CHAPTER –I
INTRODUCTION

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Globalization evolves as a new way of domination on the vast majority of society. It not only empowers corporatism through Transnational Corporations (TNCs) and Multinational Corporations (MNCs) but also introduces a new work culture infected with hostile and overly competitive work environment. With this changing character of workplace, a new masculine behaviour emerges and brings forth a practice of violence and sexual harassment of women employees. A vast majority of the population becomes the victim of this new world economic order. While some of these instances get exposed, most of them remain immune from legal help and justice. Because of such situations, the psychosocial and economic conditions of the organization may suffer significantly.

Both men and women fall prey to sexual aberration and harassment. It creates a deep impact on their mental health and wellbeing. Such unsettling psychological experiences at their workplaces induce these victims to indulge in further violence and conflict. In other words, the process of globalization indirectly results to violence and conflict.

Violence may take many forms according to the time, situation and place of its occurrence. Of these many forms, 'workplace violence' is a significant one. Workplace violence is an act in which a person is abused, threatened, intimidated or assaulted in his or her employment (ILO, 1998). It can occur inside or outside the workplace and can range from threats and verbal abuse to physical assault and homicide, one of the leading causes of job related deaths. Workplace violence is a growing concern for employers and employees worldwide. Workplace violence stems from the combination of several causes including individual

behaviours and the working environment, the conditions of work, the way in which co-workers interact, the way customers or clients interact with workers, and the interaction between managers and workers etc. Workplace violence causes immediate and often long-term disruption to interpersonal relationship, the organization of work and the overall working environment. The existence of physical violence at the workplace has always been recognized while the existence of psychological violence is currently emerging as a priority concern at the workplace leading to a new awareness and re-evaluation of the importance of all psychological risk at work'(Martino,2003).

Violence at the workplace is not an individual problem but a structural, strategic problem rooted from social, economic, organizational and cultural factors.

The present study attempts to conceptualize and understand workplace violence as perceived by different groups of professionals and also to identify the psychosocial parameters of workplace violence.

1.1 Definition of Violence

World Health Organization (WHO, 1995) has defined violence as "the intentional use of physical force or power, threatened or actual, against another person or against oneself or a group of people, that results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation". Violence is a general term used to describe actions that deliberate cause or intend to cause injury to people, animals or non-living objects. Violence is always associated with aggression.

There are essentially two kinds of violence**:**

    a) Random violence-which describes small scale acts of random or targeted violence

b) Coordinated violence- which describes actions carried out by sanctioned violent groups such as war and terrorism.

Violence refers to acts typically connotative with the aggressive and criminal behaviour which causes or intend to cause injury to persons, animals or property. The concept of violence can also be extended to any abuse, usually depending on its severity. Damage to property is typically considered minor relative to violence against human being.

Violence may be defined as the force whether overt or covert used to cause either physical injury or emotional trauma or both.

The term violence has been described by Gelles (1979) as "an act of striking a person with the intent of causing harm or injury but not actually causing it."

Strauss (1980) has described a violent act as "an act where there is the high potential of causing injury."

Domenach (1981) has described it as "an act of a person which encroaches upon the freedom of another".

Megargee (1982) has defined violence as "the overtly threatened or overtly accomplished application of force which results in the injury or destruction of persons or their reputation".

Aggression can be easily confused with violence. However the two terms refers to different contexts. Aggression is defined (Moyer, 1968) as the act of initiating hostilities or it can be said that it is the practice of launching attacks. It is a basic drive of life and part of the processes of survival and evolution. It is partly genetic and is a part of life. From the psychological point of view, aggression is said to be one of the most important and most

controversial kinds of motivation. It remains one of the most important topics in many areas of psychology and other social sciences including – motivation, social psychology, criminology, psychoanalysis, social anthropology etc. Not all aggressions are direct or readily identifiable. Aggression, in short, is an action which is intended to harm someone whether it be a verbal attack (insults, threats, sarcasm) or physical punishment or restriction.

Difference between violence and aggression

- Aggression is a mental state while violence is the physical outcome or the expressions of that state.

- Violence is an act while aggression is only a mental state.

- Aggression is only an initial stage while violence is a matured form of aggression.

- Aggression can be suppressed and violence is the outcome of the aggression that is not suppressed.

- Violence is a menace to the society or to others while aggression is not necessarily so.

- Violence is hurting and harming others while aggression is the intentional infliction of harm on others.

- Aggression is the behaviour directed toward the goal of harming another living being who is motivated to avoid such treatment whereas violence is an outcome state of aggression.

1.2 Types of Violence

There are three types of violence. They are:

- Physical violence

- Sexual violence

- Psychological violence

Physical violence is probably what comes to most people's minds when we talk about domestic violence. This includes – hitting, pulling, kicking, slapping, pushing, shoving, choking, scratching, punching, hitting with weapons or objects, physical force to make a person do something against the person's will.

Sexual violence is when someone forces another person to have sexual intercourse by means of physical force, threat, intimidation, or by use of weapon. It can also be considered as rape. Sexual violence is not necessarily something that occurs only between strangers. In fact, a good number of rapes occur between individuals who know each other. Other forms of sexual violence include forced sex with animals, forcing a person to have sexual intercourse or sexual activity with another person or forced sexual activity with objects.

Psychological violence is a systematic attempt to control another person's thinking and behaviour. It includes – isolation, induced debility, pathological activity, threats, degradation, forced alcohol and drug abuse, brainwashing and occasional indulgences.

Violence is used to gain control over others and maintain dominance over them. These three types of violence have several other characteristics in common.

- First, all of them are against the law. Physically or sexually assaulting someone, threatening to assault or kill or assault another person is against the law.
- Secondly, each of them can have serious emotional or physical consequences for the victim or unintended victims such as children, and the offender himself.
- Third, they are means to dominate, control and intimidate another person.

- Lastly, any type of violence will ultimately destroy the love and trust in a relationship and will lead to separation.

1.3 Categorization of Violence

According to Ahuja (1967), violence may be categorized as:

- Domestic violence

- Sexual harassment

- Work place violence

Domestic violence includes physical, sexual and psychological abuse used to control a person in a family relationship or intimate relationship of various types. Domestic violence is more prone to intimate relations such as – partner, girl-child, wife as well as family relations such as daughter-in-law, elderly people and so on. Domestic violence occurs in families of every class, race and culture. It occurs in families with and without children, in first marriages, second marriages, arranged marriages and love marriages. It can happen among slum dwellers, owner-occupiers and well off families. The root cause of domestic violence is wrong attitude among men. Families in which violence occurs do not necessarily produce violent children. Many men who are violent towards their partner come from families with no history of violence. In fact, family is not the only formative influence on behaviour. Ten percent of domestic violence is caused by mental illness or psychiatric disorders.

The bill for protection from domestic violence is called "Domestic Violence Bill 2001". The objective of the bill is to preserve the family and regulate and improve matters for the future, rather than pass judgments or punish.

Sexual harassment is a syndrome of discrimination and exploitation. It creates a climate of threat, terror and reprisal. Sexual harassment is offensive, terrifying and insulting to women. It has an adverse effect on their mental and physical health. Sexual persecution makes women perceive that they cannot be themselves and that in a sense they are there for men. Women tolerate and even learn to accept several sexual harassment as an expression of men's sexual desire. Sexual harassment includes unwelcome sexually determined behaviour by any person either individually or in association with other persons, or by any person in authority whether directly or by implication such as-

- Eve-teasing

- Unsavory remarks

- Jokes causing or likely to cause awkwardness or embarrassment

- Forcibly physical touch or molestation

- Unwelcome sexual overtone in any manner such as over telephone

- Displaying pornographic or other derogatory pictures, cartoons, pamphlets or sayings.

Sexual harassment at the workplace is an extension of violence in everyday life. Women workers face harassment in the above forms by their male superiors, colleagues, who for the time being is in a position to sexually harass them.

Workplace violence is an act in which a person is abused, threatened, intimidated or assaulted in his or her employment. Work place violence includes:

- Threatening behaviour- such as destroying property or throwing objects

- Verbal or written threats- any expression of an intent to inflict harm

- Harassment- any behaviour that demeans, embarrasses, humi8liates, annoys, unwelcome. This includes words, gestures, intimidation, bullying, or other inappropriate activities.

- Verbal abuse- swearing, insults or condescending language.

- Physical attacks- hitting, shoving, pushing or kicking.

It can occur at or outside the workplace and can range from threats and verbal abuse to physical assaults and homicide, one of the leading causes of job-related deaths. Workplace violence is growing concern for employers and the employees nationwide. Thus, the spectrum of workplace violence ranges from offensive language to homicide, and a reasonable working definition of workplace violence is as follows: violent act including physical assaults and threats of assault, directed toward persons at work or on duty.

Thus, Workplace violence often stems from a combination of causes, including individual behaviour as well as the work environment, the conditions of work, the way in which the co-workers interact, the way that customers or clients interact with workers, and the interaction between managers and workers. Violence is generated when there is lack of awareness, lack of communication, lack of understanding and high levels of stress etc.

1.4   Theoretical framework to understand aggression and violence at the workplace.

1.4.1   Theory of Aggression

According to Moyer (1968) aggression is defined as the act of initiating hostilities. It can be understood as the practice of launching attacks.

The oldest and probably best known explanation for human aggression is the view that human beings are somehow 'programmed' for violence by their basic nature. Such theories suggest that human violence stems from built-in tendencies to aggress against others. The most famous supporter of this theory was Sigmund Freud who held that aggression stems mainly from a powerful death wish (Thanatos) possessed by all persons. According to Freud, this instinct is initially aimed at self-destruction but is soon redirected outward, toward others.

Human aggression is genetically programmed. Human beings aggress against others in many different ways and the frequency of aggressive actions varies tremendously across human societies. Male teenagers are more likely to engage in aggression against other males than females. While, for females, corresponding differences do not occur. These suggest that biological or genetic factors may indeed play some role in human aggression.

1.4.2. Workplace Aggression

Baron and Byrne (2002) suggested that "Workplace Aggression" is a form of behaviour through which individuals seek to harm others in their workplace. Workplace aggression takes many different forms but is usually covert in nature. It stems from a wide range of factors including perceptions of having been treated unfairly and the many disturbing changes that have occurred in the workplace. Individuals, who feel that they have been treated unfairly by others in the organization, experience intense feelings of anger makes him to inflict harm on others. This is one of the important factors that create violence at the workplace.

Buss (1961) identified eight types of workplace aggression:

- Verbal-passive-indirect (failure to deny false rumors about target, failure to provide information needed by target)

- Verbal-passive-direct ("silent treatment", failure to return communication, i.e. phone calls, e-mails)

- Verbal-active-indirect (spreading false rumors, belittling ideas or work)

- Verbal-active-direct (insulting, acting condescendingly, yelling)

- Physical-passive-indirect (causing others to create a delay for the target)

- Physical-passive-direct (reducing target's ability to contribute, i.e. scheduling them to present at the end of the day where fewer people will be attending)

- Physical-active-indirect (theft, destruction of property, unnecessary consumption of resources needed by the target)

- Physical-active-direct (physical attack, nonverbal, vulgar gestures directed at the target)

Baron and Neuman (2009) found out that pay cuts and pay freezes, use of part-time employees, change in management, increased diversity, computer monitoring of employee performance, reengineering, and budget cuts are all significantly linked to increase workplace aggression. The study also showed a substantial amount of evidence linking unpleasant physical conditions including high temperature, poor lighting and other negative affects facilitating workplace aggression.

1.4.3. Theories of personality:

Different theories to explain personality also make direct or indirect reference to violence and aggression. In Psychoanalytic approach based on Freud's theory, his followers Kets de Vries and Miller (1984) identified 5 neurotic styles that managers exhibit at their workplace.

i.   Paranoid – suspicion of others and hyper vigilance for hidden threats

ii.   Compulsive- perfectionism and concern for the proper ways of doing things

iii.   Dramatic – frequent drawing of attention to self, and a desire for activity and excitement

iv.   Depressive – feelings of guilt, inadequacy and hopelessness

v.   Schizoid – withdrawal, lack of involvement and lack of excitement or enthusiasm

They said that these kinds of personalities of the managers or leaders affect their fellow workers and in turn can spoil the organizational climate thus resulting in conflicting and violent environment. So, in order to have a healthy organizational climate we need to resolve the neurotic personality patterns of the leaders or managers.

Later on, in "Phenomenological Approach" to understand personality, Carl Rogers (1970) suggested that in order to realize one's own potential; we must open to our experience. In order to become a fully function person; we need others to accept us within 'warts and all' which in other words he called Unconditioned Positive Regards (UPR). The opposite is to be always critical, questioning and derogatory about other's performance and the types of behaviours from the senior management side reflect hostility and violence in the workplace. So, according to Phenomenological Approach, work motivation and career developments of the employees will only be possible when we do away with critical and questioning behaviour and can show trust and Unconditioned Positive Regards (UPR) towards the employees.

Similarly, in the "Social Cognitive Theory" (Bandura, 1982) highlights schema (knowledge structure that person uses to make sense of situation) and scripts which guides our own behaviour and able to develop expectations about the behaviour of others in any given type of situation. According to this, people bring their own scripts and schema to their work life also.

So, senior managers with background of aggressive personality conflict ridden schema and scripts of hostilities may reflect it in the organizational environment. Thus, we need to study the personality patterns of the managers in order to avoid workplace violence.

The above theories suggest that those managers or leaders who have a bitter childhood experiences are more likely to show aggressive and hostile behaviour towards their fellow workers, which in turn creates a disturbing environment and result to violence. So, it is needed to look into for the modifications of the behaviour and to resolve the problem so as to avoid violence at the workplace.

1.5 Conceptual framework

There is a continuous concern that violence is rapidly increasing and is becoming more casual. It is not a new issue, but it is embedded in our history and in fact has been woven into our emotional makeup. Addressing the word violence is controversial as there are many different definitions for violence. Most authorities accept the definition from the Centre for Disease Control (1994) which states that violence is, "the threatened or actual use of force or power against another person, against oneself or against a group or community that either results in or has likelihood of resulting in injury, death or deprivation".

The impact of violence affects friends, victims, community, relatives etc. But, there is no single factor that has been identified as the cause of violence. However some authorities believe four main catalysts to be the contributors to violence in our society: the media, firearms, alcohol and corporate promotion of violence. There are also social factors that can lead to violence: poverty, hopelessness, isolation and decline of educational system. Additionally mental health problems and other disorders arising from childhood traumatization are significant indicators of

propensity of violence. Finally, the devaluing of life including racism, sexism and other forms of discrimination were values associated with escalating violence. Violence, an act of aggression is the expression of physical force. The world today is going through a wave that is ruthless, restless and has made the younger section of the society suffer from frustration.. One gets violent and overpowers to victims when the victim is physically weaker. Thus, violence is generated when one determines the total structure and context of exploitation in the society. It is initiated by those people who are oppressed, exploited and have been treated inhumanly.

Although violence typically refers to physical aggression, it can also be applied to psychological stress that causes suffering or trauma. Broadly the term 'violence' has been applied to the narrow issue of physically striking an individual (Keempe, 1982) and causing injury (Gil, 1970) to the act of striking a person with the intent of causing harm or injury but not actually causing it (Gelles and Strauss, 1979) to acts where there is high potential of causing injury (Strauss, 1980) and to acts where there is no hitting at all such as verbal abuse or psychological and emotional violence.

1.5.1 Workplace Violence or Occupational Violence

Workplace violence or Occupational violence refers to violence usually in the form of physical abuse or threat, that creates a risk to the health and safety of an employee or multiple employees.

Bureau of Labor Statistics (2011) reported that violence and other injuries caused by persons or animals contributed to 17% of all occupational fatalities, with homicides contributing to 10% of the total. From 1992 to 2010, there were 13,827 reported workplace homicide victims, averaging over 700 victims per year, in the United States. Examination of the 2011 data shows

that while a majority of workplace fatalities occurred to males, workplace violence disproportionately affects females. Homicides contributed to 21% of all occupational fatalities for women, compared to 9% for men. Of these homicides, relatives or domestic partners contributed to 39% of female homicide cases; male homicide cases were most likely to be perpetrated by robbers, contributing to 36% of male homicide cases.Most cases of workplace violence turn out to be non-fatal incidents. From 1993 to 1999, there was an average of about 1.7 million people victimized each year in a case of occupational violence. About 75% of these cases are considered simple assault, while 19% of cases are considered aggravated assault.

Bureau of Labor Statistics, *United States* (2014) found out that health care workers are at high risk for experiencing violence in the workplace. Examples of violence include threats, physical assaults, and muggings. According to estimates of the Bureau of Labor Statistics (BLS), the rate of nonfatal occupational injuries and illnesses involving days away from work was 15.1 per 10,000 full-time workers in 2012. This rate is much higher than the rate for total private industries, which are 4.0 per 10,000 full-time workers.

Workplace Incivility: Anderson and Pearson (1999) defined workplace incivility as "low intensity deviant behaviour with ambiguous intent to target, in violation of workplace norms for mutual respect. Uncivil behaviours are characteristically rude and discourteous, displaying a lack of regard for others. "Examples of uncivil conduct include sarcasm, disparaging tones and remarks, hostile stares and the silent treatment." The three key characteristics of workplace incivility are norm violation, ambiguous intent, and low intensity.

1.5.2 Sexual Harassment within the Workplace

Sexual harassment is a common one. It is a syndrome of discrimination and exploitation. It is an offence against the dignity of a human being, which leave a long term impact on the victim and destroy a healthy work environment. Since the first Industrial Revolution, women have always received the cleft end of the stick. In the Indian construction industry, sexual harassment is rampant. On-the-job sexual harassment has been in the spotlight for several years. Although the popular view of sexual harassment is that women have always been the victims of sexual harassment is not correct. Men have also been the victims of sexual harassment by women. Therefore, the workplace violence is any form of verbal or physical actions carried out by one person or the other within the working environment.

A more encompassing definition defines sexual harassment as the imposition of any unwanted condition on any person's employment because of that person's sex. Under this definition, harassment includes jokes, direct taunting, disruption at work, vandalism or destruction of property and physical attacks. Sexual harassment occurs in a wide variety of forms, including rape, pressure for sexual favors, sexual touching, sexual joking and the display of unwanted sexual material.

Sexual harassment may occur in either two forms: quid pro quo harassment or hostile environment harassment. These forms may be present in the workplace. Quid pro quo harassment occurs when a supervisor of the employer use his position to induce female employee to grant him sexual favors. The essence of a quid pro quo is that the victim must choose between suffering economic disadvantage and enduring sexual advances. Hostile environment harassment occurs when unwelcome conduct of a sexual nature creates a hostile working environment. The essence of a hostile working environment form of harassment is that an individual is forced to work in environments that result in psychological or emotional harm or humiliation. Demands

for sexual favors in exchange for continuing employment have long been a common abuse of personal power in the workplace.

The young women entrants in the job market are mostly victims of sexual harassment as they are still in the world of fantasy and have not experienced the harsh realities of life. Globalization provides space for a male superior in a modern workplace to impose patriarchy domination on the sub-ordinates. These bosses and managers in new work places exploit the world of fantasy of young women employees by taking advantage of their state of insecurity and then inflict violence on them. The next potential victims are those women who witness rapid modernization at a later stage in their workplace. Women employee of this genre tends to perceive as the primary target of retrenchment due to old age, lack of tenacity and competence, fail to acquire the new skills and approaches that their work places demand them. In addition to this, there is hardly any demand for them in the job markets and at the same time a stable and regular earning is a dire need for them and their families. Thus, to compensate their deficiency, they keep up their physical glamour to the expectations of their masters and thus a new patriarchy takes over as a culture and pervades men as well as women. The new corporatism adopt this strategy mainly to re-organize and reinforcement their internal mechanism of power and profit.

Thus, we can say that globalization works more at the psychological level of a person. A women may be physically forced but she is compelled by the working conditions itself to allow her body to be caressed and mind to be horrified. A free and modern woman remains confined in their workplace to ensure their food, shelter, clothing and ultimately an urban living to herself and her family. She redefines her values and morality. She becomes modern and smart enough to

submit herself slowly and continuously to sexual violence-not necessarily biological but more than that psychologically, mentally and ethically.

It can be concluded that in this fast developing world of today where everything seems so disheveled and seems to be chaos, each and every person seems to increase in their intensity of frustration, anxiety and depression. Generally, violence is the common means through which people seek escape from these frustration, anxieties and depressions. In the act of violence, people are least aware of the fact that they are committing violence. Once it is known, the employees can be made aware about the rights and protection against violence. As violence is an undesired act and needs a solution, a critical study on violence is required and its awareness among the people is necessary. A study to show the effect of violence and other factors of work life can be of great help to understand the intensity of it.

1.6 Emerging Research and the Research Questions

Although, prevention and strategies programs for avoiding violence at workplace have been studied frequently and extensively over the past many years and despite of the extensive literature on violence at workplace in organizational groups, unfortunately, there is no standardized scale or tool to assess the perception of workplace violence by employees. Without mapping the perception of the workplace violence among the employees, the intervention programs may not be very effective. Many organizational groups that are mostly studied are those of physicians, nurses, teachers and social workers; however police officers, workers in service jobs (such as banks and insurance), employees from corporate and manufacturing industries, have rarely been investigated and studied. Therefore, in the light of this need of solution to violence and to construct a scale on workplace violence, the researcher wants to

conduct an intensive research in the said topic, and in the process of which a deeper, clearer, appropriate and easier meaning to the concept of violence could be given and an attempt to bring general solution could be made. Thus, this thesis would be a major contribution to the field of work psychology.

The general objectives of the present study are as follows:

- To understand and conceptualize the workplace violence as it is understood by different professionals belonging to different organizational sectors.
- To develop workplace violence scale.
- To establish the reliability and validity of the scale and to identify the workplace violence parameters that affects the workplace performance of the employees.

In order to verify the above stated objectives, the present study is done in 3 parts.

i.   *Pilot study*

A pilot study was carried out to get an insight of how employees, belonging to different organizational sectors, conceptualize and understand violence at workplace. For the purpose of the study, the data was collected from four organizational sectors namely, corporate sector, Finance sector, Law enforcement and Health sector. The sample size consisted of 50 professionals such as Doctors, Nurses, Bank Staffs, Police Inspectors, Constables, Assistant Sub-Inspector, Sub-Inspector, Head Constables, Executive Managers, Managers, General Managers, Assistant Manager, Technical Staffs, Clerks etc. from in and around Vadodara district. The researcher used open-ended questionnaire consisting of 19 items. It was self-exploratory, based on the findings of the review of

literature done. The objective of the pilot study is to understand how different professionals conceptualize and perceive violence at workplace.

ii. *Construction of the workplace violence scale*

Based on the findings of the pilot study, a scale was constructed with Likert-type rating scales. The scale was constructed following the standardized procedure of scale construction. Item writing, item analysis and finding out the internal consistency were carried out. The questionnaire consisting of 92 items were framed but it was reduced to 62 items with the comments and suggestions from the subject experts. These 62 items were subjected to Principal Component Analysis and five factors emerged out of VARIMAX rotation. The items which load to the five factors or components are retained and those which do not load to the five factors were rejected. Each extracted factors were labeled by the researcher on its appropriateness for representing the underlying dimensions of a particular factor. They are Discrimination & Sexual Harassment, Actively Hostile Behaviour, Illegitimate Pressure, Humiliation and Bullying and are considered as the dimensions of workplace violence. Only 55 items were found to be qualified after the factorial analysis and they were considered as final questionnaire for analysis purpose.

iii. *The impact of perceived workplace violence on its psychosocial concomitants*

The third part of the study intends to focus on the effect of the workplace violence on the performance of the employees and to study its relationship with workplace violence parameters and psychosocial parameters. The psychosocial parameters used along with the dimensions of the workplace violence are Stress/ Energy Scale, General Health, Perceived Health, Resource Scale, Conflict, Work Overload, Job Demands and

Counterproductive Work Behaviour (CWB). The correlation and regression analysis were carried out to understand the relationship between the workplace violence dimensions and the psychosocial parameters and also among the psychosocial parameters. It also intends to study whether the work-life parameters predict workplace violence dimensions.

Thus, the present research is carried out by separating the above mentioned stages, starting from the pilot study till the final stage of finding out the correlation and prediction among and between the psychosocial parameters and workplace violence dimensions.