Workplace Harassment and its impact on Society: A Qualitative Evidence Synthesis

KBN De Silva[#]

Faculty of Criminal Justice, General Sir John Kotelawala Defence University, Sri Lanka

[#]desilvakbn@kdu.ac.lk

Abstract: *Harassment has been a pervasive social issue since the dawn of human history. With the rapid expansion of society, it has become commonplace for one person to cause trouble for another. Harassment in the workplace includes any conduct that demeans or threatens an individual employee or group of employees. It has become a vital concern for practitioners and researchers to focus on workplace harassment, as it is one of the most delicate issues in effective workplace management, as aggressive workplace behaviours are a significant source of stress. There is an ongoing debate about whether workplace harassment affects employees' job satisfaction, is detrimental to their personal lives, and contributes to various social problems. Hence, the prime intention of the study is to determine the nature of workplace harassment and its impact on society. A systematic qualitative review was conducted to integrate previous empirical research studies and investigate the "themes" that span individual qualitative studies; articles were selected using the purposive sampling technique. Accordingly, a thematic analysis method was used to conduct the narrative synthesis. In line with the study, it is revealed that harassment can affect anyone in any workplace. While generalisations about harassers and organisational risk factors can foster a culture of harassment, toxic behaviours and harassment are not mutually exclusive. According to the study, harassment can affect anyone at work. Toxic behaviour and harassment are not mutually exclusive, despite the fact that generalisations about harassers and organisational risk factors can foster a culture of harassment. As a result of workplace harassment, a large number of individuals have suffered, which may affect their mental and social health and cause them to become addicted to inappropriate behaviours.*

Keywords: Bullying, Mobbing, Workplace mistreatment

1. Introduction

Since the dawn of human history, harassment has been a pervasive issue in society. With the rapid growth of the mankind, it became common for one human being to cause trouble for another. Simultaneously with the abolition of the feudal social system and the advent of industrialization, the complexity of human lifestyles increased, and the lifeforms have become complex in the 21st century as the precursor to modern society. In a monetary-based economic and social system, employment has become essential for survival. In the modern world, the employment field is divided into two groups of categories as private and public segments. Harassment in the workplace includes any conduct that demeans or threatens an individual employee or group of employees (Williams, 2001). It has become a crucial fact for practitioners and researchers to focus on workplace harassment, as it is one of the most delicate issues in effective workplace management, as aggressive workplace behaviours are a significant source of stress (Tehrani, 2004). The issue of workplace

harassment is often overlooked by managers in Asian nations (Rokonuzzaman et al., 2011). Researchers and governments have given it considerable consideration since the 1980s. Harassment and bullying are significant psychosocial hazards according to international occupational health and safety legislation (Concha-Barrientos et al., 2001). Workplace harassment includes overbearing supervision, constant criticism, and a dearth of promotion opportunities (Landau, 2018). Moreover, workplace harassment is belittling, or threatening behaviour directed at an employee or employees. Workplace harassment is becoming one of the most sensitive areas of effective workplace management. Shetty et al. (2017) used a quantitative cross-sectional exploratory survey to identify workplace Harassment among employees and revealed that workplace harassment needs immediate attention to improve. Although most employees have experienced harassment they fear losing their jobs and facing other repercussions if they speak out the truth (Shetty, 2017).

Accordingly, there is an ongoing debate about whether workplace harassment affects employees' job satisfaction, is detrimental to their personal lives, and contributes to various social problems. Hence, the prime intention of the study is to determine the nature of workplace harassment and its impact on society.

2. Methodology

To identify the nature of workplace harassment and its impact towards the society, a systematic qualitative review was conducted sing previous empirical research studies and the articles were selected using the purposive sampling method. In line with that, the thematic analysis method was utilised to conduct the narrative synthesis.

3. Discussion

There are several synonyms for emphasising the term of workplace harassment as "Mobbing," "workplace bullying," "workplace mistreatment," "workplace aggression," "workplace molestation," and "workplace abuse." (Lewis et al., 2002). The term "harassment" refers to multiple types of discrimination and acts of violation committed in the workplace, and they are not limited to a single group of individuals. The various forms of inappropriate behaviour in the workplace can be roughly classified as either emotional abuse or physical abuse. These forms of harassment in the workplace are directed at a wide range of individuals, including women, men, racial minorities, homosexuals, individuals with disabilities, immigrants, and others. Harassment in the workplace cannot be characterised by a single definition that is both consistent and concrete, which necessitates a pluralistic approach (Brooks, 1999). Workplace harassment can be defined as "repetitive irrational behaviour that endangers the health and safety of an employee or group of employees." Harassment in the workplace can take the form of systematic discrimination or assault. Harassment in the workplace can be harmful to both a person's physical and mental health (Ezer, 2012). According to Rosa Brook, workplace harassment is based on two premises. First, everyone should have the right to be "free from abusive treatment at work," regardless of gender, race, sexual orientation, or any other defining characteristic. As the right to be free from abuse is a fundamental human right, any form of discomfort or discrimination in the workplace is considered harassment. Secondly, workplace harassment results in problems that are detrimental to the victims. In the workplace, discrimination prevents victims from advancing their careers, thereby reducing their capabilities (Brooks, 1999).

A prevalent misconception about workplace harassment is that it consists solely of sexual harassment in the workplace. Although sexual harassment is a prevalent form of workplace harassment, the United States Department of Labor defines workplace harassment as more

than just sexual harassment. "It may involve 'quid pro quo harassment, which occurs when employment decisions or treatment are based on submission to or rejection of unwanted behaviour, typically of a sexual nature. It is so severe or pervasive that it creates a hostile or offensive work environment or results in a negative employment decision." Consequently, workplace harassment is a broader category that includes sexual harassment ("Workplace harassment", 2011). In accordance with the previous empirical research studies and the relevant literature, there are several distinct types of workplace harassment have been identified, as below-mentioned Figure 01.
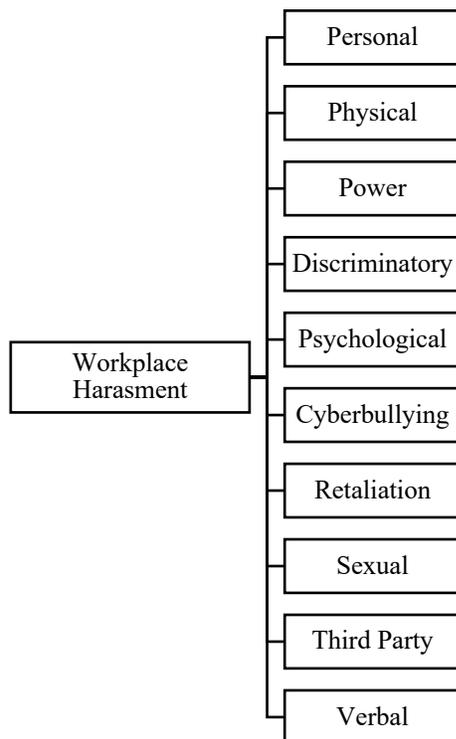

Figure 01: Types of workplace harassment

A. Personal Harassments

Personal harassment is not based on one of the protected classes, such as religion, race, or gender. It is the most basic form of bullying, and while it is not illegal, it can still cause significant harm. There are few types of personal harassment could be identified as inappropriate comments, offensive jokes, critical remarks, ostracizing behaviors, intimidation tactics and personal humiliation (Yahnke, n.d). Personal harassment frequently referred to as bullying in the workplace, has historically been kept secret, and those who were tormented personally have suffered in silence. A significant percentage of the targets either left the organization or became passive-aggressive team members. On the other side, personal harassment is no longer concealed. This issue is becoming a significant factor in low morale, high employee turnover, and rising workplace violence (Morrison, 2006).

B. Physical Harassment

Physical harassment also referred to as workplace violence, is a form of workplace harassment characterized by physical attacks or threats. In extreme circumstances, physical harassment may constitute an assault. Physical gestures such as playful pushing can blur the line between appropriate and inappropriate, as it is up to the recipient to determine whether the behaviour makes them feel uncomfortable. Physical harassment should be taken very seriously in the workplace and thoroughly explained in codes of conduct and policies to better define this line. Direct threats intending to inflict harm are one of the few types of physical harassment that can be identified. Other types of physical harassment include as attacks, threatening behaviour, and property destruction are all forms of intimidation *(Layden, 1996). The definition of workplace violence is physical threats and assaults against employees. Two primary*

64

*perpetrators of workplace violence are criminals posing as clients and fellow employees (*LeBlanc,2002).

C. Power Harassment

A common form of workplace harassment, power harassment, is characterized by an imbalance of power between the harasser and the harassed. The harasser exercises their authority by intimidating a subordinate victim in the workplace. The harasser is frequently a supervisor or manager who victimizes subordinates (Takano, 2021). Power harassment is not restricted to a particular type of conduct. It can be either verbal in the form of intimidation or physical in the form of violent acts. Most of the time, it is psychological. The harasser subjects the victim to impossible and unreasonable demands, Demands well below the employee's skill level, and intrusion into the employee's private life (Hsiao, 2014).

D. Discriminatory Harassment

All unlawful workplace harassment is discriminatory; however, unlike verbal and physical harassment, discriminatory harassment is defined by its intent rather than its execution. In this instance, the bully is harassing the victim in part due to the victim's membership in a protected class. Racial harassment, gender Harassment, Religious Harassment, disability-based harassment, sexual orientation-based harassment, and age-based harassment are the most prevalent and easily identifiable forms of discriminatory harassment (Okechukwu et al., 2014). A person's race, skin colour, ancestry, origin, country, or citizenship can all be factored in whether they are the target of racial harassment. Even people's preconceived notions about what it means to be a particular ethnicity could be to blame. Racial harassment frequently forms slurs, insults, jokes, degrading comments, intolerance of differences, and disgust at those who are different (Kirkinis, 2022). Harassment based on

a person's gender is characterised by discriminatory behaviour. Often, the harassment is motivated by negative gender stereotypes regarding how men and women should or act (Main, 2021). Harassment based on disability is a form of workplace harassment that targets people who either suffer from a disability themselves, are acquainted with a disabled person, or use disability services. Harassment based on disability can take place in a variety of settings. A person with a disability may be subjected to harassment by hurtful teasing, patronising comments, and refusals to reasonably accommodate the person's needs or isolation (Cantu & Heumann, 2002). Harassment based on a victim's sexual orientation is acknowledged as a valid form of discrimination in the workplace. Harassment is directed at victims because their sexual orientation differs from those in their immediate environment. Depending on their work line, individuals of any sexual orientation may be subjected to this form of harassment (Badgett et al., 2008)

E. Psychological Harassment

When someone is subjected to psychological harassment, it can negatively affect their mental health (Sondaite & Vinciūnaitė, 2017). Those subjected to psychological harassment frequently experience humiliation and invalidation on either a personal or professional level or on both. The damage is done to a victim's psychological well-being frequently causes a domino effect, which affects the victim's physical, social, and professional health (Glina & Rocha,2017). Some examples of psychological harassment include isolating or denying the victim's presence, belittling or trivialising the victim's thoughts, discrediting the victim or spreading rumours about the victim, and opposing or challenging everything the victim says (Trépanier et al., 2012).

F. Cyberbullying Harassment

Employers are adopting new technology to attract younger workers and reap the benefits of a digitally interconnected environment. Instant messaging tools such as Slack and Workplace by Facebook, for instance, provide ease and speed (Karthikeyan, 2020). Nonetheless, there are disadvantages to this digital world. Examples of Online Harassment Cyberbullying and online harassment pose a significant threat to employers. Among many other things, cyberbullies may distribute humiliating information about the victim via bulk email or chat and Spread misinformation or rumours about the victim on social media (Madden & Loh, 2018).

G. Retaliation Harassment

A form of workplace harassment that is frequently ignored is referred to as retaliation harassment. This covert method of retaliation is also known as indirect retaliation (Solano & Kleiner, 2003). When someone harasses another individual with the intention of exacting revenge and discouraging the victim from acting similarly in the future, this type of behaviour is known as retaliation harassment (Vodanovich & Piotrowski, 2014).

H. Sexual Harassment

Choo et al. (2021) have stated in their study of "Sexual Harassment in Workplace" that Sexual harassment is one of the numerous difficulties employees deal with. It has adverse effects on both genders, but women are disproportionately affected. Moreover, due to the increasing number of sexual harassment cases involving employees, it is necessary to investigate this issue in depth to better understand its causes and effects. This will help movements, programmes, and others work towards a resolution. It would result in a safer workplace where gender equality and the rights of all employees are respected (Choo et al., 2021). Sexual harassment is unwanted sexual advances, behaviour, or conduct. Courts view sexual

harassment in the workplace as unlawful discrimination (Mcdonald, & Charlesworth, 2015). Other types of harassment may take time and increase severity to create a hostile work environment, but sexual harassment usually causes discomfort and negatively impacts the victim immediately (Hersch, 2018). Sexual harassment includes pornography, posting sexual posters, sexual comments, jokes, questions, inappropriate sexual touching, and invading personal space sexually (Hadi, 2018). Quid pro quo sexual harassment is yet another form of workplace sexual harassment in society. The phrase "this for that" translates to "quid pro quo," a form of exchange-based sexual harassment (Chen, 2015). If an employee is offered employment benefits on the condition that they engage in sexual behaviour, this is commonly referred to as quid pro quo sexual harassment (Scalia, 1998). Typically, a manager or senior-level employee, the harasser may offer something of value in exchange for a sexual favour. It is also a type of blackmail. Categories of Quid Pro Quo Sexual Harassment is in exchange for romantic or sexual services, and the victim could receive a job offer, receive a promotion, receive a raise, receive opportunities, avoid a demotion, and Avoid termination (Dickinson, 1995). Quid pro quo sexual harassment can be either explicit or implicit. The harasser may either directly or subtly request the exchange (Brase & Miller, 2001).

I. Third Party Harassment

The term third-party harassment refers to a form of workplace harassment committed by an individual not affiliated with the organisation in which they are employed (Middlemiss, 2020). Instead of being a boss, supervisor, or colleague at the company, the offender is a vendor, supplier, customer, or client of the business. The victims are typically young adults working jobs with low status or low power (Barth, 2013). They are the ideal victims because of their

positions in the company, their lack of experience, and their unwillingness to cause a scene. As a result of the fact that it does not fit the typical narrative, third-party harassment continues to be under-recognized (Hand, 2013).

J. Verbal Harassment

One of the potential causes of verbal harassment in the workplace is personality conflicts that have grown to the point where they are no longer resolved with a simple eye roll or something more serious (Zaidan, & Pandin, 2021). Verbal abuse, in contrast to forms of harassment based on discrimination, is frequently not considered illegal. Someone who is consistently mean or unpleasant can be engaging in verbal harassment (Romond, 2022). Because of this, a significant amount of verbal harassment can be particularly harmful because it frequently goes unnoticed and unresolved (Roshaan, 2018).

K. Impact of Workplace Harassment on Society

There is a positive correlation between the amount of alcohol consumed and the severity of harassment in the workplace. People drink for various reasons, one of which is to self-medicate the uncomfortable feelings resulting from problematic social conditions. Therefore, an increase in the consumption of alcohol is linked to the negative social distress experienced in workplaces. In addition, because sexual or racial harassment in the workplace cannot be easily distinguished from workplace harassment, victims are unable to seek redress through the legal system or from institutions. Instead, they turn to drinking to relieve the emotional strain in their lives (Richman et al., 2001). According to a study conducted by Nolen-Hoeksema and Harrell in 2002, although both men and women are at risk of developing an alcohol use disorder because of harassment in the workplace, men are more likely to cope with the situation by drinking than women are. On the other hand, women rely on their more extensive network of

social connections to find emotional support (Rospenda, 2008).

Moreover, a survey conducted in 2004 on a representative sample of workers at a plant that assembles heavy machinery discovered that women are more sensitive and receptive to harassment in the workplace, and as a result, women have a greater tendency to drink (Messick, 2004). Women tend to experience more severe consequences from alcohol consumption compared to men (Rospenda, 2008). A mail survey completed at four different points by a cohort of 1,654 employees revealed that the positive correlation between alcohol consumption and workplace harassment persists after retirement. Even when the immediate stressors are absent, the victims' alcohol consumption remains elevated. The reason for the lasting effect, according to the study, is that moderate alcohol consumption may have inhibited self-medication of stress-induced distress during work role occupation (Richman, 2006). When a person has post-traumatic stress disorder (PTSD), their place of employment may be a battlefield for them. PTSD is commonly thought of as a wound sustained during combat but can also affect workers. The study also shows that the severity of post-traumatic stress disorder (PTSD) varies depending on the time that harassment was experienced and how persistent it was. The more recent and frequent the harassment in the workplace, the more severe their post-traumatic stress disorder (PTSD) symptoms were (Matthiesen, 2004). According to a study by Mikklesen et al. (2002), 76 per cent of respondents experienced PTSD. However, Mikklesen and Einarsen qualify the notion that workplace harassment directly causes PTSD. They contend that other traumatic events, not workplace harassment, are primarily responsible for the victims' PTSD symptoms. The study concludes that the exposure of victims to other traumatic life events may increase their

susceptibility to workplace harassment (Mikkelsen et al., 2002).

In addition to PTSD and alcoholism, victims of harassment in the workplace also experience various detrimental psychological effects. An examination of the self-reported health symptoms and the physiological stress reactivity of 437 employees reveals that employees who have experienced workplace harassment exhibit a higher level of anxiety and nervousness when compared to employees who have not been subjected to such harassment on the job. This finding contrasts with employees who have never been subjected to such harassment (Hansen et al., 2006). A survey conducted by another researcher with 156 victims of workplace harassment found that 79.4 per cent of respondents suffer from stress, 64.7 per cent from depressive symptoms, 64 per cent from tiredness, 59 per cent from a lack of confidence, 58 per cent from humiliation and guilt, and 58 per cent from nightmares (Lewis, 2001).

4. Conclusion

According to the study, harassment can occur in any workplace and affect any employee. Toxic behaviours and harassment are not mutually exclusive, despite the fact that generalisations about harassers and organisational risk factors can contribute to the development of a harassment culture within an organisation. It is also possible to conclude that, as a result of the numerous forms of workplace harassment, a large number of individuals have endured suffering, which may affect their mental and social health and may also lead them to become dependent on inappropriate behaviours.

References

"Maintaining a harassment-free workplace". (2022). Retrieved from https://web.archive.org/web/2012032803435 0/http://apsc.gov.au/publications01/harassmen t.htm

"Workplace harassment". U.S. Department of Labor. dol.gov. U.S. federal government. Retrieved from https://www.dol.gov/oasam/programs/crc/20 11-workplace-harassment.htm

Badgett, M. V. Lee; Sears, Brad; Lau, Holning; Ho, Deborah. Law Journal Library - HeinOnline.org. (2008). Retrieved from https://heinonline.org/HOL/Page?handle=hein. journals/chknt84%C3%B7=25&g_sent=1&casa _token=RDDFR5K0RAwAAAAA:-uKgJ-owMSvpbHSLBwZULZouFYKDU8YRLx7QAMtW MhgxU9OCqaL6Qi_mZaF9YmW7JL-KfkBBkfcM&collection=journals

Barth, S. (2013). Third-Party Harassment: Expanding the Scope of Sexual Harassment. Hospitality & Tourism Educator, 7, 5–6. doi: 10.1080/23298758.1995.10685650

Brase, G., & Miller, R. (2001). Differences in the perception of and reasoning about quid pro quo sexual harassment. Psychology, Evolution & Gender, 3, 241–

Brooks, R. E. (1999). Dignity and Discrimination: Toward A Pluralistic Understanding of Workplace Harassment. Retrieved from https://scholarship.law.georgetown.edu/facpu b/1134

Cantu, N., & Heumann, J. (2002). Memorandum on Harassment Based on Disability. ResearchGate. Retrieved from https://www.researchgate.net/publication/23 4610530_Memorandum_on_Harassment_Based _on_Disability

Chen, Q. (2015). Quid pro Quo sexual harassment of George Simon. ResearchGate. doi: 10.13140/RG.2.1.4389.3604

Choo, E. Y., & Seow Ping, N. T. (2021). Sexual Harassment in Workplace: A Literature Review. International Journal of Humanities & Social Studies, 9, 29–34. doi: 10.24940/theijhss/2021/v9/i8/HS2108-023

Concha-Barrientos, M., Imel, N.D., Driscoll, T., Steenland, N.K., Punnett, L., Fingerhut, M.A., Prüss-Üstün, A., Leigh, J., Tak, S.W., Corvalàn, C. (2004). Selected occupational risk factors. In M. Ezzati, A.D. Lopez, A. Rodgers & C.J.L. Murray (Eds.), Comparative Quantification of Health Risks. Geneva: World Health Organization.

Dickinson, L. (1995). Quid Pro Quo Sexual Harassment: A New Standard. ResearchGate. Retrieved from https://www.researchgate.net/publication/241807194_Quid_Pro_Quo_Sexual_Harassment_A_New_Standard

Ezer, Marius; Ezer, Oana Florentina (2012). "Workplace harassment, mobbing phenomenon". Perspectives of Business Law Journal.

G. M., B., & Morrison, E. (2006). What happens when the harassment is personal? J. Med. Pract. Manage., 21(4), 211–214. Retrieved from https://europepmc.org/article/med/16562522

Glina, D., & Rocha, L. (2017). Understanding the process of workplace psychological harassment: differences between organizational and interpersonal psychological harassment. Revista de Medicina, 96, 1. doi: 10.11606/issn.1679-9836.v96i1p1-13

Hadi, A. (2018). Workplace Sexual Harassment and its Underreporting in Pakistan. European Journal of Interdisciplinary Studies, 10, 148. doi: 10.26417/ejis. v10i1.p148-153

Hand, J. (2013). Employer's Liability for Third-Party Harassment: An 'Unworkable' and Superfluous Provision? Industrial Law Journal, 42, 75–84. doi: 10.1093/indlaw/dws039

Hansen, Åse Marie; Hogh, Annie; Persson, Roger; Karlson, Björn; Garde, Anne Helene; Ørbæk, Palle (January 2006). "Bullying at work, health outcomes, and physiological stress response". Journal of Psychosomatic Research. 60 (1): 63–72. doi: 10.1016/j.jpsychores.2005.06.078. PMID 16380312

Hersch, J. (2018). Valuing the risk of workplace sexual harassment. Journal of Risk and Uncertainty, 57. doi: 10.1007/s11166-018-9288-0

Hsiao, P. (2014). Law Journal Library - HeinOnline.org. The tort work bullying in Japan. Retrieved from https://heinonline.org/HOL/Page?handle=hein.journals/uclapblj32%C3%B7=12&g_sent=1&casa_token=BOYgDchjwwIAAAAA:hlBPlS9AVqWjEnsdexL3Gs9Z26RjCNRpKKexRb6xXgRSpRw0VqJHC_vNoxMXwuEt7KbClrYj_cmb&collection=journals

Karthikeyan C, K. C. (2020). Workplace-Cyberbullying-and-Its-Impact-on-Productivity. ResearchGate, 18. doi: 10.4018/978-1-6684-5594-4.ch076

Kirkinis, K., (2022). The Impact of Workplace Racial Harassment on Inclusion and Talent Retention - ProQuest. (2022, July 24). Retrieved from https://www.proquest.com/openview/2bd131b261e43a8972583c657f762a09/1?pq-origsite=gscholar&cbl=18750&diss=y

Landau, P. (2018). Bullying at work: your legal rights. the Guardian. Retrieved from https://www.theguardian.com/careers/2017/mar/29/bullying-at-work-your-legal-rights

Layden, Dianne R. (1996), "Violence, the emotionally enraged employee, and the workplace: managerial considerations", in Curry, Renée R.; Allison, Terry L. (eds.), States of rage: emotional eruption, violence and social change, New York, New York: New York University Press, pp. 48–49, ISBN 9780814715307*.*

LeBlanc, Manon Mireille; Kelloway, E. Kevin (June 2002). "Predictors and outcomes of workplace violence and aggression". Journal of Applied Psychology. 87 (3): 444–453. doi:10.1037/0021-9010.87.3.444. PMID 12090602.

Lewis, J., Coursol, D., & Wahl, K. H. (2002). Addressing issues of workplace harassment: counseling the targets. Journal of Employment Counseling, 39(3), 109–116. doi: 10.1002/j.2161-1920. 2002.tb00842.x

Lewis, Jacqueline; Coursol, Diane; Wahl, Kay Herting (March 2001). "Addressing issues of workplace harassment: counseling the targets". Journal of Employment Counseling. 39 (3): 109–116. doi:10.1002/j.2161-1920. 2002.tb00842.x

Madden, C., & Loh, J. (2018). Workplace cyberbullying and bystander helping behaviour. International Journal of Human Resource Management, 31, 1–25. doi: 10.1080/09585192.2018.1449130

Main, A. (2021). Measuring Workplace Harassment Based on Gender Nonconformity. International Journal of Business and Management Research, 9, 11–19. doi: 10.37391/IJBMR.090103

Matthiesen, Stig Berge; Einarsen, Ståle (2004). "Psychiatric distress and symptoms of PTSD among victims of bullying at work". British Journal of Guidance

& Counselling. 32 (3): 335–356. doi:10.1080/03069880410001723558. Pdf.

Mcdonald, P., & Charlesworth, S. (2015). Workplace sexual harassment at the margins. Work, Employment & Society, 30. doi: 10.1177/0950017014564615

Messick Svare, Gloria; Miller, Leonard; Ames, Genevieve (2004). "Social climate and workplace drinking among women in a male-dominated occupation". Addictive Behaviors. 29 (8): 1691–1698. doi: 10.1016/j.addbeh.2004.03.033. PMID 15451139.

Middlemiss, S. (2020). Liability of employers for third party harassment in the UK. International Journal of Law and Management, ahead-of-print. doi: 10.1108/IJLMA-06-2020-0171

Mikkelsen, Eva Gemzøe; Einarsen, Ståle (March 2002). "Basic assumptions and symptoms of post-traumatic stress among victims of bullying at work". European Journal of Work and Organizational Psychology. 11 (1): 87–111. doi:10.1080/13594320143000861.

Neuman, Joel H.; Baron, Robert A. (June 1998). "Workplace violence and workplace aggression: evidence concerning specific forms, potential causes, and preferred targets". Journal of Management. *24 (3):391-419.* doi*:10.1177/014920639802400305.* Pdf.

Okechukwu, C. A., Souza, K., Davis, K. D., & de Castro, A. B. (2014). Discrimination, harassment, abuse, and bullying in the workplace: Contribution of workplace injustice to occupational health disparities. Am. J. Ind. Med., 57(5), 573–586. doi: 10.1002/ajim.22221

Richman, Judith A.; Rospenda, Kathleen M.; Flaherty, Joseph A.; Freels, Sally (2001). "Workplace harassment, active coping, and alcohol-related outcomes". Journal of Substance Abuse. 13 (3): 347–366. doi:10.1016/S0899-3289(01)00079-7. PMID 11693457.

Richman, Judith A.; Zlatoper, Kenneth W.; Zackula Ehmke, Jennifer L.; Rospenda, Kathleen M. (2006). "Retirement and drinking outcomes: lingering effects of workplace stress?". Addictive Behaviors. 31 (5): 767–776. doi: 10.1016/j.addbeh.2005.06.001. PMID 15994026.

Rokonuzzaman, M., & Rahman, M. (2011). Workplace Harassment and Productivity: A Comprehensive Role of Strategic Leadership. Journal of General Education, 1, 41–49. Retrieved from https://www.researchgate.net/publication/299594576_Workplace_Harassment_and_Productivity_A_Comprehensive_Role_of_Strategic_Leadership

Romond, R. (2022). The Role of Race in Physical Assault and Verbal Harassment. ResearchGate.

Retrieved from https://www.researchgate.net/publication/26993809_The_Role_of_Race_in_Physical_Assault_and_Verbal_Harassment

Roshaan, M. (2018). Verbal Harassment of Women at Workplaces of Kandahar City, Afghanistan. International Journal of Scientific and Research Publications (IJSRP), 8. doi: 10.29322/IJSRP.8.10.2018.p8215

Rospenda, Kathleen M.; Fujishiro, Kaori; Shannon, Candice A.; Richman, Judith A. (July 2008). "Workplace harassment, stress, and drinking behavior over time: gender differences in a national sample". Addictive Behaviors. 33 (7): 964–967. doi: 10.1016/j.addbeh.2008.02.009. PMC 2442899. PMID 18384975.

Scalia, E. (1998). The strange career of quid pro quo sexual harassment. Harvard journal of law & public policy, 21, X. Retrieved from https://www.researchgate.net/publication/295553561_The_strange_career_of_quid_pro_quo_sexual_harassment

Shetty, A., & B V, N. (2017). Workplace Harassment among employees: An exploratory study. Archives of Medicine and Health Sciences, 5. doi: 10.4103/amhs.amhs_100_17

Solano, F., & Kleiner, B. (2003). Understanding and preventing workplace retaliation. Management Research News, 26, 206–211. doi: 10.1108/01409170310783943

Sondaite, J., & Vinciūnaitė, G. (2017). Experience of workplace psychological harassment. International Journal of Psychology: A Biopsychosocial Approach, 20, 83–103. doi: 10.7220/2345-024X.20.5

Takano, K. (2021). Workplace Harassment in Japan: Anti-Power Harassment Law of 2020 for the Common Good. ResearchGate. Retrieved from https://www.researchgate.net/publication/355757589_Workplace_Harassment_in_Japan_Anti Power_Harassment_Law_of_2020_for_the_Common_Good

Tehrani, N. (2004). Bullying: a source of chronic post-traumatic stress? British Journal of Guidance & Counselling, 32(3), 357–366. doi: 10.1080/03069880410001727567

Trépanier, S.-G., Fernet, C., & Austin, S. (2012). Workplace Psychological Harassment in Canadian Nurses: A Descriptive Study. Journal of health psychology, 18. doi: 10.1177/1359105312443401

U.S. Department of Labor. "What do I need to know about – workplace harassment". dol.gov. U.S. federal government.

Vodanovich, S., & Piotrowski, C. (2014). Workplace retaliation: A review of emerging case law. Psychologist-Manager Journal, 17, 71. doi: 10.1037/mgr0000015

Yahnke, K. (n.d) "Types of Workplace Harassment." Retrieved from https://www.i-sight.com/resources/11-types-of-workplace-harassment-and-how-to-stop-them

Zaidan, M., & Pandin, M. (2021). Constructivism Against Racism: Causes of Verbal Harassment Behavior Towards Asian Citizens During Covid-19 Pandemic. ResearchGate. doi: 10.31219/osf.io/4n5b3

Author Biography

Mr. Banuka Niroshan De Silva is a Lecturer (Probationary) at Faculty of Criminal Justice, General Sir John Kotelawala Defence University. He has been Graduated in BA (Hons) Criminology from the University of Sri Jayewardenepura. He is currently reading MPhil in Criminology at University of Sri Jayewardenepura and one-year Master in Sociology at the University of Colombo.