MEDIATION - BUSINESS TOOL TO PREVENT WORKPLACE HARASSMENT

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SUMMARY

The conflicts within organizations are a source of great economic and human losses, which may even lead to the closure of many companies. This study aimed to design a training program in conflict resolution and mediation business. The design used for the completion of the investigation was a pretest-intervention-posttest design with a control group. The sample included 104 subjects, 40 experimental and 48 control. To measure the change two instruments were applied before and after training. The program consisted of two intervention sessions of five hours. The results of parametric tests suggested a positive impact of the intervention, reducing ambiguity, role conflict and mobbing in business, becoming a tool of mediation in harassment prevention, to consider in the design of protocols for prevention mobbing.

ABSTRACT

Any dispute Arising Within Organizations are a source of great human and economic losses, Which May even lead to the closure of many companies. This study Aimed to design a training program in conflict resolution and mediation business. The design used for the realization of the research was a pretest-intervention-posttest with a Control group. The sample included 104 subjects, 40 experimental and 48 control. Two instruments to measure change Were applied before and after training. The intervention program consisted of two sessions of five hours. The parametric test results Suggested to positive impact of the intervention, reducing ambiguity, role conflict and mobbing in business, becoming a tool mediation in bullying prevention, to Consider in the design of protocols for prevention of mobbing.

KEYWORDS / KEYWORDS:

Mobbing, role conflict, role ambiguity, mediation, conflict resolution

INTRODUCTION

"We can not solve problems by thinking in the same way as when we created them" Albert Einstein (1879-1955)

Public and private companies have to deal with many low and absenteeism, stress, anxiety, mood disorders and psychosomatic disorders, among others. The workers' health has been compromised in recent years, considering the symptoms of stress and anxiety, reason for consultation in General Medicine and in Occupational Medicine. Health work and have a strong interrelation between them, work can have a positive influence on health (achievement motivation, aspirations, economic stability, professional recognition), but also negative. The pressure of society today on the labor market has gradually increased the pressure on companies, areas, departments, teams and between people. Globalization, the integration of women into working life, reconciliation of work and family life, diversity and multiculturalism in business, increasing overtime, falling wages, ARE, early retirement The economic crisis and the fear of losing the job, has generated in companies and organizations a lot of changes, some of them very positive, as the incorporation of new technologies, but other changes have finished destabilizing many companies, they have not been able to survive at this rate adaptations (Velia, 2007). In the XXI century and an economic crisis-torn country, new paradigms to try to find solutions to new problems and those that over time have been increasing emerge. We live in a time of crisis mood, which substantially affects the behavior of each of the members of the company. The climate of discouragement and pessimism are the source of countless daily conflicts, which are gradually undermining the good business performance. Knowledge of the organizational and individual variables, allow us to design new tools that provide solutions to the current conflicts, which are linked to economic, political and social changes. The violence is by no means a new issue to investigate, nor is violence that arises in the workplace. What is new is finding new tools to complement existing ones in the continuing work to prevent labor disputes, whether structural, cultural or interpersonal, in its many forms. Violence in the workplace has now become a source of concern within companies and organizations. Most people understand and make use of destructive conflict, negative conflict, but it may be positive. We see change as something that we find difficult to control, we fear being wrong. No value change is evolving, innovation is development, it is a sign of progress, adaptability. The reason why we fear change, is because to resolve the current conflicts, we make use of memory, how we have solved similar situations in the past and apply the same criteria to the current problem. And this leads to error, solutions to past problems, are no good options at this point, because the situations, people, times are not equal. The main objective of the study is to determine the effectiveness of an intervention based training in theoretical and practical training in mediation, where techniques related to conflict and role ambiguity apply. From this perspective, those who receive training in mediation, reduced rates of bullying and role conflict, I aumentanto role clarity in their job. To achieve this objective, it has proposed a quasi-experimental design with a group receiving training and a control group. Determine their effectiveness contribute to the design of protocols for prevention in the workplace. As more specific objective seeks to relate the existence of mobbing or investigate possible links between bullying, conflict and role ambiguity. The consequences of these relationships will be observed in companies with higher rates of mobbing, and also will be those with higher indicators of role conflict and role clarity minor. From this objective hypotheses that arise are: first, a theoretical and practical training based on knowledge of the concepts of mobbing and its consequences will attenuate the onset or development of mobbing process, based on arguments Cassitto studies et al. (2003) in which it stated that information and education concerning bullying and its consequences, providing adequate information to workers and the education of managers in conflict resolution, reduces the likelihood of workplace

harassment. Second, companies where most of the conflict and role ambiguity are the most affected by mobbing, according to results of Olmedo, Sanz and Torres (2007), from which it follows that role conflict leads to greater dissatisfaction labor, decreasing performance and contributing to the emergence of new conflicts within the organization, leading many in situations of mobbing.

METHOD

The study sample consisted of a total of 104 managers, senior and middle managers from different sectors, primarily the social sector with 30.8% and represented 13.5% of the total sample services sector. 60.6% belonged to Valencia capital, 26.7% belonged to the province of Valencia, 6.7% to the national territory and 6% internationally. The entire sample was allocated 40 to the experimental group and 48 to the control group. There was no refusal to participate, the sample mortality was 16 people. The selection process of the control group and the experimental group was randomized. To carry out the intervention strategies Questionnaire Workplace Harassment LIPT-60, Leymann Inventory of Psychological terrorization, as amended by Jose Luis Gonzalez de Rivera and Manuel J. Rodriguez in 2005. Conflict and questionnaire were used and Ambiguity Role, Spanish adaptation of Mansilla Izquierdo in 2009 Questionnaire Rizzo, House and Lirtzman (1970). To establish a baseline questionnaires mentioned in May 2012 were given, they were answered anonymously via the Internet, in order to be completed by the largest number of executives and managers, preserving confidentiality, following a methodology of type quasi-experimental, and experimental control group.

RESULTS

In this section a thorough description of the procedures used for the preliminary and exploratory data analysis is presented. The results of the Student t test for related samples, indicates significant differences in the scores of the control group in the first pass to the second test, the total number of strategies Harassment (NEAP) index, the global index mobbing (NIGAP) with a small effect size and the average rate of bullying (IMAP) with a moderate effect size, lower in the pretest and posttest more. The control group not only shows indicators of workplace harassment in the pretest, posttest but that indicators have increased over the previous mobbing pass tests. There are also significant differences with a high effect size in the variables clarity and role conflict, with greater clarity in the post and more role conflict in the pretest, as indicated by (Insert Table 1 here). The results of the Student t test for related samples shows significant differences in the scores of the experimental group in the first pass to the second test, with the overall rate of bullying (NIGAP) with a moderate effect size and the average rate of bullying (IMAP) with a small effect size, higher in the lower pretest and posttest. Contrary to what happened in the control group, the experimental group bullying rates decrease in the post, after the intervention. There are also significant differences with a small effect size in the variable role clarity, being greater role clarity in the post, as indicated by (Insert Table 2 here). By reducing role ambiguity, lower rates of workplace harassment in the experimental group, after training. The results of the analysis of the comparison between the experimental and control group in the pretest indicate that there are significant differences in the overall rates of bullying (GIFS), medium (IMAP) and the total number of strategies regarding harassment (NEGAP) between the control group and the experimental group, with higher rates of bullying in the control group. No significant differences between the control and experimental group in the pretest variables regarding clarity and role conflict. The results of the analysis of the comparison between the control group and experimental posttest

indicate that there are significant differences in the overall rates of bullying (GIFS), medium (IMAP) and the total number of strategies regarding harassment (NEGAP) between the control group and the experimental group, with higher rates of bullying in the control group (Insert Table 3 here). These results indicate higher rates of bullying in the posttest control group, implying the changes due to training in the experimental group, reducing rates of mobbing. No significant differences between the control and experimental group in the post with respect to the variables clarity and role conflict.

DISCUSSION AND CONCLUSIONS

Mobbing is a serious problem that companies face, the economic crisis aggravated the cinscurstancias why bullying occurs. Similarly, when staff is reduced for lack of financial resources conflict and role ambiguity increases because the demands and requirements are the same level of productivity, but with fewer human resources. Conflicts are a major cost, sick leave, absenteeism, complaints to the court or to labor inspectorates, layoffs, training new employees, are examples of situations they have to face businesses today. The growing increase of this problem led me to think in new prevention tools, I raised the possibility of designing protocols for prevention of mobbing in companies based on mediation as a first resource for conflict resolution. The object of this thesis is to analyze whether there is a relationship between mobbing, defined by Dr. Leymann (1990) as a "situation in which a person holds an extreme psychological violence, systematic and recurrent and during an extended period of another person or persons in the workplace in order to destroy communication networks of the victim or victims, destroy your reputation, disrupt the exercise of their duties and ensure that such person or persons ultimately end up abandoning the workplace " role conflict understood as the discrepancy or inconsistency between the person and the role it plays, and role ambiguity referred mainly to the uncertainty generated by the lack of information on the functions to be played by the worker and expectations are generated on the performance of their role. Companies with higher rates of bullying are those companies, more role conflict and less role ambiguity, ie there is greater clarity in the sense of a greater description of the reality his job. Always leave a margin when the task occurs in professions requiring expertise, having structured the job adversely affects the worker (Olmedo, Sanz and Torres, 2007). Regarding the main objective, which was intended to determine the effectiveness of an intervention based on a theoretical and practical training based on knowledge of the concepts of mobbing and its consequences in developing mobbing process, the results indicate compliance of scenario 3, he argued in studies Cassitto et al. (2003) in which it stated that information and education concerning bullying and its consequences, providing adequate information to workers and the education of managers in conflict resolution, reduces the likelihood of workplace harassment. The control group mobbing indicators increased compared to the first test pass, ie without any intervention, not only bullying disappears but is aggravated. On the contrary the experimental group, after training decreased indicators of workplace harassment, especially in the labor variables smear, progressive obstruction, intimidation manifested personal prestige. Similarly, after the intervention increased role clarity in the experimental group as executives and managers were more defined roles in the workplace, decreasing job stress and dissatisfaction with it. It seems demonstrated that training managers in mediation and conflict resolution would reduce the ambiguity, role conflict and mobbing in business, becoming a tool of harassment prevention, to consider in the design of protocols for prevention of mobbing . As explained in the intervention coincides with what could be called mediation as a useful and necessary tool in prevention protocols mobbing in companies. The good results in the experimental group indicate the importance of both primary preventions, training and informing all employees of the company on mobbing and its consequences, as well as conflict and role ambiguity,

and secondary, more specifically forming and detailed to stocks with higher risk indicators mobbing. Finally, as more specific goal they sought to relate the existence of mobbing or investigate possible links between bullying, conflict and role ambiguity. The results indicate in favor of the hypothesis 4, which gives companies more conflict and role ambiguity are the most affected by mobbing, coinciding with the results obtained by Olmedo, Sanz and Torres (2007), of which It follows that role conflict leads to greater job satisfaction, reducing performance and contributing to the emergence of new conflicts within the organization, leading many in situations of mobbing. That is, with increasing rates of bullying, role clarity decreases, increasing ambiguity and role conflict. It is concluded that firms with higher rates of bullying are also companies with managers and more senior role ambiguity and role conflict. Training in business that favors the reduction of the presence of mobbing, also diminish the role conflict, as shown by this discussion.

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