

Declaration

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Signed:

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Student Number:

**Can economic conditions influence an employee's
attitude to their right of respect and dignity?**

Gus Kavanagh

A dissertation submitted for Bachelor of Arts (Honours) in Human
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National College of Ireland

Mayor Street

IFSC

Dublin 1

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Abstract

The purpose of this paper is to examine if employees will report inappropriate behaviour that challenges their right to respect and dignity in the workplace and if economic conditions influence's their decision.

The research design will gather qualitative and quantitative data by means of a survey and interviews from respondents who agreed to the research. The research has been conducted in a single organisation.

The limitation on the research was the organisations contacted were not willing to grant access, only a group of employees in the destined organisation agreed to participate covertly.

The research has an original value due to no secondary data being available. According to the Anti- Bullying Centre during the last major recession phenomenons associated with respect and dignity in the workplace did not have the magnitude compared to today.

Prior to the research it has been assumed that employees may lodge complaints in matters of their respect and dignity when economic conditions are buoyant, however in turbulent conditions

it is considered that they will not report behaviour that is unfavourable to their right of respect and dignity.

The research has determined that during economic expansion employees would not lodge a complaint about a manager but the majority would against a colleague. In a recession the majority noted that they would not lodge a complaint against a manager nor a colleague.

This dissertation is dedicated to the memory of
a wonderful loving mother (RIP).

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CHAPTER ONE

THE INTRODUCTION

Providing employees with respect and dignity in the workplace is one of the factors that can lead to a successful business.

Conduct that is contrary to this may result in low productivity as the employee suffers from poor performance (Einarsen et al 2003 & O'Connell et al 2007) with a wish to find other employment, which for the business means a high turnover in staff. It has been estimated that such turnover can cost the business seven thousand euros per employee (Hacker, C., 1997).

Most of the written literature is based on the negative causes that surround respect and dignity in the workplace; these are harassment, sexual harassment and most notably bullying. The latter is of great concern to economic and industrial relations, the Premier of Queensland, Australia in 2002 stated that bullying cost its country 13 billion Australian dollars (Hay-Mackenzie, F., 2002 pg 115), while in Ireland, one-fifth of suicides are related to the phenomena (Mullally, M., 2007).

Another phenomenon that demise's respect and dignity in the workplace is sexual harassment. This phenomenon is of major

concern for women (Harvey, N., Twomey, A.F., 1995 pg 13) and importantly there need only be one incident that will justify a case (Scott-Lennon, F., Considine, M., 2008 pg23), in contrast with other phenomenons where the conduct must be requested to stop prior to its recognition of inappropriate behaviour. In recent times with the downturn in the economy an increase has been seen with more men making claims of sexual harassment, especially in the United States (Mattioli, D., 2010).

The Literature Review in Chapter Two section 2.1 outlines aspects of respect and dignity, this is followed by the negative phenomenons that declines individuals of their right to respect and dignity with harassment in section 2.2, sexual harassment in section 2.3 and bullying in section 2.4.

When there are situations where respect and dignity has not been upheld, this can have consequences to both the victim and the organisation, a few are detailed in section 2.5. Section 2.6 notes that organisations are obliged to develop policies that promote respect and dignity as without them, a culture of negative behaviour may mature. Section 2.7 addresses incidents where false claims can be manifested, which in itself diminishes the right of respect and dignity towards the alleged perpetrator. Economic expansions and downturns may influence an employee's

decision as to complain about their respect and dignity in the workplace, downturns creates unemployment while expansions creates employment, section 2.8 demonstrates statistical figures for changes in the business cycle.

Chapter three examines the research for this paper. Section 3.1 describes the organisation from which the employees have participated, consideration is then given to research ethics in section 3.3 and how it is addressed to this paper. Emphasis is then placed on why a questionnaire and interview was used and not a focus group. Section 3.4 and 3.5 addresses the questionnaire and interviews where the transcript of the interviews can be viewed in appendix 3. Analysis of the data is stated in section 3.6 with the equation for the mean and standard deviation. Section 3.7 displays the data using a table frequency and bar chart.

Chapter 4 gives a conclusion to this paper.

CHAPTER TWO

2.1 RESPECT AND DIGNITY

Every organisation has a duty of care they must bestow to their employees (Safety, Health and Welfare at work Act 2005). It is their responsibility to ensure an environment that treats employees with respect and dignity in all aspects of their working activities. These activities include the relationship with colleagues, managers, suppliers, customers and any other business partners the employee may come into contact, it also extends to work-related activities that occur outside of the work premises (Eardly, J., 2002, pg87).

The organisation is bound to develop a culture that is conjoined to practices and policies that ensures respect and dignity is practiced and awarded from and towards every employee and the workplace is free from incidents of harassment, bullying and sexual harassment. Essentially, employees have the right not to be subjected to behaviour that diminishes their dignity and employers have a responsibility to support that right (Eardly, J., 2002 pg79).

With the widespread movement of individuals from all corners of the world, employers are faced with the difficulty of ensuring that every employee, irrelevant of race, colour or religion is afforded the same rights, and that their policies dictate that respect and dignity is a basic human right granted to every employee. In 2008 the Central Statics Office (CSO) published their findings from the 2006 census and found 420'000 non-Irish nationals residing in Ireland from a total of 191 countries. These figures indicate a wide range of cultures, races and customs that necessitates respect and dignity. The following is a breakdown from the 2006 census of non-nationals participating in the labour force. The CSO (2008) only provides information on 19 nationalities that are labour participants in Ireland.

	Nationality	Living in Ireland	Working	%
1	UK	112'548	54'895	48.77
2	Poles	63'276	49'764	78.65
3	Lithuanians	24'628	17'948	72.88
4	Nigerians	16'300	4'682	28.72
5	Latvians	13'319	10'062	75.55
6	US Nationals	12'475	4'594	36.83
7	Chinese	11'161	4'705	42.16
8	Germans	10'289	6'483	63.01
9	Filipinos	9'548	6'807	71.29
10	French	9'046	6'575	72.68
11	Indians	8'460	5'880	69.50
12	Slovaks	8'111	7'057	87.00
13	Romanians	7'696	4'310	56.00
14	Italians	6'190	4'952	80.00
15	Spaniards			78.50

16	South Africans	5'432	3'802	70.00
17	Czech Nationals			81.00
18	Pakistanis	5'000	3'575	71.50
19	Brazilian	4'388	4'037	92.00

Source: Central Statics Office (2008), 2006 Census, Non-Nationals Living in Ireland, 2. Profiles of Nationalities

From the above 19 nationalities an average of 67.16% are participants in the Irish Labour force and every one is entitled to respect and dignity under Irish legislation. This diversity should require every employer to become familiar with their cultures, values and beliefs and ensure all employees demonstrate respect towards their colleagues and their range of differences (Connelly, M., 2007 pg32).

Respect and dignity is what employee's experience when the ambience of the organisation is seen to take positive action that embraces favourable behaviour and reprimands those who's behaviour is not acceptable (Scott-Lennon, F., & Considine, M., 2008 pg4).

Respect can be defined as demonstrating "due regard for the feelings or rights of others" it can also refer to "avoid harming or interfering with" (Oxford English Dictionary pg1225), many definitions surrounds the avoidance of violating individuals emotional or physical well-being. Dignity is the "state or

quality of being worthy of honour or respect" (Oxford English Dictionary pg401).

Trinity College Dublin (2008) suggests that they are dedicated to "protecting the dignity" of its workforce and creating an environment in which everyone exhibits respect for those with whom they interact with. They realise that for an effective workforce, employees need to be valued and respected irrespective of their sex, age, religion, sexuality, marital status, beliefs, race, colour or ethnicity. In their guidelines for respect and dignity at work they acknowledge what constitutes inappropriate behaviour, which all employees must be aware of.

- Bullying
- Harassment
- Victimisation
- Discrimination

In the UK, the Crown Prosecution Service (CPS) employs individuals from a range of different communities, their policy outlines that employees "should be valued for their different skills and ways of working and be treated with dignity". They state the importance that discrimination is not practised in the workplace through;

- (A). Policy, while respecting peoples differences they are obliged to ensure equal opportunity and fairness.
- (B). Legislation, it is unlawful to discriminate because of age, religion, race, gender, disability, belief or sexuality.
- (C). Perception, public confidence with integrity of the service can be damaged when reports of discrimination are disclosed.
- (D). Finance & Efficiency, employees who are subjected to discrimination will become unmotivated, have high absenteeism and may resign. These will result in a high turnover of staff, the cost of non-productivity and the cost of litigation.

Another important consideration for organisations, especially those with world accreditation is reputation; the image of any organisation can be quickly destroyed if they are seen to lack qualities around respect and dignity towards staff, customers, visitors or even students (Trinity College Dublin, 2009).

2.2 HARASSMENT

Harassment is an action, verbal or physical, conducted from a person or persons onto another or a group of individuals, it is a form of discrimination centred around a specific attribute (Scott-Lennon, F., & Considine, M., 2008 pg10). The action is deemed as unwanted by the recipient, therefore it is seen to

cause physical or psychological harm. The perpetrator needs to be aware that their behaviour is causing harm, otherwise they may see the recipient as acknowledging it to be banter or harmless fun (Kim, S., Kleiner, B., 1999 pg21). Employers must also be aware of their duties and not take for granted that employees conduct is only banter or horseplay (Eardly, J., 2002 pg82).

Harassment originates from the verb 'to harass' this means to "torment by subjecting to constant interference or intimidation" (Oxford English Dictionary pg649). It is also known to come from the French word 'harer' this dates back to 1618 with the intention of 'to set a dog on'. In 1658 its meaning extended to include a 'sense of distress' (Harper, D.).

Harassment can occur from the actions or conduct of a perpetrator, directed at a recipient when it is deemed to be unwelcome and may cause humiliation, intimidation or offense (Scott-Lennon, F., Considine, M., 2008, pg23), it may also extend to the invasion of personal space. It is noteworthy that what one perceives to be harassment or disrespectful behaviour may to another be acceptable (Pate, J., Beaumont, P., 2009 pg172). Scott-Lennon, F., & Considine, M., (2008) outline two factors

that are deemed to have significant relevance for harassment to occur;

1. The characteristics of the harassed person:

• Nationality	• Martial and family Status
• Ethnicity	• Sexual Orientation
• Race	• Disabilities
• Colour	• Religious beliefs

2. How harassment is instigated:

Verbal:	These can be comments, songs, jokes, comments, or ridicule.
Written:	In forms of emails, text messages, notices, letters or faxes.
Intimidation:	By ways of threatening, gesturing or posturing.
Physical:	By shoving, jostling and any other method that creates unwanted contact.
Isolation:	From team participation and work or social events.

Source: Scott-Lennon, F., & Considine, M., (2008), Bullying and Harassment, Values and Best Practice Responses, Management Briefs, Dublin, pg24

Corrigan, S., (2006) and Eardly, J., (2002 pg119) also contribute 'pressure', which can instigate harassment, that is to behave in a manner that the employee considers to be inappropriate, such as being required to dress in a fashion that is unsuited to one's ethnicity or religious circumstances.

Harassment can be strongly linked to bullying and, although both are in contravention with legislation, there are differentiating

circumstances. Harassment is viewed as a form of discrimination, this means acting towards one person in a less approving manner. This conduct is outlawed under the Employment Equality Act of 1998 and 2004 in Ireland and lists nine categories that a person may fall prey to harassment (Ellis, D., 2005 pg94).

- Gender
- Family Status
- Age
- Race
- Membership of the travelling Community
- Martial Status
- Sexual Orientation
- Disability
- Religion

According to John Eardly (2002) in his book Bullying and Stress in the workplace, what differentiates harassment from bullying is that there needs only to be a single incident that will constitute harassment compared to bullying where incidents need to be 'repeated'.

In 1992 a study was conducted by Incomes Data Services (IDS) an English based company which looked at organisations and what they defined as harassment. Their findings outlined that many had policies which outlined what constitutes harassment but some "differed considerably in scope". Some focused solely on harassment as being sexual in nature, this mainly was due to

media awareness and public debate of the televised Senate hearings of Judge Thomas, C., in the USA. These highlighted the issue and increased the number of claims, within a 3 year period the number of sexual harassment claims rose by 267%.

Organisations defining harassment (IDS, 1992):

BBC

"Inappropriate actions, comments, behaviour or physical contact that is objectionable or causes offence, it can be racial or sexual in nature and can be aimed at people due to their age, sexuality, a physical or mental disability or another characteristic, pin-ups, pictures or other material can cause offense and be regarded as harassment".

The BBC also recognises that they have a diverse multitude of communities and the scope of their policy extends to any threatening behaviour as harassment.

ASDA STORES

"Any unwanted sexual attention, advances or propositions, physical or sexual approaches and any form of sexual assault. It may also take the form of sexual mockery, innuendos or suggestions of sexual favours as a condition of promotion or retention"

Asda notes that harassment can affect both men and women and outlines the effect it has on absenteeism, turnover and productivity.

Royal Bank of Scotland (RBS)

RBS defines harassment into two categories, racial and sexual.

Racial indicates that a member of staff feels threatened or humiliated, this includes derogatory comments, offence jokes and graffiti.

RBS states harassment can be; *"behaviour of an overt or implied sexual nature on the grounds that it is unwanted, unwelcome and unreciprocated and can have an adverse effect on working relationships, it can cause discomfort and upset employees. It range's from physical contact, comments, jokes to looks"*.

From an Irish organisation's viewpoint;

Dunnes Stores

This Irish retail organisation describes harassment as *"behaviour of one person that another person finds unacceptable or unwelcome and could be regarded as being offensive, humiliating or intimidating, with a negative impact on the work environment"*.

The organisation in its policy on Dignity and Respect in the workplace aims at providing a good working environment that is free from harassment, sexual harassment and bullying (Dunnes Stores).

2.3 SEXUAL HARASSMENT

Sexual harassment has probably been the most deliberated negative issue's affecting women in the labour market. It has been recognised as a problematic feature of the labour force for many years and measures to confront the problem has only occurred since the 1970s (Harvey, N., & Twomey, A., 1995 pgxi)

Defining sexual harassment is an issue of great debate as men and women's viewpoint differ in what they may foresee as sexual harassment (Fennell. C., 1989). What is acceptable to one gender

may not be viewed with the same outlook by another, however the parameters that it is an issue of gender versus gender is greatly misinterpreted as it may also occur between individuals of the same gender (Apodaca, E., & Kleiner, B., 2001 pg3).

In Harvey, N., & Twomey, A., (1995) book, *Sexual Harassment in the workplace*, they note that the issue gained spotlight attention after (i) the US Senate investigations of George Bush's selection of Clarence Thomas for a seat on the Supreme Court Bench and (ii) the publication of the novel *Disclosure* by Crichton, M., 1993. However, in Ireland, a ground-breaking ruling was issued by the Labour Court in 1985 in the case of *A Worker v A Garage Proprietor* EEO/2/1985.

The case involved a 15 year old girl who was employed as a garage/shop assistant. She resigned after six months claiming constructive dismissal and alleged that she had been subjected to continual sexual harassment by her employer. The Labour Court awarded her £1,000 compensation. The courts findings followed that of the Northern Irish Industrial tribunal case of *Mortiboys V. Crescent Garage Ltd* case 34/83, 15th February 1984 where Ms. Mortiboys employed as an apprentice mechanic alleged that lewd comments were continuously addressed to her and she was physically harassed by two other mechanics. She resigned from her job and brought an action for sexual discrimination on the

grounds she was denied an opportunity for training and was forced to leave because of continual harassment of other employees.

Explaining sexual harassment is problematic as pinpointing where the boundaries lie creates difficulties with perception (Taylor, M., TD, 1993) and outlining the variables could be exhaustive, however The European Commission (1993) describes it as "unwanted conduct of a sexual nature, or other conduct based on sex affecting the dignity of men and women in the workplace".

In Ireland, advancements claimed accreditation to the improvements against discrimination and equality in the workplace since joining the European Economic Community (EEC) in 1973. Within a four year period legislation was introduced through the Employment Equality Act of 1977 that made it unlawful to discriminate against employees because of marital status or gender when recruiting for employment, conditions of employment, training, work experience and the opportunity of promotion. The Irish Employment Equality Agency defines conduct of sexual harassment as being

"behaviour that includes unreciprocated and unwelcome comments, jokes, suggestions, looks or physical touching that may threaten a person's job security or create a stressful or intimidating environment".

Sexual harassment can be caused under three classifications, verbal, non-verbal and physical (Gomes, G.M., Owens, J.M., Morgan, J.F., 2004 pg293), they are also recognised by other leading academics.

Verbal Harassment	Non-Verbal Harassment	Physical Harassment
<ul style="list-style-type: none"> • Sexually suggestive jokes. • Unwelcome sexual advancements. • Unwelcome pressure for social contact 	<ul style="list-style-type: none"> • Sexually evocative or pornographic pictures or calendars. • Leering, whistling or distasteful gestures 	<ul style="list-style-type: none"> • Unwanted physical contact, e.g. touching, pinching, patting or groping. • Unwanted kissing or fondling. <p>Sexual assault or rape</p>

Source: Harvey, N., Twomey, A.F., (1995) Sexual Harassment in the Workplace, Dublin, pg4

It is noteworthy that any physical contact may also be addressed with civil or criminal prosecutions especially for assault or rape (Harvey, N., Twomey, A.F., 1995, pg166). Any of the aforementioned classifications will constitute sexual harassment when the purpose or effect is destined to violate the individual's dignity in the workplace (Gomes, G.M., Owens, J.M., Morgan, J.F., 2004 pg293).

Sexual harassment is noted to occur in two actions;

(i) "quid pro quo", this came to light after many successful cases in the USA, this force's a threat upon the harassed, "sleep with me or your fired" (Apodaca, E., Kleiner, B.H., (2001 pg4). This normally results from a person with power and demands sexual favours for promotion, pay rise or to maintain sales quotas. The harasser has some degree of authority over the victim and demands that an exchange take's place for a 'win win' outcome (Smalensky, E., and Kleiner, B.H., 1999 pg3).

Another type of sexual harassment referred to by academics and lawyers is "condition of work" or the American idea of "hostile or abusive working environment". This concept relates to behaviour that causes the harassed to feel uncomfortable and therefore develops a "hostile working environment" (Hunt, C.M., et al 2010 pg657). There is much controversy about what amounts to a "hostile working environment", behaviour conducted with a degree of subtlety can be regarded as "grey areas" (Smolensky and Kleiner, 2003, pg60). Petrocelli, W. and Repa, B.K., (1994) suggests grey areas may include posters, jokes or other indicators that limitations are not being respected, then there is being inappropriately too affectionate and workplace gossip, all give substance that sexual harassment maybe looming.

A 2006/7 survey conducted in Ireland by the Economic, Social and Research Institute (ESRI) estimates that from a total population of 3'579, sexual harassment accounted to 2.6% in males and 6.1% in females.

According to Smalensky, E., Kleiner, B.H., (1999) about ninety percent of harassment is targeted at women by men, while one percent is aimed at men by women and the remainder is of individuals of the same gender. This is why many perceive sexual harassment as acts undertaken by men, it is also possible that men are the instigators of sexual harassment as they are seen to hold many positions of authority within companies and as discussed previously authority and power are key factors for sexual harassment.

When sexual harassment becomes evident in the workplace the outcome has negative repercussions for both the organisation and the victim. It can cause psychological, physical and economic harm; these three conditions can result in insomnia, depression, fatigue, nausea, decreased work performance, loneliness, withdrawal, loss of job to ostracism (Kim, S., Kleiner, B.H., 1999 pg20).

An organisation's obligations on sexual harassment begins prior to any act taking place (Apodaca, E., Kleiner, B.H., 2001 pg9).It

is not acceptable to ignore it hoping it will stop (Kim, S., Kleiner, B.H., 1999 pg20). Prevention is key in eliminating any hostile working environment. Implementing and enforcing policies and procedures are paramount to providing a good healthy working environment, free from sexual harassment (Kim, S., Kleiner, B.H., 1999 pg21). These academics also note that "strong policies and effective procedures articulated by the employer" needs to be communicated and understood by all employees as a corporate strategy.

Training all employees is also of great importance in ensuring that sexual harassment or any other form of harassment that can create a hostile working environment is prevented. Training programmes are not only a way of ensuring a good environment they are also a means of defending any claims (Chan, C., Kleiner, B.H., 2001 pg19). Investment in training schemes can result in minimal cost in contrast of defending any allegations and compensation. Training can also have "immeasurable benefits" in developing a culture of promoting respect and dignity amongst the workforce ((Kim, S., Kleiner, B.H., 1999 pg21).

The author believes that organisations can implement many policies and procedures but if organisations do not enforce them, then there is no point in having policies, also, if policies are in place all members of the organisation must adhere to them,

this includes the employer, chairperson, chief executive officer and managing director.

2.4 BULLYING

Bullying has a plethora of literature on the phenomena. It is closely associated with the actions of harassment (HR Focus, 2008 pg7-10). Unfortunately, with all the literature and understanding it is still a reality in today's workplace. It is suggested that one-fifth of the workforce has been subjected to some degree of bullying (Godwin, K., 2008 pg 17-24), and the matter is regarded as been a silent epidemic ((LaVan and Martin, 2008 pg147-165).

Bullying in the workplace has been around for many years but its prominence has only been highlighted since the 1980s with Scandinavian researchers conducting some of the earliest studies (Leyman, H., 1996, pg165-184). The UK increased its awareness during the 1990, with media attention driven by the BBC (Lee, D., 2000). Internationally, the phenomenon has gained scrutiny from the early 2000s (O'Connell, P.J., Calvert, E., Watson, D., 2007 pg 20). Ireland's attention to the phenomena came in 1998 with the book for employers, managers and employees "*Bullying and Harassment in the Workplace*" by Costigan, L., (1998) and the opening of the Anti-Bullying Centre (ABC) in Trinity College in

1996 (Sheehan, M., 1999). There has been two surveys conducted, the first in 2001 which reported one in fourteen employees experiencing bullying (O'Connell, P., Williams, J., 2001), this was reported to represent 7.0% of the workforce. Hoel et al (2001), using the same methodology as the Irish, reported that "the rate in the UK to be 10.6%, a significant increase compared to that of the Irish survey. The second survey in Ireland indicated a slight increase in the percentage rate, data showed a figure of 7.9% of bullying in the workplace (O'Connell, P.J., Calvert, E., Watson, D., 2007).

After each survey a report was issued to the governing Minister who then authorised the Health and Safety Authority (HSA) to develop 'codes of practise' for employers and employees for the prevention and resolution of bullying incidents. The argument remains that after the first publication of 'codes of practise' why are there still incidents? The author deducts two possible outcomes, (i) the codes of practice are not being enforced or adhered to in the workplace or (ii) employees are better informed and are taking claims of their rights to respect and dignity in the workplace.

Bullying has been defined by many academics, governments, committees and organisations with mild differential overtones, there is no single international meaning (Eardly, J., 2002 pg80),

however, they all use the same keywords, 'repeated', 'unwanted', 'unwelcome' and 'inappropriate' behaviour.

The main difference between bullying and harassment is that harassment need only be a one-off incident in contrast to bullying where a single occurrence cannot be considered accountable. An important aspect of the definitions is that none indicate that the perpetrator/s should be informed of their behaviour after the first incident and that it is neither wanted nor appreciated.

"Repeated, inappropriate behaviour, direct or indirect, verbal, physical or otherwise, conducted by one or more persons against another or others, at the place or in one's course of employment that could be reasonably be regarded as undermining the right to dignity at work".

Health & Safety Authority 2001

Another interpretation is suggested as; repeated and constant negative actions aimed at one or more persons, which entails to perceive a power imbalance and generates a hostile working environment (Sandvik et al., 2007 p. 838).

While many researchers provides a ladder of types, the most recent suggests 'Predatory Bullying', this is where the victim

becomes the subject of the perpetrators aggression, because the victim is seen to be easily defeated. 'Dispute Bullying' is recognised as an escalation of conflict between the aggressor and the victim (Riley, D., et al 2010). Types recognised from a European perspective outline's, bullying is a consequence of a spiralling interpersonal conflict, where the victim has not been associated with conflict but finds themselves in a situation where the perpetrator deploys their acts of aggression on, an example is 'scape-goating' (FACTS 2002).

2.5 THE LACK OF RESPECT AND DIGNITY

It is the right of every employee to be treated with respect and dignity in the workplace, it is an employer's obligation to provide a 'duty of care' to its workforce, this includes that no harm, physical or psychological, should come to an employee. This means that an employee has the right not to be harassed, sexually harassed nor bullied while in the course of their duties (Health & Safety Authority 2001). Furthermore, its been highlighted through publications and awareness that unwanted behaviour is an unethical business issue, apart from the injury that is associated with the conduct (Eardly, J., 2002 pg79).

When there are incidents of disrespect and unwelcome behaviour the consequences becomes immense for the individuals involved and

the possibility of the final consequence being bore by the organisation.

From the victim's outlook they experience a deteriorating emotional, physical and psychological well-being (Keashly, L., Harvey, S. 2005). These can be evident from the following conditions (Poilpot-Rocaboy, G., 2006, pg 8);

- psychosomatic symptoms, e.g. hyper sensibility, hostility, memory loss,
- being highly sensitive
- aggression
- lack of concentration
- isolation
- sleep irregularities
- anxiety
- mistrust
- thinking unclearly
- fading relationships
- fatigue

The list of signs and symptoms can be never-ending, Tim Field (1996), author of *Bully in Sight* outlines a number of other complaints that is related with unwanted behavior, especially those associated with bullying and the connection the phenomena has with stress, see appendix 1.

From the aforementioned list of effects it is apparent that hostile behavior can be seriously devastating for the victim. A Galway psychologist, Michael Mullally, and a recognised

expert on workplace bullying stated at an international conference on suicide prevention that "there needs to be the setting up of a register on workplace bullies", he estimated that at least 100 workers are bullied to death each year.

Let alone, the trauma of the hurt and harm suffered by the victim it is fact that they will have a high tendency of absenteeism, this results in loss of income for the victim, and in addition, there may be costs associated with medication, therapy costs and then the possibility of legal proceedings, accumulating with the stress of uncertainty in not knowing what view a court or tribunal may consider.

There is a case for eliminating bullying, harassment and any unwanted behaviour in the workplace especially from an organisational point of view (Salin, D., 2001). In the UK it has been determined to cost businesses 2 million pounds in revenue and 18 million lost working days (CIPD 2006). Amazingly, in Queensland, Australia these figures climb to 6 billion dollars in revenue and 13 billion dollars per annum in absenteeism (Queensland Government, 2002). The above figures for organisations account for (i) absenteeism, (ii) reduced performance and productivity, (iii) rivalry amongst the

workforce, (iv) cost of litigation, (v) cost of compensation and (vi) loss of public reputation and goodwill (Djurkovic, N., et al., 2008).

Noteworthy, the above figures are only indicators of what is known, that is those that have reported or taken legal proceedings in relation to a lack of respect and dignity in the workplace, they do not consider incidents that go unreported nor employees who tolerate incidents but still suffer with absenteeism, sick leave, reduced performance and the cost of demotivation. It is reported that it is impossible to gauge a cost for those who decline to report incidents (Pate, J., Beaumont, P., 2010 pg173).

In highlighting the figures in lost revenue it is critical that organisations consider the importance of creating a culture and environment that is free from unwanted behaviour and measures are implemented that prevents unwanted conduct instead of waiting to cure it, corporate governance needs to set and enforce a hassle-free working environment through prevention policies that condemns any disruptive behaviour. These standards may prevent an employee from agonising torture, but may also reduce the cost of litigation to the organisation.

2.6 ESTABLISHING RESPECT AND DIGNITY

Statistics suggests the need to combat the various phenomenons, e.g. sexual harassment, harassment and bullying.

Most recent suggestions in the UK has shown six out of ten employees being subjected too or have witnessed bullying (Leach, M., 2011). This alarming figure may indicate that organisations are either reluctant to eradicate or oblivious to the dilemmas, or perhaps they are under pressure to sustain business activity and respect and dignity takes its place down the line of importance. Ellis, M., (2011) reports that Dave Prentis, General Secretary of UNISON, a public service union in the UK as saying "workers are stuck in a living hell as they are faced with a double whammy of cuts and bullying". Albeit, to blame economic circumstances, this should not be coherent with rude and disrespectful behavior, employees are only to aware of business conditions and many may be prepared to accept the extra workload but to also burden the relationship with inappropriate behavior is perhaps a step beyond the grail of the relationship.

There is a greater emphasis on establishing respect and dignity in the workplace, over the years, the business environment has been aware of the impact of disrespectful behaviour from organisations towards employees, this has been through media attention, academic attention and government interventions with

publications and regulations, but yet employees still suffer to the extent that some commit suicide. In Ireland, Michael Mullally (2007), a Galway psychologist suggests that one-fifth of suicides in Ireland are related to workplace bullying and harassment. He has estimated that "at least 100 people in Ireland's workplaces are effectively bullied to death every year". Hough, J., (2009) for the Examiner newspaper wrote that bullying in the workplace has far exceeded other reasons why employees are requesting advice from suicide prevention services. She also noted that a survey was conducted by Peninsula Ireland in early 2009 and found that almost half of the Irish workforce had experienced bullying, and from every ten employees, seven were said to be too frightened to report the matter.

Overwhelming, organisations need to address the conduct of respect and dignity in the workplace. Organisations in Ireland are legally obliged to produce a Health and Safety Statement, in this they must outline their codes of practise on prevention and resolution of improper behaviour. The statement under section 20 of the Safety, Welfare and Health Act 2005 must identify hazards in the workplace. It is recognised that improper conduct is claimed as a hazard and measures must be outlined regards the prevention of such hazard (HSA, 2007 pg7).

The existence that policies need to exist on the prevention of improper conduct creates the notion that human beings are still predators and use tactics to conquer their objectives, the world has moved on with material desires but when it comes to hostility we remained the same as our ancestors.

Policies are a reaction to an already existing problem, "they are there to cure or react to a dilemma" (CIPD, 2006). Therefore it is essential that from the onset of the organisation senior management sets the landscape of the type of culture in which it wishes to promote, this should be one that is free from any unwanted behaviour.

Senior managers and Human Resource (HR) personnel must take the responsibility of ensuring that any behaviour deemed inappropriate is eradicated before it manifests into a harmful grievance in the workplace. The board of management, especially in large organisations, from a corporate governance perspective must ensure a safe working environment exists and this is achieved with direct communication on HR directives (Business and Finance, 2010).

An organisation needs to set standards, this is setting policies and procedures in place which announces that unacceptable

behaviour will not be tolerated, then it needs to ensure that it abides by these standards from the top-down.

Having policies in place does not eradicate the potential of inappropriate behaviour, however, it does highlight the phenomena and may influence employees to show restraint if there is any inclination of conflict between individuals or groups, hence, the "mere existence of a policy does not negate negative behaviour (Pate, J., Beaumont, P., 2010 pg174).

Having a policy is a legal obligation for any organisation, formalising the policy should undertake prior consultation and participation by all parties involved with the business, e.g., employees, trade unions, management, safety committees, etc. the policy needs to be in writing, kept up to date and signed by senior management. The policy must describe definitions, types and how complaints must be addressed. Vital, is that the policy is conveyed to all parties and on a regular bases.

- A no tolerance and disciplinary result of breach.
- Definition and examples of inappropriate behaviour.
- Duties and responsibilities of all members of staff.
- Procedures for an informal resolution to complaints.
- Procedures for a formal resolution to complaints.

- Information of possible outcomes.
- Details of employee support machinery.
- Continues monitoring and reviewing of statement.

SOURCE: Advisory, Conciliation and Arbitration Service (ACAS)

When managers become aware that a case of inappropriate behaviour is hovering, they should promptly address the problem in order to reach a resolution and reduce the level of hostility. Line-managers who are the immediate hierarchy should be trained in first responding to any allegations of hostility between the workforce, prior to HR involvement. Initially, line-managers should;

- (i) Listen to the claimant and express empathy.
- (ii) Do not try to diminish any allegations as "banter" or "a bit of fun".
- (iii) Attempt to address the situation in an informal manner.
- (iv) Initially take no notes, some notes may be needed after the conversation with the claimant, i.e., date and incident if matters progress to a formal stage.
- (v) Empower the claimant to address the incident with the perpetrator in an effort to agree a way forward.
- (vi) Maintain confidentiality at all times.

Source: Scott-Lennon, F., Considine, M., (2008) Bullying & Harassment, Values and Best Practice Responses, Management Briefs, Dublin

Handling the situation informally at the early stage is a way of reducing further incidents as the perpetrator may not realise that their behaviour is causing offence. Where an employee may find it uncomfortable in speaking with the perpetrator, they should informally be advised to speak with a third party, e.g., work-colleague, union representative or a friend who can have 'a quiet word' in the perpetrator's ear (Harvey, N., Twomey, A.F., 1995 pg 170).

Management should not presume that if a victim makes a complaint that it becomes automatically a formal incident, many may rush into this scenario where an informal approach may just be suffice to correct any behaviour (Eardly, J., 2002 pg150).

A Formal Complaint:

The victim may feel that the situation is too serious for an informal procedure to resolve the matter, they have the right to request a formal investigation.

At this stage the employer should employ investigators into the allegations. The following steps need to be adopted and are recognised by Barrister at Law, John Eardly and his book Bullying and Stress in the workplace with recognition on stamping out the phenomena:

A). The complainant should lodge a complaint in writing.

- B). The allegation should be forwarded to the perpetrator in writing.
- C). An impartial member of management should be appointed to examine the allegations and question the complainant. It is recommended that two impartial investigators be attached to the case.
- D). The investigation needs to be managed by the terms of reference, this implies; agreed time-limits, the parties can be represented by third parties, all documentation is communicated to both parties, the perpetrator has time to respond to the allegation and the perpetrator is or is not offered the opportunity to cross-examine.
- E). The investigators interview both parties and witnesses in a confidential manner with their designated representatives.
- F). After all deliberations and considerations, the investigators reach a deduction and forward this to management.
- G). The parties should be informed of the findings and awarded the opportunity to reply.
 - i). Should the findings implicate the perpetrator, he/she should be informed in writing and the disciplinary proceedings should follow in line with business procedure.
- J). If the right to appeal is permissible then time limits should be stipulated and its procedures, however parties have the

right to seek address through the industrial relations machinery.

If allegations are founded and the organisation has no disciplinary, they can refer to the Labour Relations Commission's Codes of Practice-Grievance and Disciplinary Procedures and Voluntary Dispute Resolution (HSA 2007).

Those that have allegations made against them have the right of natural justice to defend their character, in situations where allegations are unfounded they should be provided with support and all those involved should be made aware of the finding. Although some allegations are unfounded due to the lack of evidence support should also be provided to the complainant, however some allegations may come about which are done so with malice.

2.7 Malicious Allegations

While reviewing the literature for this paper many have been resigned to writing about actions of a perpetrator upon a victim. It is of great importance that investigators realise that justice is paramount when handling allegations, therefore in accordance with the law of the land every perpetrator of an allegation should be presumed innocent until the evidence proves otherwise.

An allegation that is made without foundation and with the intent of blackening another person's name is in itself a destructive act and an undermining of good relations (O'Connell, T., 2008). The policy must maintain its integrity at all times and to every employee, its content and practice must apply also to those who make malicious allegations and to make such an allegation is also a disciplinary process.

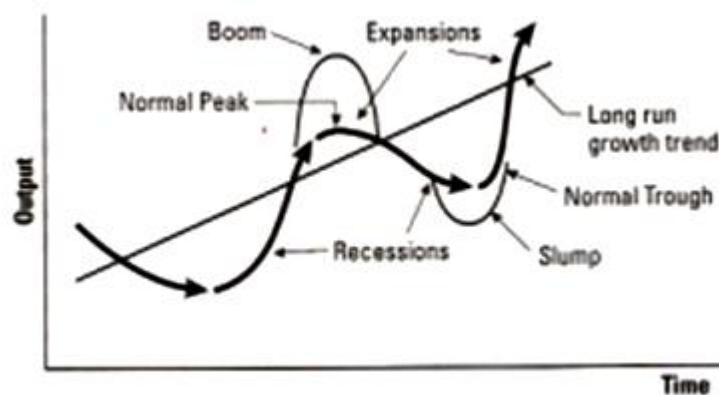
2.8 ECONOMIC CONDITIONS

This paper is to examine if economic conditions has an effect on employees attitudes towards their right to respect and dignity in their workplace. Economic conditions should be considered a factor that may prevent employees, or encourage employees to report any inappropriate behaviour. It is suggested that during economic downturns, organisations are concerned with reducing costs while maintaining or increasing profits, this is where unscrupulous employers may take advantage of vulnerable employees, as these employees are fearful of losing their jobs and uncertain about finding alternative employment. This can open the door for inappropriate behaviour in the workplace (Dr Byrne. T., 2009).

Since the 1980s Ireland has experienced two recessionary periods, the late 80s and during the early 90s and now the current crisis

which began back in 2008 and is continuing to the current day (20th August 2011). These times can be seen with the increase in unemployment that recessions bring about in the business cycle. The business cycle is an erratic and changeable occurrence in output and employment. Such episodes are largely unwanted as they bring uncertainty to the economy accompanied by job losses and wage cuts. The business cycle has two phases, expansion and recession with two turning points, peaks and troughs (Figure 1). Expansions are periods of high growth in output and generally they create employment. Recessions are periods of sustained (more than two quarters) contractions which entails unemployment (O'Mahoney J., 2008).

Figure 1: The Business Cycle



Source: Tiffany, P., et al, (2010 pg309)

The business cycle demonstrates expansion in the economy which manifest's employment and recessions which creates unemployment.

The following diagram illustrates Ireland's unemployment rate which simulates the business cycle and the rates of employment and unemployment.

Figure 2: Unemployment Rate



Source: International Monetary Fund (2010) World economic outlook

From the above diagram Ireland has experienced some high unemployment rates which indicate that jobs are scarce and employees outlook for employment can be uncertain. In contrast when the unemployment rate is low this brings a supply of jobs to the labour market and employees may bring a complaint of inappropriate behaviour as the fear may be reduced in case of any

repercussions. Employees may not complain and simply leave for other employment which may be easy to obtain. It is noted that employees may not report any cases of institutional inappropriate behaviour when management are under great pressure due to the consequences that may ensue (Pate, J., Beaumont, P., 2010 pg174).

It is difficult, if not impossible to estimate the number of cases of inappropriate behaviour in the workplace as during Ireland's booming years unemployment was at its lowest and there was an ample supply of job opportunities where employees could easily find alternative employment compared to reporting any cases.

The Anti-Bullying Centre in Trinity College has stated to the Author that there is no research available to compare statistics from the last major recession of the 1980s to the recession of today as the phenomena of inappropriate behaviour was not as highlighted then in comparison to today. The Labour Relation Commission has also stated that there no classification of harassment or bullying recorded, all cases are conducted under the necessary acts, hence measuring the quantity of cases from Ireland's Celtic Tiger Years to the current day is impossible. For employees whose working conditions are intolerable and chose to resign, they may decide to address the circumstances to an

Employment Appeals Tribunal (EAT) as well as taking civil proceedings against the organisation. The EAT adjudicates over unfair dismissals and this is their core activity, which is approximately 85% of their workload (EAT, 2009). At the beginning of the recession in 2008 the tribunals workload increased by 72% to 5'457 and adjudicated over 1'111 cases for unfair dismissals (EAT, 2009). It is expected that the workload will increase over the forthcoming years as the economic downturn takes hold, with judgements on cases of redundancy and unfair dismissals (Hogan, J., Donnelly, P.F., O'Rourke, B.K., 2010 pg360). It is impossible to recognise the increase of unfair dismissal cases as those relating to inappropriate behaviour, e.g. bullying, harassment.

Commercially, it can be widely accepted that businesses are concerned with the bottom-line of the balance sheet and they may use a cost-benefit analysis in deciding what outcome is beneficial to the balance-sheet. For example, paying the cost of a litigation award may be lower than paying the cost of a redundancy payment and the yearly salary. Slapper, G.J., Tombs, S., (1999) have suggested that a cost benefit analysis, that is placing human life below the factor of profit is a common trait of practices of commerce. For example, in America the Ford Motor Manufacture decided, people dying in faulty cars resulted in a

lower cost of litigation than having to recall all faulty cars (Birsch, D., Fielder, J.H. 1994) in the Ford Pinto Case, however Ford did eventually announce a recall after much media attention.

The author suggests that business ethics play's a large role in the bottom-line, this may be the case where unscrupulous employers decide to intimidate employees to leave voluntarily due to inappropriate behaviour, more so, if costs are lower with a litigation claim as claimants can expect an award of a maximum of 104 weeks at an EAT tribunal (Eardly, J., 2002 pg97). However, civil proceedings may prove to be more costly if allegations are founded, this has been evident in the case of Bridget Sweeney, a Ballinteer teacher against her employer the Board of Management, Ballinteer Community School, Dublin, where the High Court awarded her €88'000 for the inappropriate behaviour by the school's Principal Dr. Austin Corcoran (The Irish Times, 2011), and recently, the Irish Mail on Sunday reported that An Post is to compensate eight workers in the Cork Mail Centre for inappropriate behaviour to the amount of €500'000 (Lynch, M., 2011).

CHAPTER THREE

RESEARCH METHODOLOGY

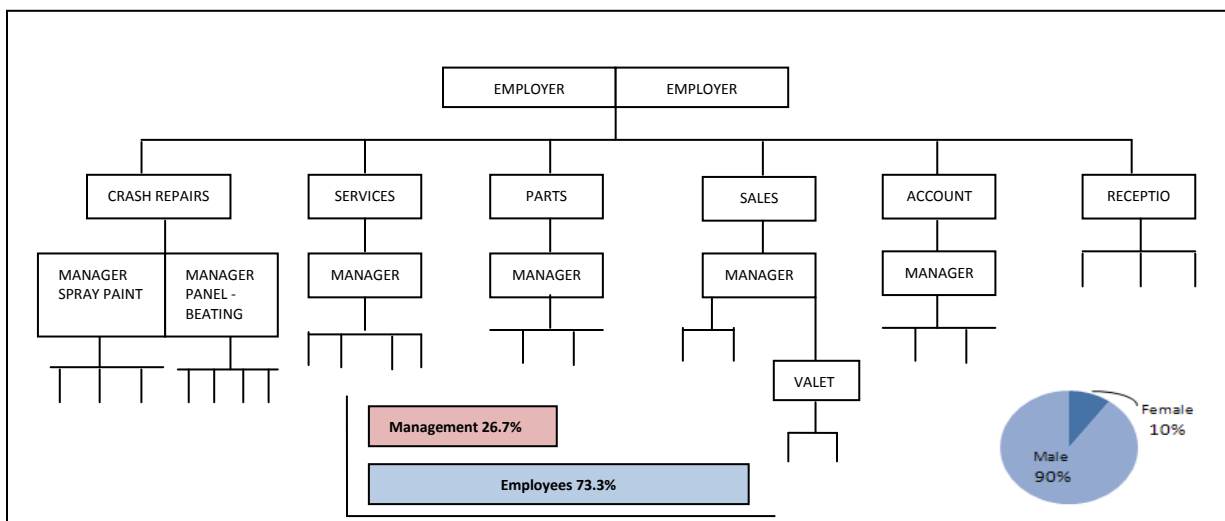
3.1 THE ORGANISATION

The research on can economic conditions influence employees attitudes towards their right to respect and dignity in the workplace will be conducted in a single organisation. The organisation is a motor dealership, and shall remain anonymous. Some employees have acknowledged that they would cooperate covertly, on the grounds that that management had no knowledge of their participation.

The organisation has a total of 30 personnel, of which 3 are females and 27 are males.

The employers are directly active in their role as management and have 6 managers appointed in the various departments.

Figure 3: Organisational Structure



The business has been in operation for approximately forty years and has grown from strength to strength. It has changed dealership brands on 3 occasions and these brands are amongst the top 5 best sellers in Ireland.

The author has knowledge that management has made an out of court settlement, prior to an Employments Appeals Tribunal (EAT) and Circuit Court proceedings for the physical and verbal abuse of one employee within the last 3 years.

3.2 THE POPULATION

From the twenty-two employees, fifteen were asked to participate in the research, this figure is based on the advice from some employees who suggested that certain individuals have an alliance or relationship with management. The fifteen were asked to participate in a focus group or a one-to-one interview. A focus group was considered the best means of gaining knowledge and important data for the research as it takes into account the feelings and opinions of a group's reaction to a service, product or a situational phenomena (Hussey, J., Hussey, R., 1997 pg 155), however, they said that there would be no confidentiality in a focus-group and would prefer a questionnaire page, where their identity would remain unknown.

After further communication with the participants, three decided not to be involved, this leaves twelve remaining participants, three have agreed to be interviewed and nine have agreed to complete a questionnaire survey.

3.3 ETHICAL CONSIDERATIONS

Ethics is crucial in conducting research, it is just as important, as it is in business. Ethics only comes to light when there are unethical practises in play. This has been evident in the banking saga that has rocked the globe and caused an economic crisis. Now, globally we are all paying the penalty for unethical behaviour (Hutton. W., 2009). More recently, after 167 years the infamous News of the World newspaper has voluntarily come to an end due to its involvement in the mobile hacking scandal (Robinson, J., et al 2011).

Applying ethics to business research is adopting a set of principles which decides what is the right behaviour. The best approach to take is to "do no harm" (Quinlan, C., 2011 pg 74). In this research, ethical behaviour will focus on the wishes of participants and their entitlement to anonymity and confidentiality.

3.4 The QUESTIONNAIRE

This is the method of measuring data in order to determine upon the question. One of the research methods conducted for this paper is by means of a survey. This will evaluate participant's perception of their right to respect and dignity in the workplace during an economic expansion or contraction.

A questionnaire has been designed to investigate what action participants may take if they are confronted with inappropriate behaviour during a recession or during times when the economy is expanding. The questionnaire utilises a number of formats to acquire relevant data;

(i) Open-ended questions, these provide the participant with white-space to be more descriptive in their response.

(ii) Closed-ended questions, these provide a one or another answer, there are two values for consideration and are referred to as 'dichotomous variables' (Quinlan, C., 2011 pg480), e.g. yes or no, male or female. Questions with multiply values provides' a range of answers (Fisher, C. 2004) and can be associated with the 'Likert scale', where the participant is defined a statement and has three, five or seven pre-selected options (Quinlan, C., 2011 pg325), e.g. "You are very stressed!" please tick: strongly agree, tend to agree, neither agree nor

disagree, agree to strongly disagree. In this survey, questions of this nature will be coded for analysis purposes.

The questionnaire has been hand-delivered to the participants and in accordance with an ethical dilemma a stamped address envelope has been included for their return, this ensures participants anonymity. Participants were asked to return the survey within ten days. All questionnaires were received within the specified time frame, this indicates an attrition rate of zero percent. The questionnaire can be viewed in Appendix 2.

3.5 THE INTERVIEWS

In the research plan it was decided to conduct face to face interviews with participants who agreed to be interviewed. By performing an interview it is hoped to establish a more qualitative dialog of data. According to Horn, R., (2009) acquiring qualitative data is sometimes beneficial when an area of research has not been well identified or realised in present theory. This can be apparent when research comes into new settings due to little research attention in the area of focus. This supports the information from the Anti Bullying Centre which

stated that "during the last recession there was little attention focused on respect and dignity in the workplace.

The interviews were designed to range from semi-structured to an un-structured model, although it can be argued that all types of interviews have some degree of co-ordination (Mason, J., 2009 pg62). It is allowable for participants to convey their perception and to take the interview in an area they may wish to go (Horn, R., 2009 pg 127).

The interviews were pre-planned set of questions which were used to guide the interview and these were similar to those on the questionnaire. They were planned to meet the interviewees on a week-end with the location at their discretion.

3.6 ANALYSIS OF DATA

The questionnaires shall be analysed by providing the percentage rate of the respondent's replies. These can then be presented through the appropriate graph styles available to the researcher. Most questions will be coded providing a numerical value to the question, e.g,

Figure 4: Coding of Questions

1	Strongly Disagree
2	Disagree
3	Neither Disagree nor Agree
4	Agree
5	Strongly Agree

The analysis will be presented by a table frequency, a graph chart and details of the mean, a standard deviation and the n value. The mean will be calculated with the equation;

$$\bar{X} = \frac{\sum_{i=1}^n X_i}{n} = \frac{X_1 + X_2 + \dots + X_n}{n}$$

The mean outlines the average of the values and is the most frequently used statistic to locate the centre-point of data and a standard deviation can be extracted. The standard deviation shows the variation about the mean. The equation for the standard deviation is;

$$S = \sqrt{\frac{\sum_{i=1}^n (X_i - \bar{X})^2}{n - 1}}$$

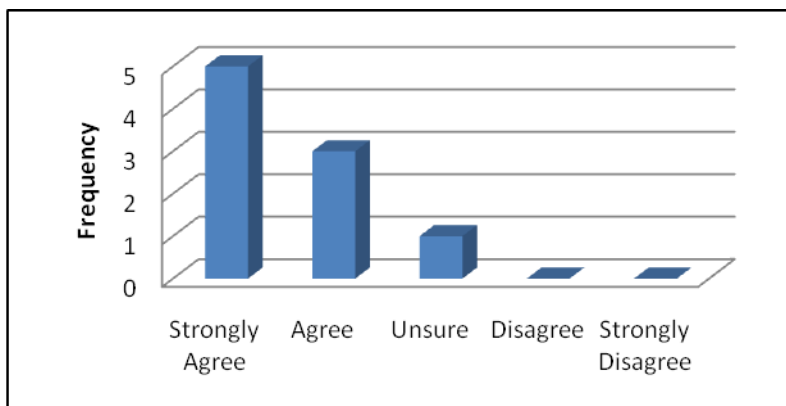
3.7 THE FINDINGS

Question 1.1: I understand what is meant by respect and dignity in the workplace.

The results showed that 89% of the population was confident in what respect and dignity is in the workplace, while 11% were unsure.

Figure 5: Display of results for question 1.1

Code		Frequency	Percent	Valid Percent	Cumulative Percentage
1	Strongly agree	5	56%	56%	56%
2	Agree	3	33%	33%	89%
3	Unsure	1	11%	11%	100%
4	Disagree	0	0%	0%	100%
5	Strongly Disagree	0	0%	0%	100%
	Total	9	100%	100%	



Mean = 1.56

Standard deviation = 0.73

N = 9

Question 1.2: Can you list a few actions that would not demonstrate respect and dignity?

All of the respondents replied to this question, many listed examples along with the main causes that would hinder respect and dignity in the workplace.

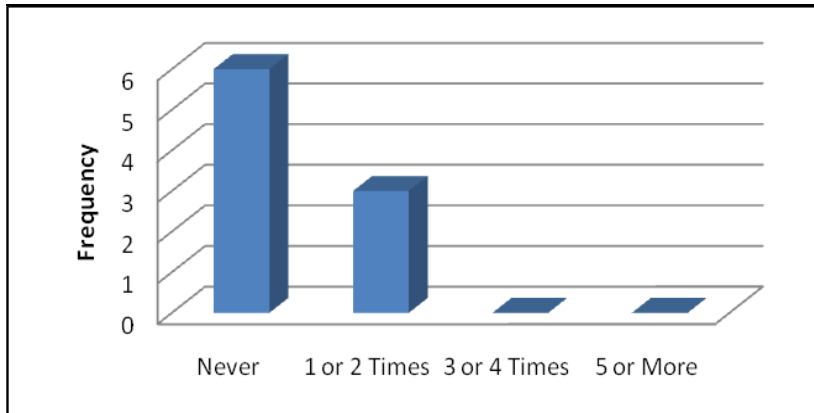
Bullying	Being negative towards others
Shouting at others	Constant monitoring
Stealing	Fighting
Making things difficult	Cursing at others
Slagging others because of their race	Name calling
Dirty jokes and pictures	Racial comments
Insulting	Always looking for fault
Harassment	Too much work

Question 1.3: Have you ever lodged a complaint, when your dignity was not upheld within the last two years?

In the last two years 67% suggested that they have not lodged a complaint when their right to respect and dignity was denied. The remaining 33% indicated that have lodged a complaint within the last two years.

Figure 6: Display of results for question 1.3

Code		Frequency	Percent	Valid Percent	Cumulative Percentage
1	Never	6	67%	67%	67%
2	1 or 2 Times	3	33%	33%	100%
3	3 or 4 Times	0	0%	0%	100%
4	5 Times or more	0	0%	0%	100%
	Total	9	100%	100%	



N = 9

Mean = 1.33

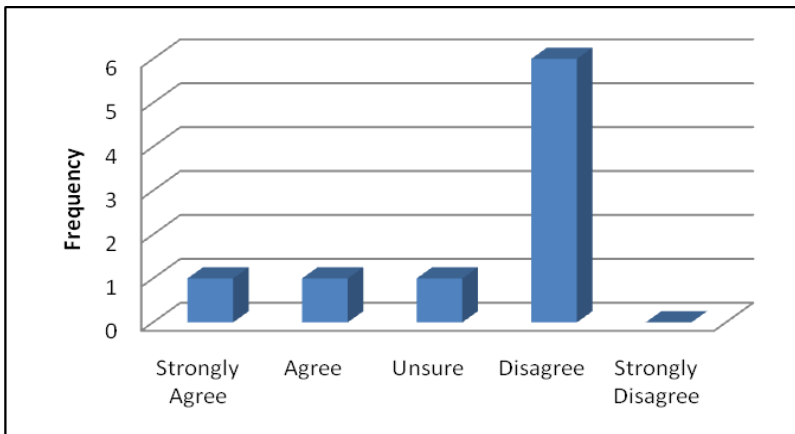
Standard Deviation = 0.5

Question 1.4: When the economy was booming, and a manager treated me in an inappropriate manner, I would lodge a complaint.

22% of respondents reacted favourable to this statement 11% noted that they were undecided about it, and 67% were reluctant to lodge a complaint.

Figure 7: Display of results for question 1.4

Code		Frequency	Percent	Valid Percent	Cumulative Percentage
1	Strongly agree	1	11%	11%	11%
2	Agree	1	11%	11%	22%
3	Unsure	1	11%	11%	33%
4	Disagree	6	67%	67%	100%
5	Strongly Disagree	0	0%	0%	
	Total	9	100%	100%	



Mean = 3.33

Standard Deviation = 1.12

N = 9

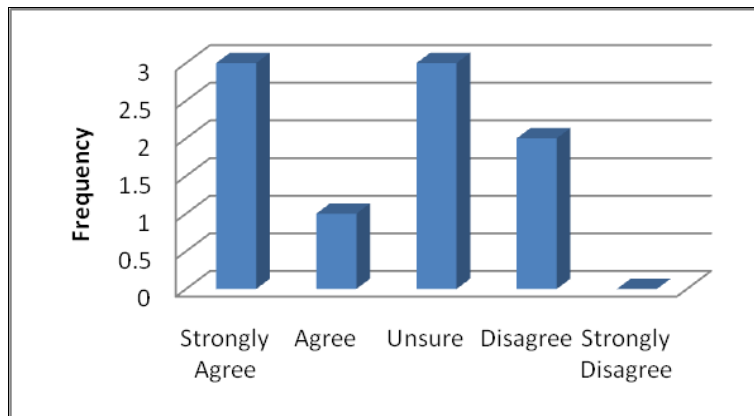
The respondents, whom disagreed, cited that, it would do no good, matters would only escalate further and they could find another job easily.

Question 1.5: When the economy was booming, and a colleague treated me in an inappropriate manner, I would lodge a complaint.

45% of respondents decided that they would lodge a complaint if a colleague treated them in an inappropriate manner. 22% decided against a complaint and the remaining 33% were undecided.

Figure 8: Display of results for question 1.5

Code		Frequency	Percent	Valid Percent	Cumulative Percentage
1	Strongly agree	3	34%	34%	34%
2	Agree	1	11%	11%	45%
3	Unsure	3	33%	33%	78%
4	Disagree	2	22%	22%	100%
5	Strongly Disagree	0	0%	0%	
	Total	9	100%	100%	



Mean = 2.44
 Standard Deviation = 1.24
 N = 9

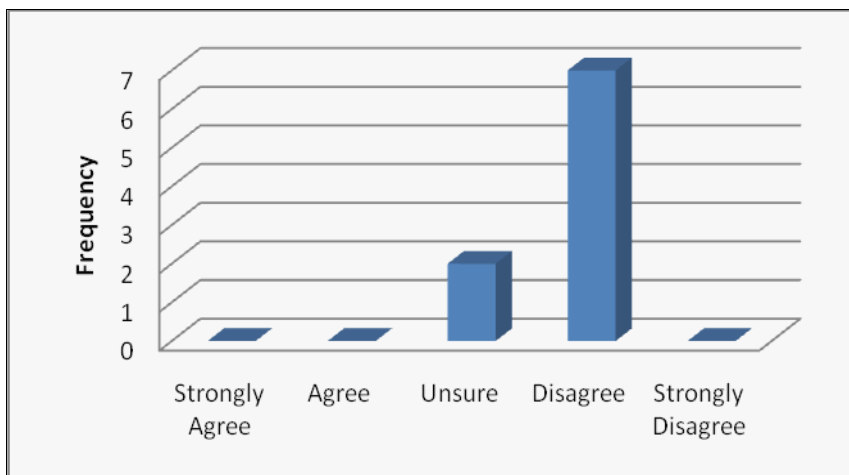
Some of the comments that respondents gave to why they would lodge a complaint are (i) because I am here a long time and nobody treats me badly and if they (management) will not do anything, then I'll leave, (ii) everyone should treat people with respect, (iii) it's wrong to treat anyone in a bad manner no matter what the economy is like, we're all in the same boat.

Question 1.6: When the economy is in crisis (like today) and a manager treats me in an inappropriate manner, I would lodge a complaint.

There was a high negative response to this question, indicating that individuals would not lodge a complaint if a manager treated them inappropriately.

Figure 9: Display of results for question 1.6

Code		Frequency	Percent	Valid Percent	Cumulative Percentage
1	Strongly agree	0	0%	0%	0%
2	Agree	0	0%	0%	0%
3	Unsure	2	22%	22%	22%
4	Disagree	7	78%	78%	100%
5	Strongly Disagree	0	0%	0%	100%
	Total	9	100%	100%	



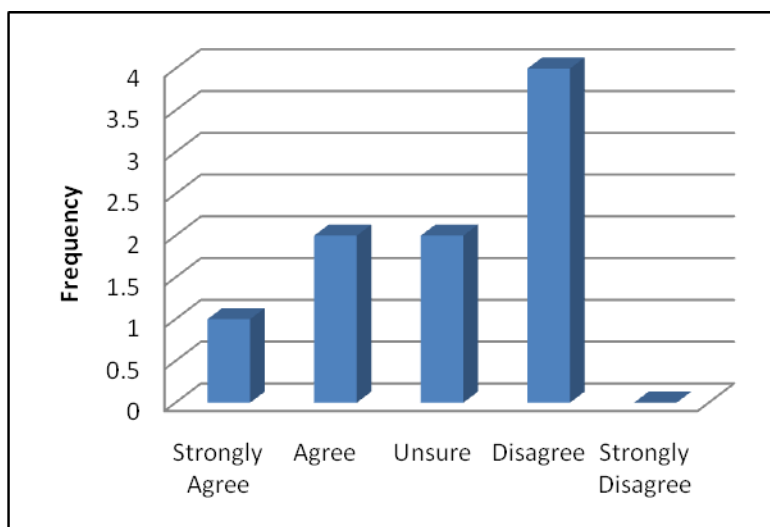
Mean = 3.78
 Standard Deviation = 0.44
 N = 9

Question 1.7: When the economy is in crisis (like today) and a colleague treats me in an inappropriate manner, I would lodge a complaint.

The majority of respondents disagreed with the statement, there were however 33% who would lodge a complaint against a colleague, this is in contrast to question 1.6 where 0% declared that they would lodge a complaint against a manager.

Figure 10: Display of results for question 1.7

Code		Frequency	Percent	Valid Percent	Cumulative Percentage
1	Strongly agree	1	11%	11%	11%
2	Agree	2	22%	22%	33%
3	Unsure	2	22%	22%	55%
4	Disagree	4	45%	45%	100%
5	Strongly Disagree	0	0%	0%	
	Total	9	100%	100%	



Mean = 3

Standard Deviation = 1.12

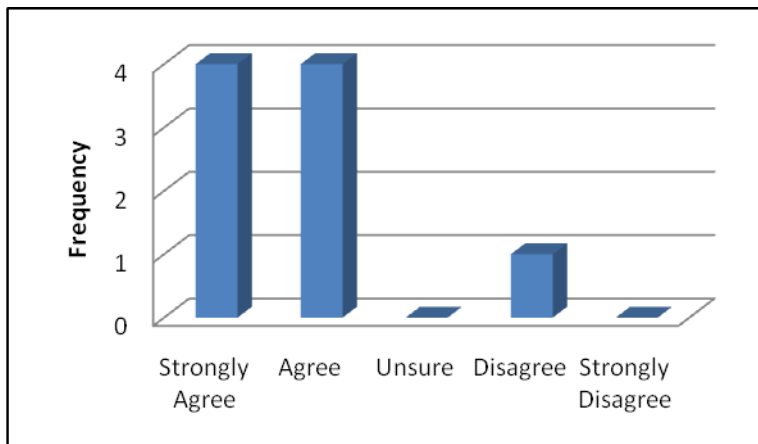
N = 9

Question 1.8: I feel the current crisis has put pressure on management.

89% of respondents have suggested that management are under more pressure due to the economic crisis, management may not see respect and dignity or they may not realise their behaviour in order to satisfy the bottom-line.

Figure 11: Display of results for question 1.8

Code		Frequency	Percent	Valid Percent	Cumulative Percentage
1	Strongly agree	4	45%	45%	45%
2	Agree	4	44%	44%	89%
3	Unsure	0	0%	0%	89%
4	Disagree	1	11%	11%	100%
5	Strongly Disagree	0	0%	0%	100%
	Total	9	100%	100%	



Mean = 1.78

Standard Deviation = 0.97

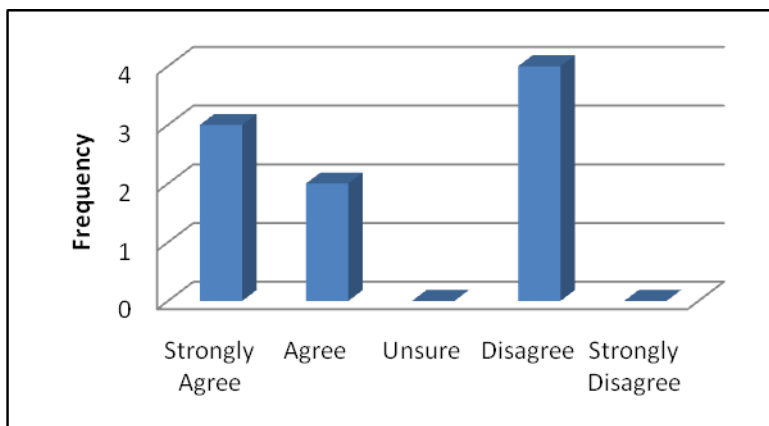
N = 9

Question 1.9: I feel the current crisis has put pressure on my working conditions.

The economic crisis has suggested that 55% of the respondents felt it had pressurised their working conditions, albeit, this was followed closely with 45% who did not consider that the crisis had pressurised their working conditions.

Figure 12; Display of results for question 1.9

Code		Frequency	Percent	Valid Percent	Cumulative Percentage
1	Strongly agree	3	33%	33%	33%
2	Agree	2	22%	22%	55%
3	Unsure	0	0%	0%	55%
4	Disagree	4	45%	45%	100%
5	Strongly Disagree	0	0%	0%	100%
	Total	9	100%	100%	



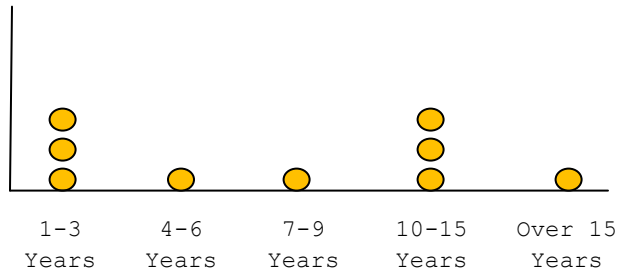
Mean = 2.56

Standard Deviation = 1.42

N = 9

The following gives the work details of the respondents:

Question 2.1: How many years have you been employed in the Organisation?



Question 2.2 The Departments Respondents are working:

Sales	2
Crash Repairs	2
Services	1
Parts	2
Accounts	1
Reception	1
Total	9

Question 2.3: Do you have a written contract?

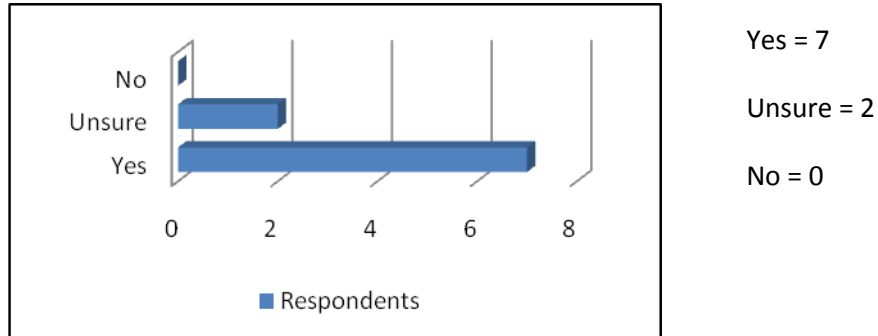
All respondents stated that they have a written contract.

Question 2.4: Is there a company safety statement?

Eight of the nine respondents confirmed that there was a safety statement while only one stated that he was unsure.

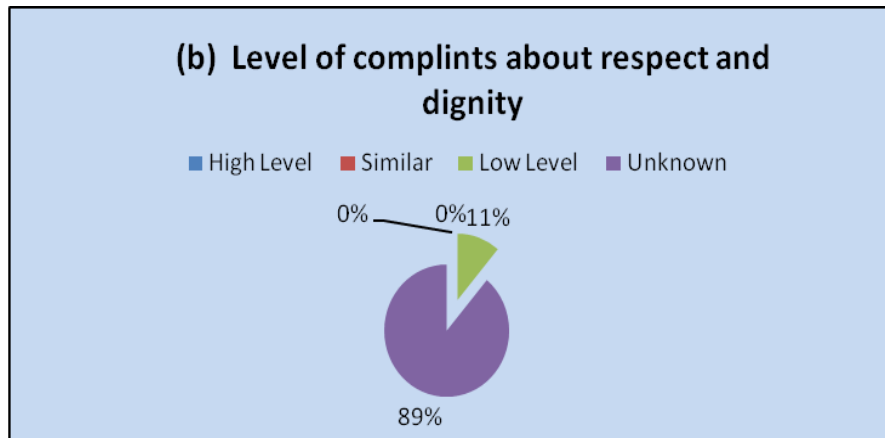
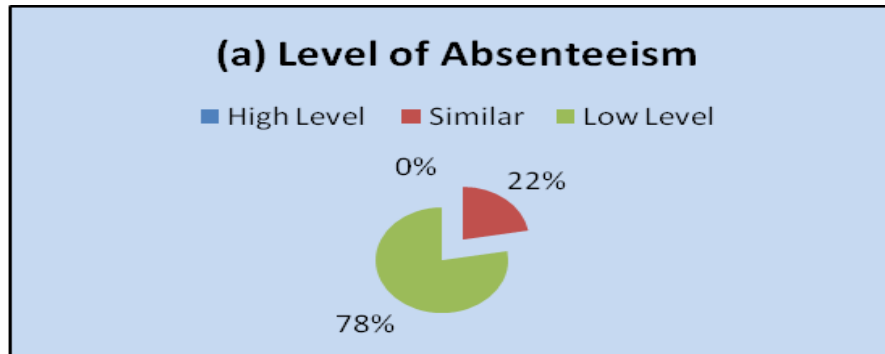
Question 2.5: Are there policies and procedures that relate to bullying, harassment and sexual harassment?

Figure 13: Display of results for question 2.5



Question 2.6: What are the following levels in your organisation for the last two years in comparison to before this period?

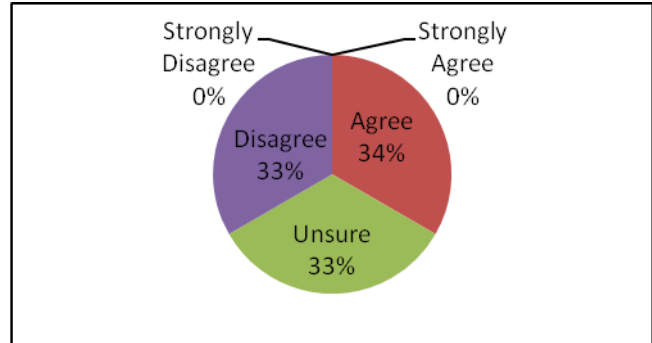
Figure 14: Display of results for question 2.6



Question 2.7: I would say there is a good level of respect and dignity in the workplace.

Figure 15: Display of results for question 2.7

The respondents indicated a mixed reaction to this statement. 3 individuals agreed, another 3 were unsure and the final 3 disagreed that there was a good level of respect and dignity.



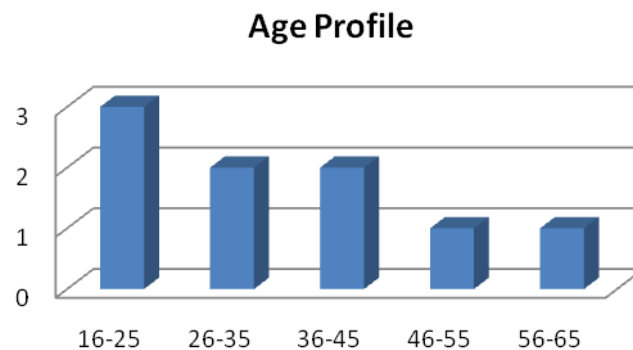
The following give personal details of respondents

Question 3.1: Are you male or Female?

All respondents (9) indicated that they were male.

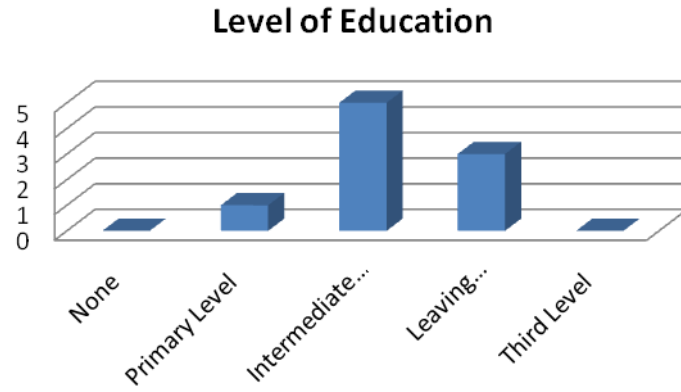
Question 3.2: Please tick what age bracket you belong?

Figure 16: Age profile of respondents



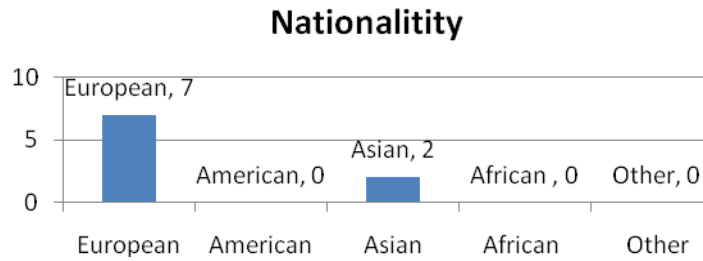
Question 3.3: Level of Education

Figure 17: Educational Profile of respondents



Question 3.4: Different Nationalities

Figure 18: Nationality of respondents



3.8 THE INTERVIEWS

For the purpose of the interviews the interviewees wish to remain anonymous, so their names have been changed to honour their request.

Interviews are being used to gather qualitative data that will relate to the objective of this paper. Lincoln, Y. S., & Guba, E.G., (1985) have suggested that an interview must be a "conversation with purpose". Therefore, the interview has been designed with a semi-structure format, to achieve the purpose of harvesting information. Craig, D.V., (2009) points out that these types of semi-structured interviews should be "guided by a set of questions generally open-ended questions and additional questions may be asked depending on the participant's response". The setting should simulate an informal atmosphere to ensure the participant is put at ease when giving information, hence, the researcher has allowed the participants to decide on a public place for the interview. Fisher, C. (2004) notes that a semi-structured interview has "a schedule to remind the interviewer of the main topic", this also allows for latitude when the interviewee is responding.

Summary of Interviews

Interviews were conducted with three individuals who work in the garage in various departments. The transcripts are provided in the Appendix 3.

Two of the interviewees said that when economic conditions are booming like Ireland's Celtic Tiger years they would have lodged a complaint if their respect and dignity was denied, irrelevant if it was a manager or co-worker. The other said there would be no point in lodging a complaint as "it would do no good".

Relating to the current economic condition in Ireland (July 2011) the opposite occurred where one of the individuals said that they would lodge a complaint while the remaining two said they would not lodge a complaint against a manager but one of these indicated that they would against a co-worker. This may resemble the suggestion of Dr Byrne (2009) that organisations want to cut costs during the recession and employees are more fearful of losing their jobs and finding alternative employment. He noted that seven out of ten would be too frightened to report any incidents especially on bullying.

All of the interviewees suggested that managers are under extra pressure from the employer to reduce costs especially on wastage and that the rate of absenteeism has decreased during the economic downturn, also all three claim that there is an atmosphere of respect and dignity in the workplace.

From the interviews, qualitative data has found that the respondents have only being issued with a written contract within the last three years, also, policies and procedures relating to any form of inappropriate behaviour have been implemented within the last three years after the organisation was issued with proceedings relating to conduct that repudiated an employee's right to respect and dignity.

Conclusion

Employment legislation places responsibility on the shoulders of the employer for introducing policies and procedures that attempts to prevent any inappropriate behaviour that would deny the employee the right to their respect and dignity. These policies and procedures are not only for prevention they are also implemented to avoid liability (Deadrick, D.L., et al 1996).

This paper has considered the negative phenomenons that that could deny an employee the right to respect and dignity. Harassment can cause physical and psychological harm to the victim. The perpetrator needs to be aware that the conduct is unacceptable and the employer must not consider incidents as 'banter' or 'horseplay'. Sexual harassment which is mostly targeted at women, it is sexual in nature and offends the dignity of the person. It is conducted by verbal, non-verbal and physical behaviour.

Bullying, this is inappropriate and unwanted behaviour, that is repeated. It is most likely conducted against those who are powerless. Organisations who allow a

culture of such behaviours will not be fully productive (Wilkie, W., 1999 pg79).

Everyone suffers when there is an environment of hostility but when the organisation creates a culture that promotes respect and dignity the rewards can be extensive, there can be less conflict which reduces the level of stress, this magnifies to less absenteeism. There will be high motivation which will improve productivity and staff retention will be greater (Watson, J. 2006 pg2). Implementing a respectful culture begins with a consultative tactic in designing policies and procedures (Health and Safety Authority, 2001) with employees, trade unions, etc., this is then initiated by training and continues attention by placing information on notice boards (Cabrera, N., Kleiner, B.,1992).

Economic conditions may persuade an employee whether to make a complaint or to tolerate disrespectful behaviour. During expansions in the economy there is a supply of alternative employment which allows the individual to transfer employment if deemed necessary. However, during economic downturns, unemployment increases, reducing the

supply of work and this may influence an individual's decision.

The research in this paper has suggested that employees of a single organisation would not lodge a complaint against a manager when the economy is booming but against a colleague the results were mixed with 45% noting they would lodge a complaint but 22% insisted that they would not make a complaint. When the economy is in turmoil the majority of the respondents documented that they would not lodge a complaint against a manager and against a colleague the majority declared a no complaint.

The final results indicated that the participants would not lodge a complaint against a manager no matter what economic conditions prevail but against a colleague the state of the economy was of importance with a majority declaring a complaint during buoyant economic conditions and the majority declaring a no complaint during economic turmoil.

APPENDIX 1

Psychological Symptoms of Stress

- Irritability
- Panic attacks
- Tearfulness
- Mental breakdown
- Increased forgetfulness
- Loss of humour
- Feeling whingey and blameful
- Clumsiness
- Withdrawal, detachment, impoverished sociableness
- Heightened sense of guilt
- Feelings of powerlessness
- Tendency to perfectionism
- Overwhelming negativism
- Seasonal affective disorder (SAD)
- Acute self-awareness
- Dramatically heightened sense of injustice
- Feeling totally emotionally drained
- Increasing desperation and sense of futility.
- Loss of ability to experience enjoyment (anhedonia).
- Confusion.
- Fragility
- Sense of failure
- Heightened sense of grievance, bitterness and resentment
- Work or employment phobia
- Depression
- Thoughts of suicide

Source: Field, T. (1996) *Bully in Sight*, How to predict, resist, challenge and combat workplace bullying, Success Unlimited, UK

APPENDIX 2

● Questionnaire to Respondents ●

**All Information given in this questionnaire is absolutely confidential.
Respondents will not be identified in any way to another party.**

(Please return by Friday 1st July 2011)

Section 1 Economy and Respect and Dignity

1.1 I understand what is meant by respect and dignity in the workplace.

Strongly Agree	<input type="checkbox"/> 1	Disagree	<input type="checkbox"/> 4
Agree	<input type="checkbox"/> 2	Strongly Disagree	<input type="checkbox"/> 5
Unsure	<input type="checkbox"/> 3		

1.2 Can you list a few actions that would not demonstrate respect and dignity?

1.3 Have you ever lodged a complaint , when your dignity was not upheld within the last two years?

Never	<input type="checkbox"/> 1	3 or 4 times	<input type="checkbox"/> 3
1 or 2 times	<input type="checkbox"/> 2	5 or more times	<input type="checkbox"/> 4

1.4 When the economy was booming, and a manager treated me in an inappropriate manner, I would lodge a complaint.

Strongly Agree	<input type="checkbox"/> 1	Disagree	<input type="checkbox"/> 4
Agree	<input type="checkbox"/> 2	Strongly Disagree	<input type="checkbox"/> 5
Unsure	<input type="checkbox"/> 3		

If you disagree with this comment please state why?

1.5 When the economy was booming, and a colleague treated me in an inappropriate manner, I would lodge a complaint.

Strongly Agree 1 Disagree 4
Agree 2 Strongly Disagree 5
Unsure 3

If you agree with this comment please state why?

1.6 When the economy is in crisis (like today) and a manager treats me in an inappropriate manner, I would lodge a complaint .

Strongly Agree	<input type="checkbox"/> 1	Disagree	<input type="checkbox"/> 4
Agree	<input type="checkbox"/> 2	Strongly Disagree	<input type="checkbox"/> 5
Unsure	<input type="checkbox"/> 3		

1.7 When the economy is in crisis (like today) and a colleague treats me in an inappropriate manner, I would lodge a complaint

Strongly Agree 1 Disagree 4
Agree 2 Strongly Disagree 5
Unsure 3

1.8 I feel the current crisis has put pressure on management.

Strongly Agree 1 Disagree 4
Agree 2 Strongly Disagree 5
Unsure 3

1.9 I fell the current crisis has put pressure on my working conditions

Strongly Agree 1 Disagree 4
Agree 2 Strongly Disagree 5
Unsure 3

Section 2 Work Details

2.1 How many years have you been working with the organisation?

1-3 ₁ 4-6 ₂ 7-9 ₃ 10-15 ₄ Over 15 ₅

2.2 Will you identify the department you work in?

Sales ₁ Crash Repairs ₂ Services ₃
Parts ₄ Accounts ₅ Reception ₆

2.3 Do you have a written contract?

Yes ₁ No ₂

2.4 Is there a company safety statement?

Yes ₁ Unsure ₂ No ₃

2.5 Are there policies and procedures that relates' to bullying, harassment or sexual harassment?

Yes ₁ Unsure ₂ No ₃

2.6 What are the following levels in your organisation for the last two years in comparison to before this period?

(a) level of absenteeism:

High Level ₁ Similar ₂ Low Level ₃

(b) level of complaints about respect and dignity:

High Level ₁ Similar Level ₂ Low Level ₃ Unknown ₄

2.7 I would state that there is a good level of respect and dignity in the workplace today.

Strongly Agree ₁ Disagree ₄
Agree ₂ Strongly Disagree ₅
Unsure ₃

Section 3 Respondent's Information

3.1 Are you: Male ₁ Female ₂

3.2 Please tick what age bracket you belong in:

16-25 ₁ 26-35 ₂ 36-45 ₃ 46-55 ₄ 56-65 ₅

3.3 Your level of education?

None ₁ Leaving Certificate ₄

Primary School ₂ Third Level ₅

Intermediate Certificate ₃

3.4 Are you?

European ₁ American ₂ Asian ₃ Africian ₄

Other ₅ Please Specify.....

Any further comments:

Finally I would like to thank you once again for your participation in this survey and to assure you of the utmost confidentiality. The information contained in the questionnaire will be used solely for the purpose of my research which is being conducted to satisfy the requirements of the Bachelor of Arts (Honours) in HRM programme. The anonymity of all participants is assured.

APPENDIX 3

Transcript of Interviews

The interviews will firstly allocate a name for each interviewee, this will be followed by any observations made by the researcher.

Interview One

Name allocation is Jane.

The researcher observes the interviewee to be female.

Gus Hi Jane, thanks for meeting me, I won't keep you too long. The purpose of my research is to establish if the economy can influence your decision to whether you would lodge a complaint if you were mistreated to your right of respect and dignity in the workplace. Firstly. Do you know what I mean by respect and dignity and what do you think may not represent behaviour that is appropriate in the workplace?

Jane I think I do, I think things like bullying, always picking on someone, losing your temper, shouting and off course there is fighting. Then you have, when someone is always slagging someone because of where they're from or there colour, and then there things against women, like whistling, bad pictures and making rude gestures.

Gus Have you ever had to make a complaint about any off what you have said or anything that you believed was disrespectful?

Jane I didn't make a complaint, but I said it was not right, when there were rude pictures put up on the wall in the workshop.

Gus What happened?

Jane When I went into the workshop the next day, they were gone.

Gus When did this happen and who did you complain too?

Jane Oh, I think this was two or two and a half years ago, I said it to the boss.

Gus Tell me Jane, when the economy was booming like during the Celtic Tiger years, would you have lodged a complaint about your respect and dignity if something happened, no matter if it was a manager or someone else?

Jane Off course I would have

Gus Can you think why you would?

Jane Because it's wrong, no one should be treated badly and then there are laws against things.

Gus OK, now would you lodge a complaint today when things are not good with the economy and jobs are scarce?

Jane Yes, jobs has nothing to do with it, I'd still complain and if nothing changed or happened I would get advice from that place in town, ah, what's it's name, the labour court.

Gus Do you think the recession has put pressure on managers and your working conditions?

Jane On managers, yep, because there being told to cut costs and save on wastage in order to save jobs. But it's not that bad on me, no my conditions are still the same as a matter of fact, there is less pressure as there's some weeks there is less work.

Gus Thanks Jane, can you tell me what bracket you fit into for how many years you are working there. The 1-3, 4-6, 7-9, 10-15 or more than 15 year bracket?

Jane The 10-15 one.

Gus Will you say what your job there is?

Jane Receptionist.

Gus Do you have a written contract?

Jane I was given one about 3 years ago.

Gus Why where you given one only 3 years ago?

Jane There was a problem here, I'd prefer not to say anymore.

Gus No problem, sorry for asking too many questions. Just a few simple one's next. Do you know of a safety statement for the premises?

Jane Never heard of it.

Gus Is there policies and procedures on the likes of bullying, sexual harassment, things like that?

Jane Yes there is, we were told to tell the manager if there is any problems, and there is a notice on the notice board in the canteen.

Gus In the last 2 or 3 years has absenteeism increased or decreased.

Jane I don't really know, but I think that it's less because people are afraid to take time off in case it effects there job.

Gus Do you know if the level of complaints about respect and dignity has also increased or decreased?

Jane I don't know that one.

Gus Would you say there is a good level of respect and dignity today in the workplace?

Jane I'd say so as there has been nothing said to cause any meetings.

Gus Can you say what level of education you have from your school years?

Jane I did the leaving certificate.

Gus Thanks very much Jane, that's it, no more questions.

Interview Two

Name allocation for the interviewee is John.

The researcher observes the interviewee to be male. John was anxious about not being identified for the interview.

Gus Hi John, Thanks for helping me with this dissertation. As I said to you before, this is based on the economy and if it influence's your decision to whether you would lodge a complaint if you were not treated with your right of respect and dignity in the workplace.

John Gus you will be changing my name in this.

Gus There's no problem there, I will show it to you when it's printed, is that ok.

John Ok, I don't want them finding out.

Gus Don't worry, it won't take to long either. The first one. Do you know what I mean by respect and dignity and what do you think may constitute inappropriate behaviour in the workplace?

John Things like bullying, speaking down to people, always watching people and not letting them do their job and always looking for fault. The boss standing at the door watching what time people arrive, how many times they use the toilet, blaming them on things that were a manager's fault. Shouting at them and giving out to them in front of everybody. Giving them all the bad jobs to do and then moaning when some things go wrong, basically not being perfect. And, there's messing with people's work to get

them in trouble, stealing things from their locker, sending them insulting text messages.

Gus I think you have the idea. Have you ever made a complaint about some of the things you mentioned?

John No, not me, but there was someone who did a few years back.

Gus What happened about it?

John He took a case against them but the word is that they paid up before it went to court.

Gus Now, when the economy was booming for example the Celtic Tiger years, would you have lodged a complaint about your respect and dignity if something happened, no matter if it was a manager or someone else?

John If it was a manager, no I don't think so, it would do no good, about another person,.....yes, it depends on how bad the incident was, but if I did and nothing was done then I would probably leave and find another job.

Gus Ok, would you lodge a complaint today when things are not good with the economy and jobs are scarce?

John If it was about a manager, no, there's no point but about another worker, I probably would.

Gus Why would you about another worker and not a manager?

John Here, your wasting your time complaining about a manager to the boss, yes they would have words but nothing would change, it never has. About another person, it might make them stop and think about it, that's hard to say what they might do. But if the boss spoke to them they may think twice and then you have to complain, in case things get really bad and you have to take it further.

Gus Take it further, what do you mean?

John To the Labour Court.

Gus So you would take it further if you had too?

John Ye I probably would.

Gus Now, Do you think the recession has put pressure on managers and your working conditions?

John Yes, the managers are under close scrutiny here by the boss, they are watching a lot of the waste and how to avoid it, managers are blamed if people have nothing to do at times and then this falls on us by the managers. Respect and dignity for the person isn't there, we're only a number.

Gus Can you tell me what bracket you fit into for how many years you have been working there? The 1-3, 4-6, 7-9, 10-15 or more than 15 year bracket?

John I have been working there for the 15 year more bracket.

Gus Will you tell me what department you work in?

John The Panel Beating Department.

Gus Have you have a written contract?

John I got one three years ago.

Gus Only three years ago, you did not have one before then?

John No, we were given one when a worker took a case against what we were talking about before (see question 3), that's how I know so much. Shortly after that we were called into the canteen and given one and told about bullying others and it won't be tolerated here.

Gus Do you know of a safety statement for the premises?

John Sorry, I have no idea, there is probably one up in accounts.

Gus Is there policies and procedures on the likes of bullying, sexual harassment, things like that?

John As I said, we were told, things like that won't be accepted, that's what they said and there is a notice on

the board in the canteen, it tells us to go to the manager if there is a problem, but who do you go to if it is the boss.

Gus Do you know if in the last 2 or 3 years has absenteeism increased or decreased?

John This year it's definitely down, we're even worried when we go on holidays, just in case, but work hasn't been that bad over the last few years. We have busy weeks and slack ones.

Gus Do you know if the level of complaints about respect and dignity has also increased or decreased?

John I haven't heard of any complaints since that time three years ago.

Gus Would you say there is a good level of respect and dignity today in the workplace?

John People are afraid to say anything to anybody since that time, but managers are still managers, so everybody keeps their head down and gets the work done, I would say yes to that.

Gus Will you tell me what level of education you have from your school years?

John Oh, that was many years ago, but I did the intermediate.

Gus That's it John, no more questions, thanks very much.

Interview Three

The researcher observes the interviewee to be male.

The name allocation for this interview will be Frank.

Gus Hi Frank, It's good of you to help me with my dissertation, it's about the economy and if it influence's your decision to whether you would lodge a complaint if you were not treated with your right of respect and dignity in the workplace.

Frank Ok Gus, good luck with it, What's the first one.

Gus Ok, do you know what I mean by respect and dignity and what do you think may constitute inappropriate behaviour in the workplace?

Frank That's speaking to people politely, inappropriate behavior would be harassing someone, bullying them, picking on them, if you discriminate against them or not treat them equally.

Gus Have you ever experienced anything of what you have just said and did you lodge a complaint?

Frank No, there's been nothing like that.

Gus When there were good times in the economy, like the Celtic Tiger years and you were treated disrespectfully would you lodge a complaint even if it was about a manager?

Frank Yes, no matter who it could be I would make a complaint, but first I would tell them to stop.

Gus Would you lodge a complaint today when things are not good with the economy and jobs are scarce?

Frank Oh, that's a awkward one. I would have to say no to that one, you never know what management want, they may be trying to force you out and complaining might make things worse.

Gus Ok, now, do you think the recession has put pressure on managers and your working conditions?

Frank Definitely, managers are always moaning about this, that and the other, especially about reusing things that used to get thrown out, now they say there plenty of life left in that, use it again, don't be throwing things like that

out. So, for me, I'm always watching and wondering if to throw it out or not.

Gus Can you tell me what bracket you fit into, for how many years you have been working there? The 1-3, 4-6, 7-9, 10-15 or more than 15 year bracket.

Frank The more than 15 years.

Gus Can you tell me which department you work in?

Frank Services

Gus Do you have a written contract?

Frank Yes, I have one

Gus Do you know of a safety statement for the premises?

Frank I have heard of safety statements but I don't know, I have never seen one.

Gus Is there policies and procedures on the likes of bullying, sexual harassment, things like that?

Frank There is, there's a notice on the notice board.

Gus This is great Frank, thanks for your help, just a few more, do you know if in the last 2 or 3 years has absenteeism increased or decreased?

Frank I'll say decreased.

Gus Any idea why that might be Frank.

Frank People are not getting sick.

Gus Do you know if the level of complaints about respect and dignity has also increased or decreased?

Frank I wouldn't know that one, I, m just a worker and what anyone else does is none of my business.

Gus Do you think there is a good level of respect and dignity today in the workplace?

Frank People are looking out for themselves but, I would say in the garage there is, now I keep to myself and don't really know what's happening elsewhere.

Gus Will you tell me what level of education you have from your school years?

Frank I have the intermediate.

Gus Thanks Frank there is no more.

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