results indicate that preventive actions are easiest and effective way to prevent bullying at workplace. Preventive actions such as presenting policies that affiliate with workplace bullying in the introduction phase of new employees and organizing development discussion to determine employee wellbeing were hoped from the employer. Furthermore, the respondents of the survey showed willingness to change their behaviour in order to make Social Burgerjoint an enjoyable place to work at.</p> <p>Overall the management of Social Burgerjoint have succeeded in creating an open and supportive atmosphere for their employees. However, its not completely possible for any workplace to avoid conflicts therefore, its important that the managers must consciously keep developing their working community.</p>	
Keywords Workplace bullying, harassment, isolation, working spirit, work development	

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1 Introduction

Bullying in general is usually considered a part of childhood and that it's childish. However, that doesn't mean that it's acceptable. Bullying should not be accepted as a part of the human life experience and it doesn't stay within the borders of childhood or school grounds. Adults experience bullying too. Workplaces have become another playground for the phenomena of bullying. This phenomenon is called workplace bullying.

About 60 percent of employees have observed bullying occurring at work. Altogether 5 percent of employees are victims of workplace bullying. Workplace bullying often appears in organizations that have strict hierarchy. Likewise, frequent changes in organizations can be a factor of workplace bullying. The phenomenon is common in public sector and most commonly it appears in the service and sales industry. Some employers know how to properly intervene conflict situations at work and unfortunately some don't have the expertise and proper tools for it. (Virtanen)

The idea to research workplace bullying came from my current workplace because I have heard bullying occurring there. Personally, I think workplace bullying is ridiculous because adults should be able to control their behaviour and recognize right from wrong. However, many experiences bullying at work. Furthermore, researching workplace bullying gives a better understanding of how important wellbeing is at work. Preventing workplace bullying is related to leading teams and my studies are preparing me to act as a supervisor in the future. All things considered superiors ought to educate themselves about workplace bullying in order to be better leaders.

In the beginning of this study I contacted the commissioning party and presented the opportunity to research how to prevent workplace bullying for them. The reason why I wanted to do the research for them was because on their website they named three principles that are most important to them: Wellbeing of the employees is a priority, second is their product and third is the customer. These three principles are connected to each other. When the employees are supported and happy, in return they prepare burgers with love and customers receive only the best quality burgers. (The Social Burgerjoint; Tuomonen, M.12.5.2019)

The commissioning party is Social Burgerjoint which is franchise. The business idea of Social Burgerjoint was created in 2015. Mika "Pikkis" Tuomonen and Herkko Volanen are the founding members. Mika Tuomonen is the winner of MasterChef contest 2012. Herkko Volanen has been active in the restaurant business for many years and still is. They aim

to be first franchise that provides premium quality burgers in Finland. Both founders believe that key ingredient to an excellent burger is thick and juicy beefsteak and handmade brioche. (The Social Burgerjoint; Tuomonen, M.12.5.2019a)

First Social Burgerjoint restaurant was opened in January 2017. Currently there is six restaurants in Finland. Three in Helsinki and one in Hamina, Porvoo and Kerava. There are three restaurants in Helsinki located in Kulmavuorenkatu, Redi and Citycenter shopping malls. In addition to the six restaurants Social Burgerjoint has a food truck that functions in events. The franchise is currently growing, and in the future, more restaurants will be opened. (The Social Burgerjoint; Tuomonen, M.12.5.2019a)

The main objective of this research is to provide resources to prevent workplace bullying for the commissioner. In order to reach the main goal, the thesis aims to know: If someone from the staff have experienced bullying in their previous or current job, have they witnessed bullying, did superiors intervene effectively and do the superiors have necessary skills to intervene. Furthermore, if one of the employees has experienced bullying then what type of bullying it was.

The beginning of the thesis starts from how various sources define workplace bullying and what is not included in the definition. The thesis includes legislation related to workplace bullying and the role of employer. Moreover, the obligations of employer are part of this research. The profiles of the bully and the bullied as well as how to prevent bullying early on and how to proceed in such situations are elaborated throughout the report. Chapter four narrates suggestions of what preventive actions commissioner may use in their business. Survey results, conclusion and future suggestions will be presented at the end of the thesis.

2 Workplace bullying

Workplace bullying was being addressed first time in 1990s in Finland. The topic gained a lot of interest and started a discussion about workplace bullying. This opportunity gave a voice to the people who had experienced bullying at work. For twenty years workplace bullying, and its consequences has been researched in Finland. (Vartia-Väänänen, 16)

To determine whether something is workplace bullying is difficult. Added to difficultness of defining workplace bullying with certainty is the perception of an individual. Gender plays a role in whether certain actions or behaviour is perceived as workplace bullying. Men see bullying as a problem between two individuals where as women see it as problem that touches the whole organization. Though there is a small difference, women get bullied more frequently than men. Salin's study (2001, in Vartia-Väänänen, 17) reveals that in the business community 12 percent of women described being bullied whereas the percentage of men being bullied was only five. (Ahlroth 2015, 24, 48-51; Oade 2009, 2-3; Reinboth 2006, 45; US Santa Cruz 2017; Salin 2001, in Vartia-Väänänen, 17; Website of the Occupational Safety and Health Administration in Finland 2018)

The law has different definitions for workplace bullying that differ slightly from the definitions of trade unions. Nevertheless, all definitions have similarities in them. Workplace bullying can be either operant conditioning or emotional bullying. Workplace bullying as an operant conditioning is when something is achieved with negative actions. For example, achieving success or approval through competing. Emotional bullying brings simply pleasure to the bully. Workplace bullying used to achieve something can display as a behaviour that undermines the work capacity of the target. Such behaviour is intentional exclusion and isolation from work community activities, stealing credit from others contribute but not taking responsibility of occurring problems, diminishing a person's reputations in meetings and inappropriately as well as unnecessarily obstruct someone's work. Other bullying behaviour patterns can be unwanted physical contact, gestures that frightens a person, regularly happening aggressive yelling and most targeted of pranks. Language that is classified as bullying unyielding use of hurtful and abusive language, negatively criticizing someone's appearance and circulating foul rumours. (Ahlroth 2015, 24, 48-51; Oade 2009, 2-3; Reinboth 2006, 45; US Santa Cruz 2017; Vartia-Väänänen, 17; Website of the Occupational Safety and Health Administration in Finland 2018)

The cornerstone of workplace bullying is that it's constant psychological and emotional bullying and it's often personal. Psychological and emotional workplace bullying result in either damage to self-esteem and self-confidence or loss of reputation and weaken a co-worker's competence. Sometimes the real goal of workplace bullying is gain power from someone else. Harassment and inappropriate treatment are defined by authorities as repeated threatening, intimidation, mean and suggestive messages, disparaging, mocking, sexual harassment and social exclusion. (Ahlroth 2015, 24, 48-51; Oade 2009, 2-3; Reinboth 2006, 45; US Santa Cruz 2017; Vartia-Väänänen, 17; Website of the Occupational Safety and Health Administration in Finland 2018)

Occupational Safety and Health Administration emphasizes on harassment being systematic negative actions. In addition, the website of Occupational Safety and Health Administration declares harassment being also unjustified critique of labour input, damaging reputation and position. Ministry of Social Affairs and Health (in Ahlroth 2015, 24) defines harassment and inappropriate treatment might be associated with misuse of power from superiors. (Ahlroth 2015, 24, 48-51; Oade 2009, 2-3; Reinboth 2006, 45; US Santa Cruz 2017; Vartia-Väänänen, 17; Website of the Occupational Safety and Health Administration in Finland 2018)

The distinctive pattern of how supervisors bully includes purposefully isolating an employee, unequal treatment compared to others such as conflicting enforcement of rules to a certain employee, unreasonable monitoring of employee's work performance, giving insincere or unjustified feedback and constant mentions of mistakes. Bullying supervisor may assign difficult tasks and set impossible timelines to complete them. They can often change the timeline, not provide proper resources to complete the tasks and wrongfully deny access to earned free time. Misuse of power can display as repeated and unjustified actions to interfere work, changing the quantity or quality of work tasks. Supervisor that gives orders that are impossible to follow objectively for example assigning task which employee hasn't been given proper instructions to do is a breach of occupational safety and health act. Illegal basis of changing the contract of employment between employer and employee and instruction that are meant to humiliate are considered being workplace bullying. (Ahlroth 2015, 24, 48-51; Oade 2009, 2-3; Reinboth 2006, 45; US Santa Cruz 2017; Vartia-Väänänen, 17; Website of the Occupational Safety and Health Administration in Finland 2018)

Workplace bullying is usually related to maltreatment or misuse of power but occasionally subordinates can bully their superiors. Most common is that colleagues bully each other. According to Finnish Institute of Occupational Health for the most part bullying is done by one or more colleagues and secondly it is done by manager. However, a single employee can bully one or multiple employees or a singular group may bully one individual. (Finnish Institute of Occupational Health; US Santa Cruz 2017)

“The findings as regards the status of the perpetrator vary across countries. In Finland and in Sweden the perpetrators have been reported to be colleagues somewhat more often than supervisors or about equally often” (Vartia-Väänänen, 5)

The perpetrators who bully women are identified both other women and men. Sometimes the perpetrators can be solely men although it is unusual. Male victims of workplace bullying are bullied by other men. (Vartia-Väänänen, 5)

2.1 What is not bullying

Unpleasant procedure done by supervisor are not all workplace bullying. Reasonable management actions and exercise of legitimate authority to direct are not included in workplace bullying. Controlling how work is done, monitoring workflow and giving feedback on workplace performance should be done in a professional and constructive manner. Instructions that can be considered as an act of workplace bullying can be impossible tasks to follow through, unrealistic time limits, too difficult or too easy work tasks. “Supervisor has the authority to instruct work tasks that are not regulated by law or contracts. Work tasks that are not regulated by law or contracts are working methods, quality and extent of work performance” (Työsuojeluhallinto 2013 in Ahlroth 2015, 49) (Ahlroth 2015, 47-51; Reinboth 2006, 53-55; Työsuojelu; US Santa Cruz 2017)

This way a supervisor can be sure that their actions are not classified as workplace bullying. Also, a demanding supervisor should provide necessary resources if the common goals are set high. The law obligates supervisor to execute their right to direct to some extent. Simply put superior has the right to execute and obligation to use their right to direct. Responsibilities of a supervisor includes disciplinary actions. When those actions are done correctly with a proper cause, it's not workplace bullying. (Ahlroth 2015, 47-48; Reinboth 2006, 53-55; Työsuojelu; US Santa Cruz 2017)

One of the central tasks of a supervisor is to implement changes even if they would have to use awkward methods. Nevertheless, actions that may seem unpleasant don't always indicate workplace bullying. On occasion supervisors need to make hard decisions whether they want or not. Layoffs and cutting staff benefits are things that no supervisor enjoys. Most often cutbacks in the organization affect supervisors as well. Supervisors know that if changes within the organization aren't implemented there is always someone else who will do it. Which means they are no longer needed. (Ahlroth 2015, 47-51; Työsuojelu; Widgrén 2014.) (Ahlroth 2015, 47-48; Työsuojelu; US Santa Cruz 2017

However, supervisor is not the only one who has certain obligations. Employees are obligated perform given tasks accordingly and comply with the orders given by their employee. Some instances an employee may have unrealistic perception of their skills thus they may feel the actions of a supervisor as bullying. That's why it's important that the supervisor confronts the employee to discuss openly about their decisions. Supervisors are urged to be straightforward and honest about the conclusions they've made for example in situation where employee is denied of participation to trainings or they were not picked for job opening. (Ahlroth 2015, 47-51; Työsuojelu; Widgrén 2014.) (Ahlroth 2015, 47-48; Työsuojelu; US Santa Cruz 2017

No matter how someone may feel that it's a case of workplace bullying the supervisor has obligations and entitlements to execute certain functions in the organization. Supervisor has the right and obligation to use their right to direct. In addition, the law obligates employer to execute their right to direct to some extent. The law, employment contracts act, employment contracts, workplace norms and standards as well as good manners define the right to direct. Supervisors are prohibited to order employee to break the law. Example being workplace bullying. (Ahlroth 2015, 47-48; Reinboth 2006, 53-55; Työsuojelu; US Santa Cruz 2017)

There are some limitations to superiors right to direct. Superior has the right to alter only working hours, assigning tasks while taking into consideration the physical and professional capability of employee, respecting employee's privacy and establishing mutual agreement when making changes in the terms and conditions of employment. Furthermore, a superior can assign temporary or minor changes in work tasks. With the help of the directive employer has the right instruct an employee temporarily to do other tasks. For example, in a restaurant a supervisor can direct a cashier to help cleaning the dining area or help in the kitchen until agency worker arrives. Due to sick-leaves superior can use their right to direct by organizing workload evenly between staff members and to

ensure their safety in the process. among other things. (Ahlroth 2015, 47-51; Työsuojelu; Widgrén 2014.) (Ahlroth 2015, 47-48; Työsuojelu; US Santa Cruz 2017)

The right to direct doesn't give power to make crucial changes to the terms of employment contract. These changes can be executed unilaterally only by termination of employment contract and following the term of notice protocol. If valid terms of employment contract are changed unilaterally without legal basis for it, it's always an illegal procedure made by employer. Crucialness of the changes will be assessed in its entirety. Employee's position, work task, working conditions, size of the company and workplace policy will be taken into consideration when making the assessment. If changes to the main work tasks are too drastic then the work task is not the same. Just a job title doesn't solve the crucialness of the changes but if an employee loses their superior position as a consequence or their job tasks is reduced and given compensative task, it could a case of essential change in terms. (Ahlroth 2015, 47-51; Työsuojelu; Widgrén 2014.) (Ahlroth 2015, 47-48; Työsuojelu; US Santa Cruz 2017)

2.2 The Bullied

Being the target of harassment has a deteriorating effect to physical and mental health which leads to negative impact on wellbeing at work. Bullying can basically appear in every organization. The continuing problem of workplace bullying is a sign that there are problems within the organization. The reason for that could be problems in leadership, pressure of being concordant or idealizing consensus. Workplace bullying disturbs the possibility of working and communicating within the community. Inability to face the issue and solve it creates a vicious circle of blaming that develops into bullying. In addition, the difficulties in the interaction between the perpetrator and the victim as well as their personal features and behaviours could further the birth of workplace bullying. (Finnish Institute of Occupational Health; Reinboth 2006, 41-42)

What is perceived bullying is always subjective and it is down to an individual to decide whether they truly are victims of workplace bullying. Due to the experience of being bullied is subjective, it's impossible for a third party to determine whether someone is being bullied. Often victims feel shame of their situation and reluctant to bring forth their feelings. Feelings of shame are related to thoughts of being pathetic or weak or simply being wrong by overreacting. Sometimes the victim of workplace bullying can be surprised of the phenomena and that they are the victim of bullying. When an individual report their feelings of being a possible victim of workplace bullying it's important not to make them feel guilty. Dismissive attitude towards the victim of workplace bullying gives a sense of

them being responsible of the bullying. (Agarwal 2018; Reinboth 2006, 149; Rätty 2017, 51)

2.2.1 Consequences to the victim

Consequences of workplace bullying to the victims are diverse and insidious.

Psychosomatic symptoms are physical symptoms such as discomfort in the chest area and breathing difficulties, insomnia, exhaustion, light-headedness, headaches, back and stomach pain, losing weight and swelling. The cause of somatization can be stress when no physical cause to the symptoms is found. Sometimes it can take a long time before there are any visible symptoms. The reason for it is that the human body quickly reacts to an external threat however, the mind actively pushes aside unpleasant things. (City 2018; Lickerman 2010; Reinboth 2006, 149-151)

Victims of bullying suffer insomnia, anxiety, depression and occurrence of psychosomatic symptoms is possible. Severe mental health problems can be the consequence of bullying which may lead to early retirement and disability pension. Victims of bullying may end up even committing suicide. When problems with concentration arises and thoughts become discontinuous it is a sign that the inappropriate behaviour experienced at work is beginning to affect work. As the bullying continues the symptoms get worse and can result in anxiety. The results begin to invade personal life and relationships. Several victims of workplace bullying require long-term psychotherapy. (City 2018; Lickerman 2010; Reinboth 2006, 149-151)

"The victim begins to show symptoms by repeatedly discussing same topics or by compulsive behaviour, substance abuse and increase in sick-leaves. In time victims of bullying lose their confidence, they start to blame themselves and believe the negative accusations concerning them. Eventually their mental health becomes destabilised and they are unable to defend themselves". (Reinboth 2006, 150)

Victims of bullying have shared what specific symptoms they had due to bullying. Lot of the symptoms were psychosomatic. Workplace bullying caused headaches and stomach-aches, nervousness, sweating, shortness of breath, chest pains and mood swings. Daily routines go under change due to loss of appetite, insomnia and possible nightmares. Even the sleeping rhythm got compromised. Waking up multiple times during the night caused fatigue. The victims said that they experienced problems with getting things done and the loss of initiative. Becoming discourage, restlessness and small disappointments had an earth-shattering effect. (Reinboth 2006, 149-150)

2.2.2 Superiors as targets of bullying

Workplace bullying that targets managers and other superiors is a taboo. The fact is that managers as well as other superiors can be the victims of workplace bullying. Managers and superiors as the targets of bullying is like an elephant in the room and the reason is the managerial culture that exists in Finland. "If a superior brings up harassment being directed at them many see that as poor leadership skills". (Ahlroth 2015, 100) Superiors are protected by the same laws as other members of the work community. When the subject of workplace bullying is brought up it is common to think that employee is being bullied by someone from higher status. A manager can be targeted by subordinates, higher level managers and other superiors from the same level. It could be a matter of power play, gender roles, middle management isn't receiving support from their peer of colleagues. Age can play a part in the matter. (Ahlroth 2015, 99-100.)

CEO's and board members are not applicable to Employment contract Act. CEO's have a manager contract with the board of directors of the company. They work for the board of directors. From a workplace bullying standpoint CEO's should not tolerate or experience bullying directed towards them. They are member of the working community. When experiencing workplace bullying the options are independent methods and actions to put a stop to it or contacting occupational health and safety authorities. Extreme cases the option to put an end to bullying is to contact the police. Members of the board are private persons who are in the position of trust. They are not part of the organization not even in legal level. Conflicts between board member or problem within the government should primarily be dealt in their own community. Dismissal and resignation are options in dire conflict situations. (Ahlroth 2015, 100-101.)

Savolainen found in her study (2006, In Häirintä ja syrjintä työpaikalla 2015, 102-108) workplace bullying directed towards superior manifest in with holding relevant information and insubordination. Insubordination can be the cause of power play. Power play is about obtaining certain position by harassing or undermining someone's authority. Subordinate might harass their peer in the hopes of resignation and then obtaining the recently vacant position. Other forms of subordinate bullying their peer: social exclusion, spreading inaccurate information, humiliation, criticizing without a probable cause and knowingly complicate the work task. However, a colleague of the same status can play the part of the bully. (Ahlroth 2015, 102-108)

Their aim in the power play could be to undermine the authority by telling subordinates not obey their colleague's instructions. Authority and liability relations being unclear or not specified to a superior can cause friction in the organization and is most common if introduction of work task is insufficient. Although organizations should avoid situations as such because it creates distrust at work. Defining clearly the authority and liability areas as well as documentation relieves the functions of organization. (Ahlroth 2015, 102-108; Savolainen 2006 in Häirintä ja syrjintä työpaikalla 2015, 102-106)

2.3 The Bully

Research of classic social psychology indicate that ten to thirty percent of people turn to perpetrators in convenient circumstances. Similarly, Reinboth states that anyone can become a bully in the right circumstances same as whoever can be a target of workplace bullying. On-going workplace bullying is viable if it's allowed in some level. Difficulties within the work community create a favourable foundation to bring birth to workplace bullying. Also, the inability to intervene enables the bullying to continue. Incidents of workplace bullying are always result of several coincidences. Every conflict situation requires suitable adversaries: certain perpetrator, most suitable target for the perpetrator and importantly the perfect conditions to bully at work. (Kaski & Savolainen 2017, 43; Korhonen 2009, 16-17; Reinboth 2006, 45)

Fifty to eighty percent either enable the bullying and ten to twenty percent refuse to participate in such action. The vast majority who enable bullying are commonly witnesses or people whom bullying is not typical but do nothing to intervene. Some can act as part-time bullies in their bad moments, others focus their attention directly in hurting others. One perpetrator sincerely regrets their action where as others feel no remorse whatsoever. Even so victims of workplace bullying can potentially turn to bullying others. Despite the existing challenges at work we still must remember that not everyone becomes a bully. Common mistake is to believe that all bullies are alike. The one and only found common factor between perpetrators seems to be their lack of empathy or difficulties in empathizing. (Kaski & Savolainen 2017, 43; Korhonen 2009, 16-17; Reinboth 2006, 45) So what makes us bully others?

Most often bullies suffer from low self-esteem or their self-esteem is not normal because they have been themselves subjected to systematic bullying for a long period. Either it is anxiety, other negative feelings or external threat that motivates them to bully others. Then there is a possibility that bullies simply like the suffering of others. This type of bullying is called emotional bullying and the purpose is to improve confidence. There exists workplace

bullying that is connected to obtaining something. Instrumental workplace bullying is when the bully feels that he or she is gaining something through bullying. Examples of instrumental bullying are compulsion to triumph in competitions and gaining others acceptance. Bullies can be somewhat categorized. However, categorizing is not recommendable because it's not inclusive. Some bullies fit all the different characteristics bullies can be categorized to but at the same time some bullies don't fit at all to the norms. (Kaski & Nevalainen 2017, 43; Korhonen 2009,15; Reinboth 2006, 45)

2.4 Seven types of bullies

Few examples of what type of bullies there are: The Coward, The Nazi, The Narcissistic personality disorder, The comedian, Jealous and The Overly Ambitious. (Kaski & Nevalainen 2017, 43)

2.4.1 The Coward

People who bully other people out of fear have always been around and in every community. This perpetrator is called a coward. Most often they have existing fear being bullied themselves and therefore bully others so that the attention is not in them. Normally this type of behaviour occurs in organizations where there are strict rules and a specific pecking order. Organizations where workplace bullying is a norm or a tradition, is a danger zone where everyone could be a potential victim at any given time. A constant fear of being viewed as weak increases the feeling of fear which leads to further bullying. People who turn out be the victim are usually the ones who don't have the time to participate in the on-going bullying. (Kaski & Nevalainen 2017, 52-54)

The coward seeks the company of other bullies. The role is to laugh, mock and if situation requires participate in physical violence. Most likely workplace bullying would have stopped if this type of behaviour wasn't around to support it. This type of bully is aware that their actions to support bullying or directly bullying is wrong. Regardless of the fact that bullying is wrong they alleviate the guilt as an act of self-defence. Cowards don't hate or despise their victims but any sign of empathy for the victims is not accepted. Still in private they will try to apologize or compensate actions to their victims. Its common that cowards themselves despise weakness because they are either scared or they themselves are weak. (Kaski & Nevalainen 2017, 52-54)

Comparing a coward and victim the latter is the stronger party. Cowards are troubled by their constant fear of being viewed as weak. Fear is a strong motivator inside this bully. Outward the cowards seem as impulsive individual that is unpredictable but their mind only attacks when the fear is overwhelming. Reasons for their fear are multidimensional. When fear increases, workplace bullying becomes systematic. Victims tend to represent something that bully lacks and that makes them an optimal target. There is a possibility that cowards feel threatened by their victims. Personal experience of workplace bullying can function as self-preservation. Doesn't mean that its justified. Cowards are not above bullying people who are even the slightest different from the majority. (Kaski & Nevalainen 2017, 52-54)

Fear or diversity can manifest as bullying someone based on sexual orientation, political views, religion or appearance. Feelings of helplessness lead to bullying instead of confronting the actual issue. Recognition of the things that cause fear is hard for cowards and even harder to tolerate. Some instances it can be scarier than being bullied. Admitting their own fears could lead to violence and be even catastrophic. Nevertheless, at some point they will have to face their own fears because in the long run it's hard to keep an act. (Kaski & Nevalainen 2017, 52-54)

2.4.2 Nazi

Just like the coward a Nazi type of bully shares the same fear of diversity. Although it's possible that it's not about fear but instead hate. Psychologically they unhumanise their targets and choose who is worthy of empathy. Hating people who are different comes naturally because their view of the world is black and white. At work this type of perpetrator bullies loud and clear and when worst comes to worst, they can be cruel. If an organization has a character like this working for them, it just proves that there is a serious problem. (Kaski & Nevalainen 2017, 60-65)

Nazis act like dictators at work. Deciding who is safe and who is not. They are not afraid of their peers or disciplinary actions against them because of twisted self-image of themselves. These types of bullies have a biased view of the world and they see themselves being above others. Much like narcissistic bullies. Sharing similar traits with the coward type of bully, anyone with different religion, background or sexual orientation is enough to ignite the bullying. Nazi bully teases without remorse or empathy. Because the Nazi personality has a twisted perception of themselves most often, they don't see themselves as bullies. Being always in the right, the one only who is adequate and who isn't afraid to point out faults. Colleagues are often scared of this person because none of them want to share their

opinions that differ from the Nazi bully. Especially in meetings no one disagrees with the Nazi. That only feeds the misbelieve the bully has. (Kaski & Nevalainen 2017, 60-65)

When confronted about their bullying behaviour or suspicions, they may seem amazed. As they see themselves innocent and other people toxic enables them to play the role of a victim perfectly. Worst case scenario they bully their peers due to those misbelieves. That in return puts supervisors in difficult situation because if they report occurring bullying, they are thought to be weak leaders. Without any proof of the Nazi causing unpleasant working environment, makes it even more difficult for superior to take probable actions. The difficulty is that supervisors tend to get warnings due to not having proof against the Nazi bully. Many tend to choose the easiest option to change jobs. But that means the Nazi can keep polluting the atmosphere and workplace bullying continues. (Kaski & Nevalainen 2017, 60-65)

2.4.3 Narcissistic personality disorder behind bullying and profile of bullying supervisor

The Nazi personality and narcissist sound like they are the same. However, in my thesis we will process the possibility of mental disorders playing part in workplace bullying. The most known and crucial mental disorder behind workplace bullying is narcissistic personality disorder. Narcissistic personality disorder includes self-centredness, lack of confidence and self-esteem which they try to mend. Severe emotional issues like lack of shame or guilt is part of the disorder. Narcissistic personality is most evident in relationships and in social behaviour. People who suffer from narcissistic personality disorder are unable to feel empathy for others. Although they do feel jealousy. At their very best are good at pretending real emotion's therefore bullying others comes naturally. (Kaski & Nevalainen 2017, 60-65; Reinboth 2006, 45-52)

Often narcissists specifically pursue higher positions. Organizations that hire these types of people are enterprises with clear hierarchy and who prefer hiring cold, calculative and dictating people to higher positions. This disorder occurs in people who are in the position of supervisor or higher. Not losing face is a great importance to a narcissist and therefore the environment where they are defines how much leeway is at their use. It is where the Nazi personality and narcissistic personality overlap with each other due to both believing being above everyone. It is common for a narcissist to think that they are smarter, competent in everything and always right. Anyone who is a brave enough not follow blindly their order or simply don't show admiration is an enemy. To them it's enough justification to bully. (Kaski & Nevalainen 2017, 60-65; Reinboth 2006, 45-52)

They don't care about the wellbeing of their employees instead they care how they can benefit from them. The way a narcissist bullies at work can go two ways. These two ways are opposites from each other. Proving that someone is not needed in the organization or assigning excessive amount of work that is basically impossible to carry out. Both lead to termination of employment either by employer or by the victim. Personal mistakes they blame it on others because they themselves cannot tolerate critic directed at them. They take credit from communal praises. Subordinates are treated as tools to satisfy their needs or achieve their goals. Narcissists are talented at using emotional violence and because of it, collective disciplinary actions do not necessarily work on the narcissist. (Reinboth 2006, 45-52)

2.4.4 Supervisor as a bully

Putting aside narcissistic personality disorder generally superiors who bully use authority to further their ego, reputation and career. According to Reinboth (2006) every other bullying case involves the bully being a supervisor. Just because narcissists aim for higher positions doesn't mean that every single superior is a narcissist. They are using position of power to obtain personal goals. Typically bullying superior alter subordinate's workload by hiding behind their right to direct. Altering workload implies that all the interesting jobs are taken away and replaced with simple and less meaningful tasks. The new tasks don't correspond with the education of the victim. Then again, a superior could alter work task to be too difficult. Sometimes they can give tasks without proper introduction with the intention that is going to fail. In addition, they can assign tasks that are hurtful, infeasible, tasks that no one wants to do or it's a health risk. Tasks that nobody wants to do are usually circulated from person to another so that its equal. (Reinboth 2006, 45-52)

2.4.5 The Comedian

Comedians are good at reading other people. They are the type of bullies that seek approval by making fun of other people's weaknesses. Fear motivates a comedian to continue bullying partly due to them being afraid of becoming a victim of workplace bullying. Sometimes comedians get caught up into their own fooling around. Meanwhile they become blind to other people's feelings. Nevertheless, majority of the supposed comedians are not bullies. Often, they can sympathize very well and capable of feeling remorse about their actions. After a victim decides to forgive the comedian for their bullying, it's very likely that they immediately continue bullying. They might say or do

something that will hurt someone. It is like they can't help themselves. Situations that are comical according to them, they feel the need to share their opinion and wind up embarrassing someone along the way. (Kaski & Nevalainen 2017, 58-60)

At work the bullying is directed at what others do. Reasons for bullying can be due to appearance, pattern to move or speak in a certain way, actions or abilities. People who separate from the mass are likely targets. Victims of comedians don't always realize that they are being mocked and often believe themselves to be small minded and lacking sense of humour. The reason for it is comedians being very talented at mocking and because of it they can continue longer. Therefore, it will take long time before victims show visible signs of bullying. The bullying doesn't happen publicly instead they are good at getting others to laugh at the victim's way of speaking for example. Their bullying leads to the victim being afraid to voice their opinion or participate in a discussion. Every small detail a victim says or does will be brought up in a way that embarrasses them. At some point others stop laughing at the antics of a comedian because it not fun to laugh at others expense. This still doesn't stop the comedian. If there is even one person laughing or smirking at the jokes it is enough for the comedian to continue. (Kaski & Nevalainen 2017, 58-60)

2.4.6 Jealousy

Jealousy is a form of self-preservation and functions as a defence mechanism for self-esteem. It is supposed to maintain self-esteem and shelter it from feelings of inferiority and worthlessness. Jealousy is emotion amongst other emotions, but jealousy is about appreciating or admiring something. The target of admiration or appreciation is something that someone else possesses. That possession is somewhat missing from the jealous person or it is a belief that certain aspects or a goal is unachievable. Jealousy begins with comparison and it occurs when a person tries to figure out their self-worth. This allows an individual to see their shortcomings and usually the difference to others is unbearable. (Kaski & Nevalainen 2017, 65-69; Reinboth 2006, 45-48)

Two things that increase comparison between people at work are competitive atmosphere and profuse emphasis on equality. In a competitive environment we need to remember there is always someone better. Excessive focus on equality means everyone's equal no matter the situation. If one is awarded, then everyone should receive an award too. Otherwise it is not equal. People who suffer from jealousy try to cover and deny the emotion because it's shameful. Extreme jealousy leads to compulsive need to be best in everything. That type of person sees the reasons of their own failure in other people or in

circumstance that led to failure. However, jealousy is part of life and every person suffers from it at some point in their life. Jealousy can be behind workplace bullying. (Kaski & Nevalainen 2017, 65-69; Reinboth 2006, 45-48)

It is important to remember that a jealous bully is not bitter. The difference between a jealous person and a bitter person is that a jealousy is about wanting something that someone else has and bitterness is about spreading discomfort. Bully that is motivated by jealousy is connected to the coward type. Jealous bully mostly feels empathy for themselves because they feel like they are missing out on something. Driven by jealousy they want to be best and its unbearable to fail. They bully when a threat of failing is evident. Like most bullies they don't recognize the feature of jealousy in them. They only recognize the dislike, disdain and hate towards someone. As a bully they can be extremely cruel because every action has a justification according to them. The reason for jealousy can be almost anything. Others success is away from them and situations where everyone has a chance to succeed activates the fear of failing in them. If the jealous bully suspects a possible fail, they'll start bullying others. Usually the bullying starts from one incident and it continues due to the visible effect it has towards the target of workplace bullying. (Kaski & Nevalainen 2017, 65-69)

At workplace jealousy will appear in a manner that diminishes the value of the subject especially in the eyes of supervisors. Jealous bullies bully those who seem to be better employee's than they are. They seek weaknesses from others. On their worst behaviour they may even lie about the target of their jealousy in order to make them look bad. It makes them feel better about themselves. Jealous bullies can easily bully someone without support from others. In fact, if their actions are supported their own role as a bully diminishes. Maintaining the systematic bullying they only need to spread rumours and other participants who will forward it within the working community. (Kaski & Nevalainen 2017, 65-69; Reinboth 2006, 45-48)

2.4.7 Overly Ambitious

Overly ambitious colleagues don't necessarily mean to bully because it is either conscious or subconscious from their part. These types of bullies bully only at the peak of their career. When they achieve their goal, they stop bullying. Although it's possible they continue bullying but the arena changes. Overly ambitious types are good at manipulating people and they see bullying as an instrument to further their career. Therefore, they direct their bullying towards people who stand in front of their goals. Usually the goal is to gain more power, money, admiration or all of them. (Kaski & Nevalainen 2017, 49-52)

Anyone with skill is seen as a threat. For example, in projects overly ambitious colleagues provide support to others until they discover that another colleague is applying for the same position as they are. Supporting turns to sabotaging by any means necessary. That creates an unhealthy competition in the working community. Unhealthy competition compromises progress and in worst case scenario truly talented people change jobs. Even though most are incapable of empathy those who are motivated by ambition could show empathy to their peers. As soon as they usurp their supervisor from their position, empathy stops. Same applies to their subordinates if they prove to be useful to the perpetrator. As a supervisor they will select inadequate subordinates even if it doesn't serve the company well. (Kaski & Nevalainen 2017, 49-52)

Liking everyone at work isn't necessary but it doesn't mean that getting along is out of the picture. It's not unusual for employees to not like each other not to mention dislike between supervisor and subordinate. In addition, it's a lot easier to blame someone in a higher position of the problems within organization. However, the fault is not always in the superior. Sometimes an employee may truly dislike their supervisor and it's also their responsibility to prevent conflicts at workplace. There is a possibility that the supervisor may not have anything to do with the problems in the organization. The situation requires introspection from both sides. (Reinboth 2006, 54-55)

Conception of what sort of superior is a good one varies depending on the organizations. It's an impossible thought that leading teams or organizations could happen without conflicts. From time to time conflicts rise. Discussion about should supervisors keep everyone satisfied and pleased, is in order. What might lead to being bullied by a supervisor could be disagreement. Insecure supervisors think that disagreement is a threat against them. Supervisor may start ignoring and refusing any type of communication with that person they have a problem with. Victim may be denied of the opportunity to develop themselves. Making it impossible to participate in training events that are for self-development and open for all employees is a form of workplace bullying as well as restricting staff benefits, incorrect payments and in audacious situations retaining vacation days. (Reinboth 2006, 52-55)

If same rules apply all employees, then it's not a case of workplace bullying. Inconvenient decisions or actions that disfavour singular employee but not others are considered workplace bullying. Selectively focusing on subordinate performance. Same work input by two different subordinates the difference in appreciation could be a way to workplace bully. Focusing on small things instead of looking at the big picture results in neglecting the organizations real goal. Using hurtful tactics to bully nullifies completely ideas instead

of clearing out problems. Taking credit from someone else's ideas and work input, is another way to hurt someone. Humour can be used as a weapon to bully someone. This recalls a reminder of that the experience of bullying is subjective. (Reinboth 2006, 53-55)

Superior that bullies their subordinates or colleagues are insecure about their own competency and abilities therefore they experience others as a threat to themselves. It is hard for them to except someone else's success. Especially victims who described themselves as mentally strong felt like they were targets of workplace bullying by their superiors. Often this type of superior believes that they are excellent leaders. They are incapable to detect their own behaviour. Insecure leaders resort to misuse their authority in order to feel in control. (Reinboth 2006, 53-55)

3 The legislation

The law doesn't know the term workplace bullying. Harassment, inappropriate behaviour and discrimination substitute the term workplace bullying in occupational safety and health act, non-discrimination act, employment contracts act and act on equality between genders. (Ahlroth 2015, 16) However in this study harassment, inappropriate behaviour and discrimination are all included in the term workplace bullying and that will be the main term in the research.

3.1 Occupational safety and health act and employment contract act

Occupational Safety and Health act purpose is to uphold employees working capacity. The act targets to enhance working conditions and the environment at work. Minimizing accidents, diseases, possible hazards as well as removing aspect that compromise physical and mental health. (FINLEX 738/2002) The existence of Non-discrimination Act is to ensure equality and prevent and protect from discrimination in Finland. (FINLEX 1325/2014) Act on Equality between Women and Men purpose is that all genders are treated equally. (1§/2016)

Employee is a person who is committed to perform work under supervision and in return the employee gets a compensation. This is how Employment Contract Act defines an employee. Occupational Safety and Health Act defines employee as someone who is member of working community. Agency workers aren't exception and same laws binds them and the employer who is using agency workers. (Ahlroth 2015, 21-25)

According to Occupational Safety and Health act "If harassment or other inappropriate treatment of an employee occur 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" (FINLEX 28§/2003). The basis of the definition of the act is that the workplace bullying is occurring at workplace. The definition of workplace is nowadays wide because work can be done at home or at a client's premises. Some organizations and businesses have several combined offices. Traditionally workplace is understood as an office or a factory. (Ahlroth 2015, 18) On the other hand the Occupational Safety and Health Act states the common workplace as such:

“If one employer exercises the main authority at a workplace and if more employers than one or more self-employed workers than one, working in return for compensation, operate there simultaneously or successively in such a way that the work may affect other employees’ safety and health(shared workplace), the employers and self-employed workers at such a workplace shall, taking the nature of the work and activities into consideration, each for their part and together in adequate mutual cooperation and by information ensure that their activities do not endanger the employees’ safety and health” (49§/2002).

Same laws apply whether the employee is working at home or in an office. (Ahlroth 2015, 20) “Application of the Act is not prevented merely by the fact that the work is performed at the employee’s home or in a place chosen by the employee, or by the fact that the work is performed using the employee’s implements or machinery” (1§/2001). Based on the occupational Safety and Health Act workplace bullying occurs at work and during working hours. However, workplace bullying as a justification to terminate employment in situations where the bullying occurred on free time has been pondered even in court.

3.2 Non-discrimination Act

Non-discrimination Act is for public and private functions. Exception being activities in an individual’s private life such as practice of religion. (2§/2014) The act sets obligation to authorities, employers and education providers. (4§/2014)

Non-discrimination Act describes discrimination which is prohibited as such:

“No one may be discriminated against on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, family relationships, state of health. Disability, sexual orientation or other personal characteristics. Discrimination is prohibited regardless of whether it is based on a fact or assumption concerning the person him/herself or another” (8§/2014).

Mandates to discriminate, obstructive agreements and harassment whether its direct or indirect is an act against the directives of Non-discrimination Act (8§/2014). When an employee reports of being bullied at work to the employer and the employer fails to act accordingly, it is considered discrimination. (14§/2014) Based on the definition given by the Non-discrimination Act harassment is always purposeful and it excludes singular incidents of inappropriate behaviour. In addition, in court the focus is in the continuance and frequency of it. (Ahlroth 2015, 32)

“The deliberate or de facto infringement of the dignity of a person is harassment, if the infringing behaviour relates to a reason referred to in section 8(1), and as a result of the reason, a degrading or humiliating, intimidating, hostile or offensive environment towards the person is created by the behaviour” (14§/2014)

3.3 Act on Equality Between Women and Men

Equality between women and men, sexual harassment and discrimination based on gender are regulated by the Act on Equality Between Women and Men. According to that law sexual harassment can be verbal and non-verbal, physical and unwanted behaviour that purposefully is meant to abuse a person's mental and physical impunity. Sexual harassment and harassment based on gender is seen under this act as an act of discrimination as well as mandate to discriminate. (Ahlroth 2015, 35) The terms are described as such:

” Sexual harassment, gender-based harassment and any order or instruction to engage in discrimination based on gender shall be deemed to constitute discrimination under this Act.

In this Act, sexual harassment means verbal, non-verbal or physical unwanted conduct of a sexual nature by which a person's psychological or physical integrity is violated intentionally or factually, in particular by creating an intimidating, hostile, degrading, humiliating or offensive atmosphere.

In this Act, gender-based harassment means unwanted conduct that is not of a sexual nature but which is related to the gender of a person, their gender identity or gender expression, and by which the person's psychological or physical integrity is intentionally or factually violated and an intimidating, hostile, degrading, humiliating or offensive atmosphere is created”(7§1329/2014)

The Act demands that employers must monitor and ensure that their employees will not be targeted to sexual harassment. Employer should aim to prevent harassment situations at work with the help of planned equality methods. (Ahlroth 2015, 37) According to the instructions of ombudsman for equality sexual harassment at work can manifest in various ways. Sexual harassment manifests as followed (The Ombudsman for Equality): “

- sexually suggestive gestures or expressions
- indecent talk, puns and comments or questions referring to body parts, clothing or private life
- pornographic material, sexually suggestive letters, emails, text messages or phone calls
- physical contact
- suggestions or demands for sexual intercourse or other kinds of sexual activity
- rape or attempted rape” (The Ombudsman for Equality)

Gender-based harassment manifests as followed (The Ombudsman for Equality):”

- *degrading talk concerning another person's gender*

- *belittling the opposite gender*

workplace or school bullying, when this is based on the victim's gender” (The Ombudsman for Equality)

4 How to prevent workplace bullying

Actual workplace bullying is constant, long-term or systematic actions which lead to negative consequences. Although sexual harassment can be singular incident. Irregularly occurring inappropriate behaviour, difference of an opinion and conflicts are not workplace bullying. Drawing the line between singular and actual workplace bullying is problematic because sensitivity between individuals varies and how they perceive bullying. Conflicts may cause insecurity and anxiety but it's common at workplace to have conflicts from time to time. It's vital to deal with problems that are related to work functions even if they cause discomfort. According to Ahlroth (2015) studies indicate that even solving a situation of workplace bullying is often experienced as bullying. Employer must be able to intervene and address situations in order to ensure the safety of employees. Intervention to these matters is not workplace bullying because it's also the responsibility of employer to give warnings and dispose threats to safety when it's called for. Regardless conflicts should be dealt abruptly before it turns into workplace bullying and actions against bullying should be consistent. To prevent such situations, it requires clear policy, tools and processes for organizations to use. Organizations can include processes in their policy that are efficient against conflicts turning into workplace bullying. (Ahlroth 2015, 48-58, 65; Reinboth 2006, 111-112; Rätty 2017, 31)

4.1 General

The sustainable way to prevent workplace bullying is to build the organization in way that there is no place for bullying. In the early stages to prevent workplace bullying supervisors ought to make clear in the introduction of new employees what is the organizations stance on bullying. Explaining the stance towards workplace bullying should be included in the introduction phase of new employees. The method to inform of the workplace's viewpoint on bullying can be as simple as explaining rules concerning it. Rules that communicate the viewpoint clearly are respecting colleagues, being very clear that workplace bullying is not tolerated at the organization and employer will monitor and act if bullying is occurring. (Ahlroth 2015, 65; Reinboth 2006, 111; Rinta-Tassi 2017 & 2018; Rätty 2017, 31; Tuhkala & Tuhkala 2017, 29-32)

Tuhkala & Tuhkala conducted interviews in their study (2017) where one supervisor stated that it's important to encourage subordinates to communicate immediately if something is troubling subordinates' mind. Furthermore, one of the interviewees told that at their workplace the supervisor held every Monday a meeting where they ask how the previous week went for their subordinates. Working environment that is compassionate allows

employees to be themselves which has an impact on teams being successful and innovative. (Ahlroth 2015, 65; Reinboth 2006, 111; Rinta-Tassi 2017 & 2018; Rätty 2017, 31; Tuhkala & Tuhkala 2017, 29-32)

Development discussion is a secure method to monitor the wellbeing of employees as well as to spot occurring workplace bullying. Development discussions exist to review all work-related topics. However, these discussions are not exercised monthly. It's advisable to develop the working community to be open and encourage employees to immediately point out issues within the community. Issues that become apparent in development discussion are harder to deal with if they are prolonged. (Ahlroth 2015, 65; Reinboth 2006, 111; Rinta-Tassi 2017 & 2018; Rätty 2017, 31; Tuhkala & Tuhkala 2017, 29-32)

Tuhkala & Tuhkala study (2017) indicates that supervisors are required for precision to notice the atmosphere at work and their presence in the working community is vital so that issues will be addressed accordingly. The study emphasizes the importance of systematic monitoring of possible occurrence of workplace bullying even if the organizations stance on bullying has been disclosed along with proper prevention actions done. Supervisors can and it's recommendable to discuss about topics that are not work-related in the development discussions. Though subordinates ought to willingly talk about their private lives and not be forced to do so. (Ahlroth 2015, 65; Reinboth 2006, 111; Rinta-Tassi 2017 & 2018; Rätty 2017, 31; Tuhkala & Tuhkala 2017, 29-32)

Supervisors who promote sincerity are more likely to be easily approachable and it can be considered as an asset. Being easily approachable gives an opportunity to monitor workplace bullying from a different angle. Sometimes issues in private life can reflect to overall wellbeing at work. Problems in private life can disable and significantly decrease a person's work capacity. When a person is doing good in their private life then they have the energy and motivation to perform well at work. Dealing personal issues at work is most likely not the right place for them to be dealt with however, supervisors as well as colleagues who know about issues in question can better support that person. Also, the knowledge of someone's issues ensures that difficulties at work are not the cause of the work itself or the community. (Ahlroth 2015, 65; Reinboth 2006, 111; Rinta-Tassi 2017 & 2018; Rätty 2017, 31; Tuhkala & Tuhkala 2017, 29-32)

If an employee can't express their distress in any way, it's a sign of problems in interaction and relationships within the work community along with problems in leading teams. Difficult matters that can negatively affect an individual's private life are death of close-relative, serious illness and sorrows that are related to own kin. These matters can cause insomnia, problems with memory and physical pain, possibly psychosomatic symptoms, together they make working intense. Supervisors are obliged to remove distractions that compromises the health and safety of employees. In addition, supervisors along with upper management should have clear understanding how workplace bullying will act as a decreasing factor in work efficiency. (Ahlroth 2015, 65; Reinboth 2006, 111; Rinta-Tassi 2017 & 2018; Rätty 2017, 31; Tuhkala & Tuhkala 2017, 29-32)

The consequences of workplace bullying become visible through declining motivation, work morals and employee initiative. It will also affect negatively to the economic growth. (Heiskanen in Tuhkala & Tuhkala 2017, 31) Another serious consequence of workplace bullying when it's prolonged is that at some point even customers will notice the bad atmosphere. This should be enough reason for supervisors to be committed to prevent bullying at work and to improve the wellbeing of employees. Preventing situations where there is bullying requires tools and methods for supervisors to use. Organizations can create processes that are efficient against conflicts turning into workplace bullying. Solving bullying situations at work requires that the organization has tools at its disposal for preventing bullying. Tools and processes are an important instrument for supervisors to do their work. Directives provide security and practical instructions to dissolve workplace bullying. If supervisors must devise a strategy to tackle workplace bullying by themselves, it can be time consuming. Therefore, already existing directive on how to deal with workplace bullying makes dissolving the issue efficient. Solving difficult situations is stressful for supervisor that is why it's essential to remember that supervisors need support. Directives include contact information's of third parties whom supervisors can seek support and help from. In addition, supervisors can and should seek support from colleagues. The importance is that in the process of solving workplace bullying supervisors are not left alone with a stressful situation. (Ahlroth 2015, 65; Reinboth 2006, 111; Rinta-Tassi 2017 & 2018; Rätty 2017, 31; Tuhkala & Tuhkala 2017, 29-32)

4.2 The process

An individual who experiences bullying have miniscule chances to solve the situation by themselves. Therefore, solving the conflict comes down to whether it can be accepted and move forward or begin an open discussion of the situations. Solving a conflict requires solution-focused thinking. Being solution-focused is based on aiming and wanting for good outcome. It improves the atmosphere, favours themes and mindsets that encourage people. In addition, it brings hope in finding solution. It is essential for a supervisor to understand when a situation between subordinates demands an intervention. Addressing difference of an opinion between two subordinates can begin with addressing it with all parties together or separate. Origin of a conflict can't always be solved if the situation has lasted too long without nothing being done to it. Ahlroth suggests (2015, 65-86) every organization to have a single harassment and discrimination solving process. That process should be used as a tool for supervisors to solve harassment and discrimination situations at workplace. The process should be divided in clear sections which form a chain of actions. (Ahlroth 2015, 65-86; Rätty 2017, 31)

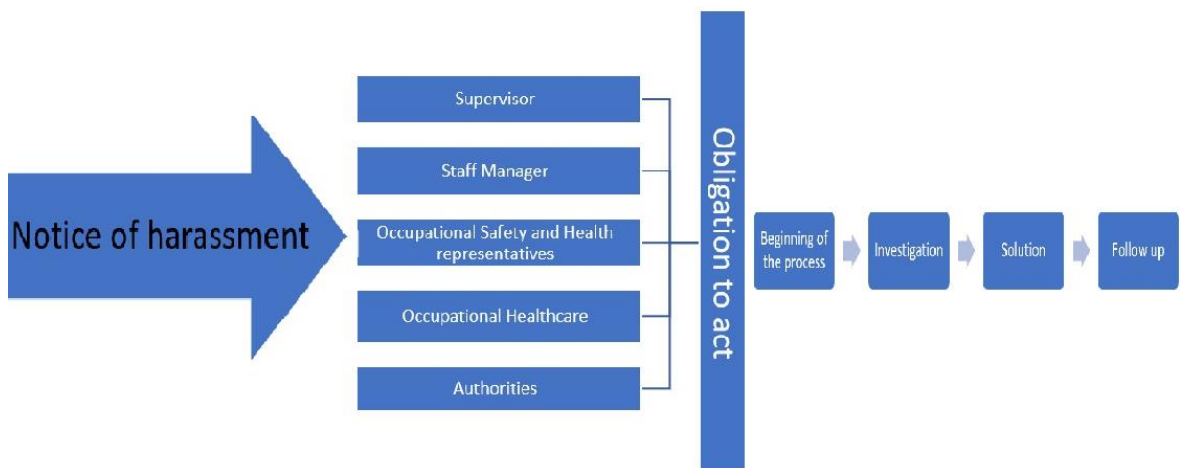


Figure 1. Solving process for workplace bullying (Ahlroth 2015, p. 66)

The process is to be used when it's evident that workplace bullying is occurring. Most likely a supervisor has made a remark through monitoring working conditions or the subject of bullying has reported it. One of the most demanding tasks of supervisors is to bring forth sensitive matters before they turn into something bigger. The role of a supervisor or a mediator begins with shedding light to what has happened. At this point a supervisor must take the position of an unbiased mediator and remain impartial the entire process. In Some situations, the remark of workplace bullying can come from third parties as well. Third parties could be from board of directors, occupational healthcare representative or personnel from occupational safety and health administration. (Ahlroth 2015, 66-67, 69; Jabe 2011)

The notification of bullying can be given and received personally, through phone or literally for example by email. First step of the solving process requires the notification of workplace bullying to be documented. The process demands that the accused bully will be informed about the notification. If the notification came from third party, a supervisor ought to inform them as well. Employer must keep in mind that the accused bully might be innocent and that is why it's important that there isn't labelling in the beginning of the process. (Ahlroth 2015, 66-67, 69; Jabe 2011)

The accused bully has the right for impartial investigation. Labelling the accused as the culprit without having proof can make matters worse. The circumstances demand that incident will be addressed correctly and due to it being a sensitive matter, workplace bullying is easily addressed improperly. Therefore, anyone who acts as a mediator in the situations should understand people aren't able to read minds and that communication must be transparent. That is why it is important to think carefully how to approach the situation properly, without blaming and being solution focused. Improper approach to solve the situation is by believing that once the culprit has been found then the bullying will dissolve. A subtle approach would be to prove the necessity of teamwork by giving a communal task to employees. Even so the bully and the bullied should not be put work among each other. Straightforward approach is to directly ask what the problem is, discuss with both separately about it and later create a solution together. (Ahlroth 2015, 66-67, 69; Jabe 2011)

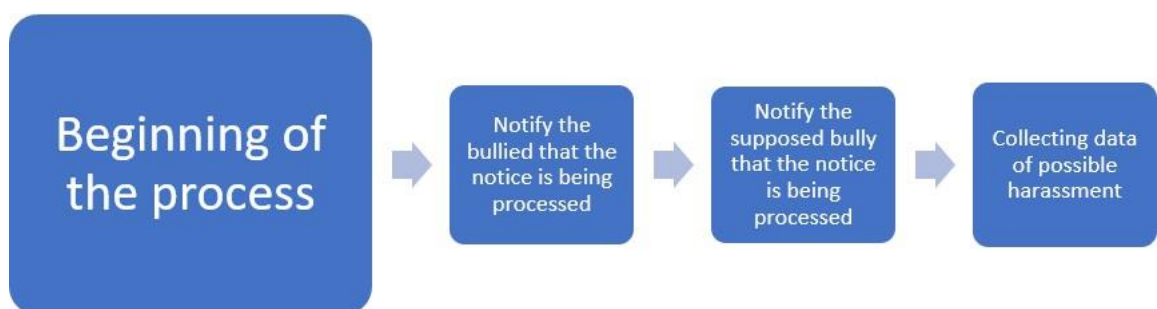


Figure. 2 Starting phase (Ahlroth 2015, p. 68)

Organizations and enterprises are encouraged to make overall plan of resources that should be used to maintain wellbeing of employees well as overall wellbeing at work. Better known as Early support model. The plan requires commitment and co-operation between management, staff and occupational healthcare. Management personnel that works as a conciliator can apply it to define and recognize signs of bullying. Whether organization has this plan or not, it's important for the mediator to know the definition of

workplace bullying. Many conflict situations don't always fulfil the characteristics of workplace bullying. Aspect such as social norms at work should be taken into consideration when investigating. Communication between colleagues can sometimes be crass without the intention to insult. However, that doesn't make it acceptable and to a new employee it may seem inappropriate behaviour. With help of occupational healthcare employer can solve if bullying is continuous, has jeopardize health or there is risk of failing health. (Ahlroth 2015, 77-79; Finnish Institute of Occupational Health)

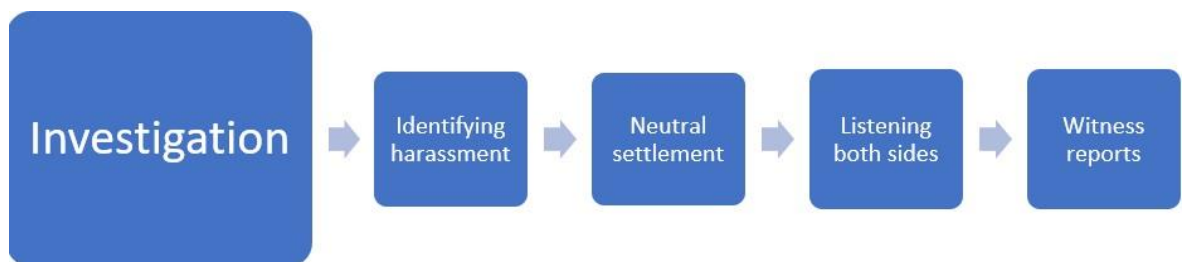


Figure. 3 Investigation phase (Ahlroth 2015, p. 77)

Next step after receiving a remark of bullying occurring at workplace is to investigate the incident. The investigation phase starts when it's evident that the characteristics of workplace bullying has occurred. The most important part of this phase is to figure out if anything illegal has occurred. Extensive issues at work might emerge during investigating a singular incident. Workplace bullying may be a symptom of dissatisfaction and poor management. There are many various ways this part of the process can be managed. Superiors must acknowledge that average working conditions don't improve business and it's important to establish working environment which supports its employees. (Ahlroth 2015, 77, 80; MentalHealthAmerica 2019)

It's recommendable for new businesses to invest in making employee satisfaction surveys. Surveys provide valuable data which can be reviewed when businesses are committed to strengthen employee satisfaction. The data can be used in situations where there is workplace bullying occurring and to review whether the working conditions are viable for such behaviour. By examining the overall atmosphere at work gives clues whether values, policies and rules of an organization should be highlighting even better. It may even demonstrate the weaknesses and strengths of the existing policies. Creating a transparent workplace where employees can express safely their thoughts and desires can be hard. Development discussions and anonymous surveys are examples of promoting openness at work. Although face to face contact where employee tells directly of possible problems in the working community make addressing problems easier. (Ahlroth 2015, 77, 80; MentalHealthAmerica 2019)

The purpose of the investigation is to find the source of the problem and how it began. During the investigation supervisor collects data. The data can include surveys, individual discussion, interviewing the accused bully and the victim of bullying, colleagues, possible evidence gathered by the victim or the accused bully among other things. Evidence can consist of emails, letters and from personal observation. Mediator must carefully reflect the data and the stories heard from both sides before making any decisions. For future purposes it is recommendable to create a memo of the whole process. The memo will be presented all parties at the end of the process. It will also act as precedent for future conflicts. Sometimes the data reviewed may be uncertain which makes it harder to comprehend the situation. Regardless, workplace bullying demands the attention of upper management. Data received from the investigation ought to be reviewed by the leaders of the organization. The entire process of solving workplace bullying is an eye opener for leaders to understand that changes must be made in order to ensure employee satisfaction. (Ahlroth 2015, 68, 79-80; MentalHealthAmerica 2019) "Maintaining a healthy workplace and addressing toxic behaviours must become a priority" (MentalHealthAmerica 2019)

Key element of conciliation is trust, flexibility, transparency, impartiality, sense of community, restoring prestige and position, forgiveness, respect, settlement and rehabilitation. Severely escalated conflicts require help of a third party. A lawyer specialized in workplace bullying, psychologist or external negotiator also specialized in workplace bullying can serve as a third party. Employer can hire an external person to solve severely escalated situations at work. Finnish Forum of Mediation provides conflict management and training programs for those who are interested to develop their skills in the subject. If it is established that harassment, discrimination or inappropriate behaviour hasn't occurred addressing the issue is finished. Nevertheless, employer documents the process to prove the situation has been assessed and solved. (Ahlroth 2015, 83-84; SSF 2019)

"Mediation is a voluntary method of conflict management, in which an impartial outside party, the mediator, helps the parties of the argument through a particular mediation process reach an agreement that satisfies the arguing parties. The mediator does not take part in finding a solution to the conflict but rather acts as a facilitator in the process. The mediator directs the process, in which the parties themselves find a solution. The mediator does not passively retreat in the mediation dialogue but acts as an active listener. He or she allows room for emotive processing as well as for moral consideration and discussion on values. The mediator does not judge but sees to it that the agreement is reasonable for both parties. Mediation is social activity directed at the future. It is applied to find sustainable positive solutions. Mediation is a learning process" (SSF 2019)

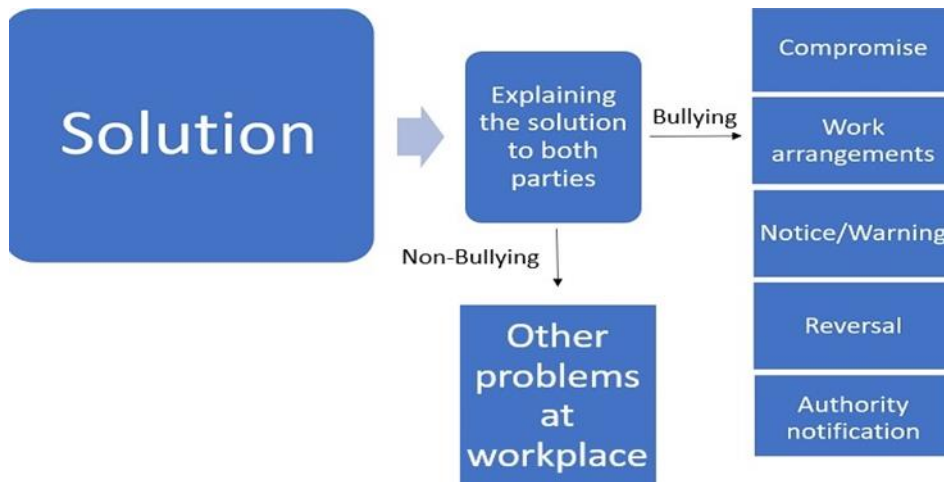


Figure. 4 Solution phase (Ahloth 2015, p. 82)

Step Three The aim of the solution phase is to find conclusion by negotiating with all parties involved in the situation. The mediator of the situation is usually the person whom it was reported that possible bullying is occurring. Usually supervisor is the one who oversees settling the situation at hand. Supervisor allocates separate appointments to discuss the situation with the bullied and the accused bully. Both parties can bring support person into the negotiations. The role of a support person can fall to workplace trustee, occupational safety representative or a co-worker. By law the safety representative has the right to participate into the negotiations if employee's health is at risk or in danger. The discussion ought to be about concrete events. The course of discussion is to go over the things that has happened between both parties, what has been said or behaved and how it was experienced by both accounts. Cooperation might not be an option in extreme cases however, supervisor can and must demand proper behaviour toward colleagues. Apologizing from colleagues is considered proper behaviour at work. Honest apology requires understanding of one's actions and the will to change. It is the duty of a superior to set boundaries between good and bad behaviour. During this meeting the mediator will write a memo which all parties will sign. The memo includes goals and decisions that are mutually agreed upon. Follow up is recommended to be arranged after two months. (Ahloth 2015, 82; Jabe 2011)

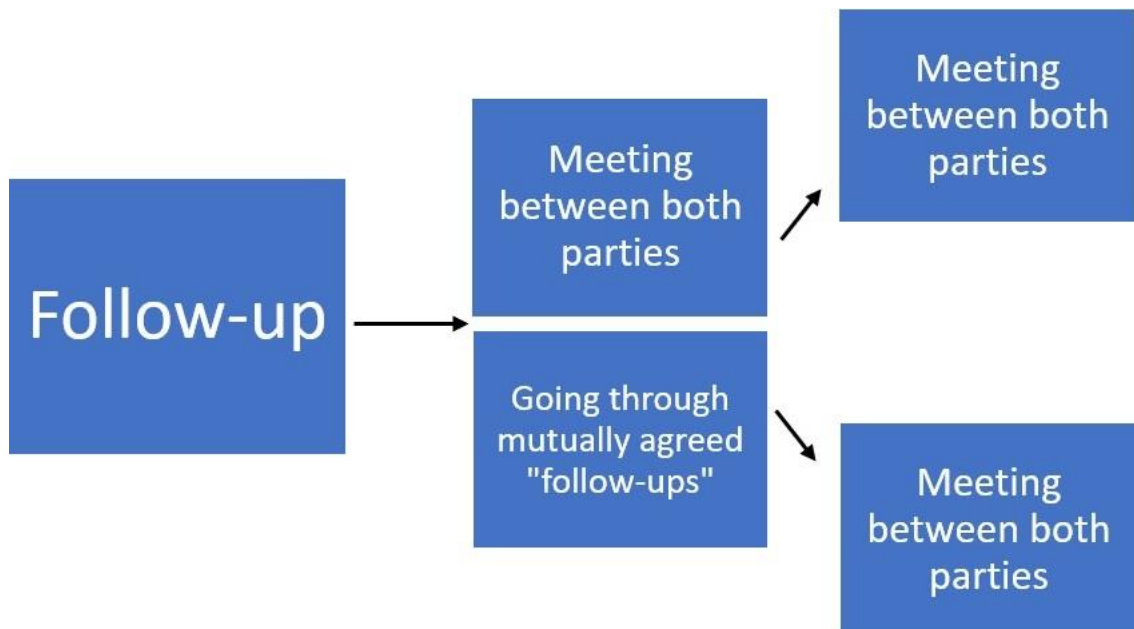


Figure. 5 Follow-up phase for singular bullying incident (Ahlroth 2015, p. 86)

The purpose of follow up phase is to ensure that both parties especially the bully respects the instructions and agreements. It's a step to prevent bullying occurring again or that is not continuing. Employer arranges follow-up meetings that are schedule systematically for longer time frame. Making sure that fault emerged during the investigation process correcting action are taken to improve wellbeing at work. (Ahlroth 2015, 86)

4.3 The GROW Model

The GROW Model of Coaching and Mentoring is a model that helps with training and guiding. Organizations may use it in everyday work functions. The GROW Model can be utilized in conflict situations. The Model works like a journey map. Using the model to address a conflict at work begins by examining the behaviour that needs changing. When addressing the problem supervisor should find a solution with setting a goal. Both parties should commit achieving this goal. The goal can be as simple as changing the prevalent behaviour. Nonetheless the goal of the journey should be feasible and practical as well as precise, measurable and has established deadlines. It's relevant that the all parties understand the present situations so that the goal will be achieved efficiently. (MindTools; Rätty 2017, 30-31, 51)

It's vital to examine the existing truth before getting ahead of the situations. All parties ought to discuss what could be accomplished with the possible results, what should be done and have the required actions been taken to achieve the goal. The third step of the journey is to research the options. Examining the current reality helps to visualize the possible options that are feasible. In this case supervisor can encourage to use brainstorming to explore options at hands. With the help of brainstorming each alternatives disadvantages and advantages as well as obstacles could be better examined. Sometimes it's possible to get caught in stalemate. Stalemate is when a solution or option is not found. What leads to a stalemate is typically the focus being in what happened in the past and rebuffing every possible option. After finding the feasible options it's recommended to discuss these findings and find the best suited ones. Supervisors role in this part is to guide but not make decisions for their subordinates. At this point when the goal has been set, current reality has been examined and all options have been explored by the participants, it should be clear how is the goal could be achieved. In the end its important that everyone included in the process commit to specific actions in order to reach the goal. The progress must be reviewed at some point to see if the it needs adjustment. (MindTools; Rätty 2017, 30-31, 51)

5 Empirical part

In addition to the online survey, two employees of Social Burgerjoint was interviewed for the purpose of gaining relevant data. Interviews were conducted so that both respondents could express their thoughts and opinions in a safe environment. The participants were informed that the interviews are anonymous, and they will not be recognized through answers.

The main objective was to find and introduce effective methods to prevent workplace bullying which the commissioner could benefit from. An anonymous online survey was created both in English and in Finnish. CityCenter, Redi and Kulmavuorenkatu units took part in answering the survey. The survey was open for all employees' supervisors included. 60 percent of overall 25 employees answered the survey. In addition to that two staff members were interviewed.

In the beginning the plan was to ask from the staff itself through survey and interviews what procedures they want for the purpose of confronting workplace bullying. That way the staff would have been committed to give concrete suggestions. Those suggestions received from staff could be implemented by the commissioner into real life. The problem in that plan was the unawareness whether bullying was occurring in Social Burgerjoint moreover it became relevant to know if any staff member had previous experiences from workplace bullying. Furthermore, it became clear in the process of researching the topic through various sources, that the employees background and their perception of the topic will have an impact the results of the empirical part of the thesis.

5.1 Survey in Social Burgerjoint

Before creating the survey and interview questions the topic needed to be researched. With the help of articles, studies, books among other things, the relevant questions were based on them. Furthermore, the commissioner was given the possibility to participate in creating survey questions. The survey begins by inquiring the background of the respondent. The beginning of the survey the respondent will answer basic questions such as age, gender and work experience. Women tend to experience workplace bullying more than men do. By asking the age of the respondent the results will show whether bullying is more common to a specific age group. Restaurant business is a part of the service business where it's common that workplace bullying occurs. Three restaurants took part in answering the survey which included questions such as the unit where the respondent works and the position they work in. It will provide tangible data of the working conditions

and employee satisfaction based on the unit of the respondent. Since bullying in general can be perceived differently by several individuals, it was important to know how the respondent perceived bullying in their own words. The question was optional and could be skipped by the respondent. Lastly the respondent was given a definition of workplace bullying from Finnish Institute of Occupational Health.

5.2 Interviews

Two staff members of Social Burgerjoint were interviewed for this thesis. Both interviewees belong to age group between 25-31 with work experience of five to ten years. Interview included the same questions as in the survey. In addition, to the survey questions, the interviewees were asked to specify their answers.

The results of those interviews were alike to the results of the survey. Based on the result of the interviews Social Burgerjoint has been successful in creating a workplace where people can discuss openly.

5.3 Results

Based on the results the gender distribution is quite even although a slight majority were women. 53 percent of the respondents were female and 47 percent were male. The table indicates that there is no clear majority in the age groups but 33 percent of the respondents were between the ages of 25 to 31. Three of the age groups were equal. Age groups between the ages of 18 to 24, 32 to 38 and 39 to 45 were all separately 20 percent of the respondents. Minority were respondents aged 46 years or above (7%). The results indicate diverse age distribution.

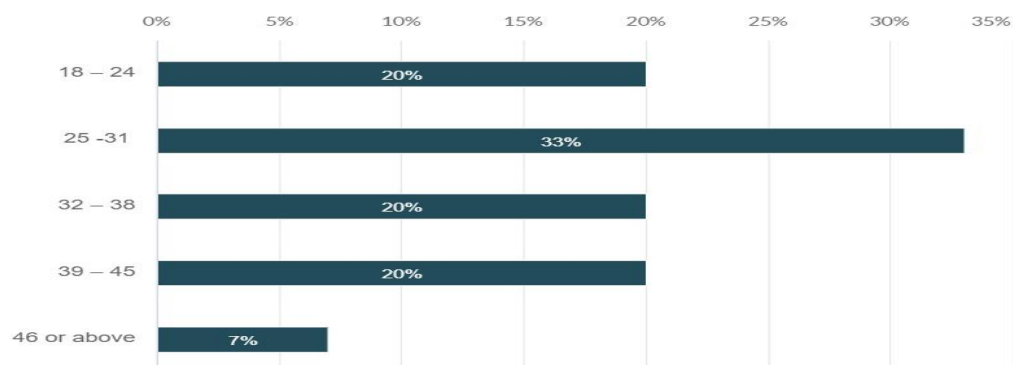


Figure 6. Question 1: Age in full years?

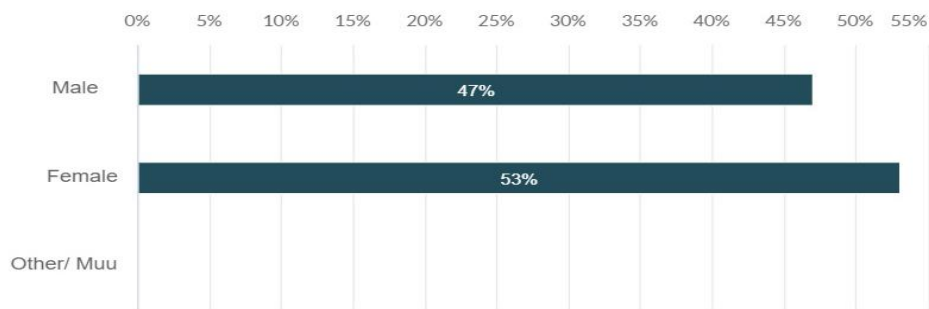


Figure 7. Question 2: Gender?

In the survey the respondents were asked about their work experience in the industry. Majority (40%) had worked in the field two to five years. Respondents with work experiences of five to ten years were 33 percent of all the respondents. Minority groups were respondents with work experience of one to two years (14%) and respondents with more than 10 years of work experience in the field (13%).

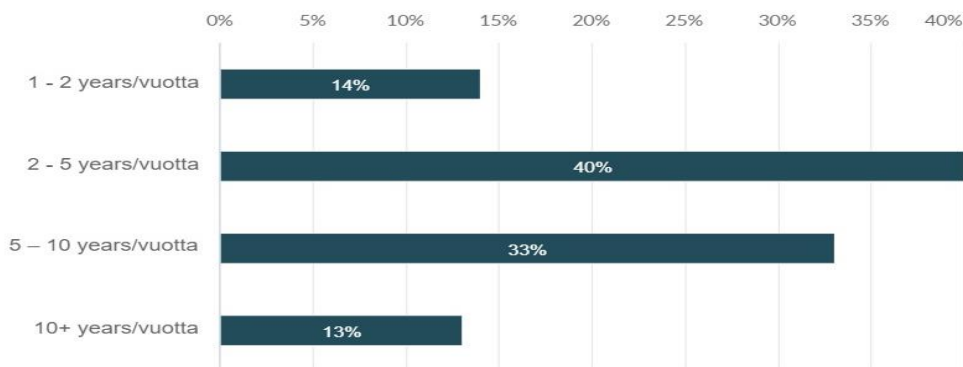


Figure 8. Question 3: Work experience in years in food and beverage industry?

The respondents were asked about their work experience in the industry. Majority (40%) had worked in the field two to five years. Respondents with work experiences of five to ten years were 33 percent of all the respondents. Minority groups were respondents with work experience of one to two years (14%) and respondents with more than 10 years of work experience in the field (13%).

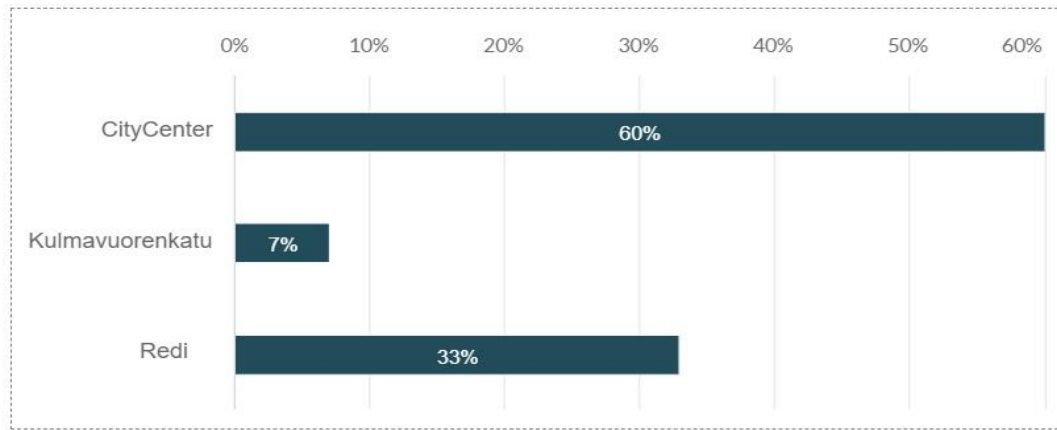


Figure 9. Question 4: What is your unit?

Most replies to the survey came from employees (80%) whereas the lowest amount of replies came from supervisors (20%). Vast majority which consisted 60 percent of the respondents informed working in the CityCenter unit. 30 percent worked in Redi unit and only seven percent of the answerers worked in the unit of Kulmavuorenkatu.

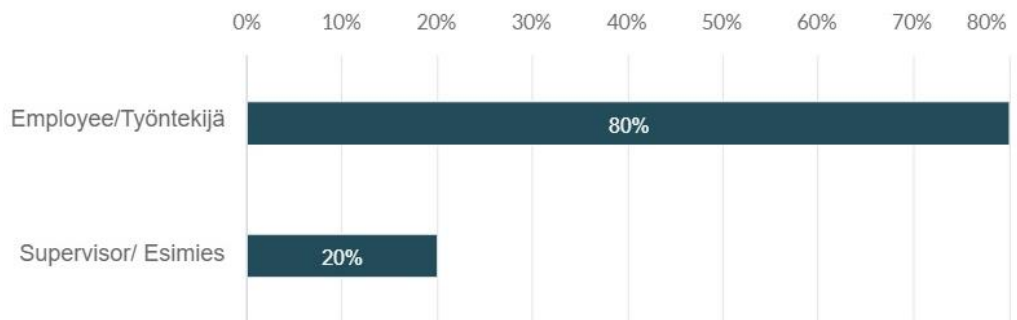


Figure 10. Question 5: Are you?

Most described bullying with similarities that it's negative actions that are intentional. Based on the answer provided by the respondents many express bullying being social exclusion, indirect or direct verbal abuse, spreading mean or incorrect rumours about someone. Few respondents express uneven work input, disrespectful behaviour and violence as a means of bullying according to them.

Y	nimittely, ulkopuolelle jättäminen, syrjimin, työtehtävien valinta henkilön perusteella, kyykyttäminen
Y	Toisen aliarvioimista, haukkumista, kritisoimista jne.
Y	Ryhmän ulkopuolelle jättämistä. Sosiaalisten tilanteiden vääryntymistä tai väärinkäyttöä. Hyväksikäyttöä. Pahan olon väärin purkamista.
Y	Bullying in my side is some one offending other person because of his weakness
Y	Toiseen henkilöön jatkuva kohdistettu hämääminen, nälviminen, häirintä tai syrjimin, jonka on tarkoitus tuottaa mielihäpeä.
Y	Nimittely. Suorilla sanoilla haukkuminen, syrjimin porukassa, väkivallalla uhkaaminen, töiden passaaminen yhdelle henkilölle jatkuvaan.
Y	Turhista asioista liian ison jutun tekeminen ja että aiheuttaa toiselle huonon fiiliksen tulla töihin
Y	Turha piikittely, nälvintä, haukkuminen.
Y	Että kohdellaan työkaveria työkeästi, ilkeästi, puhutaan selän takana.
Y	Bullying is when coworkers or employers force another worker to do more work and treat them in a disrespectful manner.
Y	Alla olevat tekstit tiivistävät sen mitä kiusaaminen työpaikalla mielestäni on.
Y	Selän takana puhuminen toisesta pahaa, kasvojen pahasti puhuminen toiselle. Ei oo ollenkaa hyvä juttu
Y	Toisen ahdistaminen henkisesti väkivallalla.

Table 1. Question 6: Describe in your own words what is bullying?

After describing what they believe being workplace bullying the respondents were provided the definition of workplace bullying from the Finnish Institute of Occupational Health. Providing the definition helped the respondents to answer the following question whether they had experienced bullying before. There was slight difference with the results however, majority answered that they hadn't experienced bullying at work. 47 percent answered that they had experience of being bullied in their previous jobs before.



Figure 11. Question 7: Have you experienced bullying at work before?

After describing what they believe being workplace bullying the respondents were provided the definition of workplace bullying from the Finnish Institute of Occupational Health. Providing the definition helped the respondents to answer the following question whether they had experienced bullying before. There was slight difference with the results however, majority answered that they hadn't experienced bullying at work. 47 percent answered that they had experience of being bullied in their previous jobs before.

Y	alaiset koettelivat uutta esimiestä
Y	Asiaton käytös extra työntekijältä, toisissa ammateissa kokenut myös haukkumista ja syrjintää, syytetty turhista mitätömistä aiheista yms
Y	Minun päälle heitettiin vettä, suolaa ja lippistäni heiteltiin vaikka tein vain työtäni. Minua pomoteltiin ja tekemisiäni kommentoitiin ikävästi.
Y	Sopimussotilaana ollessani eräs luutnatti, toisesta yksiköstä toistuvasti hääti minut oman yksikön toimistotilasta hänen kun hän ei pitänyt minusta.
Y	Esimies on arvostellut työtäni perusteettomasti, pomo painosti tulemaan sairaana töihin, joitakin työntekijöitä suosittiin esimerkiksi vuorojaossa.
Y	Selän takana pahasti puhuttu, esimiesten suunnalta. Lopetin työt siihen ku kuulin.
Y	Henkilöt työpaikalla eivät pelkästään kiusanneet minua mutta myös muita. Osaamisen väheksyminen ja siitä huomauttelu.

Table 2. Question 8: How were you bullied?

Those who expressed that they had been subjected to bullying were given an opportunity to share what type of bullying had they experienced. Majority of the respondents were bullied by their superior. One did not specify who was the perpetrator but explained bullying was a common problem at their previous job. Furthermore, employee's work input was not appreciated and given feedback of it. The answers show that one respondent quit their job due to being bullied.

Developing openness at workplace requires that difficult topics are not a taboo. Previously the respondents were asked whether they had been bullied before. Regardless what the respondents answered, question nine was to determine if the possible experience of being bullied had affected their capability to bring forth sensitive matters at workplace. Furthermore, it was to determine whether employees generally feel that it easy to bring up sensitive matters related to work to the attention of a supervisor. The results indicate that half (27%) of the respondents find it easy to discuss sensitive matters at work. The other half (27%) however, find it difficult to talk about sensitive matter at work. 26 percent of the respondents find it extremely easy to bring up sensitive matters at work where as 20 percent believe it to be somewhat easy to do. None of the respondents felt it to be extremely difficult.

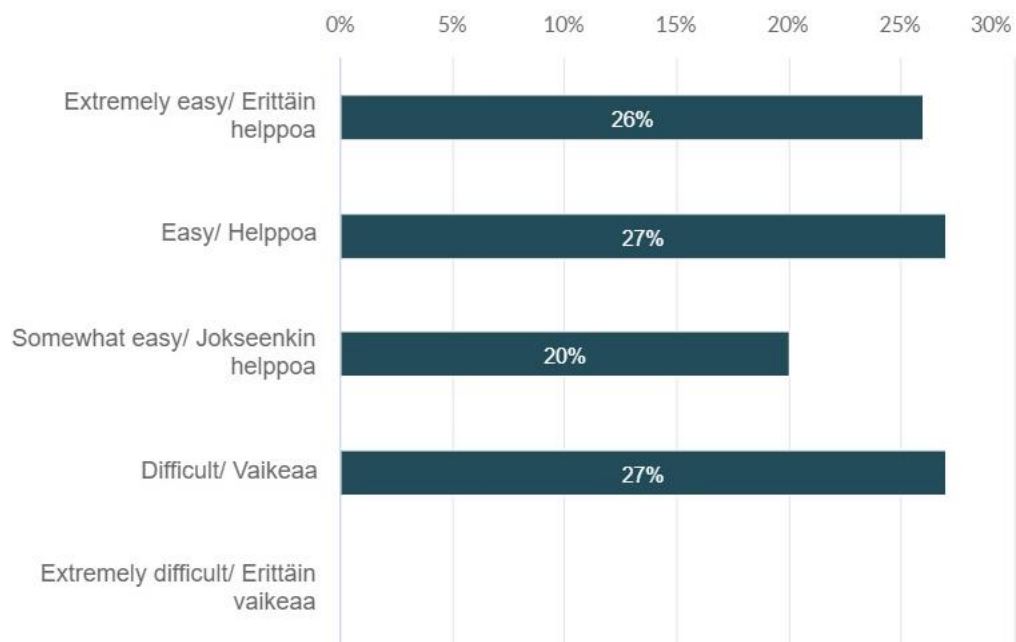


Figure 12. Question 9: Do you think that it's easy to discuss difficult topics at work?

Unfortunately, the same question as in question nine was asked from the respondents in question 13. For some reason the results in that question were different than in the question nine. However, none of the respondents felt it was hard to discuss difficult matters at work in both questions. During the process of answering the questions of the survey the respondents felt differently in question 13 than they did in question 9. This time majority which was 47 percent felt that it is extremely easy to discuss difficult matters at work. Options "somewhat easy" and "difficult" received equal amount of answers from the respondents (20%). Drastic changes happened in the option "easy", only 13 percent expressed that bringing forth difficult matters at work being easy.

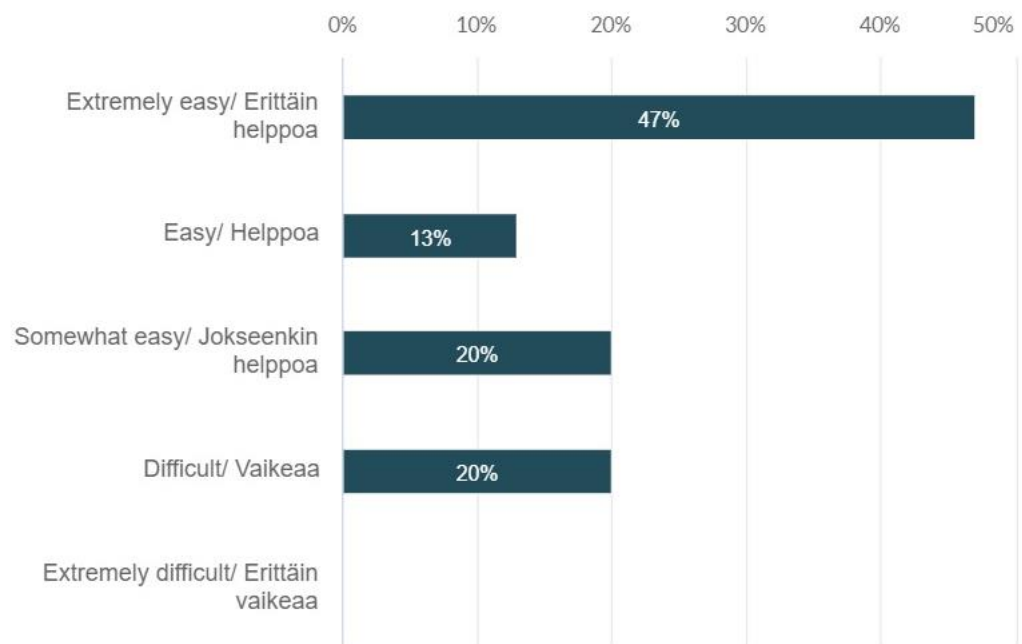


Figure 13. Question 13: Do you think that it's easy to discuss difficult topics at work?

Depending on the results of the previous question nine, the next question will help out figuring out whether the difficulty of discussing sensitive topics could be due to being bullied at the respondents' current job. Majority which was 60 percent of the respondents answered that hadn't been bullied at their current workplace. 27 percent of the respondents expressed being bullied a little and only seven percent said that they had experience bullying fairly much at the current workplace.

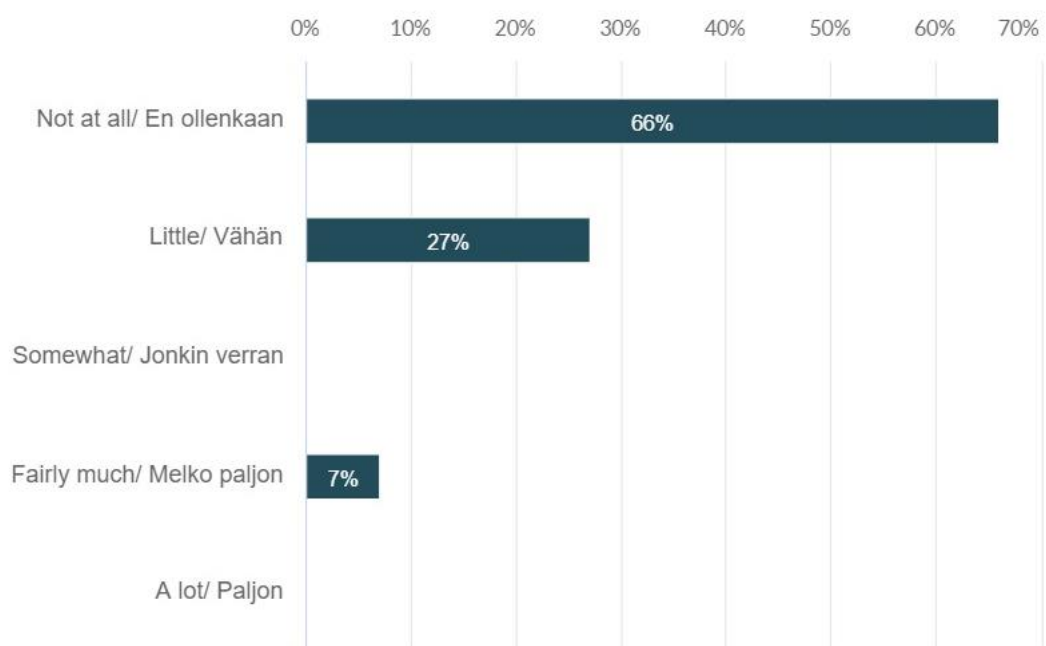


Figure 14. Question 10: Have you experienced bullying at your current job?

Question seven provided a definition of workplace bullying to the respondents. With the help of the definition the respondents were asked if they recognize their behaviour directed at supervisors as such as described in the definition. Vast majority reported that they hadn't treated their superiors such way. However, 20 percent admitted that they had.

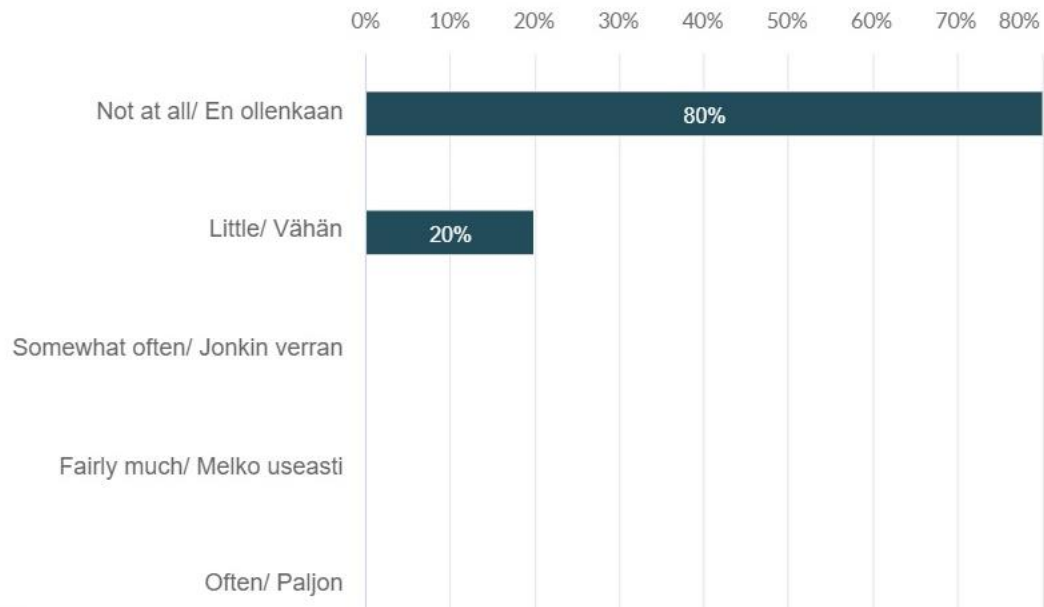


Figure 15. Question 11: Based on the definition in question 7, have you acted in such way towards a co-worker or superior?

Question 12 indicates that majority (87%) of the respondents is aware who to report possible occurrence of workplace bullying. Only 13 percent answered that they did not know who to report bullying.

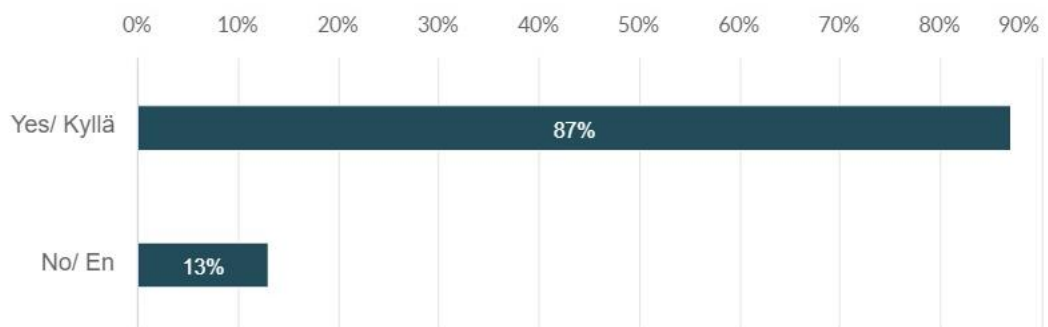


Figure 16. Question 12: Do you know who to report if you are experiencing bullying at work?

Clear majority of the respondents which is 93 percent of the respondents expressed being satisfied with their superiors. The results indicate that there is not much friction between employees and supervisors. Regardless, it doesn't mean that disagreements with supervisors don't exist since seven percent answered that they were experience difficulties with a superior.

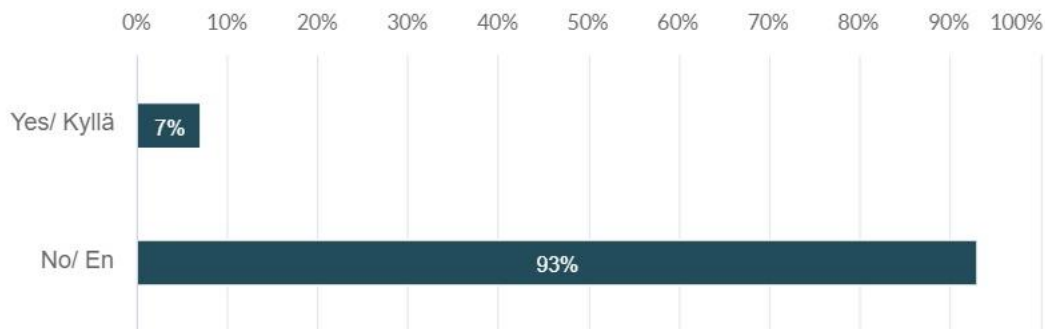


Figure 17. Question 14: Are you having challenges or difficulties with your supervisor currently?

The respondents who answered “yes” in the previous question were give the change to specify their answer. Only one answered this question. The respondent expressed disappointment regarding wishes for future shifts.

	No eipä sen kummempii kun kysyny enemmän aamu vuoroja mut vastas että teet niiku käsketään. Väsyny tollaseen. Parempi lähteä muualle hommiin.
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Table 3. Question 15: Could you specify?

Whether workplace bullying occurs at their workplace, the respondents represented a question if supervisors intervened in the situations. The question sheds light to the skill of supervisors' capability to manage confrontation at work. The results show that there is clear dividing between well and the absence of intervention. Nevertheless, majority says that they have not observed any type of bullying at work. Seven percent reported supervisors not being active at all whereas 13 percent reported being satisfied with the action's supervisors have taken. 20 percent answered that supervisors intervene well enough. Some respondents (20%) answered that supervisors intervene little less than ought to.

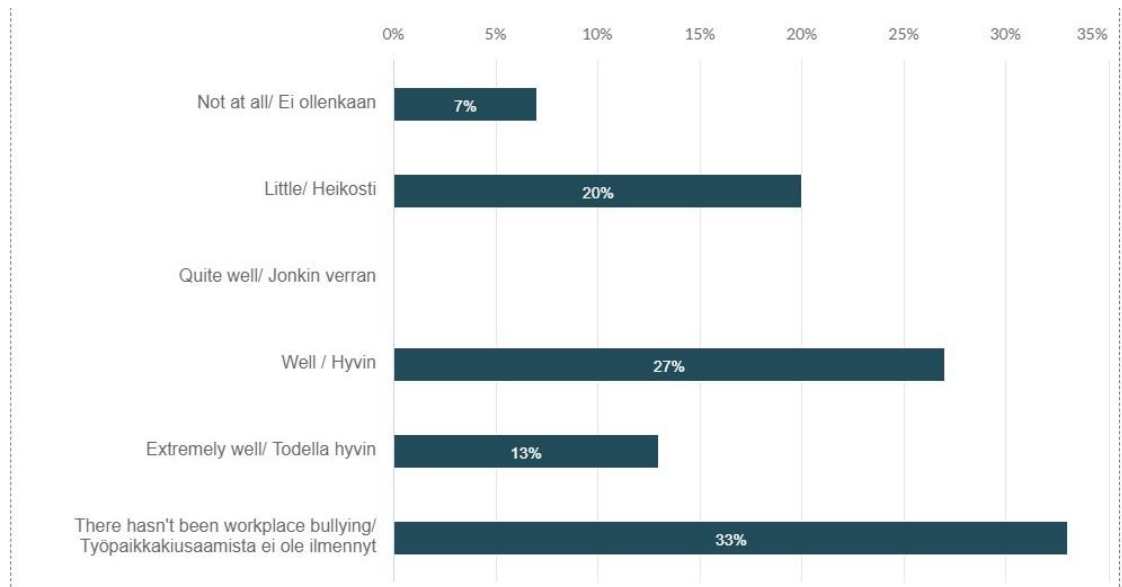


Figure 18. Question 16: Do superiors or co-workers intervene in occurring bullying?

Next question was a multiple-choice question where respondents could choose more than one option to answer. Ways to prevent workplace bullying at Social Burgerjoint which respondents would like to be implemented were introducing a clear policy of what type of behaviour is not accepted at work and communicating the principles to all employees (67%) as well as immediate actions when a conflict situations between two or several individuals is occurring (67%). Third option which was also popular among the respondents were supervisors organizing 15-minute development discussions with an employee. The respondents were explained the purpose of the discussions for determine their wellbeing at work and possibly in private life. Informing all the authorities whom workplace bullying can be reported to got 27 percent of the answers. Only seven percent expressed interest in some other method to prevent bullying. The respondents were given an opportunity to give other suggestions on how to prevent bullying at work. One of the respondents answered that all the measures necessary to prevent bullying occurring at work are in place.

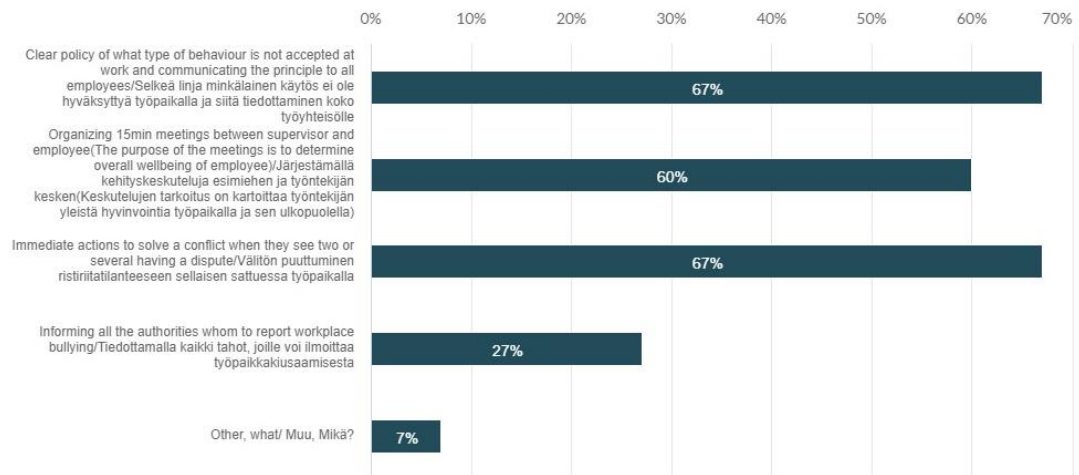


Figure 19. Question 17: What actions to prevent workplace bullying do you wish from your employer in case there is bullying occurring?

Other, what/ Muu, Mikä?	My employers have dealt with bullying situations in a very efficient and effective manner, all the preventive measures are already in place.
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Table 4. Responses to question 17.

Improving and maintaining good atmosphere at work, organizing joint events, Being honest and polite at the same time were suggested as a way to personally prevent bullying occurring at Social Burgerjoint. Few mentioned reflecting their own behaviour at work and whether is it necessary to vent their bad-temper to others, fairness towards colleagues and their work input and lastly personally intervene when observing workplace bullying.

Y	olla avoin, puhua suoraan, puuttua tilanteeseen kun se on ajankohtainen, kunnioittaa muita työntekijöitä
Y	Olla esimerkkinä muille, ei kiusata muita, leikilläään kyllä mutta kaikki ei siedä sitäkään
Y	Opetella pitämään puoleni.
Y	If bullying it happens in my work place I have to report the person who's bullying others to supervisor
Y	Ottaa kaikki huomioon. Tsemppaa jengiä. Heittää läppää. Pitää hyvää tiimi henkeä yllä. Järjestää virkistysiltoja.
Y	Jos en itse viihdy työssä miksi tulla muita kiusaamaan? Ja vaikka viihtyisi niin miksi silti tulla vaan kiusaamaan toista? Aikuisia tässä pitäis olla
Y	Pitämällä yllä rehtiä menoa ja kannustamalla avoimuuteen
Y	Puuttua siihen jos jotain kohdellaan ilkeästi. Puhua suoraan ja rehellisesti asioista.
Y	Treating everyone with respect and kindness. Clear communication and fair expectations as per the job description.
Y	Tiedostaa oma käytökseni ja muuttaa sitä tarvittaessa. Puuttua kiusaamiseen jos näen sellaista tapahtuvan tai tiedottaa siitä eteenpäin esimiehelle.
Y	Kaikilla olisi sama linja mitä töissä pitäis tehdä, itsekin sorrun siihen että saatan sanoa kovasti jos inku ei tee töitä

Table 5. Question 18: What actions could you take to prevent workplace bullying? Give practical examples.

Finally, the respondents were asked the possibility to solve a conflict situation amongst themselves. Answers that represented the high possibility of solving a conflict among colleagues got both 33 percent in the survey. 27 percent express that it would be somewhat possible to handle a conflict among colleagues. Seven percent of respondents answered the possibility being low.

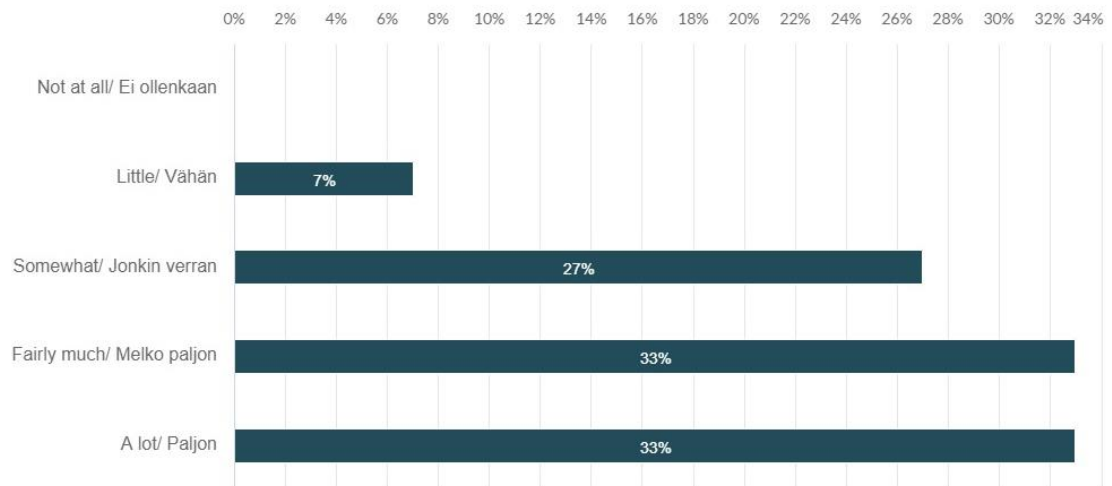


Figure 20. Question 19: Would it be possible to immediately solve a conflict with a co-worker face to face?

5.4 Conclusion

Three restaurants of Social Burgerjoint participated in the online survey. Altogether 25 employees were supposed to answer the survey. Only 60 percent of the employees and supervisors gave their time to answer. The respondents were given one week of time to answer the survey but only 40 percent had answered at that time. Altogether the respondents were given a month time to answer. The survey was made through using webropol and the service provider offers an option in the survey file to see how many respondents have opened the link. According to webropol more than 25 opened the link. Still 40 percent left the survey unanswered.

Nowadays people spent a lot of time on their phone and the survey was not tested how it will display on the phone. Nevertheless, that could be one of the reasons why the activity was not than 60 percent. Other reason could be based on the result of the survey. Quickly examining the results, it seems that the staff is satisfied of the way franchising is managed. Of course, the survey did show few exceptions expressing disappointment. The people who did not replied, their opinions and feelings are left unreviewed. From that it could be deduced either that they are happy or feel hopeless enough not to answer.

Finnish employees were most active compared to other nationalities. However, the survey doesn't inquire the nationalities of the respondents and therefore, it is unclear if the ones who answered in Finnish are Finns. The survey was provided both in English and in Finnish. Language barrier should have not been an obstacle to do the survey.

In accordance with the results the respondents expressed solid perception of what is bullying. Majority of the respondents mentioned inappropriate behaviour, insults, discrimination and social exclusion. Surprisingly almost half of the respondents had experienced workplace bullying before. However, the experience might have provided valuable data for the survey. Those who had experienced bullying before gave personal examples of what they workplace bullying was for them. The perpetrator most often was the superior employee. Some of the respondents had been subjected to constant bullying even if they had changed jobs and at least one expressed experience from physical violence. One respondent had worked in a toxic environment where others had been bullied as well. Only one supervisor replied that subordinates bullied by testing the authority of the supervisor.

Unfortunately, the online poll had a mistake in it because it included two of the same questions. The results of those questions were unclear. First results consist of two major respondent groups. Both groups are the opposites of each other's, since one group find it easy to discuss difficult topics at work and the other group found it difficult. Second results, however, indicate that majority find discussing sensitive matters extremely easy at work. This time there was no clear polarization between the respondents. It is unclear what changed during the process of online poll but the conclusion is that majority find it easy to bring forth difficult matters at work.

27 percent replied that they had being bullied little at Social Burgerjoint and 7 percent said that they experienced bullying fairly much. Even so 20 percent admitted that they had possibly bullied their superior. Regardless, we can conclude that the managers of the franchising have done a fine job in not giving much space for workplace bullying. Although the conclusion doesn't include the feelings of the people who didn't participate in the survey.

It seems that the respondents don't feel that workplace bullying appearing at their job. Almost even number of respondents, express supervisors either intervening bullying well or little. The results are incoherent but from them it can be deduced that majority is satisfied or that workplace bullying is occurring very little. Relying on the replies of the respondents most wanted procedures to prevent workplace bullying at work were both a clear policy regarding bullying and inappropriate behaviour as well as taking immediate

actions against bullying. Third most popular was the superiors at Social Burgerjoint would organize development discussion. Minority wished that all the authorities whom workplace bullying can be reported should be informed although, 87 percent replied knowing whom they can report bullying. Nevertheless, majority admit that it is possible to solve issues with colleagues first hand face to face before going to a superior. The respondents suggest that they could reflect their own behaviour at work, being example to others, promoting openness at work and personally intervene bullying when observing such situation.

6 Discussion

My interest to research workplace bullying came from my current workplace. There I have heard of team leaders bullying their subordinates. Supervisors are the superiors of team leaders. What truly made me decide researching workplace bullying was that I had heard that a certain supervisor had pressured employees to quit their jobs. It's understandable that children bully each other though it's not acceptable. However, in my opinion adults bullying each other is below the mark.

Workplace bullying is a sensitive topic to some employers. Before Social Burgerjoint I had approached other organizations for the purpose of researching this topic for them. The result was that none of them didn't want the subject to be researched. Although, none of them said those words directly but gave the impression, that it's uncomfortable for them.

The research showed that workplace bullying is rather vague concept. As Vartia-Väänänen (Workplace bullying and Harassment in the EU and in Finland, 1) remarks that there is not even one definition that includes harassment, workplace bullying and inappropriate behaviour at the same time. Organizations should focus on reducing chances of conflicts turning into workplace bullying because it doesn't improve the productivity. As Tuhkala & Tuhkala states in their study the consequences of workplace bullying have a declining impact on employee motivation and it will increase sick-leaves. Improving productivity happens when employers place trust in their employees and develop communication between people. If the focus is on inequity, then the outcome will be that the issues will deepen. (Aro 2018, 34-35; Tuhkala & Tuhkala 2017, 29-32)

This topic was studied for a franchising company which keeps growing. Three restaurants of that franchising participated to provide data for the study. The total number of employees of all three restaurants is 25 staff members. Only 60 percent actively participated providing data for the thesis. For this reason, the results are applicable for the commissioner.

The research and the results indicate that preventive actions are easiest and effective way to prevent bullying at workplace. Organizations are recommended to include policies concerning workplace bullying in the introduction phase of new employees. Talented supervisors will preempt workplace bullying. Creating internal surveys that measures employee satisfaction, introduce uniform policy about workplace bullying and organizing development discussion to determine employee wellbeing. Employees can consciously impact to the atmosphere at work. Most of the respondents of the survey showed

willingness to change their behaviour in order to make Social Burgerjoint an enjoyable place to work at. (Satri 2015, 108-109)

Overall it seems that the management of Social Burgerjoint have succeeded in creating a open and supportive atmosphere for their employees. However, its not completely possible for any workplace to avoid conflicts therefore, its important that the managers will consciously keep developing their working community.

This thesis has taught me about project management. Being in charge of this thesis the most difficult part was managing other factors and making sure they are up to date with the timeline. The strict timeline also brought about additional stress for myself due to working nightshifts as well as less time to better focus on the thesis. The time I had was limited but at the same time while working on the thesis, I had time to think about and reflect my own behaviour at work. Due to this topic my personal goal as colleague is being more honest, open and confronting colleagues politely when conflicts occur. Furthermore, during this study learning to prioritizing was important and educational for future purposes. Researching workplace bullying have helped me to be a better colleague and possibly in the future a better supervisor.

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Appendices

Appendix 1. Survey Questions

Neutral

Case Social Burgerjoint 2019

The purpose of this survey is to map out if there is workplace bullying at Social Burgerjoint and how to prevent it. The survey is sent to units located in CityCenter, Kulnavuorenkatu and Redi shopping centre. This survey is anonymous and no individual may be identified from the results. All answers are treated anonymously. You are able to answer only once!

Kyselyn tarkoitus on selvittää esiintyykö työpaikkakiusaamista Social Burgerjointin toimipisteissä (CityCenter, Kulnavuorenkatu ja Redi) ja miten ennaltaehkäistä kiusaamista. Kysely tehdään anonymyminä ja yksittäistä vastaajaa ei voi tunnistaa vastauksien käsitteilyssä. Kyselyyn voi vastata vain kerran!

1. Age in full years/ Ikä täysinä vuosina? *

- ☐ 18 – 24
- ☐ 25 -31
- ☐ 32 – 38
- ☐ 39 – 45
- ☐ 46 or above

2. Gender/ Sukupuoli? *

- ☐ Male
- ☐ Female
- ☐ Other/ Muu

3. Work experience in years in food and beverage industry/ Työkokemus ravintola-alalla vuosina? *

- ☐ 1 - 2 years/vuotta
- ☐ 2 - 5 years/vuotta
- ☐ 5 – 10 years/vuotta
- ☐ 10+ years/vuotta

4. What is your unit/ Missä yksikössä työskentelet? *

- ☐ CityCenter
- ☐ Kulnavuorenkatu
- ☐ Redi

5. Are you/ Oletko? *

- ☐ Employee/Työntekijä
- ☐ Supervisor/ Esimies

6. Describe in your own words what is bullying/ Kerro omin sanoin mikä on mielestäsi kiusaamista?

150 merkkiä jäljellä

"Bullying involves negative acts that occur repeatedly, regularly and over a period of time and the person targeted has difficulties in defending him/herself. Bullying at work means harassing, offending, socially excluding someone or negatively affecting someone's work task." (Finnish Institute of Occupational Health)

"Työturvallisuuslaissa kielletään häirintä, joka aiheuttaa työntekijän terveydelle haittaa tai vaaraa. Häirintä on järjestelmällistä ja jatkuvaa kielteistä toimintaa tai käytäytymistä. Häirintä on esimerkiksi toistuva uhkailu, pelottelu, ilkeät ja vihapitoiset viestit, väheksyvät ja pilkkaavat puheet, työnannon jatkuva perusteeton arvostelu ja vaikeuttaminen, maineen tai aseman kyseenalaistaminen, työyhteisöstä eristäminen ja seksuaalinen häirintä." (Työsuojeluhallinnon verkkopalvelu)

7. Have you experienced bullying at work before/ Oletko kokenut työpaikkakiusaamista aikaisemmissa työsuhteissa? *

- ☐ Yes
- ☐ No

8. How were you bullied/ Miten sinua kiusattiin?

Skip this if this if you answered "No" in question 7 haven't experienced bullying at work/ Siirry seuraavan kysymykseen, jos vastasit "Ei" kysymykseen seitsemän

150 merkkiä jäljellä

9. Do you think that it's easy to discuss difficult topics at work/ Kykenetkö ottamaan esille vaikeita asioita työpaikalla? *

- ☐ Extremely easy/ Erittäin helppoa
- ☐ Easy/ Helppoa
- ☐ Somewhat easy/ Jotseenkin helppoa
- ☐ Difficult/ Vaikeaa
- ☐ Extremely difficult/ Erittäin vaikeaa

10. Have you experienced bullying at your current job/ Oletko kokenut työpaikkakiusaamista nykyisessä työsuhteessa? *

- ☐ Not at all/ En ollenkaan
- ☐ Little/ Vähän
- ☐ Somewhat/ Jonkin verran
- ☐ Fairly much/ Melko paljon
- ☐ A lot/ Paljon

11. Based on the definition in question 7, have you acted in such way towards a co-worker or superior/ Oletko kohdellut työkaveriasi tai esimiestäsi kysymyksen seitsemän määritelmän perustein? *

- ☐ Not at all/ En ollenkaan
- ☐ Little/ Vähän
- ☐ Somewhat often/ Jonkin verran
- ☐ Fairly much/ Melko useasti
- ☐ Often/ Paljon

12. Do you know who to report if you are experiencing bullying at work/ Tiedätkö kenelle voit ilmoittaa työpaikkakiusaamisesta? *

- ☐ Yes/ Kyllä
- ☐ No/ En

13. Do you think that it's easy to discuss difficult topics at work/ Kykenetkö ottamaan esille vaikeita asioita työpaikalla? *

- ☐ Extremely easy/ Erittäin helppoa
- ☐ Easy/ Helppoa
- ☐ Somewhat easy/ Jotseenkin helppoa
- ☐ Difficult/ Vaikeaa
- ☐ Extremely difficult/ Erittäin vaikeaa

14. Are you having challenges or difficulties with your supervisor currently/ Onko sinulla tällä hetkellä haasteita tai vaikeuksia esimiehesi kanssa? *

- ☐ Yes/ Kyllä
- ☐ No/ En

15. Could you specify/ Tarkenna

Skip this if this if you answered "No" in question 13. haven't experienced bullying at work/ Siirry seuraavan kysymykseen, jos vastasit "Ei" kysymykseen 13

150 merkkiä jäljellä

16. Do superiors or co-workers intervene in occurring bullying/ Puuttuvatko esimiehet tai työkaverit työpaikkakiusaamiseen? *

- ☐ Not at all/ Ei ollenkaan
- ☐ Little/ Hiukosli
- ☐ Quite well/ Jonkin verran
- ☐ Well/ Hyvin
- ☐ Extremely well/ Todella hyvin
- ☐ There hasn't been workplace bullying/ Työpaikkakiusaamista ei ole ilmennyt

17. What actions to prevent workplace bullying do you wish from your employer in case there is bullying occurring/ Mitä ennaltaehkäiseviä toimenpiteitä toivot työnantajaltasi työpaikkakiusaamis tilanteissa? *

- ☐ Clear policy of what type of behaviour is not accepted at work and communicating the principle to all employees/ Selkeä linja minkälainen käytös ei ole hyväksyttyä työpaikalla ja siitä tiedottaminen koko työyhteisölle
- ☐ Organizing 15min meetings between supervisor and employee (The purpose of the meetings is to determine overall wellbeing of employee)/ Järjestämällä kehityskeskusteluja esimiehen ja työntekijän kesken (Keskustelujen tarkoitus on kartoittaa työntekijän yleistä hyvinvointia työpaikalla ja sen ulkopuolella)
- ☐ Immediate actions to solve a conflict when they see two or several having a dispute/ Välittömä puuttuminen ristiriitatilanteeseen sellaisen satuessa työpaikalla
- ☐ Informing all the authorities whom to report workplace bullying/ Tiedottamalla kaikki tahot, joille voi ilmoittaa työpaikkakiusaamisesta
- ☐ Other, what/ Muu,

Mika?

18. What actions could you take to prevent workplace bullying? Give practical examples/ Mitä voisit itse tehdä ennaltaehkäistääksesi työpaikkakiusaamista? Anna käytännön esimerkkejä.

150 merkkiä jäljellä

19. Would it be possible to immediately solve a conflict with a co-worker face to face? Onko mahdollista, että keskustelisit epäkohdista työkaverisi kanssa ensin keskenään? *

- ☐ Not at all/ Ei ollenkaan
- ☐ Little/ Vähän
- ☐ Somewhat/ Jotkin verran
- ☐ Fairly much/ Melko paljon
- ☐ A lot/ Paljon