

Work environment and mobbing

Marina Parés Soliva



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Introduction

The paper analyses the work environments that favour the appearance of the phenomenon of moral harassment at work or mobbing, and delves into the serious consequences that workplace harassment has on the health of the victim. We are based on the broad concept of health, as defined by the WHO, and which translates into growing concern about the issue of occupational health in most countries. The importance of occupational health issues are generating, in Europe and in other countries, a series of regulations that in addition to protecting the physical health of workers tend to eliminate all conditions and all circumstances of work that may cause alterations psychic. The aim of this work is to contribute to this concern about the health of workers by providing indicators of resolution and prognosis in cases of harassment, with the intention of promoting effective intervention in cases of harassment that arise in the heart of a company or organization. The indicators presented can be used both by those responsible for human resources and by the bodies responsible for the protection of the health of the worker, the prevention teams and anyone who wishes to end this type of psychoterror practices labour. In the present work he briefly describes the phenomenon of psychological harassment at work, its causes and consequences, to focus later and delve into the resolution indicators, mentioned above, from the analysis of 'a particular case, and ends with the author's conclusions about the current situation.

Description of the phenomenon of psychological harassment

We owe the first definition of the concept to Leymann who acquired it from a work by Lorenz on ethology. The contribution of the author of this paper to the clarification of the phenomenon is the following definition, psychological harassment at work aims to destroy the psychological stability of a human being, through discredit and the rumorology. It is practiced by group harassment in such a way that the "stigmatized" victim cannot defend himself, cannot speak, or his word has no value anymore. The helplessness of the victim comes from the passivity of the witnesses to the violence, which allow the destruction of another human being in an unworthily cowardly way. (1) The process of mobbing or psychoterror in the workplace is described by Leymann as follows: "It all starts with a disagreement with a colleague or with a superior or a subordinate. Sometimes, even, everything arises from an inexplicable disagreement, followed by some destabilizing touches, innuendos, unpleasant words, hurtful allusions, complicit smiles. Very quickly, the designated victim is isolated, treated defensively. At times, everyone acts ignoring their presence, her existence. No one is addressing her anymore. He is made to feel that she has no place in the group, that they do not want to have a relationship with her prejudices arise, take shape, develop. Soon, everyone agrees : it is impossible to live with the victim, if she is treated badly, it is for her own good, or because one is tired of her reactions, she is treated worse and worse, so much so that, in the end, she has to intervene in personnel services such as a referees. So, in most cases, the referees take part against the victim. It is a pathological case, which must be delivered, and ends up being excluded "(2).

The important thing in the different definitions that exist about the phenomenon consists in the coincidence of valuing the fact of being in front of some performances that form part of a pre-established plan therefore of the voluntariness of the same, as well as agree to accept the serious impact it has on the victim's state of health. Unlike some theories and some theorists, which have emerged recently, I understand that all moral harassment can be considered group harassment, as I am of the opinion that harassment cannot exist without a harassing group; that is to say, I move away from the dyadic approaches that, in my opinion, are limited to personal conflicts; point that it is the existence of the harassing group that causes the qualitative leap for an interpersonal conflict to become a moral or psychological harassment. The transition from conflict to harassment is the result of the express will of the main harasser or instigator, as this requires and needs the complicity of the environment to destroy the victim. Therefore, the way the environment will behave is what will determine the establishment or not of the harassment, proper, as well as its degree of destruction on the victim.

The victim is described by the rest of the organization as a disruptive, complaining, self-centred person, and as a justification for this stigma is isolated, emptied and this situation has the effect that the victim reacts defending herself, sometimes disproportionately, and being told that dealing with her is difficult. The victim is attacked from various angles, she alone, instead has to defend herself from all acts of harassment, which makes her an individual who has a reputation for being difficult, however, was not the victim who initiated the conflicts in which they are involved and is also not responsible for the exclusion measures, which will sooner or later be applied against them. The consequences of this harassment on the individual selected to be excluded, who is the object of aggression, and persecution by the group of harassment for a long time ends up losing their job, falls ill and disabled and sometimes it even ends in suicide.

Causes of Mobbing

As Leymann describes, the real causes must be sought in the hostile and deliberate behaviour of the harassment group, and because of this major role in the work environment, it is always possible for Leymann to avoid mobbing or stopping. In fact, he states that it is enough that there is the will to do so as it confirms that demonizing an individual for mobbing is only possible with the tacit consent of the victim's environment and the hierarchy of the company. In view of all this we can state that moral harassment at work will take place in toxic work contexts. These contexts are characterized by tolerating, or even sometimes encouraging, the development of these serious situations, if they wanted, they could intervene to prevent or stop the process of destruction.

Moral harassment at work begins, as we have said above, with a poisoning of relationships, with behaviours that become increasingly cruel; Leymann defines it well when he says that it is "terrifying to discover how endless animosity can arise and develop, often for futile reasons, and it is also terrifying to note the total absence of compassion towards people brought to these unbearable situations." (3)

The process of moral harassment at work or mobbing pursues the exclusion of the victim, cannot be confused with other cases of labour conflict, so it is important to remember Leymann's description of the phenomenon: "Mobbing is a biased attitude to deprive, the designated victim, of all the professional and social possibilities ", in such a way that the instigator of the harassment," manages them, with tenacity and persistence, when directly destroying all possibility of the victim to express itself and communicating effectively, depriving her of good relations with her environment, and preserving her reputation, also prevents her from being able to pursue her professional activity and maintain good health "(4). As mobbing is therefore a form of injustice, denial of the provision of assistance and violation of the rights of the person attacked, a change in social attitudes will contribute to the reduction of mobbing in companies.

Thus, we can distinguish two interrelated causes, one points to the deficiencies of the organization and others to the individual character of the person instigating the harassment. Let's see what are the deficiencies in the organization that make possible the emergence of mobbing, and what are due to the individual nature of the bullies.

The Deficiencies in the Organization, are seven:

- 1- Lack of definition of tasks and functions.
- 2- Abuse of power.
- 3- Fostering aggressive competition between peers.
- 4- Job insecurity.
- 5- Authoritarian command style.
- 6- Lack of procedures to resolve conflicts.
- 7- Lack of acceptable codes of conduct.

The Individual Situations are 5:

- 1- The will to influence (dominate the other).
- 2- Rejection of what is different.
- 3- Envy, jealousy and rivalry.
- 4- Fear (of losing your job, of not living up to it).
- 5- The secrets that must be protected (fraud, corruption, irregularities).

Consequences of Mobbing

Moral harassment at work has consequences for the selected victim, both at work, personal and family level; although it should be noted that there are also consequences for the company where a case of mobbing arises and for the society where it is immersed. Let's see them.

FOR THE AFFECTED

Personal

Increased addiction habits
Organic, functional and sleep disorders
Loss of motivation
Loss of self-esteem
Nervousness and irritability
Need for drugs
Insomnia
Psychosomatic illnesses
Apathy and anxiety
Problems concentrating or maintaining attention
Sensitivity to criticism reaching hypersensitivity
Fear and feeling of threat
Sporadic adoption of abnormal or irregular behaviours
Appearance of feelings of injustice and anger
Frustration
Beginning of depressive symptoms and phobias
Drug addiction
Cardiovascular effects and gastrointestinal disorders
Significant nervous disorders
Isolation or avoidance behaviour
Hostile behaviours
Impotence
Paranoid tendencies
Suicidal tendencies
Economic problems

Family and social

Misunderstandings and nervousness with family members or friends
Misunderstanding of family and friendships
Aggression or irritability in family or friendship relationships
Loss of enthusiasm or interest in common projects
Abandonment of family or social responsibilities and commitments
Empty of family or friendships reaching social and family isolation
Medical or psychological disorders in other family members
Alteration of affectivity or sexual desire
Abandonment of family or friendships
Marital separation

Labour

Loss of job satisfaction
Beginning of misunderstanding by co-workers
Deterioration of the work environment in the work group shared by the affected person

Loss of motivation
Decline in creativity and innovation
Decrease in personal performance
Empty peers
Decrease in the quantity and quality of work both at the level of the person affected and their work group
Inferences in communication or information circuits
Difficulty concentrating or maintaining attention
Carefree for the satisfaction of third parties
Increased absenteeism and sick leave
Increased likelihood of work-related accidents due to neglect, negligence, instant or voluntary negligence
Termination of the employment relationship with the company: dismissal, voluntary departure or termination of the contract.

FOR THE COMPANY

The consequences for the company where a case of moral harassment arises are visible in the performance of the work, in the work climate and in an increase in costs and economic losses.

Job performance:

Decreased work performance
Increased absenteeism

Work climate:

Difficulty working in a group or team
Communication problems
Deterioration of the quality of interpersonal relationships
Informal communication system based on rumours

The increase in costs and economic losses:

Loss of production
Decline in competitiveness
Bad Image
Increased absenteeism and increased sick leave
Increase in accidents

FOR SOCIETY

The repercussions of the extension of cases of moral harassment on work on society take the form of an increase in health care costs and a loss of values that leads to attitudes of cruel neglect towards the victim.

The Health of those affected by AMT

Today, no one doubts the serious repercussions on the health of the worker harassed and harassed at work. The severity of the damage to the person affected by AMT (moral harassment at work) will depend on the intensity and duration of the aggression, as well as the emotional, physical and social resources that the victim possesses.

Moral harassment at work compromises the health of the victim in various ways, the violence exercised will be both physical and mental and therefore the impact on health will have physical and mental manifestations.

At the psychic level:

Mobbing causes serious psychosomatic damage to the victim, called post-traumatic stress, motivated by the succession of psychic micro-traumas to which he is subjected such as humiliations, harassment and slander, which affect the self-concept of victim. Psychic manifestations of traumatic stress appear, such as insomnia, anxiety attacks, and uncontrollable crying, among others. Very often harassment is translated as the exercise of psychological violence that seeks to cast doubt on the mental balance of the victim, through perverse actions, called "gas light." The daily life of the harassed person is altered by the uncontrollable bombardments of the thought with terrible scenes of the humiliating events, nightmares, states of constant alert with fear to the repetition of the aggressions, nervous tension and conducts that try to elude the memory of the facts, all of which are manifestations of post-traumatic stress disorder.

At the physical level:

Somatic manifestations of traumatic stress appear, such as muscle aches, irritable bowel syndrome, tumours and neoplasms, and heart disorders. As the harassment unfolds over time, the physical repercussions take on greater magnitude. Often, the psychological violence of harassment is accompanied by acts of physical violence, such as throwing objects at the victim, destroying their personal belongings, threatening them with physical aggression, even all physically assaulted, but without seriousness, as a warning. It is also common, in situations of harassment, to force the victim to perform tasks that are dangerous or harmful to health, such as making him perform behaviours that injure the victim, with physical burdens that he cannot perform. In some cases, the harassment has ended with the death of the victim, especially in those cases where the pursuers have lost their hand. We must not forget that in the long process of moral harassment at work there are a series, almost endless, of accusations against the victim, which is intended to "burst" by subjecting her to extreme emotional torture.

At the social level:

A broad concept of health, such as that defined by the WHO requires us to highlight the impact on the health of the victim that have all those aspects that prevent full integration into the social environment, it should be noted in this section 'social emptiness and isolation to which the victim is subjected in the company, also includes other more intimate attacks such as sexual assault, telephone harassment, and even damage to the victim's home. Occupational psychological harassment is a form of violence that is exercised with a very clear goal: the collapse and moral destruction of the victim to "eliminate". With a specific strategy, which consists of pursuing it with constant criticism, threats, insults, slander, gossip, disrepute and other actions that put a circle around by:

1. Isolate her from the rest of the group, stigmatizing her, and
2. Undermining their security, self-affirmation, and self-esteem by introducing loneliness, discomfort, worry, anxiety, insecurity, doubt, and guilt into their minds.

Resolution of a mobbing case

In the real case of harassment that we propose as an object of study, the type of harassment was horizontal, and between colleagues so the good intervention of the organization made possible a positive end result. We will address the triggers, the establishment of the harassment and the resolution of the same.

The triggers: The trigger for the conflict was an action by the harasser followed by a reaction from the victim. The harasser's action was based on verbalizing personal-type criticisms about the distribution of the victim's family responsibilities. The background was twelve years of "good" personal relationship.

Analysed later it could be seen that the "good" relationship was based on unconscious attitudes of submission, due to seduction, by the future victim in front of whom he would later become their main harasser.

The establishment of the harassment: The harassment is established when the instigator obtains the support of other members of the department and during the first three months the actions of the group of harassment are: not to speak with the victim, to block information so that it does not reach him, to prevent him from doing the task since he is left without elements to carry it out, to prevent him from attending work meetings without giving him the information in time, to use the scheduled meetings to criticize the victim and miss him. respect; as well as acts of social marginalization, which materialized in which the victim ceased to be part of the social events of the department and in the dissemination of a bad image of it through the spread of rumours, and the spread of slander , in such a way that the harassment group achieves the discredit of the victim.

The resolution: The resolution of this case was based on the application of systemic theory. We apply this method to understand that harassment has consequences both in the immediate environment, formed by peers, the hierarchy, and in the family environment and, of course, in the victim himself; thus, the effective intervention in several of these systems made possible a good resolution of the case. We have already mentioned above that we understand as "a good resolution" of the case, as that situation in which the victim retains his job, regains his dignity and the group of harassment or gang, is forced to drop their actions of psychological violence.

Before moving on we must make a small foray into systems theory and remember that in social ecology the systems involved are four: the ontosystem, the microsystem, the exosystem and the macrosystem. We describe them below as follows: the ontosystem includes the capabilities of the person himself, in this case the victim of AMT; the microsystem refers to the family and the affective environment; the exosystem refers to the organization and support network (health system, judiciary, unions, etc ..) and the existence in any of these significant adult systems, also called follow-up tutors; finally the macrosystem refers to society, and will therefore be shaped by both social culture and public policies. A good or bad resolution of a harassment process can be predicted depending on the analysis of these elements.

Poor Resolution Indicators.

A bad resolution of a harassment case will be based on the fact that there is, in the different systems, any of the following elements: reactive behaviour, blaming the victim, misinformation in support systems, lack of follow-up guardian, culture of violence and

therefore a society without public policies that prevent moral harassment. Let's delve into each of the poor resolution indicators.

■ ***Reactive behaviour: is that in which the victim enters the circle of violence.***

Being part of the circle of violence involves responding violently to bullies, focusing efforts on returning the play, obsessing over the motives of the bullies, feelings of revenge, acquiring violent ways to relate to other people. , in learning to humiliate and harass others as a form of compensation, in establishing marginalized behaviours in other areas to re-acquire a part of the lost personal power in the workplace, in self-apology to exert violence towards others , in short to become a bully for other people either in the workplace or in others. This is a paradoxical situation in which the victim becomes a victim of others, as he received violence, learned violent ways of relating, and adopted them as his own. the consequence is that the victim becomes a propagator of violent acts and a supporter of violence.

■ ***Blaming the victim for their situation by the attributional mechanism.***

Often the environment, either from the company or from the family, ends up making the victim responsible for the aggressions received, attributing to him to be the cause of his misfortune. It is a defensive mechanism that we all human beings have. Its purpose is not to justify the unjustifiable, although it ends up doing so, what it seeks is to protect ourselves from violence by refusing to perceive it as a threat, since we are innocent nothing can happen to us. By refusing to perceive injustice with the argument "it can't happen to me because I haven't done anything" we make the victim responsible for the aggressions received and with that we can stay out of the way. It is surprising to know that the greater the innocence of the victim of the aggression, the greater the tendency of the environment to make her responsible for what she does.

fan. This explains society's inaction in the face of atrocities between human beings. This mechanism is unconscious, and in order not to fall into it requires an act of personal decision.

■ ***Health system, legal, uninformed unions.***

When in a society the social network of protection is unaware of the mechanisms of harassment it will not put the means to solve it and this will have serious repercussions on the health of worker. This situation is what has happened so far, and now, in some societies, the information and dissemination of the phenomenon of moral harassment is causing some things to change. Ignorance of the mechanisms of harassment will lead to neglect of the victim and also secondary victimization as the institutions of protection will have deserted and will be manipulated by the harasser in order to get them alienated in the strategy of marginalization and the process of destruction of the victim. When this happens, the health system determines the mental illness of the victim, rather than the violent one; the judicial system accuses the victim and even punishes him by giving the reason for the false-mobbing, and the unions defend the group of harassment as a group of workers, in the horizontal harassment, leaving the victim alone and helpless. Any failure by the social network to provide assistance to the victim is in fact tacit support for the harassment group.

■ ***Lack of significant person (follow-up tutor).***

The non-existence of a significant person, in the social network, will have as a consequence that the victim will lose his points of reference, will come to believe that it is the cause of what they do to him and this alienation will cause that his actions tend to

the self-destruction either by suicide, psychiatric disorder or the murderer of the bully (Peñafiel Case) (5).

■ ***Culture of violence: is to tolerate or justify some kind of violence.***

We are part of a society tolerant of violence, and although we want to deny it, the truth is that we justify it being exercised in some cases. It is enough to name the justification of war (to defend territories or ideologies), of murder (as an act of revenge or in self-defence). In short, the value we pass on to the next generations is that "the good must use violence to defend itself from the bad," so that we justify its use to "defend ourselves" from the bad and this argument is precisely what the harasser argues for whipping his victim as he is "someone bad to be destroyed," there are even cases where the harasser expects public recognition as a reward for having psychologically harassed and destroyed another person, and in some organizations he is promoted.

■ ***No public policies to prevent harassment.***

In societies where the phenomenon of psychological harassment has not been defined, there can be no preventive measures regulated by the government, since what is not recognized cannot be regulated, nor will there be measures to solve it. In these cases the positive resolution of a case of harassment is almost impossible, and may perhaps only be addressed by the departure of the worker of the toxic organization who harasses him as a result of serious loss of labour rights by the victim (Petit David case) (6).

Good Resolution Indicators.

Therefore, a good resolution of a harassment process can be predicted, too, based on the analysis of the elements of the social system. In these cases, the indicators of a good resolution will be based on: the capabilities of the victim himself (Ontosystem), the attitudes of family and friends (microsystem), the resources of the support network (exosystem) and the form of 'act as a social system (macrosystem).

A good resolution of the conflict will be based on:

■ ***Proactive behaviour: consists of not being infected by violence.***

To do this, the victim must know the danger of falling into acts of perpetuation of violence. Good information to the victim of what these acts are will help that be aware of your decision-making role in not falling into these situations. If the victim potentiates proactive responses rather than reactive ones in addition to moving away from violent parameters of action this will also help him regain, in part, mastery over his acting. Getting some control in a bullying situation is vital to regaining the victim's self-esteem.

■ ***Do not blame the victim: it is to make the violent person responsible for their actions and not the victim.***

It is very important that the victim's environment places the responsibility for the violence on the perpetrator, and not on the recipient, thus avoiding falling into the deception of the attributional mechanism.

■ ***Social support and assistance systems capable of helping the victim.***

The existence of a health and judicial system where professionals are informed about the harassment will help an early detection of cases, also the training of health and legal personnel on the phenomenon of psychological harassment will promote effective

interventions with which s 'avoid secondary victimization or institutional abuse, encouraged by the manipulator on an already harmed person.

■ ***Significant person: is a follow-up tutor. Give confirmation to the victim.***

It is very important the existence, in any case of mobbing, of a follow-up tutor on the social network for a better resolution. This person can be both a healthcare professional (in some cases the GP has played this role) and a union referent. When this significant person is not in the regulated system, it will be necessary to look for him in the alternative system, understand the associations and other people referring to the so-called anti-mobbing movement. The task to be performed by the follow-up tutor is that of a person who will always be close to the victim, who has generated trust and who will have a therapeutic effect to the extent that he can validate his version and help the victim to make a good analysis of reality, which will allow him to find ways to get out of the harassment. In some cases, the way out will be to use the courts, but this is by no means the only alternative for those affected by AMT; the more society advances in promoting preventive and control measures of violence in the workplace, the lower the use of the judiciary for resolving mobbing.

■ ***Culture of non-violence: in no case are violent actions justified or excused.***

The culture of non-violence entails in society the prohibition of any act of aggression against another living being. This prohibition is specified in all cases, including that in which it is based on a reason of kindness, ie those cases in which the feeling of friendship (with the harasser) is attributed the justification for assaulting the victim. This is a very common fact in horizontal harassment where the allies' friendship with the harasser is used as a justification for belonging to a harassment group and flogging the victim who is accused of harming the harasser. , in a perverse linguistic turn. In a true culture of non-violence, one will never allow or accept the use of friendship for destructive purposes, moreover any misuse of affections will be interpreted as emotional blackmail.

■ ***Sensitive public policies and guarantors of rights.***

The existence of preventive policies for moral harassment at work is specified in three areas: regulations, guarantees of compliance and awareness. It is necessary to have regulations on the subject and legal channels that guarantee compliance, and also to promote social awareness campaigns that facilitate the identification of the manipulative mechanisms of the organizational psychopath.

Resolution forecast:

In the specific case analysed, the resolution consisted of actions being taken to resolve it. The intervention in the ontosystem took shape in the actions of the affected one that consisted of expanding its information on the phenomenon with the aim of getting to know as much as possible, when taking the necessary courage to explain what they did to him by means of the diffusion that is to say to make "light and stenographers" to all that one of the company that wanted to listen to it, to pair the rage and the resentment towards the group of harassment with the aim of not hating, that is to say avoiding fall into the circle of violence, and finally in learning to relativize the case, in trying to get out of their role as a victim by seeking other rewards outside the workplace and ultimately prioritize their own interests, which s 'calls' existing 'or as Piñuel defines the' Game of the 'Go'. The company's actions were based on increasing knowledge of the phenomenon by disseminating information, along with the application of equity actions between the harassment group and the victim, monitoring them and a real control of the evolution of

interpersonal relationships. For their part, the actions that the gang had to carry out focused on the self-control of the violent actions, not hating for having revealed the harassment, by relativizing the situation and with the clear message transmitted. for the organization to give itself, among the workers of the department, the opportunity of resolving the differences.

Forecast Table

I have designed a table with the resolution indicators, so that we can make a forecast when we are faced with a case of mobbing. The indicators of a bad resolution are marked in red and those of good resolution in green. I believe that from the existence of three green indicators, regardless of what system they are in, we will be able to think of a good resolution of the case, the perspective will increase as the indicators of good resolution increase.

Table

Forecast table

Affected	Family and friends	Support network	Social system	Punctuation
reagent	blame	few information	violence	6 green
proactive	no guilt	formed	non violence	3 green
		without tutor	without protection	2 green
		Tutor	protection	0 green

Conclusions

Mobbing does not seek harm by harm. Psychological harassment seeks to result in this harm. The harasser uses manipulation to achieve his ends, which are none other than the destruction of the victim so as to be able to appropriate something that he owns or dispossess of some right. The recipients of his deception are both, the victim, the allies that the harasser uses to destroy the victim, such as the entire work environment. In addition to deception towards allies, the instigator needs to influence the victim's environment, in order for him to do nothing and allow him to destroy his target with impunity and he achieves this through lies and slander. People don't like to acknowledge that we are influential. The average person often states that their opinions, values, and ideas are their own; this statement prevents us from perceiving how influential we are, therefore it is necessary that the allies (also deceived victims) usually come to the conclusion of having joined the conspiratorial group voluntarily, a group which they do not see as properly a harasser, but as an enlightened, defender and liberator. We must understand that it is not easy to admit that one is influential and much less that one performed psychological acts of manipulation, and therefore the group, even less will

admit that it is responsible for having caused so much material, physical and moral damage to the victim.

Often in mobbing what first draws attention in the harasser's speech is this feeling that there is something that does not follow a logic. Deepening this perception rather than taking it away from our mind will be the first step in learning to spot an expert manipulator of communication such as the organizational pervert. It is very common for the harasser to attribute to the victim attitudes of bad faith without proof of this. An open attitude is about listening to the intentions that the bully attributes to the victim, as they will give us the intimate reasons for the manipulator himself to harass. I don't want to dwell too much on this point but it is known that the harasser attributes the victim's own intentions as if it were a mirror and accuses the victim of their own mistakes and their own fears. Christophe Dejours gives us another important element: If harassment today leads more than ever to serious psychophysiological problems in victims, it is not because the technique of harassment has been perfected; what has changed is rather the passivity and lack of solidarity of colleagues and the profound transformation of the sense of justice in the world of work.

Discrediting the victim will always provide a gain for the instigator of the harassment. The benefit the harasser will gain from discrediting the victim could not be achieved without the use of harassment. It is the fraudulent acquisition, by the bully, of the latter boss (through harassment) that will determine whether or not the mobbing has been beneficial to the bully.

A positive resolution of mobbing within the organization should contemplate that the bully fails to achieve the desired object; otherwise it is likely that harassment will be established as a usual way of operating in the company itself, turning the whole organization into a toxic context, i.e. breeding ground for other future harassment. If the environment is allowed to be manipulated, if it does not intervene, then mobbing is installed. The victim alone will not be able to cope and their balance will gradually deteriorate, showing symptoms of stress and anxiety.

To make a good prevention of moral harassment at work it is necessary to vary the prevailing social value of being tolerant with the intolerant. We hope that this paper has provided elements of effective intervention for the resolution of cases of mobbing in companies and organizations, and that it has contributed to understanding the phenomenon and the important role that the work and social environment can play for ending mobbing practices, also called occupational psychoterrorism, and thereby promote worker health.

NOTES:

- (1) Parés Soliva (2005)
- (2) Leymann (1996: 8)
- (3) Leymann (1996: 13)
- (4) Leymann (1996: 40-41)
- (5) (cas Peñafiel) <http://mobbing.nu/penafiel.htm>
- (6) (cas Petit David) <http://www.acosomoral.org/peque%Flodavid.htm>

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