

# **Administrative Thought and Moral Harassment at Work and in other institutions (\*)**

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"All the wicked try to lure others into their own record and then lead them to pervert the rules" (Hirigoyen, 1999: 106).

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## **Introduction**

The main objective of this article is the study of mobbing or bullying at work. The aim of this work is to contribute to the knowledge of the phenomenon with the intention of promoting the elimination of the exercise of these violent practices within organizations. We are not going to delve into the serious consequences on the victims' health, but rather on the organizational processes that facilitate the emergency and the chronification of cases; And this should not be understood as a lack of awareness of the worker's suffering, but on the contrary, as a desire to end these violent practices within organizations. We are going to try to contribute elements of reflection and analysis that allow avoiding the emergence of bullying and promoting care for the victim through a new approach to administrative thinking. Our western society is characterized by an uncritical acceptance of ignoble methods, as long as these methods bring success. Success value prevails over ethical value and everything is allowed, as long as the violence exerted is not very explicit, which encourages the establishment of psychological violence as a strategy to achieve what is desired. We understand that it is precisely the uncritical social acceptance by members of society that encourages the various practices of harassment in all areas of life and I hope that after reading the following lines, you also see it from the same way. In a paradoxical way, nowadays bullying is contextualized in a type of industrial societies with a predominance of democratic values and, in my opinion, this is due to the need that both the main stalker and his allies have to cover up the exercise. of the violence they exercise on another person. The need to cover up is motivated because in this type of society there is a discourse of values around respect for the human being that would, in one way or another, sanction these practices if they become evident. There is no doubt that harassment exists where the violence is more evident, even becoming physical. but the subject of this study is the exercise of subtle violence, that violence that is masked, in a perverse way, with the veneer of human and democratic values. What has come to be called moral harassment as a synonym for organizational psychoterrorism. The issue of bullying in organizations has become an emerging phenomenon in complex societies. And this is due mainly to two factors, on the one

hand, to globalization that fosters job insecurity in the labour market and, on the other hand, as we have mentioned, that this occurs in democratic cultures that defend human rights and value the individual rights of people. In this context a citizen with rights is situated, and it is that same citizen subject to civil rights who can be found in his labour or social role, in which he is not respected and where he loses part of these rights and therefore may be subject to psychological violence practices.

This same person if, instead of belonging to a social culture that has integrated democratic values, were immersed in a culture of slavery, he would not defend his rights because he would be a subject with few rights and therefore with difficulties to demand and receive fair treatment. The emergence of the mobbing phenomenon is a red light for a society that does not want to lose the labour rights achieved in the last century in the hands of an oligarchy outside the control of the State, such as multinationals. The exercise of moral harassment must be understood as the new way, typical of the 21st century, of diminishing the rights of workers and individuals within organizations. Therefore, we understand the repulsive attitudes towards the practice of workplace harassment as an attempt not to allow the democratic bar of western societies to drop. In today's globalized societies we find the contradiction that in a society less and less tolerant of violence between human beings, defender of human rights, opposed, for the most part, to the death penalty, which promotes mechanisms to stop abuse childhood, which is fiercely contrary to domestic violence, at the same time tolerates violence at work and in other organizations; in such a way that we can affirm that there are violent actions in a social space, that of organizations, where violence manifests itself insidiously and without anything that prevents it. Piñuel says quoting Leymann "In the societies of our highly industrialized western world, the workplace constitutes the last battlefield in which one person can kill another without any risk of being prosecuted in court" (Piñuel, 2001: 7) We would add the extension of the word "work" to all those organizations where the human being contributes his personal effort, whether it be for profit (companies, universities, political parties) or non-profit (unions, professional associations and / or NGOs). ). Mobbing, therefore, is the confirmation of a loss of social values both individually and collectively; since the emergence of moral harassment in organizations contravenes any ethical order.

### **Brief approach to administrative thinking**

Administrative thought and its practice, although it has a fairly distant origin, acquired a systematic and elaborate character during the industrial revolution from the consolidation of the manufacturing system. However, the productive and commercial transformations in capitalism required different methods of personnel administration, financial planning and production control, which led to the need for specific knowledge about the administration of organizations in such a way that the administration begins to form part of a new field of research, the so-called administrative thinking. For the western world, new trends within the field of administration are linked to the growing need to be socially responsible companies. This involves not only maximizing profits but also carrying out production processes where the efficient management of human, technical and financial resources is reflected in maintaining the ecological balance. The new corporate responsibility tends to take care of human capital and the environment, shaping a new business ethic. In response to these new business trends, knowledge of the phenomenon of moral harassment at work becomes inevitable, since the

emergence of harassment prevents the achievement of efficient and responsible companies. We quote Hirigoyen, a French therapist expert in moral harassment, who tells us that: "in the business sphere, violence and harassment are born from the encounter between the desire for power and perversity" (Hirigoyen, 1999: 47). It is, therefore, important not to forget that emotional harassment or abuse in organizations is intimately connected with perversion. As Hirigoyen affirms, it is not a perversion linked to sex but the perversion of relationships between individuals. We are going to see how in moral harassment there is a manifest will to harm, but that comes varnished with manifestations of "good faith", one thing is said and another is done, that is, language and communication are perverted through extension of rumours and slanders and also practicing hostile communication with the victim; its consequence is that relationships are perverted since the social lynching of a human being is fostered through the betrayal of the victim's companions, partners, family and friends. We quote Leymann "amoral situations can only develop if they are allowed or tolerated" (Leymann, 1996: 180).

### **The Morality of the Concept of Moral Harassment**

It is precisely this amoral character of bullying that justifies its being called moral bullying as opposed to the term psychological bullying. The concept of psychological harassment circumscribes mistreatment at that psychic level, but moral harassment is more than that, in it there is a perversion of relationships, since harassers, collaborators and accomplices act in an immoral way against the victim, in really cruel actions and therefore contrary to all morals; but in addition, this harassment against the victim, in addition to psychically damaging it, causes a decrease in their state of mind, that is, there is a decrease in the Greek term "animus", typically the victim is discouraged or low in morale. Therefore, bullying affects morality in its two conceptions: ethics and soul; ethics with reference to those who attack and psychic regarding the victim, which justifies us to continue calling it moral harassment. The main characteristic of mobbing is the use of psychological violence to provoke the victim's self-destruction. There are two fundamental ways of exercising this type of violence: active and passive. The active is the one that humiliates and degrades the person producing feelings of hopelessness, insecurity, and poor self-esteem, and often manifests itself accompanied by insults or unpleasant nicknames. The second modality is passive, it is heartbreak, indifference and disinterest. Having seen the two ways of manifesting psychological violence, I want to point out some aspects, in my opinion, basic to bullying, its group nature and the cover-up of fraud, already mentioned in other works by the author (Parés 2007: 41). I consider that these two elements are important due to their defining character of moral harassment in organizations and therefore these two elements are what are going to allow us to differentiate a situation of harassment at work from other cases of labour unrest. Thus, the elements inherent in moral harassment are: the group as a harassment gang and the cover-up of fraud.

### **Organizational management and bullying**

Because moral harassment arises that any type of organization that the human being has created, we will analyse how it manifests itself in different environments. Moral harassment is going to be identified by two items: harassing behaviours and the

determination of mobbing circles (see other previous works by the author). In this article we are going to analyse moral harassment in the different spaces: labour, educational, and social. In the analysis of harassment in workplaces, we will study moral harassment at work, also called mobbing; in the educational spaces we are going to study, in a different way, bullying at school or bullying and bullying in universities; and in the analysis of harassment in other social spaces, we will deal with harassment in NGOs as well as in unions, in the media and also, briefly, real estate harassment. We will not analyse family harassment or psychological violence between the couple for exceeding the claims of this paper.

### **Definition**

The first definition of the concept is due to Leymann who acquired it from a Lorenz work on ethology. Other authors who have defined the concept are the French therapist Marie France Hirigoyen, and the Spaniards José Luís González de Rivera and Iñaki Piñuel from the discipline of psychiatry and psychology respectively. The last definition comes from the judicial sector in particular from Judge Ramón Gimeno Lahoz, who defines it as “biased labour pressure aimed at self-elimination of the victim” (2005).

The contribution of the author of this paper to find a definition that includes all the elements of the concept is as follows, (2)

*“Moral harassment at work has the objective of destroying the psychological stability of a human being, through discredit and rumour mill, in order to cover up fraud. It is practiced by group harassment in such a way that the “stigmatized” victim cannot defend herself, cannot speak, or that her word is no longer of any value. The victim's helplessness comes from the passivity of the witnesses to the violence, who allow the destruction of another human being in an unworthily cowardly way” (Marina Parés. 2007: 42).*

There are other definitions coming from political power, and it is fair to value all that conceptual effort since all of this facilitates the sensitization of society to the phenomenon; Although we have verified that the existence of the group is not valued in a large part of the definitions, nor is the important role it plays in the evolution of bullying, and this confirms the need to continue to deepen the analysis of the phenomenon and its spread. ; I have also verified, in a multitude of definitions, the poorly evidenced fact of what is behind all harassment, which is nothing more than the cover-up of fraud. It has been precisely personal motivation and concern to reach a good resolution of cases of moral harassment at work, the engine that has forced me to reflect on the phenomenon and come to find these two elements: the group and fraud as constitutive and determining elements of bullying; and that they have allowed me to positively resolve the cases of harassment that I have dealt with professionally.

### *Group Harassment:*

I have been defending for years that moral harassment is carried out by an instigator and his assistants, and that without the help of these allies the main harasser could in no way develop any harassment. Such is the importance of the group that I point out that it is the existence, precisely, of the harassing group that causes the qualitative leap so that an interpersonal conflict evolves towards harassment and turns into moral

or psychological harassment. The fact of the existence of a harassing group is, certainly, a fact planned by the instigator of the harassment, and this is so by its express will, since it requires and needs the complicity of the environment to destroy the victim. The way in which the environment will behave is what will determine the establishment of harassment, as well as its degree of destruction, therefore, we can affirm that in a healthy work environment, interpersonal conflicts will not evolve towards any type of harassment, and hence we value the important role that corresponds to the organization and good business practices to tackle violence in the institution. The qualitative leap is determined by the transition from dyadic conflict to group conflict.

I have always argued that bullying is synonymous with group bullying because the instigator of bullying will not be able to continue violence without the approval (explicit or tacit) of the environment. The harassment is carried out by the accuser-instigator in conjunction with the harasser-stalkers, who are the people whom he has persuaded to help him put the victim "in his place". They do this through harassment, "go looking for her." It is this harassing group that I call gang harassment, perhaps there is another more appropriate terminology to name it, but I prefer to adopt that which has already been used previously (Piñuel, 2001: 135). I reiterate the idea that, for me, moral harassment is synonymous with group harassment, since "without the help of these allies towards psycho-terrorists, I could carry out a process of harassment" (Parés, 2007: 135). is

Therefore, this lack of support from the environment towards the victim and the attachment, of some people in the environment (to the postulates of the instigator of harassment), are the determinants to transform a situation of interpersonal conflict into a situation of harassment. Such is the importance of the group that he pointed out that it is the existence, precisely, of the harassing group that causes the qualitative leap so that an interpersonal conflict evolves towards harassment and turns into moral or psychological harassment. The fact of the existence of a harassing group is, certainly, a fact planned by the instigator of the harassment, and this is so by its express will, since it requires and needs the complicity of the environment to destroy the victim. The way in which the environment will behave is what will determine the establishment of harassment, as well as its degree of destruction, therefore, we can affirm that in a healthy work environment, interpersonal conflicts will not evolve towards any type of harassment, and therefore we value the important role that corresponds to the organization and good business practices to cut violence in the institution. The qualitative leap is determined by the transition from a dyadic conflict to a group conflict and, as González de Rivera defines for bullying to exist, especially in its institutional modality, "there is a person who assumes the role of main persecutor, inverted enough authority or charisma to mobilize persecutory group dynamics "(González de Rivera, 2002: 86.).

#### *Cover up an illegality:*

The second defining element is the cover-up of fraud by the instigator of bullying. We understand fraud as any type of corruption or illegality. The main harasser carries out harassment against the victim whom, in one way or another, he fears because he may be a threat to his privileged position. In such a way that we can affirm that all harassment will always hide fraud. The concept of fraud must be understood as that of

skirting legality, and even the leap to illegality, which can manifest itself as the acquisition or maintenance of privileges by this group or at least the group leader. Furthermore, I believe that, without harassment, the group leader would lose those privileges or could not acquire them. Therefore, when harassment emerges in a company and it does not stop, we are going to be in front of a type of organization with tax fraud, ecological fraud, abuse of power, loss of labour rights towards workers, etc., where interests The organization's legitimate ones are forgotten to be replaced by the illegitimate interests of the leader of the harassment group. We are talking about corruption. I postulate that there is an unspeakable motive from the main stalker. This hidden motivation of the instigator of the harassment is related, in one way or another, to the victim's refusal to submit to a situation of domination by the group leader. The situation that gave rise to the instigator, the desire to destroy the other is almost always hidden.

The element of concealment of an illegality is important to keep in mind for a good resolution of a workplace harassment case; I affirm that the organizations where there is no fraud to hide will be able to tackle violence attempts in a better way than in those institutions that hide one or more frauds. Fraudulent companies are used to skirting the law and often breaking it, making them an ideal breeding ground for the development of bullying. An organization that is used to cheating and lying will not be able to perceive the deception and manipulation that surrounds all the mobbing process when it is promoted by a subordinate, nor will it find it difficult to apply it when it comes from an institutional decision. We can verify, therefore, that in every process of moral harassment there is a hidden illegality in the form of fraud, and on many occasions, it is precisely the interest in keeping fraud hidden that underlies the difficulty of effectively solving a case of harassment or harassment work by the organization. Sometimes, in the discourse of the person affected by moral harassment, that hidden motive arises, but in most cases, it does not happen that way, mainly because the person affected has difficulty relating one thing to another. On the other hand, if you insist on analysing what is hidden and you come to find the trap and fraud, the person affected by moral harassment at work will have a better chance of solving your case. At the beginning of my activity, treating the victims of bullying therapeutically, this fraudulent element was always present, but collaterally, we used to not relate it to the harassment of the victim and it was from changing perspective and integrating fraud in the resolution of cases of moral harassment, which began to glimpse new ways of solving this special type of violence at work.

#### *The power:*

The two defining elements of harassment, which we have just seen: the existence of a group of harassment and the cover-up of fraud are part of a unit that encompasses that of abuse of power; That is why we can affirm that in the issue of moral harassment, the determining element is power, specifically the power of the leader, which is basically aimed at maintaining privileges in their intra and extra group relationships. Power is something that is exercised in the interactions between human beings and has a double effect: oppressive and configuring. In the subject of harassment, the oppressive meaning is the one that takes shape as the capacity and the possibility of control and domination over the life or the facts of others, basically to achieve obedience. Through

the abuse of power, non-reciprocal interactions are forced, where the one who controls has the means to sanction and also to reward those who obey.

### **Administrative thinking and mobbing**

We will delve into the analysis of the phenomenon of bullying through administrative thinking. Administrative theory is a set of knowledge aimed at giving answers to multiple questions, such as: what does it mean to delegate, how is a strategy formulated, what is the difference between power, authority and influence, how to develop administrative skills and many other questions that have been asked? given rise to investigations causing the formulation of theories and principles aimed at shedding more light on the organizational phenomenon. Administration is an operational process made up of functions such as planning, organizing, directing, and controlling. These phases of the administrative process apply to any human effort that seeks to achieve a goal; For this reason, it will be useful to explain moral harassment as the strategy of an integrated perverse person who will use the organization to achieve its own ends. Knowing and understanding how, and why, harassment was triggered forces us to accept that mobbing is a strategy planned by the instigator and will also force us to know how the instigator organizes his resources, directs his allies and controls communication and communication. environment. Administrative thinking is applicable to nations, businesses, political parties, organizations, and families. Knowledge of the organizational phenomenon requires critical thinking, as well as historical and social awareness. The organizational phenomenon is highly complex and therefore requires for its understanding of the view of different perspectives and theoretical perspectives. In short, administrative thinking is a set of knowledge on how to achieve results in organizations. In the lucrative, how to get more benefits; in healthcare organizations, how to provide more help; in a social club, how to get people to participate; in a political party, how to get more members. Today we will deal with the dark side, with those strategies aimed at benefiting an individual at the cost of sacrificing other people and the objectives of the institution itself.

### **Moral Harassment Emergency**

The emergence of moral harassment in all areas of human life forces us to reflect on the type of society we want to build. We know that the main task of the manipulators is to hide the violence under the seductive veil of promoting liberties. Most of the literature on the subject points to the special characteristics of the main instigator or stalker as the trigger for harassment. There is increasing certainty that the person who plans and instigates bullying towards another, has a personality alteration called psychopathy with elements of perversity in particular they are called integrated or organizational psychopaths given their apparent social integration. I postulate that the increase in cases of moral harassment has its origin in the ascension of the perverse organization in situations of power (real or factual) within the organization, although to chronify a situation of harassment the existence of various facilitating causes will be required, such as globalization, job insecurity and errors in the management of the organization. This last aspect is what has been called by Piñuel "organizational toxic context" (Piñuel 2004: 70). There are two reasons for the ascension of a perverse

person integrated into positions of power within the organization: on the one hand, its superficial charm that allows it to manipulate those who can help it in ascension; and on the other hand, the negligence of most people in maintaining spaces of power when it means an open struggle with the wicked. In conclusion, the wicked have come to have power within the institution because those who could confront them have given up, either consciously through resignation of charges and transfers, or unconsciously through blockade and inaction. It is very common that when a pervert has acquired power quotas within the organization, there are previous cases of harassment hidden under other headings such as unexplained abandonment of people valuable to the organization. Because moral harassment arises that any type of organization that the human being has created, we will analyse how it manifests itself in different environments. Moral harassment is going to be identified by two items: harassing behaviours and the determination of mobbing circles (see other previous works by the author). In this article we are going to analyse moral harassment in the different spaces: labour, educational, and social. In the analysis of harassment in workplaces, we will study moral harassment at work, also called mobbing; in the educational spaces we are going to study, in a different way, bullying at school or bullying and bullying in universities; and in the analysis of harassment in other social spaces, we will deal with harassment in NGOs as well as in unions, in the media and also, briefly, real estate harassment. We will not analyse family harassment or psychological violence between the couple for exceeding the claims of this paper.

## **1- Harassment in the workplace**

Mobbing or moral harassment at work is the most studied and the pioneer in being described, therefore, much of the theoretical contributions on workplace harassment have been subsequently applied to harassment in other contexts. Harassment can arise in any company, sometimes because the organization of work is poorly planned and at other times because it is an integral part of business "doing". Whether it is a conscious or an unconscious business strategy, we must not forget that it rests on the worker's moral and physical suffering. The serious consequences, on the victim, of any phenomenon of harassment that has been allowed to prosper until that phase are many, but the most evident is none other than the exclusion from the workplace of a worker, normally defined, before harassment, as brilliant in the performance of their duties. In mobbing, the victim is cheated, poisoned by co-workers themselves, manipulated by superiors, colleagues, subordinates or clients, systematic and devastating criticism of everything they do, and unanimous reactions against her. The victim is alone, without defence, and even though she initiates defence mechanisms, the environment is already so polluted that she cannot convince anyone of her innocence, which is why she ends up giving successive medical casualties to the victim instead of looking for the source or the root of the problem. Often victims who report are not believed and are also said to lend themselves to a plot that benefits other interests. This mistaken belief is used by the harassers themselves to disqualify the victim who denounces and with this they try to discredit his version by creating an atmosphere of doubt within the process. Understanding that all mobbing is assimilable to group harassment, this argument is easily contested when verifying the non-



existence of a group that supports the victim, an aspect that, if it appears around the main stalker, who is surrounded by a clique. The victim is alone and defenceless in front of a group that harasses her. I point to one of the latest results obtained in the study of "false mobbing" (3) that leads me to determine that behind a "false positive" there is always covert and inverted harassment. In other words, the "false victim" is really a stalker posing as a victim and accusing the true victim of what is really being done to her, through a perverse turn of the situation. This is a fairly common aspect in cases of upward harassment that is camouflaged with false allegations of mobbing by a group of workers towards a boss or boss whom they cannot manipulate. The elements to discriminate an authentic mobbing situation from another false one, are sustained in the existence of the group element as a harassment gang and in the cover-up of a fraud by the "false positive".

The application of the knowledge of paradoxical language to bullying is an invaluable tool for determining the instigator (4), because the latter, even covered with the cloak of posing as a victim, cannot stop expressing himself perversely. For further study on the topic of communication in bullying, I refer you to previous works by the author on "Language in Mobbing" (Parés 2007: 81). To end the section on bullying in the workplace, I want to put the accent on one point, that of the target of the harassment. We know that discrediting the victim will always provide a profit for the instigator of the harassment. The benefit that the stalker will gain from the victim's discredit could not be achieved without the use of harassment. It is the fraudulent acquisition by the harasser of the latter end, through harassment, that will determine whether or not mobbing has been beneficial to the harasser. The purpose of the harassment is closely related to making the victim disappear from the environment, either through transfer to another department, either with the dismissal of the worker and his departure from the organization or through suicide in the most serious cases. A positive resolution of mobbing within the organization will have to contemplate that the harasser does not achieve the desired objective, that is, that he does not manage to get the company to help him get rid of the victim; otherwise, that is, when the victim is expelled from the work environment, this fact will serve as reinforcement of this harassing strategy. Every time a victim of workplace bullying is transferred from a department, or is fired from a job, the main stalker is given the message that her strategy has been successful; with what is likely that the stalker will use this technique again, which has been so profitable for her, every time someone shades her. With this, harassment is established as a habitual way of operating within the organization, turning the entire organization into a toxic context or a breeding ground for other future harassments. If you have been spoiled once, the harasser will know that the company will tolerate these methods.

### **1.1 - Impediments to recognition: business myths**

We cannot address the issue of workplace bullying without describing the impediments, within a company, that hinder the recognition of a case of mobbing when it arises, I am referring to business myths.

There are eight myths that influence preventing the recognition of a situation of psychological violence within an organization, both by those responsible and by any worker. In order to identify these myths, I have based myself on the social myths

detected as perpetrators of a situation of violence such as sexual harassment, and I have applied those myths to workplace harassment. For years the existence of myths in both western and eastern society about sexual harassment, prevented the same society from protecting its women from sexual harassment, I think we are in a somewhat similar situation, in which the existence of these business myths prevents real protection for the victim of bullying at work. In western societies, attempts are being made to advance the issue of sexual harassment through demystification, a process that today does not exist in the eastern world. Therefore, taking into account all of the above, I start from the concept that today the existence of certain myths in society prevents an effective defence of the harassed worker within the labour world. The analysis of business myths that favour the establishment of situations of harassment is linked to the concept of hierarchical power. The myth contains an idea that does not correspond to reality, so they are false and rebuttable. Believing in myths is favouring those who harass, so we are going to make an effort to refute those myths through demystification. Let's see it.

Business myths are as follows:

1 MYTH: In the case of the victim, it is said that she caused it.

2 MYTH: It is not a serious problem.

3 MYTH: The people who harass are mentally ill.

4 MYTH: Harassment only affects some people.

5 MYTH: Harassment pleases victims.

6 MYTH: The harasser cannot, by nature, control his aggressiveness.

7 MYTH: Victims can stop the harassment if they want to.

8 MYTH: Most victims falsely report.

Demystification is necessary in order to face violence at work effectively. We are going to see them in more detail in order to be able to demystify their falsity by means of logical argumentation.

**MYTH FIRTS: In the victim's case, she is said to have caused it.**

It is this myth that supports the claims that make the person affected by workplace bullying responsible for the harassment. It is manifested with expressions that emphasize the personal characteristics, whether real or fictitious, of the victim; Thus, it is said that the victim "deserves it" for various reasons, the main fencing being "harmful" to the company.

REALITY: The argument of holding the victim of an assault accountable is called attribution error, and is nothing more than the manifestation of an unconscious defensive mechanism that all humans have to feel safe from being also attacked; because if we deceive ourselves thinking that the victim "will have done something" we feel comforted, since we are innocent they will not harass us.

When you say that the victim deserves it, that he has done something to suffer that harassment, what there is a panic reaction to recognize that what is actually happening is a situation of gratuitous violence, because that makes us potential victims. We are panicked by the existence of gratuitous violence without reason, as is the case with moral harassment. The harassment is not caused by the victim, nothing he has done deserves similar punishment.

**MYTH SECOND: It is not a serious problem.**

This denial is the one that avoids seeing the seriousness of the repercussions on the victim's health and also conceals the serious repercussions that the harassment has on the development of the effectiveness of the department.

REALITY: It has been said that the victim exaggerates or is hypersensitive. However, it has been studied and it is known that bullying is a serious problem, which affects victims physically, emotionally and socially, and that it also affects the entire organization that consents to abuse by reducing academic and work performance. of the entire company, affecting workers, and customers. It is a psychosocial risk that has been widely studied and cannot be ignored by denying its severity. The most recent medical studies provide evidence of the serious impact on the health of the mobbing victim.

**MYTH THREE: The people who harass are mentally ill.**

The argument of the harasser's mental illness is adduced as an exemption from responsibility, when it is known to all that very few mental illnesses are exempt from liability for the acts carried out in our penal code and are those that occur with ignorance among the right and wrong.

REALITY: In all the studies that have been carried out on this form of violence, it has been detected that the harassers who practice it do NOT always present psychological pathology. What has been proven is that people who harass tend to see the victim as objects (objectification) that hinder their personal satisfaction and are willing to carry out any violent act (lack of empathy) to achieve their purpose of getting rid of them and thus achieve their goals. In addition, the labour psycho-terrorists tend to maintain abusive power relationships with other people: they know and command and the others do not know and are commanded. Therefore, we can affirm that they are responsible for their actions, they know that they do not do well, and this is evident given that they hide their actions and even justify them when they are discovered. The harasser's psychological disturbances point to an alteration of the personality, psychopathy, and not to an alteration of her rationalization process. Bullies know very well that they are attacking and insulting, but they consider themselves authorized to punish other human beings.

**MYTH FOURTH: Harassment only affects some people.**

This idea tries to justify the humiliating treatment towards the worker who does not submit to the management, something as if it were a punishment and at the same time wants to convey that we will not be attacked if we are obedient and submissive.

REALITY: On the one hand, the organization wants to give the image that only that wayward worker is excluded, and on the other, from the theorists of the phenomenon, it is generally said that it only affects bright people, with charisma and empathy, and with certain jobs. However, experience and studies have shown that anyone can be a victim of harassment regardless of their age, their physical appearance, the position they occupy, the level of education. We must firmly affirm that there is no "profile" of the person who is harassed, because it is precisely not the person who generates the harassment, but the harassing person and her way of relating to the selected victim.

What does exist is a profile of the stalker. And the stalker is going to harass anyone who overshadows him in gaining power and popularity.

**MYTH FIFTH: Harassment pleases victims.**

This myth rests on the argument that justifies bullying behaviours as "simple normal ways of relating between people." Generally, the people who uphold this myth are those who do not tolerate the victim's feelings of displeasure or refusal, and justify their lack of empathy towards the harassed person, claiming that they play the victim or exaggerate, or want to attract attention. .

REALITY: All the victims have reported having feelings of displeasure, they have felt uncomfortable, violated; NEVER pleased. The harassment occurs against the will of the victim; it is one more form of violence that is not welcomed by it. No person wants to feel humiliated, depressed or violated. The victims are not complicit in the harassment, they are just that: VICTIMS. As has been demonstrated in all the literature on the subject, other variables intervene in harassment to explain it, such as: power, envy and violence. Deep down there is the deep desire of the instigator of the harassment to get rid of a rival with ignoble methods (unfair competition).

**MYTH SIXTH: The harasser cannot, by nature, control his aggressiveness.**

The justifications for this myth are determined by expressions such as "he / she is like this" referring to the violent person. The harassers are said to be unable to control their violent impulses and therefore it is the victims who have to set the limits; hence, it is said that "the harasser goes as far as the victim leaves her."

REALITY: It is known to all that the harasser is not aggressive towards everyone, he knows very well when and with whom to manifest his violence. This myth is used in all those acts that involve the aggressiveness of human beings. But if this were so, ALL people would be bullies, because by nature they would all be equal. And reality indicates that many people can maintain respectful and warm interpersonal relationships, that is, they have learned to generate human relationships of growth and interpersonal development. Bullying is NOT natural, it is learned. The handling of the aggressiveness of all human beings is learned and therefore susceptible of being changed. We can conclude that the harasser will decrease his acts of harassment to the extent that there is an environment that exercises social control that stops his violence; therefore, we affirm that the environment that allows abusive treatment towards another human being becomes an accomplice to the harassment.

**MYTH SEVENTH: Victims can stop bullying if they want to.**

This myth serves to justify the denial of the provision of assistance by those who in one way or another could stop bullying at work.

REALITY: Studies and experience show that victims of bullying try by many means and in various ways to stop bullying, without success. Given the characteristics of this form of aggression, the victim has no control over the conduct of the harasser. The victim rejects the conduct, but is limited to stop it, because almost always she is in a position of power disadvantage with respect to the harasser. In addition, the victim, after having tried in various ways to stop the violence and verify that nothing works, ends

up entering the mechanism of learned helplessness, then he no longer defends himself because he has verified that it is useless.

**MYTH EIGHTH:** Most victims falsely report.

Focusing and emphasizing the issue of false mobbing rather than the true victims is a subtle way of causing the opinion of the environment to help stigmatize the most defenceless, which in the case of moral harassment at work is always the harassed person.

**REALITY:** Often victims who report are not believed and are also said to lend themselves to a plot that benefits other interests. This mistaken belief is used by the harassers themselves to disqualify the victim who denounces and with this they try to discredit his version by creating an atmosphere of doubt within the process. Understanding that all mobbing is assimilable to group harassment, this argument is easily contested when verifying the non-existence of a group that supports the victim, an aspect that, if it appears around the main stalker, who is surrounded by a clique. The victim is alone and defenceless in front of a group that harasses her. I point to one of the latest results obtained in the study of "false mobbing" (3) that leads me to determine that behind a "false positive" there is always covert and inverted harassment. In other words, the "false victim" is really a stalker posing as a victim and accusing the true victim of what is really being done to her, through a perverse turn of the situation. This is a fairly common aspect in cases of upward harassment that is camouflaged with false allegations of mobbing by a group of workers towards a boss or boss whom they cannot manipulate. The elements to discriminate an authentic mobbing situation from another false one, are sustained in the existence of the group element as a harassment gang and in the cover-up of a fraud by the "false positive". The application of the knowledge of the paradoxical language is an invaluable tool for the determination of the instigator (4), because even covered with the cloak of posing as a victim, he cannot stop expressing himself perversely.

## **1.2 - The Objective**

I want to emphasize one point, that of the target of harassment. We know that discrediting the victim will always provide a profit for the instigator of the harassment. The benefit that the stalker will gain from the victim's discredit could not be achieved without the use of harassment. It is the fraudulent acquisition by the harasser of the latter end, through harassment, that will determine whether or not mobbing has been beneficial to the harasser. The purpose of the harassment is closely related to making the victim disappear from the environment, either through transfer to another department, either with the dismissal of the worker and his departure from the organization or through suicide in the most serious cases.

A positive resolution of mobbing within the organization will have to contemplate that the harasser does not achieve the desired objective, that is, that he does not manage to get the company to help him get rid of the victim; otherwise, that is, when the victim is expelled from the work environment, this fact will serve as reinforcement of this harassing strategy. Every time a victim of workplace bullying is transferred from a department, or is fired from a job, the main stalker is given the message that his strategy has been successful; with what is likely that the stalker will use this technique again, which has been so profitable for him, every time someone shades him. With

this, harassment is established as a habitual way of operating within the organization, turning the entire organization into a toxic context or a breeding ground for other future harassments. If you have been spoiled once, the harasser will know that the company will tolerate these methods.

### **1.3 – Consequences**

Harassment within organizations ends up causing discouragement and general apathy in its members, we quote González Arias again:

"Mobbing leads to the general decline in daily activities, as well as the loss of the institution's ethical values, since corruption, psychological terrorism from stalker gangs and patronage are rewarded, while honesty and work is punished "(2007: 275).

#### **Specific Institutional Consequences**

It should be noted that the emergence of moral harassment must serve as a red light, as an alarm to show the advance, rise and accumulated power amplitude of psychopaths integrated in the form of "pressure groups" outside of democratic control. The consequences of moral harassment in these spaces of human life can only be interpreted as the manifestation of psychopathic success in reaching power. It is through this power that influences to determine the parameters on which human relationships must be based. When individualistic and finalistic values are defended in a society, it must be thought that this society has fallen under the influence of psychopathic values held by the power elites. In a more concrete way, we are going to see the institutional consequences in the short and long term.

#### **Specific Consequences of Harassment**

Short term:

- .1- Repeated harassment
- .2- Institutional disappearance

Long-term:

- .1- Multi-bullying
- .2- High corruption
- .3- Psychopathic relay

#### **Short-term consequences.**

In any institution in which harassment has been allowed to prosper, there are consequences and we want to point out, in the short term, two: the existence of repeated harassment and the disappearance of the institution.

##### **1- Repeated harassment.**

A consequence of the power of the psychopath in the organization is the repetition of cases of harassment, with a series of victims, called "corpses in the closet." The organization has a psychopathic functioning and it can be affirmed that the context is toxic for each and every one of its employees, since the relations between workers are contaminated, and once the expulsion of one victim has ended, another is sought. It is customary to calculate that the bullying gang takes between two weeks to two months to find a victim who meets the figure of the scapegoat.

##### **2- Institutional disappearance.**

Another consequence of harassment in private companies, and in all organizations with limited funding sources, is that the repetition of cases of harassment together with the loss of objectives and the extension of mediocrity, will lead to the disappearance of the same institution, through suspension of payments, and takeovers by multinationals. The establishment of mediocrity and inefficiency can only be maintained over time in public institutions, where the funds are inexhaustible.

### **Long-term consequences.**

Precisely considering the case of public administrations, we must speak of long-term harassment, with cases of up to seventeen years of harassment. In these long-term harassments we want to highlight three consequences: multi-bullying, high corruption and psychopathic relief.

#### **1- The multi-bullying:**

We have already verified that it is in the public administration that harassment of the longest duration occurs due to the difficulty of getting rid of the victim due to his official status; However, the difficulty is not synonymous with impossibility since, despite this difficulty, the victim ends up being expelled from the organization through forced incapacitation. As they are long-term cases, the environment has suffered a great deal from this situation of harassment and psychological violence, since treason and deceit have ended up dominating labor relations. Most employees end up allying themselves with the increasingly numerous harassment group; and very often this extension of the people who harass the victim will reach the social world of the victim, especially in small populations or in specific professional circles. When the harassment has become generalized to the entire institution and to the victim's social (extra or for work) world, we can call it multi-bullying.

#### **2- High corruption.**

It is in public institutions where mediocrity and the economic expense that moral harassment entails are absorbed by the institution itself without excessive consequences (contrary to what happens with private companies), where there are cases of high corruption. It is in these contexts where fraud and corruption can reach alarming levels and where corruption cases can be found that end up exploiting and leaving public opinion.

#### **3- Psychopathic substitution**

One of the adaptive consequences of an institutional context with some case of long-term harassment within it, is that its members have learned a way of relating based on deception and fraud and in these contexts the capable and honest possible leaders are destroyed. In these types of toxic contexts, there is a tendency to maintain the "status quo" even when the organizational psychopath is leaving the institution either for promotion or retirement. Reaching the same situation will only be possible by allowing the rise of another psychopath who will continue to consent to rinsing, fraud, and corruption. We are talking about psychopathic organizations in their internal and external functioning. I have known some cases in which an organizational psychopath, about to retire, was replaced by another. In this type of highly toxic organizational

climate, the most brilliant person, the one who performs best is the one affected by some degree of psychopathy, therefore, the institutional culture favours the emergence of a special type of psychopath, who ends up relieving the first psychopath. Unlike the first psychopath, this individual is much more ambitious, and his escalation in the organization is much faster, and despite the fact that he has much more evident predatory activity than the first, and is easily recognized as a climber by the Members of the organization, no one stops it because, on the one hand, the organization has lost its democratic mechanisms and, on the other, because it has been years since the entire individuals were destroyed, who could stop that rise. The escalation of the new psychopath is endorsed by everyone. With respect to the psychopathic relay, it is necessary to make a caveat, since despite the fact that it acts in its ascension as a climb, resentment distinguishes it from this. An authentic climb uses people as links in its climb and once used it has no greater interest in them, since it focuses on their promotion; on the other hand, the relay psychopath must hide his ambition less, since the toxic context also needs him, and he acts as a climber in his ascension but, unlike the latter, he still resents the victim and even if he has achieved the Charge never abandons his victim until he kills her. Therefore, we can affirm that the success of the psychopath does not protect the victim, on the contrary, it provides him with greater power to destroy her.

#### **1.4 - Solutions**

We have made an intense tour of the manifestations of moral harassment in the various organizations and it is now perceptive to be able to provide some kind of solutions to those situations. We will briefly list the preventive actions and the decisive actions.

##### **A) Preventive Actions**

The administrative process is made up of 4 fundamental functions: planning, organization, execution and control. An approach to these functions can provide us with a method to end the power of the psychopath within any organization, be it a company, a public office, a university department, a humanitarian organization, a union or a center. school.

##### PLANNING. -

It consists of deciding the objectives to be achieved. We know that in moral harassment the objective of the institution is perverted, which is substituted for the benefit of achieving the psychopath's objectives, therefore a follow-up on the objectives of the organization will avoid bias.

##### ORGANIZATION. -

After the management has determined the actions to be implemented, the next step will be to distribute or point out the necessary work activities among the members of the group. In moral harassment, the organization is manipulated by the psychopath who gets the necessary authorization to exercise psychological violence with impunity against the victim. Preventive action consists of controlling actions and guaranteeing



that all of them are aimed at achieving the institution's objectives and that at no time do they harm any of its members.

#### EXECUTION. -

Execution consists of physically carrying out the activities resulting from the planning and organization steps. In moral harassment, the victim is prevented from carrying out her tasks, the distribution of work among the members of the organization is altered and the work environment is rarefied. Prevention will consist of avoiding situations of inequity in the execution of activities.

#### CONTROL. -

Managers have always found it convenient to check or monitor what I know they are doing. In bullying, the organization's control systems deviate, and instead of monitoring the performance of tasks, it is used to punish the victim for actions that they have not committed. The energy that the organization invests in unjustly punishing the victim will end up having serious repercussions in the institution's future. Preventing bullying consists of developing control aimed at benefiting the institution and not the particular interests of the integrated psychopath.

The best measure to fight against the emergence of moral harassment at work is the implantation of a preventive culture and in the business sphere this is materialized in the implementation of the so-called corporate social responsibility. The dissemination of the mobbing phenomenon, the extension of information on it and the inclusion of moral harassment as a psychosocial risk in occupational health prevention measures are promoting that some affected by moral harassment do not end up being excluded from the world of work and that they can return to it once the consequences of the psychological violence exerted on them have been overcome.

With regard to bullying, preventive action consists of values education on the one hand and the design of a protocol for action in the event of bullying and conflict resolution.

Preventive actions in other social spaces where bullying emerges are still to be designed.

#### **B) Resolutive Actions**

In a bullying situation, the victim may begin to wonder what she is doing wrong. If the victim does not socialize the problem of harassment and remains silent, or if the organization's notification and conflict resolution system does not work, they will go to the harassment and harassment situation in which the psychological violence against the designated victim will go increase.

It is important to point out, the performance of the victim's unconditional friends. This occurs when the person in the process of discredit receives the help and support of people around her. These types of actions are very important both for the resolution of the harassment and for the "target" person. On the one hand, they help the victim to eliminate the doubts about the inadequacy of oneself, and on the other, they promote that other people in the environment come out of the silence and the blockade and react in a positive way. The role of unconditional friends, also called, Non-dumb witnesses, is basic in solving a harassment case.

When a case of harassment arises, the response of the work environment will determine the rapid resolution of the harassment or its permanent implementation, with the consequent damage to the health of the harassed; therefore, the attitude of the environment will be a basic element in the development or resolution of workplace harassment.

We are going to delve into bullying in educational spaces. First, we will address bullying in secondary education, the so-called university bullying, with a high degree of incidence in the Spanish State, and then move on to address bullying between schoolchildren and schoolchildren, called bullying.

We are also going to deal with the emergence of moral harassment in other social spaces such as institutions that are not properly work or school and that due to their special characteristics require a more specific analysis, we are referring to harassment in work spaces such as NGOs , and the unions, and also, to conclude, we will address harassment in other areas of citizen life, such as harassment through the media, including, of course, new technologies, and in the area of housing, the so-called real estate mobbing, for its undeniable importance in the administrative thinking of the real estate sector and in its practices. We will not deal with bullying in the family for exceeding the claims of this article.

## **2- Bullying in the educational space**

We are going to delve into bullying in educational spaces. First, we will address bullying in secondary education, the so-called university bullying, with a high degree of incidence in the Spanish State, and then move on to address bullying between schoolchildren and schoolchildren, called bullying.

### **2.1 - Harassment at the University**

There are various forms of harassment at universities, namely harassment among students, harassment of employees at the university, and harassment among teaching staff. Bullying among students will be described in the topic of bullying for its undeniable similarities, in this section we will analyse moral bullying among teachers. We are going to focus on this type of harassment and we will also exclude that harassment towards non-teaching staff, since the harassment towards non-teaching staff follows the same parameters as the moral harassment at work or mobbing previously described. It is the moral harassment among university professors, it has somewhat different characteristics that are worth highlighting, especially compared to university institutions in other countries. The issue of moral harassment in Spanish public universities has special characteristics that are not found in other university institutions in the rest of Western countries and that affects the development of Spanish scientific advances, the brain drains and the deficient transmission of democratic values. to the following generations. University harassment in Spain has an origin that connects with the end of the dictatorship and the beginning of political democracy. That democracy never reached higher education educational institutions. We agree with the Mexican university professor Rolando-Javier González Arias when

he affirms that: "the democracy present in the universities, based on councils and representatives, is the ideal form of organization for harassment groups to install and perpetuate themselves. On the other hand, the forms of direct and public democracy, through the assemblies, is the best way to expose them". (González Arias 2007: 269).

There is no doubt that university harassment is having serious consequences within the scientific community, but it also affects the whole of Spanish society, on two levels. In a first level it affects the new generations, since the ambitious young people have a greater facility to thrive in this toxic context of the universities than the young people with brilliant minds; and on a second level because the encapsulation of the university community generates an abysmal separation with the rest of society, both from its needs and its concerns. Public universities are maintained with funds that come from citizens, but the influence of Spanish society on the university and vice versa is almost nil, therefore we can affirm that Spanish society is losing, since there are hardly any links of complicity with the university establishment, because it stays away from the true needs of the society that supports its existence. We cannot continue to delve into this interesting aspect of bullying, so we refer to other works by the author for its extension.

## **2.2 – Bullying (Harassment between equals)**

We have just seen bullying in higher education centers, now we are going to delve into the harassment between equals that arises in primary and secondary schools, it is called bullying. Concept of Bullying The concept of bullying comes from an adaptation of the concept of bullying at work to bullying in the school environment. Both forms of behaviour have a lot in common, since both are manifestations of psychological violence through group harassment. What makes the difference is the area where it takes place, some at work and others at school; as well as the age of the participants and a greater use of physical assaults in the case of bullying. At a global level, of all the harassments we must point out that bullying is where there are the largest number of cases that end with the suicide of the child-victim, and this in function of the immaturity in the development of the victim, typical of the childhood and adolescence. The term bullying is the translation of bullying, Anglo-Saxon word that is also used in Spain to refer to this kind of aggression in schools. It comes from the English bully, which means bully or forgiving. It was coined by the Swedish Dan Olweus, a psychologist at the University of Bergen (Norway), in the 1970s (5). In school bullying, four key aspects appear that will serve to diagnose that we are facing a case of bullying: a) attacks, physical, verbal or psychological intimidation, aimed at causing fear, pain or harm to the victim; b) abuse of power, from the strongest to the weakest; c) absence of provocation by the victim; d) repeated incidents between the same children or young people over a long and sustained time. Although, according to the latest studies, violence can develop in any space of the school (patios, bathrooms, hallways ...); however, it is in the classrooms that the "spark usually" or the trigger for the problem always occurs. I point out that what prevents tackling the problem of bullying is the society's refusal to assume the problem, which would imply a change in values and ethical commitments. There are too many cases of harassed minors in which there is an excessive passivity of the teachers, and in the rest of the educational community, in short, there are too many child victims forced to leave their school when it should be the leader-bully who has to leave. Based on studies on the

phenomenon of bullying, we can affirm that both educational authorities and professionals know what we must do to stop bullying, but when analysing responses to specific cases that arise, we must conclude that we didn't just do it. It is for this reason that I want to stop to analyse the reasons that make our society not succeed in putting the necessary means to definitively eradicate this serious situation of child abuse within our educational centers, and for this I will base myself on describing the factors group and social bullying, analysed by me in other works (Parés, 2007) (6) since they provide us with a knowledge of the elements of the phenomenon, both those that intervene in its development and those that promote its chronification. We cannot fail to mention that bullying begins within an educational institution that has the social responsibility of educating, not just instructing, the new generations. The triggers of bullying are based on individual factors and group, but the resolution or chronification of cases will depend on how the educational community reacts, that is why it is so important that we can understand the organizational processes of the educational center. Educational organizations, like any organization, have five basic components: structure, participants, goals, technologies, and context. The structure refers to the regulations of the center and the accepted behaviours, the participants are all members of the educational community (teachers, management, other colleagues, school council, as well as the associations of parents of students). Goals are defined by educational objectives, including learning in values. Technology refers to the methodology used. The context covers both the educational center and the neighbourhood where it is inserted. Once the characteristics of an organizational structure are briefly pointed out, it is important that we delve into two elements that have a great influence on the emergence of bullying among schoolchildren, in its establishment and in its chronification, we refer to the organizational climate and the culture of School organization.

### **2.3 - Culture of the Organization**

Very often the chronification of cases of bullying are indicative of a subculture in the educational organization, and we postulate that when bullying cases are not quickly tackled by the school, this aspect indicates a serious distortion in the perception of violence, what is fair and what is not, namely, they are indicators of the existence of a subculture consenting to violence that coexists with a dominant social culture that sanctions child abuse. Olweus (1993) (7) already commented that there were educational organizations with positive attitudes towards violence. On some occasions, too many, schools have failed to protect the student-victim from bullying, mainly because they are immersed in an organizational culture that minimizes aggression between equals, even in those cases where injuries have required health care: for all the aforementioned we can affirm that an organizational culture with values of respect and coexistence will not allow bullying to flourish in their classrooms. Although the following opinion may generate opposition, I am of the opinion that when the report of a case of bullying does not prosper and the version of the child-victim does not have the necessary credibility on the part of the teaching staff to protect him, it is possible to presuppose some type of fraud or corruption within the school institution. It is from the experience accumulated by my years of research on the phenomenon of bullying that I venture to make this statement. In these cases the organizational culture of the educational institution is not capable of perceiving its

responsibility, and I affirm that this is so given that it is immersed in some type of violence, which prevents it from being objective.

#### **2.4 - Climate in the Organization**

Schools that allow and encourage students to report their difficulties and in which they feel heard will be able to prevent and intervene when bullying begins. The separation of the victim from the harasser is necessary when what begins as an apparent 'game' takes on a more than dangerous aspect. There are three dimensions that define the climate: a) Interpersonal relationships (which can be of respect, consideration, courtesy ...), b) Psychological security or lack of it (with threats to self-esteem and psychological well-being) and c) Organizational mechanisms (which can be aimed at supporting the victim and sanctioning the executors). Therefore, we can affirm that the organizational intervention will consist of the acquisition and empowerment of cultures (values, beliefs) of respect, tolerance and valuation of diversity. This can be achieved through the design of values education programs that promote a culture of coexistence and also in the use of situational and transformational leadership styles. A complete analysis of bullying will entail an in-depth knowledge of the individual, group and social factors that intervene, but which go beyond the aim of this article that focuses your attention on the organizational aspect.

### **3- Harassment in social spaces**

We are going to deal with the emergence of moral harassment in other social spaces such as institutions that are not properly work or school and that due to their special characteristics require a more specific analysis, we are referring to harassment in work spaces such as NGOs, and the unions, and also, to conclude, we will address harassment in other areas of citizen life, such as harassment through the media, including, of course, in new technologies, and in the area of housing, the so-called real estate mobbing, for its undeniable importance in the administrative thinking of the real estate sector and in its practices. We will not treat bullying in the family for exceeding the claims of this article

#### **3.1 - Mobbing in NGOs**

We will start the topic by analysing the NGO concept. We understand as a non-governmental organization the private institutions that are established and function as associations governed by the Civil Code, which have no lucrative purpose and that their purpose is altruistic. Legally, it adopts different statuses, such as association, foundation, corporation, cooperative, and other forms. The name Non-Governmental Organization has been used since the founding of the United Nations, and it means that this type of organization maintains its distance from official circles and performs actions that governments do not do. The interests of the NGOs are clear: they seek to preserve the environment, promote international laws that favour the health of the population, fight for fair treatment of workers, for respect for human rights and for an equitable distribution of wealth. Depending on the objectives defined, these organizations will act at the regional, national or global level. Often there is political harassment against some NGOs by governments, especially towards those of a global

scope, precisely against the work they do and that evidences government corruption. Because of the great work that most organizations carry out, they have earned a well-deserved prestige at the international level, and as we have stated, they may be subject to external harassment by some governments, but it is not this type of harassment that in this article I am going to deal with internal harassment within these humanitarian organizations, precisely because the harassment among their members will end up perverting the objective for which they were created. There is no doubt that due to the prestige obtained by the NGOs, they have benefited from international legislation that facilitates their work and this aspect has caused that the legitimate objectives of some NGOs are being clouded by non-legitimate interests. As an example, serve the cases of the NGOs subjected to judicial investigation "Humanism and Democracy" (8) linked to a Spanish political party, that of the "Intervida" Foundation (9) and that of the Association "Anesvad" (10) involved in crimes of fraud and misappropriation. The topic of the perversion of the noble objectives of some NGOs has been addressed by me in some opinion articles, I have provided some dissertations on the subject: "You believe that NGOs and researchers are an example of the application of good work, and who have a social mission to fulfil. I also believed it. Now I know that there are some "wolves in sheep's clothing", who mingle among the good people, to impose their lack of ethics and corrupt with flattery" (Parés). (11) As we have been defending, all moral harassment conceals fraud, and in the case of NGOs, internal moral harassment aims to corrupt the spirit of the organization to promote private interests, and as well as in workplace harassment the interests of the company are sacrificed for the benefit of the instigator of harassment, in NGOs, moral harassment towards some of its members, will aim to seize the organs of power, perverting the laudable objectives of the institution and installing corruption in the NGO. Some believe that it is better not to spread the dark aspects of some NGOs in order to preserve the good work of the majority, personally I think that we must disagree with this reasoning and for this I base myself on my knowledge about the type of communication that the integrated psychopath uses (Parés 2007: 81). This character uses a type of communication called "paradoxical communication" that serves as an instrument of confusion in the listener in order to create a smokescreen that covers up his true interests. We know that the integrated psychopath needs the complicit silence of the majority to continue with his strategy of fraudulent acquisition of power and privileges, and avoid dealing with the issue, that is, not talking about corruption and harassment within NGOs only going to serve to promote the impunity of the fraudulent ones, on the other hand to expose the corruptions is going to benefit those who act cleanly. I believe, therefore, that we can agree that corruption exists within some NGOs and that, in addition, this fact harms those who work honestly.

Now what we are going to analyse is the relationship between NGO corruption and moral harassment; This relationship is motivated because we start from the conviction that moral harassment is the strategy used by the integrated wicked to acquire power and privileges. I affirm that when the integrated wicked cannot obtain power and privileges through legal channels, he will do so fraudulently, since nothing stops him. The legal impediments to obtaining the privileges that you long for may be diverse, either because promotion in the NGO is statutorily vetoed or because achieving it is long-term and this would force you to wait years, therefore, to acquire it. , the

organizational wicked manages to bypass all obstacles, using moral harassment. The integrated psychopath will not be able to climb to positions of power alone, for this he will need to surround himself with a group of partners who will end up allying with him to raise him to leadership positions, in contravention of all internal regulations of the organization. In order to ensure that the people who help him are willing to bypass the regulations, he appeals to the serious crisis that the institution is experiencing, he presents himself as the saviour of that conflictive situation that he himself generated. If you analyse the beginnings of the crisis, you will be able to verify the work done by the integrated psychopath, promoting fights, discrediting legitimate managers, creating a climate of complaint that will justify the institutional crisis. In these conditions, the perverse organization designates itself as the saving leader of the situation and with the help of the harassment gang or clique seizes the organs of power in an undemocratic way, violating the existing regulations. It is precisely by appealing to the crisis situation (which he forged himself) that he gets the other partners to consent to the outrages, all in order to "save the association." The psychopath checks what supports the rival has, and as soon as he checks that he has his hands free, in a masterful move, he quickly and illegitimately imposes a new regulation destroying the formulas of democratic participation existing to date, particularly those of the assembly general. Then he and his clique are left to legitimize the appropriation. From this moment on, the partner loses decision-making capacity and the institution ceases to fulfill the objectives for which it was created, the entire association will be directed towards achieving the particular goals of the organizational psychopath. Through the institutional analysis, anyone will be able to know if the management team of an NGO is made up of committed individuals or a gang of harassment, and this will be achieved by focusing the research on three parameters: the first is the history of the institution, the second is knowing who and how decisions are made and the third is the achievement of objectives. Knowledge of the history of the institution will allow us to know if the management team, at some previous stage, exercised mobbing; For this we have to analyse the way in which the management treats those who founded the organization, if there is recognition for their work or, on the contrary, there is no such recognition, it is in this second case that the possibility of an illegitimate takeover by Part of the current government team, it will also be useful to know the various historical crises that the NGO has gone through. The other point to analyse, does not have to do with the past but with the present, is the way in which decisions are made in the organization, the greater the participation of the partner, the less possibilities there are of facing a corrupt management team. The last point that will provide us with information is based on the achievement of the objectives set by the NGO and which are precisely what give it its identity. It is necessary to be able to know the actions carried out by the organization and if they are in accordance with the proposed objectives, and for this there is nothing better than being able to have the annual report of the activities. In summary, corruption and moral harassment within NGOs affect the rest of the citizenry and not just its members. Society is also affected since an institution thus injured cannot adequately fulfill its social function, and it must also be added that its corrupt actions may end up discrediting associations that work honestly.

### **3.2 - Harassment in unions**

Now we are going to deal with moral harassment within the unions, an aspect that has been little studied, but which is why it does not exist. We must recognize the great work carried out by unions during the 20th century in defence of workers' rights, in fact, in recognition of that work, today, in the 21st century, unions are a force to be taken into account by governments. The union-government relationship in the western world is closer than ever, and this is so because in order to stay (social headquarters, and events), unions need government subsidies since the number of members who pay dues does not, they give to support themselves. Precisely because unions remain a force to counter corporate and government oversights on the working population, there is a tendency for both capital and the executive to encourage internal corruption. We cannot deny the existence of cases of corruption in unions, there are various examples from courses that do not take place, but for which aid is charged, false job banks, and even the most serious misappropriation of funds (12). Some cases have appeared in the press (13). In all parts of the world, the right has tried to suppress the very existence of "social conquests" and has allied itself with the executive so that the workers were losing some of the labour conquests achieved in the past century. In addition, the so-called neoliberalism, has advocated prioritizing individualism as a social value and has made mobilization, and the expression of nonconformities, discredited as if the collective organization was not also protected by law. There is a tendency for trade unionism to disappear, which is manifested by the low social representation that they currently have and by the case of the liberated who are workers who have stopped being workers, to become politicians. Another aspect that has influenced the discrediting of unionism has been the strengthening of the confrontation between corporate unions and class unions. In this context it is not surprising that capital tends to buy the will of union leaders and that corruption is installed within the union. We have two examples: the Volkswagen case in Germany (14) and the Citibank case in Spain, which went to court (15). Taking into account all the aforementioned, we can think that, in all countries, with small variations, a fairly well-orchestrated campaign is underway that, with the argument of fighting corruption or union "monopoly", is ultimately questioning the very idea of the existence of unions, that is, of the need for workers to group together in defence of their interests. Therefore, promoting corruption within unions is part of the global offensive to end the labour policy that protects the employee.

A few years ago, the economic crisis made it essential (for neoliberal rationality) the dismissal of hundreds of thousands of workers, the closure of jobs, and then the official unions became the executing arm of a liquidation policy. Capital, in the face of these corruptible unions, can play with employment since states are almost always willing to buy stability in the labour market, by subjecting themselves to social demands. I am of the opinion that, although corruption may exist within the unions, which I do not deny, unions should not be eliminated, much less, since they are a guarantee that excessive abuses are not committed by employers. I believe that the emergence of a new union consciousness must be fostered, but in order for this to be achieved, unions would have to stop being entities of corruption and become entities of promotion. Moral harassment at work has been defined as the new plague of the 21st century and the role that unions have played in the face of this epidemic is surprising. Although, at a general level, we can affirm that they have carried out some



training course on the subject, with respect to the actions of the unions against the worker who comes to them in order to obtain their support in the face of the harassment to which they are being subjected in their workplace, it can be said that union involvement has been lukewarm at best. Although, exceptionally, there are some cases of moral harassment at work or mobbing that have been courageously defended by the trade union legal offices; we are talking about few cases numerically. These are cases in which there is a common element, in all of them, the victim of moral harassment had the support of other workers who attended the trial to testify as witnesses to the harassment. This leads us to the following conclusion, unions can play a good role in protecting the labour rights of the victim of mobbing when a group of workers is affected, that is, when group interests are defended, also serve as an example of this postulate, union agreements to include the figure of moral harassment in the various labour agreements. On the other hand, the unions have been ineffective when it comes to defending the interests of a single worker, against the harassment of a larger group of workers, a typical situation of mobbing, in these situations, normally, the union joins forces with the majority, causing secondary victimization to those affected by moral harassment at work. We cannot deny the evidence that there have been cases of workers and freed from the union harassed by their fellow unionists and that is why I postulate that the existence of moral harassment within the unions is closely linked to the construction of a corrupt union policy. Internal corruption enhances the emergency of harassment among unionists, and this favours the lack of protection with which members are, victims of moral harassment when they go to their union representatives for help and protection. It is precisely the unspeakable nature of the power game that underlies all conflicts that become harassment, we have stated (Parés 2007: 55) that "not all conflicts degenerate into harassment, in my opinion only those on which it is based there is an unworthy interest "such as the submission of the other. A harasser finds his victim in someone who dares to limit his power for some reason and that makes him, according to him, dangerous. Among the collaborators of the instigator of moral harassment, very often, there is the figure of the exploited, of what is commonly called "climbing" (Parés 2007: 163). It is an ambitious person who is carried away by envy towards the victim and who aspires to rewards from the harassing group. This figure was also described by González de Rivera (2002: 116): "A specular image of the harasser is the climber, a brilliant and ambitious individual, whose great ability (...) allows him to become a champion of the harasser and an ideal substitute for the harasser. "The harassment group is needed to use the" climbing "when it has to maintain appearances, that is, when appropriating directly the charges of the victim or his belongings would bring him discredit within the institution and it is then that they allow the ascension of the "climb". These situations occur in those institutions that, by taking care of the corporate image, cover themselves with a veneer of great values, such as occurs in unions and NGOs.

### **3.3 - Harassment in the media**

When speaking of moral harassment in social spaces, we cannot fail to mention the most common, the one that uses the mass media. Harassment through the media is called media harassment. Media harassment is a concept that is identified with moral harassment since the effects are the same, they discredit, through injury and slander and this concept encompasses both virtual harassment, cyber-intimidation and

journalistic harassment in its two versions: strategic or economic. Strategic journalistic harassment is one that seeks to discredit an opponent and is routinely used by politicians and by some companies in the form of unfair competition towards a political rival or a product on the market, very interesting aspects but which exceed the claims of this communication, so we only mention it. For its part, economic journalistic harassment seeks profit through the harassment and persecution of more or less popular characters invading their privacy, following a parameter very similar to that developed by psychopaths obsessed by a character (stalking). The concept of media harassment was defined by the author in 2005 (Parés) (16) as follows: "This term is used to identify situations in which a person or a group of people carry out a set of behaviours characterized by a psychological violence, applied systematically for a time on another person tending to provoke the discredit of the same, using for it any mass communication means ". (Parés, 2005). Therefore, they are strategies used to discredit a person through gossip and rumour. Moral harassment in the form of harassment called cyberbullying has also emerged in the world of new technologies. The author carried out a conceptual analysis of the phenomenon (Parés) (17) in order to clarify the existing terminological confusion due to the novelty of the means used to harass, such as new Internet technologies. This terminological proposal aims to distinguish between bullying and harassment; understanding that in the first hostile behaviour has a beginning and an end. The intimidation begins when the victim is threatened and harassed and ends when the victim receives the message, either through the computer or the mobile phone. On the other hand, when we use the term harassment, we must refer to situations that, despite having a single initial situation in which the hostile treatment towards the victim is manifested, this situation continues over time; that is, there is a repetition or chronification of the humiliations. These are situations where hostile and degrading communication has no way of ending, and this is done in accordance with the means used. We all know that the humiliations published on websites, forums and mailing lists are permanently public, since new users can access hostile information many years after the publication of the first message, so the discredit towards the humiliated person is permanent. and without an expiration date. It is precisely this constancy in time that allows it to be considered as a situation of harassment. In addition to distinguishing between bullying (punctual event) and harassment (repetition over time), we propose two types of nomenclature based on the recipients of harassment, in order to distinguish when there is only one receptor and when the humiliations are more public. We define cyber-bullying as "the promotion of hostile behaviour of an individual who intends to harm other individuals, through the use of individual receiving communications and computer technology; for example, electronic mail (email), cell phones, text messages (text messaging), and instant messages (instant messaging) "(Parés 2006). Being translated into English as cyberbullying. In this definition, hostile behaviour is held responsible not only for those who initiate it but for all those who promote and spread it. On the other hand, we define virtual harassment, as: "the harassment that is carried out through the social network of the person or the organization - who is slandered and disqualified. Using public Internet spaces such as websites, blogs, forums and mailing lists to create a truly organized campaign to destroy the social or professional credibility of a third party" (Parés 2006). Being its translation into English as network mobbing.

Once the meaning of the terms is clarified, it is necessary to make a brief approach to the phenomenon of the exercise of psychological violence through new information technologies. The exercise of violence perverts the use of new advances, since instead of transmitting information they transmit disinformation since they become propagators of hoaxes and discredit, which harm other human beings with impunity. Ultimately, the victims are defenceless. We have no doubt that these actions are promoted by unscrupulous people who take advantage of the lack of legislation in this regard, which gives them total impunity. According to most authors, bullying and harassment through cyberspace has serious consequences for the victim's health, good name and credibility; and despite this, all agree on the impunity of those who operate in this way. The defencelessness of the victim of cyber-bullying and virtual harassment is staggering in a state of law. In summary, we can affirm that the victim, be it a person or organization, adult or minor, is the main target of the bad intentions of someone who, by means of envious cruelty through the hoax, tries to harm them. There is no doubt that the promoters of the hoax are those subjects who move within the network of Internet networks, where they know that credibility is essential to belong to it. We conclude that defamation on the Internet does not have criminal repercussions, and only in some cases there are civil repercussions. If you have been the victim of harassment by someone seeking virtual revenge, the victim's possibilities of defence are limited to filing a civil lawsuit.

### **3.4 - Real Estate Mobbing**

The mechanism of bullying also occurs in the world of housing. We have seen, throughout this presentation, that the objective of every person who instigates harassment is the immoral desire to want to achieve the disappearance of the victim from the environment through the psychic destruction of the victim. In these situations, the harasser, directly or through a third party, spreads the rumour that there is something murky, or if there is no other to use, that communication with the victim was no longer possible. The victim must be "demonized" in such a way that he cannot receive support from anyone and therefore the expulsion of the victim from his habitat is near. The strategy of harassment is perverse since, on the one hand, the harasser claims to be concerned for the good of the victim and on the other hand denigrates it. This same mechanism, of saying one thing and doing another, is used by the harasser, with the environment, that is, with the witnesses to the violence, and with this the harasser tries to justify his aggressions in such a way that the witnesses accept the acts violent against the victim without lifting a finger in his defence. The definition of real estate harassment was defined by the social worker Jiménez González (18) in 2004, as follows: "This term is used to identify situations in which a person or a group of people perform a set of behaviours characterized due to psychological violence, applied systematically for a time to another person with whom he maintains a contractual link through an urban lease "Definition of José-Ramón Jiménez González (RTS, nº 175, September 2004 It is important that we know what they are The main characteristics of the real estate harassment so that we do not confuse it with other similar problems, we can say that it is about pressures that certain individuals and real estate companies carry out on the tenants with the objective that they leave the house. There are two types of real estate mobbing (Parés 2006 ) (19) depending on the motivation: the economic and the social. Real estate

harassment of an economic nature is the best known and pursues a lucrative purpose, while social harassment of a real nature does not pursue an economic benefit, but is based on other less obvious motivations manifesting itself as neighbourhood quarrels. The way to effectively address both types of real estate bullying is going to be different. Thus, the root causes of real estate mobbing of a speculative nature must be sought in the poor urban policy on the one hand and in the almost non-existence of public protection mechanisms for those affected. An interesting aspect of the issue is knowing what measures Administrations should take to avoid this kind of behaviour. We consider that there are two large blocks of measures: a large block made up of measures that will tackle the structural causes of the phenomenon and another block made up of measures that alleviate circumstantial situations or those of affected individuals.

## **CONCLUSIONS**

Moral harassment in any area where it arises is a social problem in which there is only one winner, everyone else from peers, organization, and society are losers. Victims of bullying are the ones who lose the most, due to all the disorders they suffer and that affect their health. The collaborators of organizational psychopaths and their accomplices lose moral qualities, because they have been contaminated by violence and have proven to be people who cannot be trusted; since they are responsible that in an organization the atmosphere of panic dominates. The fellow spectators, the so-called silent witnesses, those who have consented for fear of becoming the next victims, become suspicious and lose their enthusiasm for the job. The managers lose because they have to compensate for the loss of productivity caused by the lack of cooperation, the entrepreneurs also lose, because they have to bear the costs of all this at the internal level of the company. And society in general also loses in two key aspects, first because it has to assume the care costs of the victims and second because it has ceded social control to the manipulator, who is the one who is going to dictate what is allowed or what is prohibited in the relationships between people in the various fields: work, school, university, etc. In such a way that, consenting to the practices of harassment, society becomes a collaborating accomplice of the psychopath integrated in the process of destruction of a human being. There is no case where bullying is favourable. The stalker's techniques are aimed at convincing us to consent to the harassment of another human being. If the environment is allowed to manipulate, if it does not intervene, then mobbing is installed. All mobbing can be stopped. It just takes someone with a certain power to be genuinely interested, and to face the problem. The victim alone will not be able to cope with the harassing group and their balance will gradually deteriorate, with symptoms of stress and anguish appearing. The responsibility to end violent practices belongs to all human beings, it is not fair to delegate our own actions to others.

## **NOTES:**

(1) Fuertes Martínez, Francisco. Acoso grupal.

<http://www.acosomoral.org/leymann2.htm>.

(2) Parés Soliva, Marina. Definition. 2005.

<http://www.acosomoral.org/pdf/IntervencionAMT.PDF>.

(3) Parés Soliva, Marina. False Mobbing detection.

<http://www.psicologiajuridica.org/psj205.html>.

(4) Parés Soliva, Marina. Paradoxical communication.

<http://www.acosomoral.org/pdf/LaComunicacionParadojica.PDF>.

(5) Dan Olweus, psicólogo de la Universidad de Bergen (Noruega), en los años 70.

<http://www.acosomoral.org/indexolweus.htm>.

(6) Group and organizational factors in bullying. Parés. 2007.

<http://www.acosomoral.org/pdf/bullying2007.pdf>.

(7) Olweus (1993) that there are educational organizations with positive attitudes towards violence existed <http://www.acosomoral.org/pdf/bullying2007.pdf>.

(8) "An audit puts the NGO linked to the PP, Humanism and Democracy in an accounting bind again. This organization, in which several PP leaders are listed as employers, is being investigated in various Spanish autonomous communities for its numerous alleged irregularities".

<http://www.elplural.com/politica/detail.php?id=1421>.

(9) "Three Catalan government administrators are now managing the Fundación Intervida, whose offices in Barcelona were registered by the police on Wednesday by order of a judge who admitted the prosecution's complaint against the NGO for misappropriation, fraud, illicit association and corporate crime. "

<http://es.noticias.yahoo.com/afp/20070711/ten-corrupcion-ong-intervida-5823964.html>.

(10) "The president of the NGO Anesvad, José Luís Gamarra, was admitted to prison at dawn this Sunday, after testifying for several hours before the Guard judge, for his alleged involvement in a crime of misappropriation of funds from the aforementioned organization. As confirmed by legal sources, the case is under summary secrecy. Gamarra was arrested last Thursday in Bilbao after a complaint filed by a person related to the aforementioned NGO. This non-governmental organization manages an annual volume of more than 35 million euros, mostly from donations and contributions from partners ."

<http://www.libertaddigital.com/index.php?action=desanoti&cpn=1276300927>.

(11) Parés Soliva, Marina. " wolves in sheepskin ", who mingle among the good people, to impose their unethical and corrupt with flattery" (Parés).

<http://www.acosomoral.org/digamosNo.htm>

(12) and, the very fragrant case of "plugism" that occurs in the councils, <http://www.ajopringue.com/2003/06/30/mafias-sindicales/>

(13) "Complaints about existing fraud in subsidies for worker training courses are not new or recent. The Court of Accounts itself had denounced very serious irregularities in 1999. And several courts in Cádiz and the Balearic Islands had been investigating this matter for months. As EL MUNDO reveals today, the National Court has just opened proceedings to clarify whether the UGT and CCOO unions and some business organizations took advantage of these training grants to finance themselves. Judge Teresa Palacios, on whom this case has fallen, already has in her possession an extensive report sent by the Prosecutor's Office in which courses are collected, but never taken, forgery of signatures to swell the number of students, bulky and unjustifiable organization expenses, invoices for non-existent teaching material and other irregularities, probably criminal. It is not yet possible to quantify exactly the magnitude of the fraud, but it could be an amount of tens of billions of pesetas ".  
Corruption in unions ?

<http://www.elmundo.es/2002/07/26/opinion/1193295.html>.

(14) " Peter Hartz, a former Volkswagen chief of staff, was sentenced on 29 January to a two-year sentence of probation and a fine of € 576,000 for a scandal that exposed a vast network of union corruption, travel pleasure and orgies that he and the president of the works council, Klaus Volkert, wove over the course of a decade. The conviction came after an agreement negotiated between the Prosecutor's Office and the defence. Hartz offered to confess to union corruption to avoid jail and a new humiliation during the trial. At the second oral hearing of the process, the lawyer disclosed new details of Hartz's confession and stressed that his client had decided to buy from the chairman of the works council since important decisions could only be made with the support of the unions. Peter Hartz became a close collaborator of Chancellor Gerhard Schröder in the stage of social democratic government. He was the one who designed the labour reforms that bear his name and that are still applied by the German government. Hartz had to resign on the occasion of the publication of this scandal. For his part, Volkert was considered one of the most influential German trade unionists and between 1990 and summer 2005 he was chairman of the works council and a member of Volkswagen's supervisory board".

[http://www.cnt.es/cartagena/colaboraciones\\_corrupcion\\_sindicatos\\_alemanes.htm](http://www.cnt.es/cartagena/colaboraciones_corrupcion_sindicatos_alemanes.htm)

(15) " Citibank paid 650,000 euros to the CC OO, UGT and FITC unions to obtain their collaboration in different labor agreements. This is recognized by a car of the Provincial Court of Madrid on July 19 of this year. However, this court ruled that the facts, which had been denounced by CGT, should not be dismissed, as the gratification of companies to unions under the Penal Code was not a crime. The money was paid through the Baker & McKenzie law firm so that payments to the unions could be camouflaged. Citibank paid CC OO leaders at the company in 2003 with trips and tickets to see the Los Angeles Lakers ".

[http://www.kaosenlared.net/noticia.php?id\\_noticia=25148](http://www.kaosenlared.net/noticia.php?id_noticia=25148).

(16) Marina Parés. Diploma in Social Work. Media Bullying Def: "This term is used to identify situations in which a person or a group of people exercise a set of behaviours characterized by psychological violence, applied systematically for a time on another person tending to cause the loss of prestige of the same, using for it any mass media "June2005 <http://www.acosomoral.org/indexmediatico.htm>.

(17) Cyber bullying. The author carried out a conceptual analysis of the phenomenon (Parés 2006) <http://www.acosomoral.org/pdf/ciberacoso.PDF>.

(18) Jiménez González in 2004, as follows: "This term is used to identify situations in which a person or a group of people carry out a set of behaviours characterized by psychological violence, applied systematically over time to another person with whom he maintains a contractual link through an urban lease "Definition of José-Ramón Jiménez González (RTS, nº 175, September 2004.

<http://www.acosomoral.org/inmo1.htm>.

(19) two types of real estate mobbing (Parés 2006) Excerpt from the article "Social Optics of Real Estate Mobbing" carried out by Marina Parés president of the European Information Service on Mobbing, presented at the Conference on Real Estate Mobbing and Right to Housing. Barcelona. April 2006. Based on the work of attorney Roser Plandiura, a specialist in real estate mobbing.

<http://www.acosomoral.org/inmo9.htm>

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