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Hellenic *Open University*

***Master's join degree/post graduate Programme
Enterprises Risk Management (ERM)***

MASTER THESIS



Analyzing Workplace Violence in the Greek Banking Sector

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**Supervisor
Nikitas-Spyridon Koutsoukis**

May 2018

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Περίληψη

Τις τελευταίες δεκαετίες έχουν σημειωθεί σημαντικές αλλαγές στον εργασιακό χώρο. Τέτοιες αλλαγές έχουν οδηγήσει στην εκδήλωση αναδυόμενων κινδύνων για την ασφάλεια και υγεία των εργαζομένων. Το πρόβλημα της βίας στον εργασιακό χώρο έχει προκαλέσει το επιστημονικό ενδιαφέρον τα τελευταία χρόνια και έχει οδηγήσει σε αυξανόμενη βιβλιογραφία σχετικά με το θέμα. Η βία στο χώρο εργασίας αποτελεί σημαντική πηγή άγχους με αρνητικές επιπτώσεις στη σωματική και ψυχική υγεία των θυμάτων.

Σκοπός της παρούσας μελέτης είναι να προσδιοριστεί, να αναλυθεί και να αξιολογηθεί ο κίνδυνος που προκύπτει από τις ποικίλες μορφές βίας στο χώρο εργασίας. Χρησιμοποιώντας ένα μη τυχαιοποιημένο δείγμα εργαζομένων, εξετάζουμε το φαινόμενο της εργασιακής βίας στον ελληνικό τραπεζικό τομέα.

Η μελέτη αυτή αποτελείται από δύο μέρη. Το πρώτο μέρος, η ανασκόπηση της βιβλιογραφίας, αποτελεί τη βάση για την ολοκληρωμένη ανάλυση του φαινομένου. Περιγράφει την επικράτηση, τους τύπους, τις αιτίες και τις συνέπειες της εργασιακής βίας. Περιγράφει επίσης περιληπτικά το πρότυπο ISO 31000: 2009 το οποίο θα μας βοηθήσει να αξιολογήσουμε τους κινδύνους. Το δεύτερο μέρος είναι η εμπειρική έρευνα. Η εκτίμηση κινδύνου βασίζεται στο πλαίσιο που προτείνεται από το πρότυπο ISO 31000: 2009.

Τα αποτελέσματα δείχνουν ότι η βία στο χώρο εργασίας είναι χαμηλή ή μεσαίου κινδύνου. Επιπλέον, οι γυναίκες είναι πιο ευάλωτες απ'ότι οι άνδρες συνάδελφοί τους.

Summary

Recent decades have seen significant changes in the workplace. Such changes have resulted in emerging risks in the field of occupational safety and health. The problem of workplace violence has created scientific interest over the past years and has resulted in a growing literature related to the issue. Workplace violence is an important source of stress with detrimental effects to the physical and mental health of the victims.

The aim of this study is to identify, analyze and evaluate the risk emerging from the diverse forms of workplace violence. Using a non-random sample of employees, we examine the phenomenon of workplace violence in the Greek banking sector.

This study consists of two parts. The first part, the literature review, sets the stage for integrated analysis of the phenomenon. It provides a description of the prevalence, types, causes, and consequences of workplace violence. It also briefly describes the ISO 31000:2009 Standard which will help us assess the risks. The second part is the empirical survey. The risk assessment builds upon the framework proposed by the ISO 31000:2009.

The results show that workplace violence is low or medium risk. Further, women are more vulnerable than their male counterparts.

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Chapter 1

Introduction

Workplace violence, a type of violence that occurs in workplaces, is a complex and heterogeneous social phenomenon, as reflected by the variability of definitions in circulation, with antecedents in individual, organization, and society. Violence risk is induced by the interaction of various facilitators and its consequences are differentiated. In order to be able to assess the risk of victimization it is important to identify and address its root causes.

Violence at work has become increasingly significant to organizations. It is argued that workplace violence – be it physical or psychological – is a fundamental organizational problem (O'Leary-Kelly, Griffin & Glew 1996). No organization, in any industry, is immune to workplace violence. Violence at work is recognized as an occupational hazard which may have detrimental effects on the well-being of employees as it may trigger a range of physical and emotional outcomes. Being victimized at work can also result in significant economic losses to organizations associated with absenteeism and leaves, lower productivity and higher turnover. Awareness of these facts among researchers and international organizations was significantly enhanced over the past decades.

So far, the majority of workplace violence studies in the literature have been conducted in the healthcare industry. Within the banking industry, little is known about the extent and nature of the problem. To the best of my knowledge, there have been no published studies regarding the phenomenon of workplace violence in the Greek banking sector. Motivated by the lack of research on this issue, this research aims to study workplace violence from a risk management perspective.

Nowadays, Greece's banking sector is dominated by a total of four systemic banks (Alpha Bank, National Bank of Greece, Piraeus Bank, Eurobank) which

account for 90 percent of the market share in terms of loan market and deposits (Höhler, 2017).

The Greek banking sector is an interesting case for study due to the structural changes it has witnessed over the last decade as a consequence of the unprecedented financial crisis that hit Greece and harmed its economy and society. Inevitably the ongoing crisis has affected significantly the Greek banks by putting pressure on their liquidity and capital adequacy. Greek banks incurred losses through their holdings of Greek bonds as a result of the debt restructuring operations known colloquially as P.S.I (Private Sector Involvement) that took place in 2012. The large outflow of deposits from the domestic banking system, forced the authorities to impose capital controls in June 2015.

In view of potential instability, the crisis-hit banking sector was restructured to safeguard financial stability and protect depositors' interests. The restructuring agenda included a series of measures, inter alia, recapitalization, targeted mergers and acquisitions, sale of international subsidiaries, domestic branch network and personnel reduction. The main aim of such restructuring was to create stronger and more flexible institutions. Therefore, the Greek banking system was radically restructured and ended up an oligopolistic retail banking one consisting of four core banks.

In an era of downsizing, reengineering, and restructuring, which is usually accompanied by changes in management, pay cuts or freezes, and heavier workload (ILO, 2001), it is reasoned that such changes generate negative reactions, such as anger, frustration, and anxiety that may in turn lead to violence in the workplace (Baron & Neuman, 1996, 1998).

The remainder of the dissertation is organized as follows. Chapter 2 provides a thorough review of the literature by shedding light on concepts and definitions, focusing on various forms and types of violence. Furthermore, factors that may contribute to and cause violence are also discussed here. Chapter 3 provides an overview of the ISO 31000:2009 International Standard on Risk Management. Chapter 4 presents the procedure of the research methodology. It describes the pilot study, participants, instrumentation, questionnaire distribution, and the sampling technique of the study. Chapter 5 presents the results of the data analysis and a discussion of the results. In Chapter 6, a risk

matrix analysis framework is proposed for each type of workplace (physical, verbal, bullying/mobbing, sexual harassment). A risk management process aligned with the requirements of ISO 31000:2009 Standard is established. A risk management perspective places workplace violence within the realm of potential occupational hazards. Finally, Section 7 concludes with a brief summary of the main findings of the dissertation and its limitations.

Chapter 2

Literature Review

Identified as an occupational hazard, workplace violence has gathered much attention at the global level. Over the last years the issue of violence in the workplace has attained greater prominence and has been extensively researched in a plethora of theoretical and empirical studies (for an in-depth overview see Chappell & Di Martino, 2006). In this chapter we review in depth the literature, with the foci on the prevalence, types, causes, and consequences of violence in the workplace. The findings that are discussed below refer to Western countries, since most of the studies on the issue have been conducted there.

2.1. The crux of workplace violence

Workplace violence (WPV) constitutes a public health problem that transcends the boundaries of countries, industry sectors and occupational groups. The issue is increasingly emerging as a priority area of concern, in view of its definite adverse and sometimes even severe outcomes on individuals, organizations and the whole society (Chappell & DiMartino 2006). Yet, the study of workplace violence is complicated by the fact what constitutes violence is diverse in different contexts and cultures (EU-OSHA 2010).

2.2. Prevalence of violence

There are difficulties when comparing workplace violence prevalence rates from different studies, due to the way workplace is conceptualized and operationalized by researchers. Prevalence data are disparate due to the diversity in the methods used, the definition of the concept, the type of violence measured, the sample size, and the monitoring period, which usually ranges from

6 to 12 months long. Regardless of these disparities, the statistics are alarming and the empirical results demonstrate that violence at workplace is an increasing problem worldwide. A growing number of empirical studies have documented the magnitude of violence at workplaces primarily in Western industrialized societies. For example, the sixth European Working Conditions Survey (Eurofound, 2017) reported that about one-sixth (15%) workers have experienced adverse social behavior.

2.3. The definition of workplace violence

Workplace violence is a concept that defies precise definition. The World Health Organization (WHO) defines violence as “the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, which either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment, or deprivation”. (Krug, Dahlberg, Mercy, Zwi, & Lozano, 2002, p.5).

Although there is no agreed definition of workplace violence, one common, if loose, description is “any physical assault, threatening behavior, or verbal abuse occurring in the work setting that humiliates, degrades or damages a person’s well-being, value and dignity”. Though conventionally understood, there is no unanimity so far about the definition among institutions and researchers, as the intended meaning of the term differs in several contexts in which it is used. According to Di Martino (2003), “Physical and psychological violence often overlap in practice, making any attempt to categorise different forms of violence very difficult” (p.2).

Moreover, the concept of the workplace is elusive (Chappell & Di Martino, 2006). With the growing number of people working from home or self-employed people nowadays, work does not take place within the traditional “public sphere” such as a corporate office. New forms of “workplaces” have also emerged due to technological changes. Therefore, the term “work-related” instead of “workplace” puts violence at work in a broader perspective (Di Martino 2003). In this study, the two terms are used interchangeably.

Nevertheless, it is important to establish the definitions used by various international organizations. A review of the current state of workplace research

reveals that there are various accepted definitions of workplace violence.

The International Labor Organization (2003) provides the following definition of workplace violence in its code of practice: “Any action, incident or behavior that departs from reasonable conduct in which a person is assaulted, threatened, harmed, injured in the course of, or as a direct result of, his or her work” (p.4).

For the purpose of conducting the present study, a widely accepted definition proposed by the European Commission, is adopted. According to European Commission, workplace violence is defined as: “Incidents where staff are abused, threatened or assaulted in circumstances related to their work, including commuting to and from work, involving an explicit or implicit challenge to their safety, well-being or health” (Wynne et al. 1997: 1).

2.4. Typology of workplace violence

Despite a shared understanding, workplace violence is not of a uniform type. To fully understand workplace violence as an occupational hazard, it is important to focus on its different forms. Categorization is important for identification of the most appropriate risk preventive measures. To gain better understanding of what constitutes workplace violence, those involved in the occupational safety and health, need to examine the nature and origin of workplace violence. There is a range of ways to categorize different forms of workplace violence. Distinction among different types of violence in the workplace may come from the type of victimization and/or by the victim-perpetrator relationship, either outside or inside the workplace.

a. Nature of workplace violence

Workplace violence extends from physical to psychological behaviors which are often interrelated and overlapping (Stutzenberger & Fisher, 2014). Examples of behaviors that constitute each type are shown in Table 2.1. Physical violence is the use of physical force against another person or group that results in physical, sexual or psychological harm. Psychological violence includes verbal abuse, bullying/mobbing, harassment and threats. It can result in harm to physical, mental, spiritual, moral or social development (ILO/ICN/WHO/PSI, 2003).

Table 2.1.: Types of violence and violent behaviors in the workplace

Type of violence	Violent behavior
Physical	Homicide
	Rape
	Robbery
	Assault/attack (e.g. kicking, punching, scratching, squeezing, pinching and biting)
Psychological	Bullying
	Threats of intimidation (e.g. swearing, shouting and interfering with work tools and equipment)
	Harassment (e.g. sexual, racial, and ethnic slurs, remarks and behavior)
	Stalking
	Deliberate silence
	Ostracism (e.g. exclusion or isolation)

Adopted from: Stutzenberger and Fisher (2014 : 209)

In terms of how the perpetrator behaves, literature has classified workplace violence into physical/verbal, active /passive, direct/indirect, overt/covert (Buss, 1961; Keashly and Jagatic, 2003).

b. Origin of workplace violence

Violence can come from outside the workplace or has its origin within it. According to this distinction, workplace violence is classified into:

- **Internal violence**, which takes place between workers (including supervisors and managers)
- **External violence**, which takes place between workers (including supervisors and managers) and any other person who is at the workplace.

This definition is widely also used and has gained wide acceptance in literature (ILO, 2003; Chappell & Di Martino, 2006; Eurofound, 2010).

A similar typology was developed by the Californian Occupational Safety and Health Administration (Cal/OSHA, 1995) on the basis of the relationship between the assailant and the workplace. Cal/OSHA has proposed the following three types of workplace violence¹:

- ***Criminal intent (Type I)*** exists when a perpetrator has no legitimate relationship to the business or its employees and generally occurs in conjunction with a crime.
- ***Customer/Client (Type II)*** exists when an offender has a legitimate relationship to the business and becomes violent while being served by the business.
- ***Worker-on-Worker (Type III)*** exists when an employee or prior employee attacks or threatens another employee or prior employee in the workplace.

LeBlanc and Kelloway (2002) argue that “operationally, it may be difficult to distinguish between criminals and clients as sources of workplace violence because criminals often pose as clients to gain entry into the organization” (p.445). In this context, we have differentiated between only two sources of violence: client initiated (Type II) and co-worker initiated (Type III). This categorization can be particularly helpful in the design of strategies to prevent workplace violence, since each type of violence requires a different approach for prevention.

2.5. Risk factors

Workplace violence, as mentioned before, is a multifaceted problem, and mono-causal explanations fail to provide a deeper understanding of perpetrator’s actions. Violent behavior can be explained by a number of risk factors on multiple levels. No single factor explains why some individuals behave violently toward others. The Chappell-Di Martino (2006) interactive model of workplace

¹ Lately, a fourth source of workplace has been suggested. Personal Relationship (Type IV) exists when an individual does not have a relationship with the organization, but has a relationship with an employee who is the target of the violence. (Source: Merchant, J. A., & Lundell, J. A. (2001). Workplace violence: A report to the nation. Iowa City: University of Iowa.).

violence integrates the risk factors for workplace violence across on a multitude of levels: individual, workplace, societal, and contextual (Figure 2.1.).

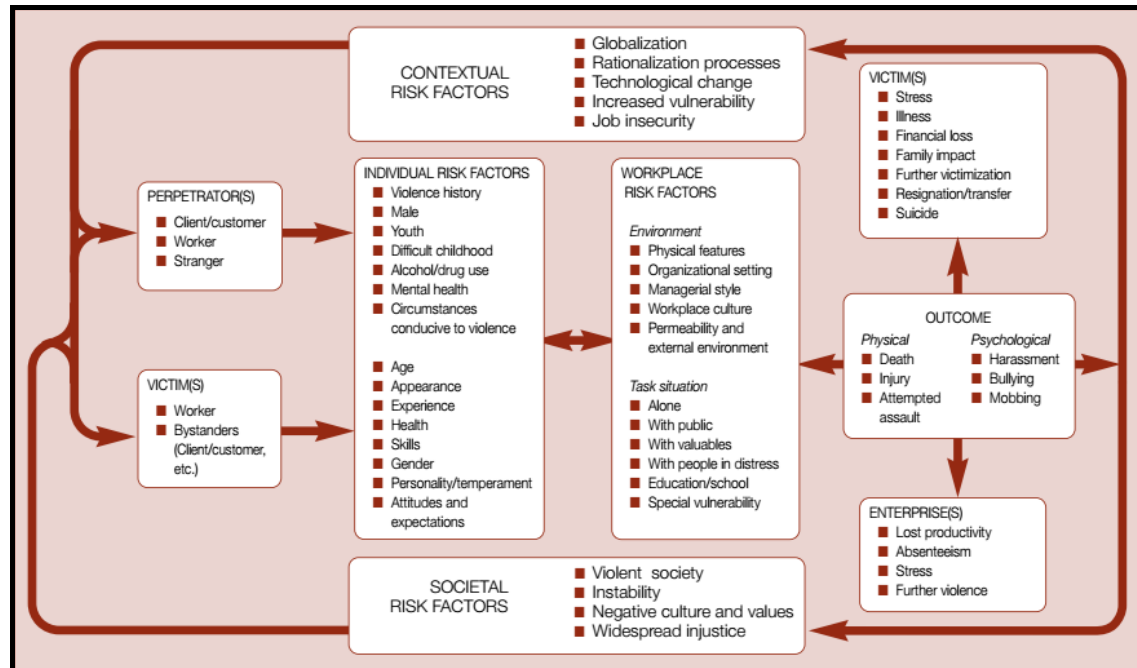


Figure 2.1.: The Chappell-Di Martino interactive model of workplace violence (Adapted from: Chappell & Di Martino, 2006).

These factors are often interconnected, as when contextual or societal risk factors fuel the individual ones. However, it is not the intention of this thesis to examine the entire spectrum of risk factors. Rather, this section offers an overview of the factors cited by past research as antecedents of workplace violence. Adopting an “organization-motivated” perspective, attention is focused on risk-producing variables which are traceable to the characteristics of the work environment within which employees operate (O’Leary-Kelly et al., 1996).

That workplace environment is composed of a variety of factors including the physical and organizational structure. It can also be related to elements such as managerial style and the prevailing culture (Chappell & Di Martino, 2006). Once the risk factors are determined, appropriate strategy to prevent workplace violence can be established. For purposes of simplification, the range of suggested contributory factors has been grouped into three levels of analysis: environmental, organizational, and situational. Some of these factors are

summarized in Table 2.2.

Table 2.2.: Workplace risk factors

Category	Risk factor
<i>Environmental</i>	Insufficient safety equipment (e.g. lack of protective glass panels)
	Poor environmental conditions (e.g. poor lighting, high noise levels, temperature, poor air quality, poor ventilation)
<i>Organizational</i>	Authoritarian management style
	Understaffed
	Excessive workload
	Overcrowding
	Bureaucratic procedures
	Organizational changes (e.g. downsizing, budget cuts, sizeable layoffs)
<i>Situational</i>	Working alone
	Dealing with the public
	Working with cash handling and valuables
	Working with people in distress
	Certain days or periods of year (e.g. pension payment days, tax-related payment deadlines, holidays)

a. Environmental

Environmental risk factors are those that are attributable to the layout, design, and amenities of the physical workspace. These risk features include: overcrowding, poor lighting, high noise levels, high humidity, poor air quality, poor ventilation, uncomfortably high or low temperature. Studies have provided many insights into the relationship between environmental risk factors and workplace violence (Baron & Neuman, 1998). For example, a poor workplace design along with inadequate design features such as poor ventilation may lead to customer frustration increasing the risk of violent behavior.

b. Organizational

Organizational risk factors are those that are intrinsic to the job and result from the policies, procedures, work practices and culture of the organization. Organisational behavior literature offers important perspectives on the organisational elements that encourage violence. An authoritarian management style, which relies on harsh discipline, may create a climate of fear and can be regarded as a forerunner of violent behavior (Di Martino, Hoel, & Cooper, 2003). Deficiencies in work design (e.g. high job demands, low job control) are also fertile ground for workplace violence. Other organisational-related factors such as organizational changes (e.g. downsizing, layoffs, restructuring processes) can generate, or contribute to, workplace violence (Baron & Neuman, 1998). For example, excessive workload or insufficient staff can slow down the provision of services, which can result in excessive delays and queuing for customers especially during peak periods.

c. Situational

In the same vein, situational factors are also associated with an increased risk of workplace violence. Such risk factors are attributed to specific times and situations when employees are at enhanced risk. Contact with the public and working with cash and valuables are two well-known risk factors (Cal/OSHA, 1995; Chappell & Di Martino, 2006).

2.6. Consequences

The presence of violence in the workplace represents very considerable costs which are borne not only by the individuals, but also by the employing organizations. The negative health, economic, and social impacts of workplace violence are well documented (Hoel, Sparks, & Cooper, 2001). As a result of workplace violence, individuals may suffer negative consequences which include, among others, deteriorating health, demoralization, and reduced performance. On the organizational level, workplace violence entails numerous direct and indirect costs, in addition to other intangible ones, in terms of financial and non-financial indicators. Such costs include increased absenteeism, high levels of turnover, reduced performance and productivity, negative working climate and

diminished public image. The negative consequences of workplace violence extend beyond victims and enterprises as they are also externalized to society. They pervade victims' family and their community, disrupting their family and social life, increasing medical expenses and unemployment. The particular costs of violence are summarized in Table 2.3.

Table 2.3.: Costs of workplace violence

Costs to individuals	Costs to society
<ul style="list-style-type: none"> • increased risk of an accident • frustration, demoralisation, stress • deteriorating health, disability • pain, distress, death • stigmatisation and discrimination • ineffective performance 	<ul style="list-style-type: none"> • social security costs • compensation claims • unemployment • disruption in family life • disruption in social life • poor health care • increased violence

Costs to organizations		
Direct	Indirect	Intangible
<ul style="list-style-type: none"> • disruption • accidents • illness, disability, death • legal liabilities • absenteeism • turnover 	<ul style="list-style-type: none"> • reduced job satisfaction • reduced morale • reduced commitment • reduced efficiency • reduced performance • reduced productivity 	<ul style="list-style-type: none"> • organization image • creativity • quality • anticipation • working climate (less conducive environment) • openness to innovation

(Sources: Di Martino, Hoel & Cooper, 2003; Chappell & Di Martino, 2006)

Chapter 3

The ISO 31000:2009

Standard

Enterprise risk management (ERM), a holistic approach to manage corporate risks, has been identified as a key issue for business agenda. The effective management of corporate risks is a driver of long-term success. Recognizing that risk management is an integral part of the corporate governance, this research follows an approach to manage workplace violence risk that aligns with the requirements of ISO 31000:2009 Standard². Its Risk Assessment activity is the focus of this chapter.

3.1. The ISO 31000:2009

In 2009 the International Organization for Standardization (ISO) released the first internationally recognised standard entitled: ISO 31000:2009, Risk Management-Principles and Guidelines. The standard aims to provide organisations a universal benchmark for the design of risk management strategy regardless of their size, activity or sector. Though not prescriptive, it aims to provide organizations with universally accepted principles and guidelines on risk management. The ISO 31000:2009 Standard is based on three pillars:

- Risk management principles (11 principles for managing risk) – Clause 3
- Risk management framework (5 components to the framework for managing risk) – Clause 4
- Risk management process (5 processes for managing risk) – Clause 5

² In February 2018, the International Standards Organization (ISO) released ISO 31000:2018, an updated version that revises and supersedes the ISO 31000:2009 standard.

The three-pillar architecture is shown in figure below.

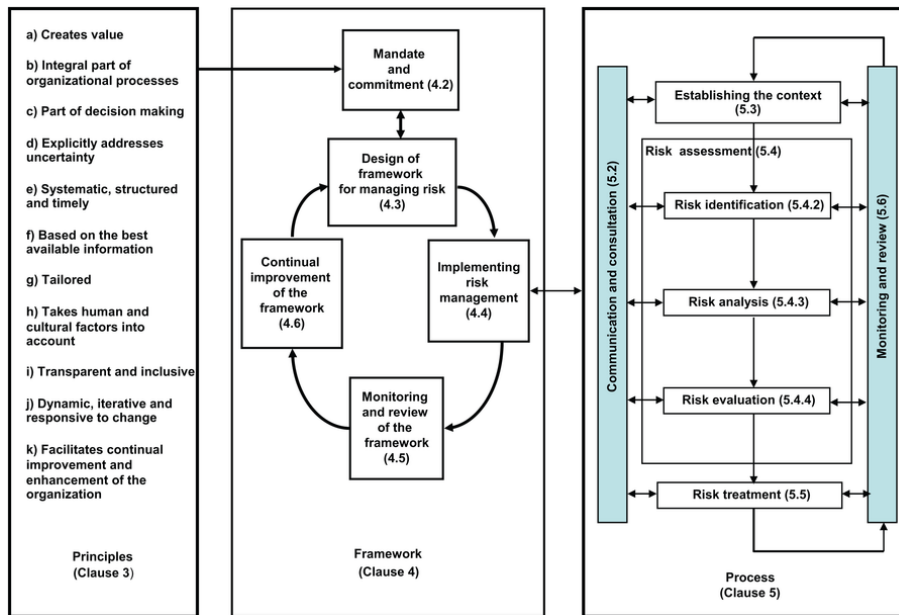


Figure 6.1.: Relationships between the risk management principles, framework and process (Source: ISO, 2009)

3.2. The Risk Management Process

The risk management process under ISO 31000:2009 (Clause 5) is an integrative and iterative stepwise process to manage occupational hazards. Its cornerstone is risk assessment. It also comprises two other activities: context and risk treatment. Risk management is an ongoing process buttressed by continuous monitoring and review, and communication and consultation. These key activities may prove useful in identifying the risks - and hopefully improve the effectiveness of strategies for the prevention.

3.2.1. Establishing the context

Establishing the context defines the scope for the risk management process within the context of the firm's organizational objectives. It also sets the criteria for the risk management policy. Though external and internal factors may impact the organization and should both be taken into account when managing risk, the current study focuses on influences that derive from the internal environment in which the firm operates and articulates its objectives.

3.2.2. Risk Assessment

Once the context has been established, risks need to be assessed. Risk Assessment is an overall process that involves three interdependent activities: risk identification, risk analysis, and risk evaluation. Risk identification is a systematic process that involves the identification of sources of the risk and their potential to cause harm. Risk analysis is concerned with risk comprehension. It involves determining the level of each risk, i.e. its consequences and the likelihood of occurrence. Risk analysis provides the basis for risk evaluation and decision-making about risk treatment. Risk analysis includes risk estimation. Risk evaluation prioritizes risks and identifies which risks may require treatment. It is a process of comparing the results of risk analysis with risk criteria developed when the context was established. Risk evaluation is used to determine whether the risk is acceptable or tolerable and hence, whether risk treatment is worthwhile.

3.2.3. Risk Treatment

Risk treatment selects the appropriate options for treating or modifying risks. Such options include: avoiding the risk, removing the risk source, reduction of the likelihood and the consequences of the risk, sharing or transferring the risk with other parties, retain the risk.

3.2.4. Monitoring and Review

Monitoring and review involves continual analysis of the risks encountered, and activity undertaken to determine risk treatment effectiveness.

3.2.5. Communication and Consultation

Communication and consultation are ongoing processes that a corporation conducts to provide, share or obtain information and to engage in dialogue with stakeholders regarding the management of risk (or by involving all stakeholders).

Chapter 4

Research Methodology

Workplace violence is a sensitive research topic and getting truthful answers is difficult. To circumvent this hurdle, the use of anonymous surveys is recommended. As no existing questionnaire was available for use for this particular project, it was necessary to develop one. For the empirical part of the study a questionnaire was designed following a comprehensive review of the literature.

4.1. Data collection

Google Docs platform was used to develop a self-administered questionnaire as a method of data collection. The online questionnaire was automatically hosted on the *Google Docs* platform between 15th January and 30th March 2018. The survey was conducted electronically: the participants were acquired with the help of the social media platforms. The researcher explained the purpose of the study and emphasizes the voluntary and confidential nature of the study.

4.2. Study population

Participation was voluntary but not randomly selected. This study included current employees of Greek banks. For the sake of clarity, the survey was conducted in Greek.

4.3. Sampling method

As random sampling was not feasible due to time and resource constraints, a non-probabilistic sampling method was used. In particular, access to the employees who participated in the study was enabled by the snowball sampling

technique. However, such technique comes at the expense of external validity (Nielsen, Matthiesen, & Einarsen, 2010).

4.4. Instrument

The questionnaire deployed in the study was structured in 4 parts, or “blocks”, and includes 35 items in total. A draft version of the questionnaire was pre-tested through a paper-based pilot survey by a group of bank employees (N=10) to ascertain respondents’ comprehension and completion time.

The first part of the questionnaire gathered demographic information of the participants such as gender, age, current position, years of experience, marital/relationship status etc. The most important source of information on workplace violence hazard is based on the subjective perception of the respondents. Thus, the approach followed on this survey is known in the literature as the subjective (or self-assessment) method (Zapf & Einarsen, 2003).

The second part of the questionnaire was used to identify which factors generated or contributed to workplace violence based on participants’ perceptions. These risk factors were derived from previous research on workplace violence. At the end of this subsection, participants had to answer a skip logic question. In particular, they were asked whether they had been subjected to workplace violence or not during the last 12 months. A “no” response allowed to route them to the last section of the survey.

The third part of the survey contained a number of questions related to Type II (Customer/Client initiated) violence and Type III (Worker-on-Worker) violence. Prior to these questions respondents were presented with a specific definition of violence at workplace to ensure consistency in their understanding. This, highly accepted definition proposed by the European Commission (1997), is the following:

“Incidents where staff are abused, threatened or assaulted in circumstances related to their work, including commuting to and from work, involving an explicit or implicit challenge to their safety, well-being or health”. (Wynne, Clarkin, & Griffiths, 1997, p.1.)

The definition was immediately followed by separate subsections about physical violence, verbal abuse, bullying/mobbing, and sexual harassment. In particular, each of these subsections comprised a set of questions that provided further information on the frequency, the impact, and in cases of internal violence, the perpetrator. Likert-type responses were sought to items rating frequency and influence on perceived mental health. The reason for choosing mental health is reflected on the importance of mental health reflected in the World Health Organization (2004) definition: "Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community". Mayhew and Chappell (2007) argue that "Violence at work (VAW) is a frequent precursor to mental ill health, and to a lesser degree physical injury, among those exposed to this occupational hazard" (p. 327).

First, participants were asked to respond how often the respondents have experienced violence at work in the course of the previous year. The question on actual exposure is stated as follows: "*How often have you been exposed to [type of violence] in the last 12 months?*".

The consequences of the traumatic events on participants' mental health were measured by a 3-item instrument adopted by the ILO/ICN/WHO/PSI questionnaire. This measure was used in order to assess subjective evaluation of the experience of the traumatic event and specifically the symptoms that meet the DSM-IV criteria of Post-Traumatic Stress Disorder (PTSD). PTSD is defined by the simultaneous presence of symptoms belonging to three main categories: intrusion, avoidance, and hyperarousal.

To assess the psychological consequences, the following question was addressed: "*Since you were attacked, how BOTHERED have you been by [symptoms of PTSD]*". Participants were asked to rate the impact (0 = Not at all to 5 = Extremely) with which they experienced each of the three distinct symptom areas (intrusion, avoidance, hyperarousal) corresponding to the criteria for PTSD within a 12-month time window. To evaluate the degree of prevalence of PTSD I averaged scores on each PTSD item.

In addition, the exposed to internal violence (Type III) participants were

also asked whether the perpetrators were persons in a superior (a superior), equally high (a co-worker), or lower position (a subordinate).

An additional six-item instrument was used to gauge participants' perceptions about workplace violence consequences on a variety of outcomes. Participants were asked to rate the impact they considered workplace violence had on each outcome on a scale from 1 to 5, where 1 means "Not at all" and 5 "Extremely".

Finally, the questionnaire included items about prevention and treatment of the issue; both exposed and non-exposed participants were requested to answer.

Chapter 5

Results

5.1. Data analysis

The totals used for the analysis were the number of valid responses for each question. Due to rounding, percentages presented throughout this document may not add up precisely to the totals provided and may not precisely reflect the absolute figures.

5.2. Demographics

Ninety-six employees responded to survey questionnaire. The respondents were predominantly female (61.46%) and married (57.29%). The majority were aged between 35 and 44. The respondents identified their organizational status as employees (68.75%) or supervisors (31.25%). Most had 11 to 15 years of experience in the profession (45.83%). Approximately one-third of employees reported that 6 to 10 coworkers were present in the same work setting. Table 5.1 displays the demographic and professional characteristics of the respondents.

The results showed 50% of respondents had been subjected to at least one kind of violence in the workplace over the past 12 months (Table 5.2). The prevalence of any type of violence was 16.67% and 33.33% for male and female employees respectively. Subjects could choose more than one type of workplace violence. The workplace violence reported varied according to the type of violence; the prevalence ranged from 38.54% to 50%. In particular, out the total sample of 48 respondents reported being exposed to workplace violence, the most prevalent violence was verbal abuse, followed by bullying, physical violence, and sexual harassment. All types of violence are most prevalent for female employees.

Table 5.1: Demographics and job-related characteristics of the sample (N=96)

	Frequency (N)	Percentage (%)
Gender		
Male	37	38.54
Female	59	61.46
Age (years)		
18-24	-	-
25-34	28	29.17
35-44	64	66.67
45-54	4	4.17
55+	-	-
Marital status		
Single	33	34.38
Married	55	57.29
Living with a partner	4	4.17
Divorced	4	4.17
Widowed	-	-
Position		
Manager	-	-
Supervisor	30	31.25
Employee	66	68.75
Experience (years)		
<5	4	4.17
6-10	27	28.13
11-15	44	45.83
16-20	19	19.79
>20	2	2.08
Number of colleagues present		
none	1	1.04
1-5	23	23.96
6-10	35	36.46
11-15	16	16.67
>15	21	21.88

The following table displays the distribution for different types of violence experienced by gender over the past 12 months.

Table 5.2: Exposure to workplace violence

	Gender		
	Male	Female	Total
Yes	16 (16.67)	32 (33.33)	48 (50.00)
<i>Physical</i>	15 (15.63)	23 (23.96)	38 (39.58)
<i>Verbal</i>	16 (16.67)	32 (33.33)	48 (50.00)
<i>Bullying/Mobbing</i>	15 (15.63)	31 (32.29)	46 (47.92)
<i>Sexual harassment</i>	14 (14.58)	23 (23.96)	37 (38.54)
No	21 (38.54)	27 (28.13)	48 (50.00)
Total	37	59	96

Note: The numbers in parentheses indicate the percentage of each category in the total population (N=96). Respondents could choose more than one type of violence.

5.2. Precursors of workplace violence

Both exposed and non-exposed participants were asked to identify which of individual, organizational and situational factors associated with workplace violence they considered to be the most important. Comparison between the two groups in terms of perception showed that there is general agreement on many factors. Figures 5.1 and 5.2 illustrate the number of responses each of these factors received.

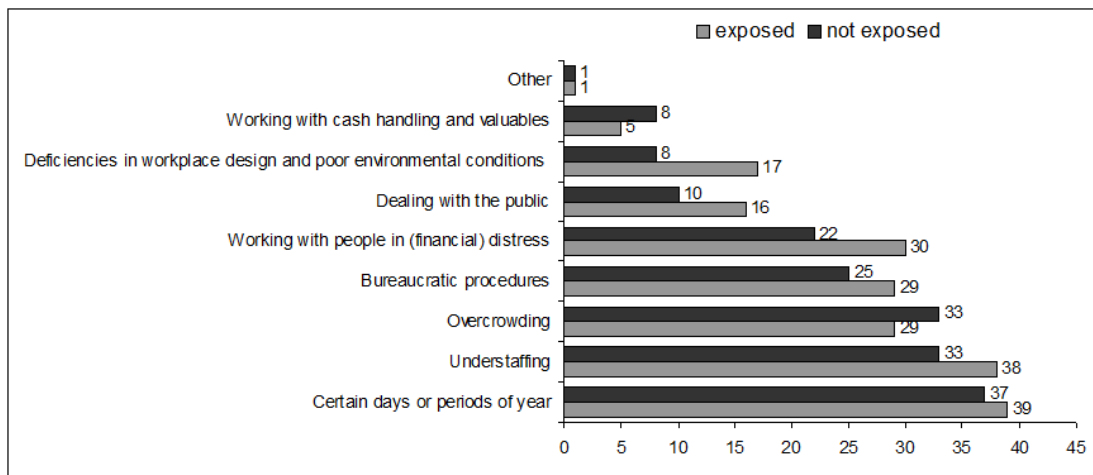


Figure 5.1: Factors associated with workplace violence initiated by clients (Type II)

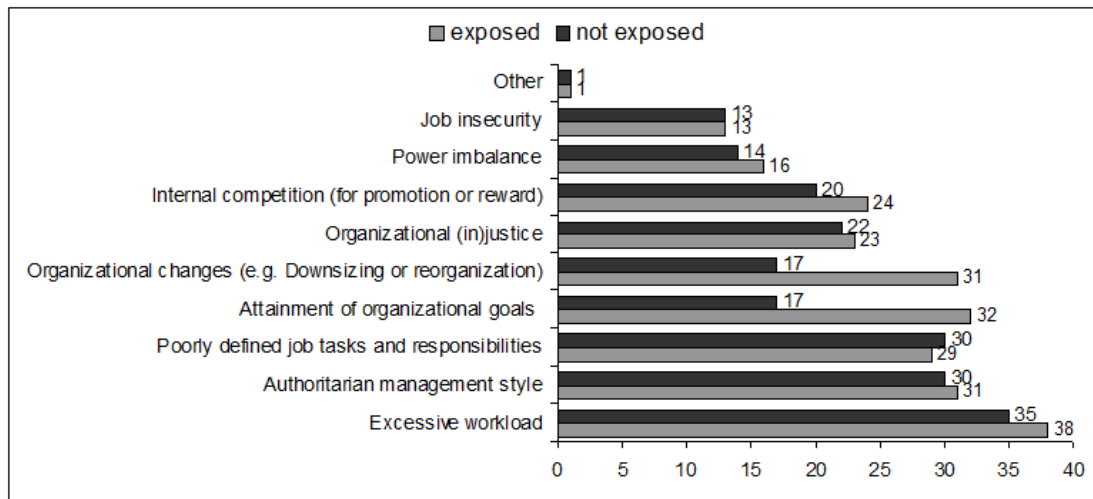


Figure 5.2: Factors associated with workplace violence initiated by co-workers (Type III)

Certain days or periods of year, understaffing and overcrowding were ranked 1, 2, and 3, receiving 76, 71, and 62 responses respectively. Excessive workload, authoritarian management style and poorly defined job tasks and responsibilities were identified as the most important factors associated with violence initiated by co-workers, with a total number of 73, 61, and 59 responses each.

5.3. Perpetrators

Participants who had been exposed to workplace violence over the 12-month period were asked to indicate the source of violence. They could also report several types of violence. In most cases, clients were the main perpetrators

violent behavior (Figure 5.3). In particular, clients were identified in 164 cases while co-workers were identified in 153 cases.

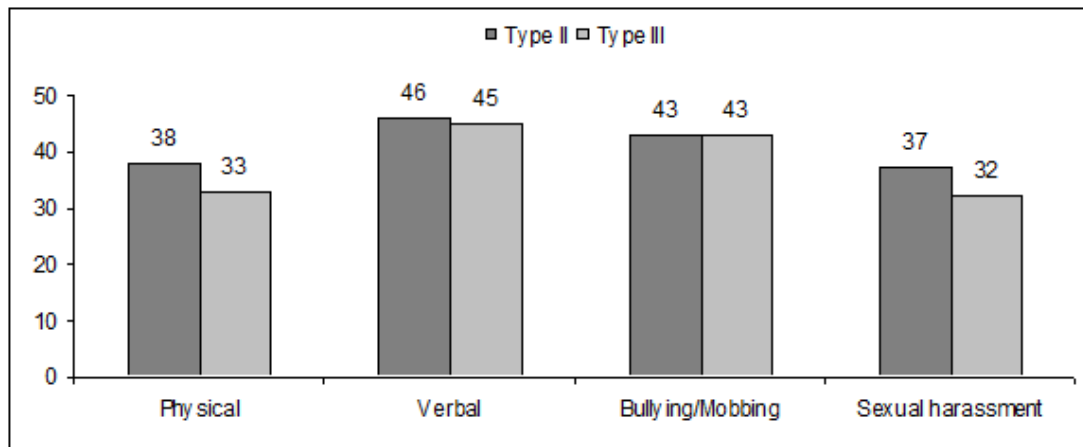


Figure 5.3: Perpetrators of workplace violence

Internal workplace violence can be perpetrated by organizational insiders. Respondents were asked to identify the perpetrator in the incidents of violence experienced. They were allowed to identify more than one perpetrator. However, not all respondents provided information about the perpetrator. As shown in Figure 5.4, in all four types of violence, participants reported as perpetrators their superiors and co-workers, whereas no case of sexual harassment was perpetrated by a subordinate.

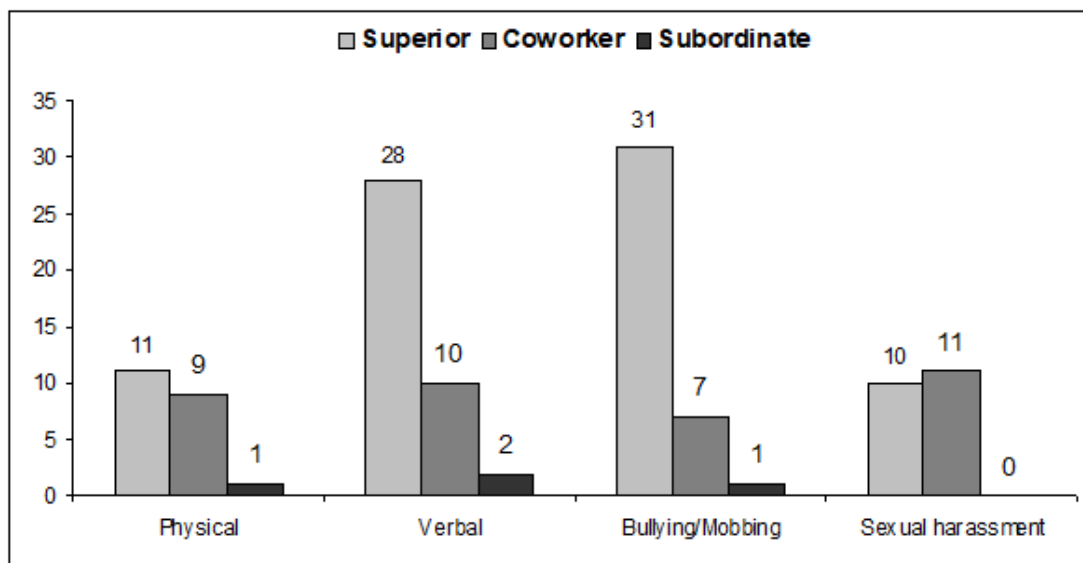


Figure 5.4: Perpetrators of internal violence

Of the reported cases, the majority of the respondents described perpetrators of internal workplace violence persons in a superior position. Only few cases concerned violence perpetrated by a person in a lower position. Overall, superiors were the main perpetrators in all types of violence, with the exception of sexual harassment where co-workers were slightly more.

5.4. Self-rated frequency and seriousness of violence

The benchmark used in this survey’s possible answers comprised Likert-type response scales. For the question on likelihood, respondents could select one of five choices: “Rarely”, “Occasionally”, “Sometimes”, “Often” or “Frequently”. For the question on impact, respondents could select one of five choices: “Not at all”, “A little bit”, “Moderately”, “Quite a bit”, or “Extremely”. Then, these alternatives are turned into a 1–5 scale (Table 5.3).

Table 5.3: Likert-scale classification of likelihood and impact

Likelihood	Score	Impact	Score
Frequently	5	Extremely	5
Often	4	Quite a bit	4
Sometimes	3	Moderately	3
Occasionally	2	A little bit	2
Rarely	1	Not at all	1

The mean score was used to compare the frequency and impact from the four types of violence. Client-initiated verbal abuse was the most frequent and severe, with a mean score 3.02 and 3.80 respectively. In contrast, worker-on-worker physical violence was the least frequent and severe, with a mean score 1.09 and 1.76 respectively. Table 5.4 summarizes the results for the four types in terms of the origin of the source of workplace violence.

Table 5.4: Frequency and impact by source of workplace violence

	Type II		Type III	
	Frequency	Impact	Frequency	Impact
Physical	1.45	2.28	1.09	1.76
Verbal	3.02	3.80	2.58	3.07
Bullying/Mobbing	2.28	2.72	2.44	2.94
Sexual harassment	1.14	1.88	1.22	1.92

The following tables present the results for different types of violence according to gender. As can be seen in tables 5.5 and 5.6, gender-based variations have been identified for both reported frequency and impact. The mean scores for women were slightly higher than men on all types of violence.

Table 5.5: Frequency and impact of Type II violence risk by gender

	Male		Female	
	Frequency	Impact	Frequency	Impact
Physical	1.40	1.87	1.48	2.55
Verbal	2.88	2.48	3.10	3.03
Bullying/Mobbing	1.93	2.16	2.46	3.02
Sexual harassment	1.07	1.17	1.17	2.32

Table 5.6: Frequency and impact of Type III violence risk by gender

	Male		Female	
	Frequency	Impact	Frequency	Impact
Physical	1.07	1.52	1.11	1.93
Verbal	2.13	2.71	2.80	3.24
Bullying/Mobbing	1.71	2.36	2.79	3.22
Sexual harassment	1.00	1.31	1.37	2.33

The items in the survey showed satisfactory levels of reliability and internal consistency, with Cronbach's alpha's for the scales ranging from 0.85 to 0.97. (Table 5.7)

Table 5.7: Distribution and Cronbach alpha's for the PTSD, by type of violence

		Client			Coworker		
<i>PTSD-subcales</i>	<i>Mean</i>	<i>SD</i>	<i>Cronbach's alpha</i>	<i>PTSD-subcales</i>	<i>Mean</i>	<i>SD</i>	<i>Cronbach's alpha</i>
Physical			0.92	Physical			0.96
intrusion	1.81	1.47		intrusion	1.21	1.29	
avoidance	1.56	1.35		avoidance	1.08	1.15	
hyperarousal	2.04	1.70		hyperarousal	1.33	1.37	
Verbal			0.85	Verbal			0.92
intrusion	3.00	1.29		intrusion	2.90	1.57	
avoidance	2.48	1.37		avoidance	2.63	1.59	
hyperarousal	3.06	1.45		hyperarousal	3.10	1.69	
Bullying/mobbing			0.93	Bullying/mobbing			0.94
intrusion	2.54	1.50		intrusion	2.65	1.64	
avoidance	2.19	1.48		avoidance	2.46	1.66	
hyperarousal	2.58	1.57		hyperarousal	2.79	1.76	
Sexual harassment			0.94	Sexual harassment			0.97
intrusion	1.46	1.38		intrusion	1.23	1.40	
avoidance	1.29	1.18		avoidance	1.21	1.35	
hyperarousal	1.60	1.51		hyperarousal	1.35	1.58	

Chapter 6

Workplace violence from a risk management perspective

In chapter 3, we presented and discussed the ISO 31000:2009 International Standard. The risk assessment of the workplace violence discussed in this chapter follows the risk assessment framework provided by the Standard, which involves identifying, analyze and evaluate risk.

6.1. Risk identification

As discussed previously, risk identification is a process that involves the identification of sources of the risk and their potential to cause harm. For the purpose of identifying risk factors and the consequences, outside sources, such as publications, are used. Input from employees helps us identify which factors contribute to workplace violence.

6.1.1. Risk factors

Respondents were asked which factors contribute to violence. A full list of individual, organizational and situational factors which were assessed in terms of their importance as precursors associated with workplace violence initiated by clients (Tables 6.1) and co-workers (Tables 6.2).

Table 6.1: Ranking of contributing factors to Type II violence.

Risk factor	Exposed
Certain days or periods of year	39
Understaffing	38
Overcrowding	29
Bureaucratic procedures	29
Working with people in (financial) distress	30
Dealing with the public	16
Deficiencies in workplace design and poor environmental conditions	17
Working with cash handling and valuables	5
Other	1

Table 6.2: Ranking of contributing factors to Type III violence.

Risk factor	Exposed
Excessive workload	38
Authoritarian management style	31
Poorly defined job tasks and responsibilities	29
Attainment of organizational goals	32
Organizational changes (e.g. downsizing or reorganization)	31
Organizational (in)justice	23
Internal competition (for promotion or reward)	24
Power imbalance	16
Job insecurity	13
Other	1

The most reported factors resulting in workplace violence are organizational ones. In particular, the most frequent responses include understaffing (38

responses), excessive workload (38 responses) and overcrowding (29 responses). Organizational factors in conjunction with situational ones, e.g. certain days or periods of year (39 responses), can influence the risks of violence in the workplace. For example, excessive workload or insufficient staff can slow down the provision of services, which can result in excessive delays and queuing for customers especially during peak periods.

6.1.2. Consequences of violence

Bank personnel in Greece have to deal with the needs of clients as well as to cope with structural changes which may generate negative reactions and lead to violence. Violence in workplace has been associated with consequences of increased stress and absenteeism, reduced job satisfaction and productivity, increased turnover, and conflicts that externalized to family and society. Participants who had experienced workplace violence in the past 12 months were asked to report the degree to which the violent incident(s) has been associated with a variety of outcomes. A list of plausible outcomes was presented to the participants, who could answer either “Not at all”, “A little bit”, “Moderately”, “Quite a bit” or “Extremely”. The following figure illustrates the frequencies of the answers given.

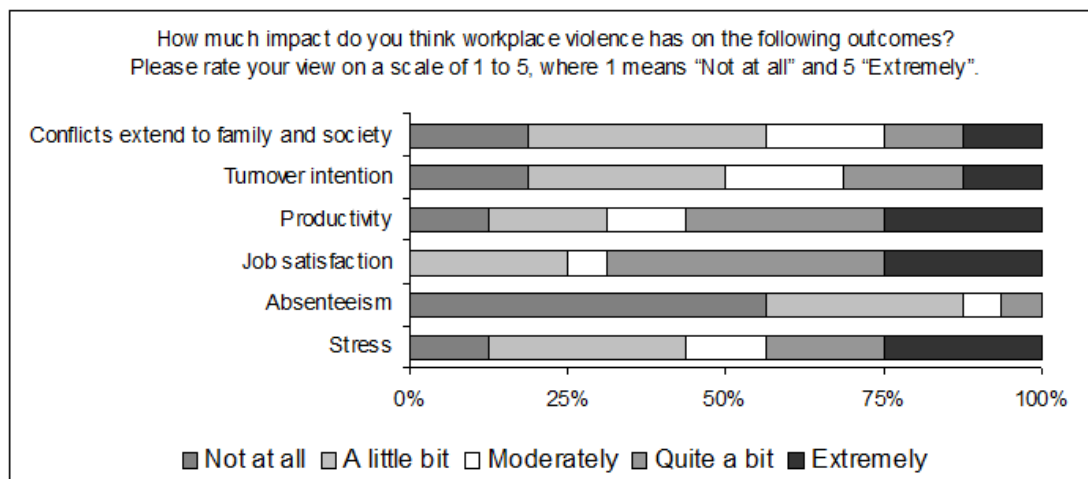


Figure 6.1: Workplace violence and its consequences

Nearly two thirds of all respondents considered that violence increased stress

“quite a bit” (39.58%) or “extremely” (29.17%). A significant proportion of employees (56.25%) reported that violence did not increased absenteeism. It is worth mentioning that no one reported that violence had an extreme impact on absenteeism. One quarter of respondents said that their job satisfaction was extremely reduced due to work-related violence. Interestingly, the percentage of the opposing view is negligible amounting to 4.17%. The majority of respondents (41.67%) said that violence had either “quite a bit” (25.00%) or “an extreme” (16.67%) of impact on their productivity. 37.5% of the staff expressed their intention to resign from their job. Almost one third of the respondents said that conflicts due to violence had been extended to their family and social “quite a bit” or “extremely” (35.42%). Due to all these consequences, violence is an issue of major importance that organizations need to address.

6.2. Risk analysis

Risk analysis is concerned with risk comprehension. It involves determining the level of each risk, based on its likelihood of occurrence and the degree of potential impact. Risk analysis includes risk estimation. In this study, risk analysis is based on the personal experiences of the participants.

Questions were used to collect risk-related information. Respondents were asked to assess the likelihood and impact of each type of violence. Risk is a measure of the likelihood and impact of adverse effects. Therefore, the risk of each type of violence i can be expressed mathematically as:

$$risk_i = likelihood_i \times impact_i$$

For any given type of violence i , its likelihood and impact, denoted respectively $likelihood_i$ and $impact_i$, are:

$$\overline{likelihood}_i = \frac{1}{N_i} \sum_{n=1}^{N_i} likelihood_{i,n}$$

$$\overline{impact}_i = \frac{1}{N_i} \sum_{n=1}^{N_i} impact_{i,n}$$

where, N_i the number of respondents for type of violence i ,

$likelihood_{i,n}$ the likelihood assigned by respondent n to type of violence i

$impact_{i,n}$ the impact assigned by respondent n to type of violence i , as an average of the scores on each PTSD symptom (intrusion, avoidance, and hyperarousal) for that individual.

The likelihood and impact values used in the analysis are those assessed by employees in the previous section. If one value was missing from the score on each PTSD symptom (intrusion, avoidance, and hyperarousal), the degree of PTSD was based on the average score of the non-missing items. Further, partially filled answers, i.e. respondents that failed to assess either the likelihood or the impact of each type of violence, were eliminated. The self-rated likelihood and impact values, and hence risk scores, are presented in the following Tables.

Tables 6.3 – 6.5 display the average values for frequency, impact and risk for each type of workplace violence.

Table 6.3: Violence risk by source of workplace violence

Type II				Type III			
Risk category	F	I	R	Risk category	F	I	R
Physical (PV _{II})	1.45	2.28	3.31	Physical (PV _{III})	1.09	1.76	1.92
Verbal (VA _{II})	3.02	3.80	11.48	Verbal (VA _{III})	2.58	3.07	7.92
Bullying/Mobbing (BM _{II})	2.28	2.72	6.20	Bullying/Mobbing (BM _{III})	2.44	2.94	7.17
Sexual harassment (SH _{II})	1.14	1.88	2.14	Sexual harassment (SH _{III})	1.22	1.92	2.34

Table 6.4: Type II violence risk by gender

Male			Female				
Risk category	F	I	R	Risk category	F	I	R
PV _{II}	1.40	1.87	2.62	PV _{II}	1.48	2.55	3.77
VA _{II}	2.88	2.48	7.14	VA _{II}	3.10	3.03	9.39
BM _{II}	1.93	2.16	4.17	BM _{II}	2.46	3.02	7.43
SH _{II}	1.07	1.17	1.25	SH _{II}	1.17	2.32	2.71

Table 6.5: Type III violence risk by gender

Male			Female				
Risk category	F	I	R	Risk category	F	I	R
PV _{III}	1.07	1.52	1.63	PV _{III}	1.11	1.93	2.14
VA _{III}	2.13	2.71	5.77	VA _{III}	2.80	3.24	9.07
BM _{III}	1.71	2.36	4.04	BM _{III}	2.79	3.22	8.98
SH _{III}	1.00	1.31	1.31	SH _{III}	1.37	2.33	3.19

6.3. Risk evaluation

The aim of this section is to determine the significance of the identified types of workplace violence and estimated risks to those concerned. As was discussed in chapter 3, risk evaluation prioritizes risks and identifies which risks may require treatment. Risk matrices will be deployed to assess the risk of each violence type.

6.3.1. Risk matrices

Risk matrix, a semi-quantitative risk assessment technique, is a practical tool utilized for risk ranking and prioritization in a variety of industries for the benefit of decision makers. A risk matrix is a graphical representation of the two dimensions of an adverse outcome (likelihood, consequence) to some value of risk. Typically, risk level cells in a risk matrix are symmetrically distributed and divided into three classes, “low”, “medium”, and “high” based on distances from the origin. The closer to the origin of the axes, the lower the risk level it outputs.

Risk levels are depicted using different colours: green typically marks the acceptable risk level and no action is required. Yellow represents risks that require further action to reduce them, while red represents unacceptable risks and immediate action is required. The 3x3 risk matrix is usually adopted for its simplicity. However, a typical 3x3 matrix does not provide enough resolution, while anything greater than a 5x5 is too distracting (Moses & Malone, 2005). Non-symmetrical matrices are not logical. Given all these, for the purpose of this study a 5 × 5 risk matrix is deployed.

With the frequency and impact being assessed, our risk matrix consists of 25 cells and three risk categories (Figure 6.2). The green area (1-4) shows the low risk level, while the yellow area (5-12) shows the medium risk level. The red area (>12) stands for the high risk level. The aim of the risk matrix is to assist decision-making about the acceptance of risk.

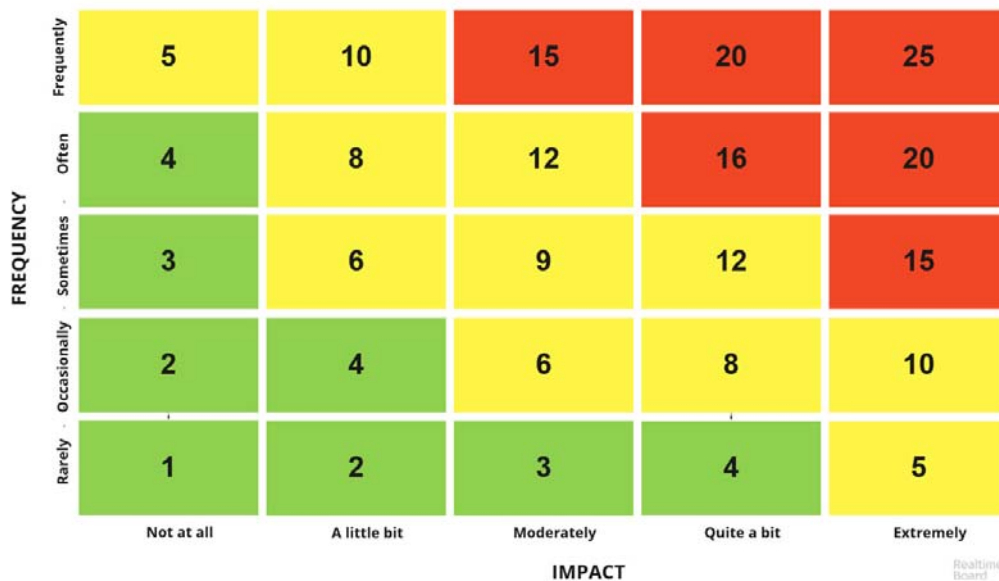


Figure 6.2: Risk matrix

In line with the risk criteria identified, the employer should initiate measures that allow the organization to manage risks more effectively and efficiently. The results from risk analysis and evaluation help organization build its risk profile and define its risk appetite. Such measures which provide qualitative and subjective information are described below:

Table 6.6: Risk Acceptability

Risk Level	Acceptability of Risk	Recommended actions
High (>12)	Unacceptable	Immediate measures required to reduce risk with highest priority. Interventions must be implemented to bring risk to at least medium level.
Medium (5-12)	Tolerable	Evaluate measures for risk reduction.
Low (1-4)	Acceptable	No measures required. Continue to monitor to ensure risk does not escalate to a higher level

6.3.2. The violence risk matrix

The purpose of this section is to determine whether the different types of violence displayed in Tables 6.3-6.5, are of low, medium or high risk. Based on the 5x5 risk matrix (Figure 6.2), the results shown in Table 6.7, indicate four types of violence (PV_{II}, SH_{II}, PV_{III} and SH_{III}) classified as low risk and four types of violence (VA_{II}, BM_{II}, VA_{III}, BM_{III}) as medium risk. Verbal abuse and bullying/mobbing, either client-initiated or co-worker-initiated, were the types of workplace violence with the highest risk levels for both genders.

Table 6.7: Risk level by source of workplace violence

Type II		Type III	
Risk category	R	Risk category	R
Physical (PV _{II})	3.31	Physical (PV _{III})	1.92
Verbal (VA _{II})	11.48	Verbal (VA _{III})	7.92
Bullying/Mobbing (BM _{II})	6.20	Bullying/Mobbing (BM _{III})	7.17
Sexual harassment (SH _{II})	2.14	Sexual harassment (SH _{III})	2.34

The main finding, shown in table 6.8, is that, workplace violence is a gendered phenomenon. The results show that, on average, female employees face a higher

risk of violence than male employees (5.84 vs 3.49).

Table 6.8: Male-female risk differentials of Type II and Type III violence

Male		Female	
Risk category	R	Risk category	R
Physical (PV _{II})	2.62	Physical (PV _{II})	3.77
Verbal (VA _{II})	7.14	Verbal (VA _{II})	9.39
Bullying/Mobbing (BM _{II})	4.17	Bullying/Mobbing (BM _{II})	7.43
Sexual harassment (SH _{II})	1.25	Sexual harassment (SH _{II})	2.71
Physical (PV _{III})	1.63	Physical (PV _{III})	2.14
Verbal (VA _{III})	5.77	Verbal (VA _{III})	9.07
Bullying/Mobbing (BM _{III})	4.04	Bullying/Mobbing (BM _{III})	8.98
Sexual harassment (SH _{III})	1.31	Sexual harassment (SH _{III})	3.19
Average	3.49	Average	5.84

Furthermore, the difference between male and female employees in the risk levels they reported varies by the type of violence. In particular, a comparison on risks of workplace violence reveals that female respondents have been exposed to a greater risk of any type than their male counterparts. Female employees are more vulnerable than their male colleagues in each of the 8 types of violence. This pattern is reflective of how clients and co-workers behave towards female employees. The greatest difference concerns bullying/mobbing perpetrated by co-workers, whereas internal physical violence has the lowest difference. It is noticeable that almost all types of workplace violence for males are of low risk, whereas half of the workplace violence risks concerning females are medium risks.

6.4. Workplace interventions

The following figures illustrate whether or not employees are aware of their employer strategies to deal with the negative consequences of workplace violence risk. Respondents were given a set of questions related to workplace

interventions. Interestingly, the majority of the respondents answered either “no” or “do not know” to the questions that concern organization’s interventions to fight workplace violence.

The respondents were asked whether their employer has developed specific policies on workplace violence. As evident from Figure 6.4, almost one-third of the respondents answered “yes”. The following question aimed at determining if there were procedures for reporting workplace violence. As shown in Figure 6.5, approximately one-half of all respondents, answered “yes”. Only one-quarter of the respondents (26%) are aware of the existence of support/counseling programs (Figure 6.6). In these three questions, the number of positive answers was lower than the sum of the “no” and “do not know” answers. Interestingly though, high percentages of “do not know” answers indicate that respondents are unaware of the existence of such interventions. From one perspective, the above findings reflect the necessity for organizations to communicate their efforts to promote a violence-free workplace. A clear policy statement of intent should be published, indicating the company’s objectives and plans for combating workplace violence. As shown in Figure 6.7, a vast majority of respondents (84%) have never received training in recognizing and preventing violence. This fact highlights the need for organizations to provide effective training to equip employees with the skills they need to handle violent behaviors.

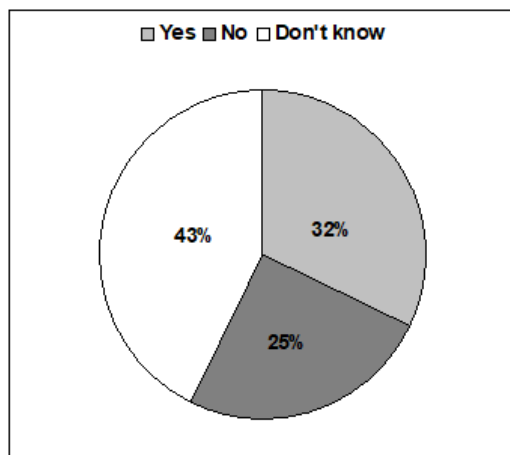


Figure 6.4.: Has your employer developed specific policies on workplace violence?

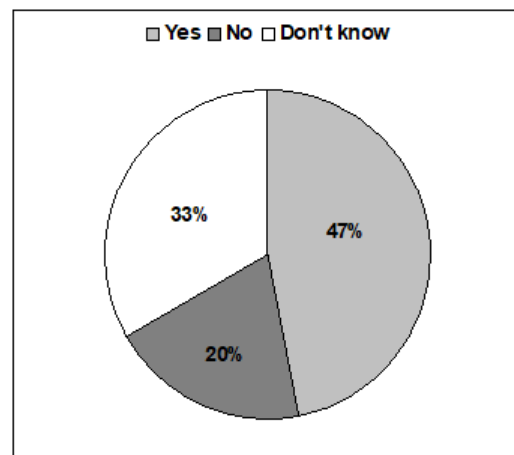


Figure 6.5.: Are there procedures for reporting violence at your workplace?

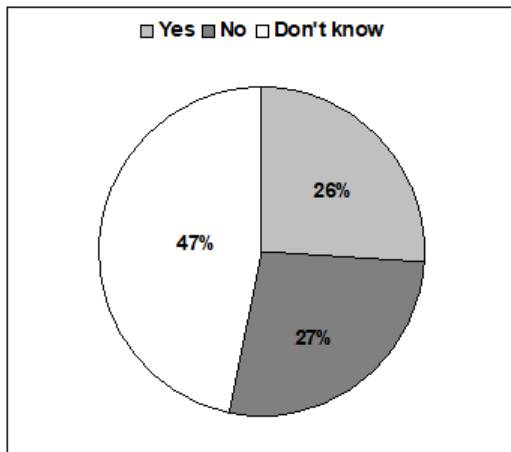


Figure 6.6.: Is there a support / counselling program for victims of workplace violence?

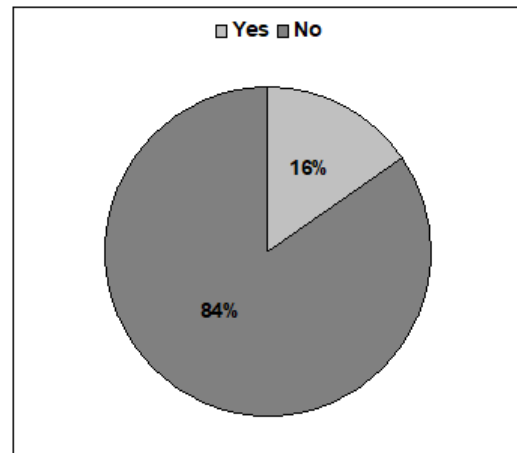


Figure 6.7.: Have you received training in recognizing and preventing workplace violence?

Therefore, after evaluating the risk level with regard to risk criteria, anti-violence plans and measures should be developed. The role of intervention is critical to counter the phenomenon of workplace violence. Following the risk mapping, a short list of interventions is proposed in an attempt to deal with the phenomenon of workplace violence. Interventions can be considered primary, secondary, or tertiary:

- **Primary:** includes preventative interventions which attempt to prevent workplace violence from occurring. It may include implementation of prevention policies and pre-incident training.
- **Secondary:** includes ameliorative interventions. Their objective is to provide employees with the necessary resources to cope with workplace violence should it occur. It may include education and training.
- **Tertiary:** includes reactive interventions. Tertiary intervention aims to minimize the impact of workplace violence and to ensure that such incidents will not be repeated. It may include the provision of support and counselling after an incident of violence has occurred.

Chapter 7

Conclusion

7.1. Discussion

Workplace violence is considered an important occupational health hazard, a fundamental organizational problem and a major concern for both employers and employees. The issue has become an emerging problem and has drawn the attention of professionals over the last decades. Risk of exposure to workplace violence has been associated with a number of factors at different levels, such as individual, organizational and situational level.

A novel feature of this work is that it approaches the issue from a risk management perspective. This aim of this research was to investigate the risk of exposure following a self-assessment method. Using a non-random sample of bank employees, this study analyzed the risk of the different forms that it takes: physical violence, verbal abuse, bullying/mobbing, and sexual harassment.

The results from the current thesis on violence in the banking sector in Greece showed that, in general, employees face a medium risk of workplace violence. Moreover, the presented results revealed significant differences between male and female employees at all types of violence. In particular, a comparison on risks of workplace violence revealed that female employees tend to be at a higher risk level than their male counterparts.

Both exposed and non-exposed participants have identified understaffing, overcrowding, excessive workload as factors that can put employees at increased risk from workplace violence, which may be greater at certain days (tax return season, pay days, during the holidays).

The findings from this thesis, which are consistent with empirical research on workplace violence based on self-report, have two main

implications. First, by introducing the ISO 31000:2009 standard for risk management the field of occupational safety and health may be seen as a new area of research and application in terms of risk management. Secondly, to ensure the accuracy and reliability of the results future studies should include analysis of the formal reporting system for the staff's experience of violent incidents. However, this will be dependent on such reporting mechanisms being in place at the participating employers.

Since risk management is an ongoing process, continuous monitoring and reviewing as well as communication and consultation are two key activities that could improve the effectiveness of the risk management process. Given that risks are dynamic and subject to constant change, the process needs to be up-to-date as changes occur and repeated on a regular basis to determine whether the control measures are effective and the risk remains within tolerable limits. Moreover, communication and consultation plays an important role in establishing a health and safety culture within the company. Communication should be seen as a two-way process. In order to ensure that it is done effectively, the organization needs to establish a culture that rejects violence and cultivate an open atmosphere that encourages its employees to openly speak, seek support and guidance. In addition, consultation is a constructive process between the manager and employees. It involves information and feedback that can be utilized to make changes in the workplace.

In conclusion, the findings of this study are of theoretical importance that provides a useful starting point for considering the risk management of the violence in the workplaces.

7.2. Limitations

As is the case with most studies, this study has also some limitations. This research is limited in several ways that may affect the generalizability and interpretation of the findings. First, since this study relies on voluntary participation, the sample is not a random, representative sample, and this biases the results, when compared to statistical sampling. There are three main issues relating to selection bias that are raised with the sampling approach to online panel surveys: coverage, selectivity, and non-response. In particular, online

surveys can reach only those who are online; second, they can reach only those who agree to become part of the panel; and, third, not all those who are invited respond (Duffy, Terhanian, & Bremer, 2005). Therefore, the findings may not be generalized to other settings.

Additionally, the potential limitations for this study include recall bias and selection bias. There is a potential for recall bias due to the design of the study, because participants were asked to describe their past experiences with workplace violence. The data were collected by means of retrospective self-report in a questionnaire, relying on the respondents' ability to recall past experiences. As a result, recall bias cannot be excluded. Subjects may be more likely to remember serious events or exclude less serious ones. However, limiting recall to the previous 12 months has been used successfully as a time reference in other studies. Potential selection bias is another limitation, in that survey respondents may have been more or less likely to experience violence than non-respondents. Lastly, there are differences in employees' opinions on what constitutes workplace violence. For instance, workplace violence victims' perceptions are biased by their own experiences. Moreover, it has to be considered the subjectivity of judgements which are attributed to cognitive biases (Hubbard & Evans, 2010). In an attempt to avoid such biases it is recommended to use quantitative data as frequently as possible (thereby reducing the need for subjective judgments) (Duijm, 2015). Actual documentation of adverse workplace events can be employed to correct for biases (Hubbard & Evans, 2010) and calculate incidence and prevalence rates through surveillance (Stout, 2008). However, such reporting mechanisms come at the expense of underreporting (Arnetz et al., 2015). Prior research has found that only around 10% of violent events are likely to be reported formally (Mayhew & Chappell, 2007).

Despite the above weaknesses, we should bear in mind that our objective is to understand and address the workplace violence phenomenon. A solid validity or generalizability of qualitative research is beyond the scope of this study. As Groleau, Zerkovitz and Cabral (2009: 418) state *"It is not the qualitative data itself that must have a direct impact on decision makers but the insights they foster in relation to the problem under investigation"*. Thus, the aim of this study is to

underscore the importance of implementing measures to tackle violence in the workplace. While not offering definitive conclusions, this survey intends to offer directions for future research and interventions. Further work in the area of workplace violence from a risk management perspective is clearly needed.

Appendix

Questionnaire

Αναλύοντας τον κίνδυνο της εργασιακής βίας στον ελληνικό τραπεζικό τομέα

Αγαπητές και αγαπητοί συνάδελφοι,

Το παρόν ερωτηματολόγιο εντάσσεται στο πλαίσιο έρευνας που διεξάγω για την μεταπτυχιακή διπλωματική εργασία μου, στο Ανοικτό Πανεπιστήμιο Κύπρου.

Σκοπός του ερωτηματολογίου είναι η ανάλυση του κινδύνου βίας στο εγχώριο τραπεζικό εργασιακό περιβάλλον.

Για τις ανάγκες ολοκλήρωσης της έρευνας, ζητώ τη συμμετοχή σας στη συμπλήρωση του ερωτηματολογίου. Η συμμετοχή σας είναι ανώνυμη και εθελοντική. Το όνομα της κάθε Τράπεζας θα αντικατασταθεί από Τράπεζα Α, Τράπεζα Β κ.ο.κ. Τα δεδομένα που θα συλλεχθούν θα αξιοποιηθούν αποκλειστικά για τους σκοπούς της παρούσας μελέτης. Για τη συμπλήρωσή του απαιτούνται περίπου 10 λεπτά.

Παρακαλώ απαντήστε στις ερωτήσεις με ειλικρίνεια.

Σας ευχαριστώ εκ των προτέρων για τον χρόνο και τη συνεργασία σας.

Με εκτίμηση,

Δημήτριος Μπατόλας

email επικοινωνίας: dimitrios.batolas@st.ouc.ac.cy

* Required

A. ΔΗΜΟΓΡΑΦΙΚΑ ΣΤΟΙΧΕΙΑ

1. Για ποιο Πιστωτικό Ίδρυμα εργάζεστε; *

Mark only one oval.

- Alpha Bank
- Eurobank
- Εθνική Τράπεζα
- Τράπεζα Πειραιώς
- Other:

2. Ηλικία: *

Mark only one oval.

- 18-24
- 25-34
- 35-44
- 45-54
- 55+

3. Φύλο: *

Mark only one oval.

- Άνδρας
- Γυναίκα

4. Οικογενειακή κατάσταση: *

Mark only one oval.

- Άγαμος/η
- Έγγαμος/η
- Συμβίωση
- Σε διάσταση -Διαζευγμένος/η

- ο Χήρος/α

5. Ποια κατηγορία αντιπροσωπεύει καλύτερα την παρούσα εργασιακή σας θέση;

*

Mark only one oval.

- ο Διευθυντικό στέλεχος
- ο Προϊστάμενος
- ο Υπάλληλος

6. Πόσα χρόνια εργασιακής εμπειρίας έχετε στον τραπεζικό κλάδο; *

Mark only one oval.

- ο <5
- ο 6-10
- ο 11-15
- ο 16-20
- ο >20

7. Ο αριθμός των υπαλλήλων που βρίσκονται στο ίδιο εργασιακό περιβάλλον μαζί σας κατά το μεγαλύτερο μέρος του χρόνου εργασίας σας: *

Mark only one oval.

- ο Κανένας
- ο 1-5
- ο 6-10
- ο 11-15
- ο >15

B. ΟΡΙΣΜΟΙ

Η Ευρωπαϊκή Επιτροπή ορίζει τη βία στον εργασιακό χώρο ως “περιπτώσεις που το προσωπικό κακομεταχειρίζεται, απειλείται ή δέχεται επίθεση εν ώρα εργασίας αλλά και ενώ μετακινείται από και προς την εργασία του, όπου υπάρχει μια βεβαιότητα ή πιθανότητα να επηρεαστεί η ασφάλεια, η ευεξία ή η

υγεία του”. Η άσκηση βίας μπορεί να είναι σωματική, λεκτική, με τη μορφή εκφοβισμού/ηθικής παρενόχλησης, σεξουαλικής παρενόχλησης. ΣΩΜΑΤΙΚΗ Η συμπεριφορά κατά την οποία ένα άτομο πληγώνει και προκαλεί φυσικό πόνο εσκεμμένα σε κάποιο άλλο. Περιλαμβάνει ξυλοδαρμούς, κλοτσιές, χαστούκια, δάγκωμα, τσίμπημα, μεταξύ άλλων. ΛΕΚΤΙΚΗ Περιλαμβάνει φωνές, ύβρεις, ουρλιαχτά, φραστικές απειλές, κατηγορίες, διαταγές ΕΚΦΟΒΙΣΜΟΣ/ΗΘΙΚΗ ΠΑΡΕΝΟΧΛΗΣΗ Επαναλαμβανόμενη και διαχρονική επιθετική συμπεριφορά μέσω εκδικητικών, σκληρών ή κακόβουλων προσπαθειών με σκοπό την ταπείνωση ή υπονόμευση ΣΕΞΟΥΑΛΙΚΗ ΠΑΡΕΝΟΧΛΗΣΗ Σκόπιμη και ανεπιθύμητη σωματική επαφή, επαναλαμβανόμενα σχόλια σεξουαλικού περιεχομένου, προσβλητικές χειρονομίες, βλέμματα με σεξουαλικό υπαινιγμό Λαμβάνοντας υπόψη τα παραπάνω, παρακαλώ να απαντήσετε στις ερωτήσεις των επόμενων ενοτήτων.

Γ. ΠΑΡΑΓΟΝΤΕΣ ΚΙΝΔΥΝΟΥ

8. Παρακαλώ επιλέξτε τους παράγοντες που πιστεύετε ότι συμβάλλουν σε εκδήλωση βίας αρχόμενης από πελάτη (Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις) *

Check all that apply.

- Ελλείψεις στον σχεδιασμό του χώρου εργασίας και ακατάλληλες περιβαλλοντικές συνθήκες
- Συνωστισμός
- Υποστελέχωση/έλλειψη προσωπικού
- Γραφειοκρατία
- Επαφή με κοινό
- Ύπαρξη χρημάτων ή άλλων αντικειμένων αξίας
- Επαφή με άτομα που βρίσκονται σε οικονομική δυσχέρεια
- Ημέρες ή περίοδοι αιχμής (π.χ. πληρωμής συντάξεων, καταβολής φόρων)
- Other:

9. Παρακαλώ επιλέξτε τους παράγοντες που πιστεύετε ότι συμβάλλουν σε εκδήλωση βίας αρχόμενης από συνάδελφους (Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις) *

Check all that apply.

- Αυταρχικό (απολυταρχικό) στυλ διοίκησης
- Υπερβολικός φόρτος εργασίας
- Κακός σχεδιασμός της εργασίας (ασάφεια στην ανάθεση ρόλων και καθηκόντων)
- Έλλειψη οργανωσιακής δικαιοσύνης
- Εργασιακή ανασφάλεια
- Οργανωσιακές αλλαγές (π.χ. διοικητικές αλλαγές, μείωση καταστημάτων/προσωπικού)
- Ανισορροπία δυνάμεων/ανισότητα εξουσίας
- Εκπλήρωση στοχοθεσίας
- Εσωτερικός ανταγωνισμός (για προαγωγή ή ανταμοιβή)
- Other:

10. Έχετε δεχτεί οποιαδήποτε μορφή βίας στον χώρο εργασίας σας τους τελευταίους 12 μήνες, η οποία προήλθε είτε από πελάτη είτε από συνάδελφο (π.χ. ανώτερο ή υφιστάμενο); *

Mark only one oval.

- Ναι
- Όχι **Skip to question 32.**

Δ. ΕΚΘΕΣΗ ΣΕ ΒΙΑ ΑΡΧΟΜΕΝΗ ΑΠΟ ΠΕΛΑΤΗ

Στην ενότητα αυτή εξετάζονται περιστατικά βίας με δράστη πελάτη. Κάθε είδος βίας εξετάζεται από δύο ερωτήσεις που αφορούν τη συχνότητα και την ενόχληση. Παρακαλώ απαντήστε και στις δύο ερωτήσεις και μόνο για τα είδη βίας που έχετε αντιμετωπίσει.

Σωματική βία

11. Πόσο συχνά έχετε δεχτεί σωματική βία τους τελευταίους 12 μήνες;

Mark only one oval.

- Σπάνια
- Περιστασιακά
- Μερικές φορές
- Συχνά
- Πολύ συχνά

12. Παρακαλώ αναφέρετε το πόσο ενοχλημένος/η αισθανθήκατε από το/α περιστατικό/ά σωματικής επίθεσης, όσον αφορά τα παρακάτω συμπτώματα.

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Αρκετά	Πάρα πολύ
(α) επαναλαμβανόμενες, ενοχλητικές αναμνήσεις, σκέψεις ή εικόνες της επίθεσης;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(β) το να αποφεύγετε να σκέφτεστε ή να μιλάτε για την επίθεση ή να αποφεύγετε να έχετε συναισθήματα που σχετίζονται με αυτήν;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(γ) το να είστε σε συνεχή επαγρύπνηση ή παρατηρητικός/ή ή επιφυλακτικός/ή;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Λεκτική βία

13. Πόσο συχνά έχετε δεχτεί λεκτική επίθεση τους τελευταίους 12 μήνες;

Mark only one oval.

- Σπάνια
- Περιστασιακά

- ο Μερικές φορές
- ο Συχνά
- ο Πολύ συχνά

14. Παρακαλώ αναφέρετε το πόσο ενοχλημένος/η αισθανθήκατε από το/α περιστατικό/ά λεκτικής επίθεσης, όσον αφορά τα παρακάτω συμπτώματα.

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Αρκετά	Πάρα πολύ
(α) επαναλαμβανόμενες, ενοχλητικές αναμνήσεις, σκέψεις ή εικόνες της επίθεσης;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(β) το να αποφεύγετε να σκέφτεστε ή να μιλάτε για την επίθεση ή να αποφεύγετε να έχετε συναισθήματα που σχετίζονται με αυτήν;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(γ) το να είστε σε συνεχή επαγρύπνηση ή παρατηρητικός/ή ή επιφυλακτικός/ή;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Εκφοβισμός/ ηθική παρενόχληση

15. Πόσο συχνά έχετε δεχτεί εκφοβισμό/ ηθική παρενόχληση τους τελευταίους 12 μήνες;

Mark only one oval.

- ο Σπάνια
- ο Περιστασιακά
- ο Μερικές φορές
- ο Συχνά
- ο Πολύ συχνά

16. Παρακαλώ αναφέρετε το πόσο ενοχλημένος/η αισθανθήκατε από το/α περιστατικό/ά εκφοβισμού/ ηθικής παρενόχληση, όσον αφορά τα παρακάτω συμπτώματα.

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Αρκετά	Πάρα πολύ
(α) επαναλαμβανόμενες, ενοχλητικές αναμνήσεις, σκέψεις ή εικόνες της επίθεσης;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(β) το να αποφεύγετε να σκέφτεστε ή να μιλάτε για την επίθεση ή να αποφεύγετε να έχετε συναισθήματα που σχετίζονται με αυτήν;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(γ) το να είστε σε συνεχή επαγρύπνηση ή παρατηρητικός/ή ή επιφυλακτικός/ή;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Σεξουαλική παρενόχληση

17. Πόσο συχνά έχετε δεχτεί σεξουαλική παρενόχληση τους τελευταίους 12 μήνες;

Mark only one oval.

- Σπάνια
- Περιστασιακά
- Μερικές φορές
- Συχνά
- Πολύ συχνά

18. Παρακαλώ αναφέρετε το πόσο ενοχλημένος/η αισθανθήκατε από το/α περιστατικό/ά σεξουαλικής παρενόχλησης, όσον αφορά τα παρακάτω συμπτώματα.

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Αρκετά	Πάρα πολύ
(α) επαναλαμβανόμενες, ενοχλητικές αναμνήσεις, σκέψεις ή εικόνες της επίθεσης;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(β) το να αποφεύγετε να σκέφτεστε ή να μιλάτε για την επίθεση ή να αποφεύγετε να έχετε συναισθήματα που σχετίζονται με αυτήν;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(γ) το να είστε σε συνεχή επαγρύπνηση ή παρατηρητικός/ή ή επιφυλακτικός/ή;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ε. ΕΚΘΕΣΗ ΣΕ ΒΙΑ ΑΡΧΟΜΕΝΗ ΑΠΟ ΣΥΝΑΔΕΛΦΟ

Στην ενότητα αυτή εξετάζονται περιστατικά βίας με δράστη συνάδελφο. Κάθε είδος βίας εξετάζεται από τρεις ερωτήσεις που αφορούν τη συχνότητα, την ενόχληση και τον δράστη. Παρακαλώ απαντήστε και στις τρεις ερωτήσεις και μόνο για τα είδη βίας που έχετε αντιμετωπίσει.

Σωματική βία

19. Πόσο συχνά έχετε δεχτεί σωματική βία τους τελευταίους 12 μήνες;

Mark only one oval.

- Σπάνια
- Περιστασιακά
- Μερικές φορές
- Συχνά
- Πολύ συχνά

20. Παρακαλώ αναφέρετε το πόσο ενοχλημένος/η αισθανθήκατε από το/α περιστατικό/ά σωματικής επίθεσης, όσον αφορά τα παρακάτω συμπτώματα.

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Αρκετά	Πάρα πολύ
(α) επαναλαμβανόμενες, ενοχλητικές αναμνήσεις, σκέψεις ή εικόνες της επίθεσης;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(β) το να αποφεύγετε να σκέφτεστε ή να μιλάτε για την επίθεση ή να αποφεύγετε να έχετε συναισθήματα που σχετίζονται με αυτήν;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(γ) το να είστε σε συνεχή επαγρύπνηση ή παρατηρητικός/ή ή επιφυλακτικός/ή;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Ποιος ήταν ο δράστης της σωματικής επίθεσης; (Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις)

Check all that apply.

- Ανώτερος ιεραρχικά
- Υφιστάμενος
- Συνάδελφος

Λεκτική βία

22. Πόσο συχνά έχετε δεχτεί λεκτική επίθεση τους τελευταίους 12 μήνες;

Mark only one oval.

- Σπάνια
- Περιστασιακά
- Μερικές φορές
- Συχνά
- Πολύ συχνά

23. Παρακαλώ αναφέρετε το πόσο ενοχλημένος/η αισθανθήκατε από το/α περιστατικό/ά λεκτικής επίθεσης, όσον αφορά τα παρακάτω συμπτώματα.

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Αρκετά	Πάρα πολύ
(α) επαναλαμβανόμενες, ενοχλητικές αναμνήσεις, σκέψεις ή εικόνες της επίθεσης;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(β) το να αποφεύγετε να σκέφτεστε ή να μιλάτε για την επίθεση ή να αποφεύγετε να έχετε συναισθήματα που σχετίζονται με αυτήν;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(γ) το να είστε σε συνεχή επαγρύπνηση ή παρατηρητικός/ή ή επιφυλακτικός/ή;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Ποιος ήταν ο δράστης της λεκτικής επίθεσης; (Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις)

Check all that apply.

- Ανώτερος ιεραρχικά
- Υφιστάμενος
- Συνάδελφος

Εκφοβισμός/ ηθική παρενόχληση

25. Πόσο συχνά έχετε δεχτεί εκφοβισμό/ ηθική παρενόχληση τους τελευταίους 12 μήνες;

Mark only one oval.

- Σπάνια
- Περιστασιακά
- Μερικές φορές
- Συχνά
- Πολύ συχνά

26. Παρακαλώ αναφέρετε το πόσο ενοχλημένος/η αισθανθήκατε από το/α περιστατικό/ά εκφοβισμού/ ηθικής παρενόχλησης, όσον αφορά τα παρακάτω συμπτώματα.

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Αρκετά	Πάρα πολύ
(α) επαναλαμβανόμενες, ενοχλητικές αναμνήσεις, σκέψεις ή εικόνες της επίθεσης;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(β) το να αποφεύγετε να σκέφτεστε ή να μιλάτε για την επίθεση ή να αποφεύγετε να έχετε συναισθήματα που σχετίζονται με αυτήν;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(γ) το να είστε σε συνεχή επαγρύπνηση ή παρατηρητικός/ή ή επιφυλακτικός/ή;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Ποιος ήταν ο δράστης του εκφοβισμού/παρενόχλησης; (Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις)

Check all that apply.

- Ανώτερος ιεραρχικά
- Υφιστάμενος
- Συνάδελφος

Σεξουαλική παρενόχληση

28. Πόσο συχνά έχετε δεχτεί σεξουαλική παρενόχληση τους τελευταίους 12 μήνες;

Mark only one oval.

- Σπάνια
- Περιστασιακά

- ο Μερικές φορές
- ο Συχνά
- ο Πολύ συχνά

29. Παρακαλώ αναφέρετε το πόσο ενοχλημένος/η αισθανθήκατε από το/α περιστατικό/ά σεξουαλικής παρενόχλησης, όσον αφορά τα παρακάτω συμπτώματα.

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Αρκετά	Πάρα πολύ
(α) επαναλαμβανόμενες, ενοχλητικές αναμνήσεις, σκέψεις ή εικόνες της επίθεσης;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(β) το να αποφεύγετε να σκέφτεστε ή να μιλάτε για την επίθεση ή να αποφεύγετε να έχετε συναισθήματα που σχετίζονται με αυτήν;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(γ) το να είστε σε συνεχή επαγρύπνηση ή παρατηρητικός/ή ή επιφυλακτικός/ή;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Ποιος ήταν ο δράστης της σεξουαλικής παρενόχλησης; (Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις)

Check all that apply.

- ο Ανώτερος ιεραρχικά
- ο Υφιστάμενος
- ο Συνάδελφος

ΣΤ. ΕΠΙΠΤΩΣΕΙΣ

31. Ακολούθως υπάρχει μια λίστα με σοβαρές επιπτώσεις της εργασιακής βίας. Κατά πόσο το/-α παραπάνω περιστατικό/-ά βίας που αντιμετωπίσατε οδήγησε ενδεχομένως σε: *

Mark only one oval per row.

	Καθόλου	Λίγο	Μέτρια	Πολύ	Πάρα πολύ
Αύξηση στρες	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Αύξηση απουσιασμού (απουσία από την εργασία)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Μείωση εργασιακής ικανοποίησης	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Μείωση παραγωγικότητας	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Πρόθεση για παραίτηση/αποχώρηση	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Επέκταση των συγκρούσεων στην οικογένεια και τον κοινωνικό περίγυρο	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ζ. ΠΡΟΛΗΨΗ & ΑΝΤΙΜΕΤΩΠΙΣΗ

32. Ο εργοδότης σας έχει πολιτική αντιμετώπισης της βίας στον εργασιακό χώρο; *

Mark only one oval.

- Ναι
- Όχι

- Δεν γνωρίζω

33. Υπάρχουν διαδικασίες για την αναφορά βίας στον χώρο εργασίας σας; *

Mark only one oval.

- Ναι
- Όχι
- Δεν γνωρίζω

34. Υπάρχει πρόγραμμα για την παροχή υποστήριξης / συμβουλευτικής σε υπαλλήλους που πέφτουν θύματα βίας στον χώρο εργασίας; *

Mark only one oval.

- Ναι
- Όχι
- Δεν γνωρίζω

35. Έχετε λάβει εκπαίδευση σχετικά με την αναγνώριση και την αποτροπή της βίας στον χώρο εργασίας; *

Mark only one oval.

- Ναι
- Όχι

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