



# Intersecta Minds Journal

## Social Science and Management Science

ISSN: 3056-929X (Online)

**Pacific Institute of Management Science**

222/2 M.1 Phaholyothin Rd., Bantam, Mueang Phayao 56000

Phone +66(0)54 887-188, [www.ipacific.ac.th](http://www.ipacific.ac.th)

## Legislative Frameworks and Their Effectiveness in Addressing Workplace Harassment and Bullying: A Comprehensive Examination

### Author & Corresponding Author\*

1. Joseph T. Moraca\*
2. González Aguilar Vivian

### Affiliation:

- 1-2. Universidad Regional Autónoma de los Andes, Ambato, Ecuador.
1. Email: [moraca.t.j@gmail.com](mailto:moraca.t.j@gmail.com)
  2. Email: [vivian.gonzalez@gmail.com](mailto:vivian.gonzalez@gmail.com)

### Article history:

Received: 15/02/2024

Revised: 18/04/2024

Accepted: 25/08/2024

Available online: 01/09/2024

### How to Cite:

Moraca, J. T., & Vivian, G. A. (2024). Legislative Frameworks and Their Effectiveness in Addressing Workplace Harassment and Bullying: A Comprehensive Examination. *Intersecta Minds Journal*, 3(3), 59-75.



INTERSECTA MINDS JOURNAL  
SOCIAL SCIENCE AND MANAGEMENT SCIENCE

<https://so13.tci-thaijo.org/index.php/IMJ/index> | ISSN: 3050-929X (Online)

PACIFIC INSTITUTE OF MANAGEMENT SCIENCE

222/2 M.1 Phaholyothin Rd., Bantom, Mueang Phayao 56000 Phone +66(0)54 887-188, www.ipacific.ac.th



---

Original Research Articles

---

# Legislative Frameworks and Their Effectiveness in Addressing Workplace Harassment and Bullying: A Comprehensive Examination

Joseph T. Moraca<sup>1\*</sup> & González Aguilar Vivian<sup>2</sup>

---

## Abstract

This study examines the effectiveness of legal frameworks in fostering a safe and inclusive workplace by addressing harassment and bullying. Workplace bullying manifests in various forms, including verbal abuse, physical aggression, public humiliation, and social exclusion, leading to adverse consequences on employee well-being, productivity, and organizational performance. Factors such as stress, power imbalances, and heightened competition contribute to the persistence of workplace bullying. A comprehensive approach is necessary, including the implementation of zero-tolerance policies, reliable reporting mechanisms, and protections for all employees regardless of their abilities or backgrounds. A cross-sectional survey methodology was employed to assess the prevalence and impact of bullying and harassment across multiple sectors, including banking, education, government, hospitality, and multinational corporations. The study prioritized ethical considerations by ensuring participant confidentiality and obtaining informed consent. The findings indicate that at least one-third of the workforce is affected by bullying, either as victims or bystanders, leading to increased absenteeism, deteriorating health, and diminished workplace efficiency. To combat this pervasive issue, collective efforts from employers, employees, and stakeholders are required. Legislative frameworks should be continuously evaluated and updated to reflect the evolving nature of workplace dynamics. Employment contracts should explicitly outline the rights and responsibilities of both employers and employees regarding workplace dignity. Furthermore, anti-discrimination policies should comprehensively address biases based on gender, race, religion, sexual orientation, age, ethnicity, physical appearance, and other factors. Establishing a workplace culture rooted in respect and fairness is imperative to eliminating bullying and harassment in professional settings.

**Keywords:** Legal Framework; Bullying; Workplace Harassment; Environment; Stress

## **Introduction**

Bullying, which includes unfair maltreatment of workers in many forms, such as verbal abuse, intimidation, humiliation, and exclusion, is a common problem in today's workplaces. In addition to having adverse effects on victims' emotional and physical health, this issue is having a chilling impact on innovation, efficiency, and the bottom line. Rising stress levels, unequal distribution of power, and intense competitiveness are all elements that may lead to bullying in the workplace. There is much pressure on employees in today's fast-paced work atmosphere to do better than their coworkers, reach their goals, and meet deadlines. Individuals may turn to abuse as a means of getting an edge or establishing their control in such an atmosphere, which may lead to bullying behaviours. The issue may be made worse by power inequalities between superiors and subordinates. Mental health issues, including stress, anxiety, and depression, are common among bullied employees and may have a negative impact on their health and productivity. Bullying in the workplace also has the potential to raise turnover rates and absenteeism and diminish job satisfaction. When employees feel threatened or intimidated, it may have a negative impact on production, morale, and the company's image.

Thorough rules and processes have to be put in place to forestall bullying in the workplace. A zero-tolerance policy, widely disseminated to staff, and reliable channels for reporting violations are also part of these measures. This ensures that victims may report events securely and privately while also conveying a message to bullies that their behaviour will be taken seriously (Vijayakumar & Rajagopal, 2023). Protecting all faculties and limbs, including those necessary for survival, is guaranteed under Article 21 of the Constitution. It encompasses any harm, injury, or hindrance that impacts a person, whether it is permanent or temporary, and includes the use of any limb or faculty. Despite the prevalence of workplace bullying, affecting at least one-third of employees (Nielsen & Einarsen, 2018), significant gaps remain in the ability of organizations to prevent and respond effectively. Many organizations struggle to implement and enforce robust anti-bullying policies, often failing to provide adequate protection for employees. One critical gap, as noted by Tuckey et al. (2018), is the subtle exertion of authority, which allows bullying behaviors to persist under the guise of hierarchical control. Current legal frameworks often focus on individual experiences rather than addressing systemic power imbalances that enable workplace bullying.

Another major gap lies in the insufficient enforcement and adaptability of existing legal frameworks. While workplace policies may exist, they often lack clarity, consistency, and mechanisms for accountability. Many organizations treat anti-bullying regulations as compliance checkboxes rather than integral aspects of workplace culture. As a result, employees may feel discouraged from reporting bullying due to fear of retaliation or skepticism about the effectiveness of legal protections. Furthermore, there is a lack of research on how legal frameworks interact with corporate responsibility and organizational dynamics. Understanding these connections is essential for designing policies that not only deter bullying but also foster a more inclusive and respectful workplace culture. The absence of empirical studies assessing the real-world impact of anti-bullying laws on workplace behavior further limits the effectiveness of legal interventions.

This study aims to bridge these gaps by critically examining the effectiveness of current legal frameworks in addressing workplace harassment and bullying. It seeks to provide insights that could inform policymakers and organizational leaders on necessary reforms, ensuring that laws are more responsive to evolving workplace realities. Additionally, this research highlights the need for greater awareness among employees and employers regarding their legal rights and responsibilities. By addressing these gaps, the study contributes to a broader understanding of workplace bullying, its consequences on mental health and productivity, and the necessity of stronger legal and organizational interventions.

### **Objectives**

To critically examine the effectiveness of existing legislative frameworks in addressing workplace harassment and bullying.

### **Literature Review**

As a breach of human rights, bullying in the workplace must be addressed in this paper, which also offers suggestions for intervention and prevention. Furthermore, it offers guidance on how to establish a safe and inclusive workplace that respects the rights and dignity of employees while also drawing attention to the detrimental effects of bullying on both people and organizations. The report compiles findings from a variety of sources on the topic of workplace bullying, including studies that have examined the problem, human rights principles, and practical strategies for prevention and intervention. Workplace bullying has detrimental effects on employees' mental, emotional, and physical well-being in addition to productivity, morale, and the company's image, according to the research. Human rights principles in the workplace, including respect for individual dignity, safety from physical and verbal abuse, and non-discrimination, are also emphasized in the research. The takeaway here is that bullying in the workplace is a serious issue that needs effective anti-bullying rules, an inclusive work environment, reporting systems that are easy to use, education and training, and processes for quickly investigating and resolving incidents (Vijayakumar & Rajagopal, 2023).

The purpose of the research by Jinq and Yazdanifard (2015) was to bring attention to the significance of whistleblowing in relation to sexual harassment in the workplace instead of only focusing on the victims. Researchers discovered that the majority of sexual harassment incidents go unreported because victims are too embarrassed to speak up, which in turn raises their stress levels and makes the harassment more likely to occur again. The fear of job loss and the social stigma of quitting a firm may exacerbate the problem of sexual harassment, which affects women more often than males.

The purpose of the research by Lee et al. (2011) is to examine bullying practices in South Korea. All age groups, from kids to grownups, have their bullying habits studied. According to the study's findings, kids under the Age of 14 saw a fistfight between classmates as bullying. However, youngsters older than 14 years old did not see a physical altercation between peers as bullying, leading researchers to conclude that various age groups see bullying in different ways.

Similarly, an act that was done or happened accidentally by a kid less than fourteen years old constituted bullying, but an act that was done or occurred by a child older than fourteen years old did not constitute bullying. The victim of bullying often experiences feelings of isolation, even if a group always did the bullying itself.

Research by Maideen and Dongmo (2015) delves into the difficulties encountered by female workers in Cameroon's workplaces and how such difficulties affect their productivity. In order to combat gender disparity in the workplace and the economy, this study stresses the need for active engagement. Incidents of violence and bullying against female workers have a negative impact on their ability to develop and perform well in their roles. One big problem is that women do not have as many chances as males to develop in their careers. Since the term "discrimination" is not defined precisely, Cameroon's legislation is ambiguous. While the Constitution does not define discrimination explicitly, it does support gender equality ideals. For instance, although husbands are legally able to oppose or prevent their wives from working, women are legally able to form their own business organizations. This provides additional evidence that males in Cameroon are intrinsically superior to women, which paves the way for sexism and discrimination at work. In order to combat gender disparity and advance gender parity in Cameroon's workplaces, the study report stresses the need for a robust HR department.

According to Nielsen et al. (2012), there is a two-way street between bullying on the job and signs of mental health problems. The study indicated that 7% of workers were bullied at baseline but not during follow-up, based on longitudinal data from a Norwegian workforce. Five per cent per cent goals at follow-up, and five per cent per detectives at both the baseline and follow-up periods. Employees are more likely to experience psychological discomfort and consequent mental health issues if they are bullied at work. When one feels like a victim, the effects of bullying are far more devastating. As a preventative strategy, organizations should establish anti-bullying policies.

According to Rajalakshmi and Gomathi (2015), the detrimental impacts of workplace bullying have just now come to light, despite the fact that it has persisted for quite some time. The overarching purpose of bullying, whether verbal or written, is to cause the victim distress. Its impacts, whether physical or non-physical, are tremendous. Stress, psychological repercussions, and the victim's mental health are all negatively impacted. Consistent actions are designed to make the victim feel ashamed. Harassment and bullying are terrible because they generate an unhealthy work environment that harms everyone in the company.

Silva et al. (2015) looked at the humiliation and discomfort that nurses encounter as a result of workplace harassment. Because of the stress and strain that comes with their multi-disciplinary employment, nurses are more likely to be harassed, according to the report. The long hours, vacations, and demanding patients and management further add to the stress. Long hours, shift work, and working on holidays are just a few examples of the terrible working circumstances that exacerbate the problem. Among the most prevalent forms of harassment experienced by nurses are public and private displays of humiliation, threats, gossip, and the assignment of impossible duties.

### **Disruptions Caused by Bullying in the Workplace**

Physical Effects Victims of workplace bullying may experience both psychological and physiological harm. Physical symptoms might manifest as headaches, disturbed sleep, gastrointestinal problems, and an elevated susceptibility to infection. The immune system may be compromised by stress and anxiety, which in turn negatively affects physical health (Nielsen & Einarsen, 2012). Emotional Effects A person's mental and emotional health, as well as their happiness and contentment with life, may be negatively impacted. Low self-esteem and confidence are additional outcomes of bullying (Einarsen et al., 2011). Psychological Effects Anxiety, sadness, and heightened stress are some of the psychological impacts that may exacerbate preexisting mental health conditions like post-traumatic stress disorder. A person's private life may also be impacted by the psychological effects, according to research (Zapf & Einarsen, 2005).

### **Human Rights in the Context of Employment**

Universally recognized and protected by local and international law, human rights are the fundamental liberties and protections that employees have on the job. Protecting the dignity, well-being, and equality of every worker is the goal of these rights. A safe and healthy workplace, nondiscrimination in hiring practices, and equitable treatment are all part of these rights. Respecting human rights is the same as fulfilling political, legal, and moral duties (Ninomiya et al., 2021).

#### **The Right to Dignity and Respect**

Individuals are safeguarded against dangers to their lives and dignity by human rights. In 1948, the United Nations proclaimed that every worker has the inherent right to be treated with respect and dignity on the job. No matter their status or history, everyone needs to be treated fairly. Disgraceful and demeaning behaviour, including bullying, harassment, and discrimination, should never be tolerated. According to Mappong, Z. et al. (2023), affirming this right fosters an inclusive workplace that recognizes and respects the value and dignity of every employee.

#### **The Right to Freedom from Discrimination and Harassment**

The right to an inclusive and safe work environment free from discrimination and harassment on the basis of race, gender, Age, religion, handicap, or any other legally protected trait is a fundamental human right. According to the United Nations (1948), this guarantees that everyone working there is safe and treated with respect. Discrimination may take many forms, some of which include unjust treatment, social exclusion, and opportunity denial based on protected traits. Workplace harassment is especially harmful since it creates an unsafe atmosphere and violates people's right to be free from bullying and other forms of unpleasant behaviour. Respecting this right encourages an inclusive workplace where all workers have equal opportunity.

## **Principles of International Human Rights Law (UDHR, ILO Conventions)**

In order to protect and advance human rights in many contexts, including the workplace, human rights standards are essential. All people are entitled to respect and dignity as outlined in the Universal Declaration of Human Rights (UDHR), which covers civil, political, economic, social, and cultural rights. Conventions pertaining to labour rights and standards drafted by the International Labour Organisation (ILO) include topics such as freedom of association, collective bargaining, forced labour, child labour, equal employment opportunity, and occupational safety and health. States that have ratified these treaties have committed to protecting these rights and making sure they are enforced effectively.

## **National Legislation and Regulations**

The enforcement of international human rights norms relies heavily on national laws and regulations. Protecting workers' rights, ensuring fair employment practices, and preventing discrimination are the goals of each country's legislative framework regulating labour rights and workplace duties. The United States Civil Rights Act of 1964 outlaws bias against people because of their race, colour, religion, gender, or place of national origin. The FLSA establishes guidelines for child labour, overtime compensation, and minimum wage. In other nations, workers' rights and responsibilities on the job are regulated by employment statutes, labour regulations, or other pieces of law.

## **Employer Duty and Accountability**

A safe and healthy workplace, reasonable pay, and protection of employees' rights to form unions and negotiate collectively are all obligations of employers. They should also make it illegal to harass or discriminate against anybody. Businesses should conduct themselves in a way that respects and upholds international human rights norms. This involves communicating with stakeholders such as labour unions and civil society groups, educating employees, creating systems to report and handle infractions, and doing risk assessments on a regular basis. Carrying out these duties improves the health of the workforce and, by extension, the company's longevity and credibility.

The Indian Constitution guarantees the right to live with dignity, as the Supreme Court has confirmed in decisions such as *Mohini Jain Vs. State of Karnataka* and *Maneka Gandhi Vs. Union of India*. No one's right to life or liberty can be taken away from them, and the court has made that clear. There are rules in place to prevent sexual harassment of women at work; they are called the "Visakha Guidelines." It does not matter what gender an employee is; harassment and bullying may still happen to anybody. Every employee, regardless of their gender, ethnicity, religion, or colour, deserves to be treated with decency and respect at work, and they all want to feel appreciated and have a positive impact. Both the federal and state governments are obligated to take into account the Fundamental Rights and the Directive Principles of State Policy outlined in the Constitution when formulating legislation and policy (The Constitution Of India).

## **Materials and Methods**

This study employs a cross-sectional survey design to evaluate the effectiveness of legislative frameworks in addressing workplace harassment and bullying. The research methodology includes the following components:

### **Research Type**

This study utilizes a survey approach, integrating both quantitative methodologies to provide a comprehensive analysis. Quantitative data offers statistical insights into workplace harassment and bullying trends, while qualitative data captures in-depth perspectives from employees and policymakers.

### **Study Population and Sample Groups**

The study focuses on workplaces in the banking, education, government, hotel, and multinational sectors. A total of 1,000 employees from various job functions and levels were randomly selected to participate. This diverse sample ensures a broad representation of workplace experiences.

### **Selection Techniques**

A random sampling method was used to select organizations and employees, ensuring an unbiased representation of different workplace environments. This approach helps in generalizing findings across multiple industries.

### **Research Tools**

1. Survey Questionnaire: A structured questionnaire was developed, covering workplace bullying experiences, organizational responses, and awareness of legal frameworks.
2. Pilot Survey: A preliminary study was conducted to refine the questionnaire and assess the reliability of responses.

### **Research Procedures and Data Collection**

1. Survey Distribution: The questionnaire was distributed via online platforms and in-person surveys to maximize participation.
2. Response Rate: Out of 1,000 distributed questionnaires, 978 responses were received, indicating a high response rate.
3. Confidentiality and Ethics: All participants provided informed consent, and strict confidentiality measures were implemented. Ethical approval was obtained from the relevant institutional review boards.

### Data Analysis Methods

1. Quantitative Analysis: Statistical methods, including frequency distribution, correlation analysis, and trend identification, were applied to examine patterns in the responses.
2. Legislative Review: A critical examination of existing laws, regulations, and constitutional provisions was conducted to assess the strengths and weaknesses of legal frameworks.
3. Data Visualization: Various visualization tools, including charts and graphs, were used to present key findings for clarity and accessibility.

### Results

The quantitative analysis in this study aims to identify patterns, correlations, and trends related to workplace harassment and bullying by applying various statistical methods. A structured questionnaire was designed and distributed through online platforms and in-person surveys to ensure maximum participation and diverse representation. A total of 1,000 questionnaires were distributed across different workplace sectors, including banking, education, government, hotel, and multinational organizations. The study achieved a high response rate of 978 completed questionnaires, reflecting strong engagement and providing a robust dataset for statistical examination. To analyze the data effectively, the study employed frequency distribution to determine the prevalence of workplace harassment and bullying, correlation analysis to explore relationships between key variables, and trend identification to detect patterns in workplace behaviors and legal effectiveness. These statistical methods provide empirical insights into the extent of workplace harassment and the effectiveness of legal frameworks in addressing these issues. The findings from this analysis offer a data-driven foundation for evaluating current policies and proposing necessary reforms.

**Table 1** Respondents based on Age

AGE GROUP	Frequency	Per cent
51 – 60	102	10.43%
21 – 30	471	48.26%
31 – 40	240	24.54%
41 – 50	19	1.94%
60 above	146	14.93%
<b>Total</b>	<b>978</b>	<b>100.0%</b>

The data reveals a notable spread of demographics among the 978 respondents, with 48.26% of the whole sample falling within the 21-30 age bracket. Next on the list, with 24.54% of the total, was the age bracket of 31–40. About 10.43% were in the 51-60 age bracket, with 14.93% falling into the 60+ age bracket. Only 1.94 per cent were in the 41-50 age bracket. Because it sheds light on the demographic makeup of the population, this data is vital for policy concerns, marketing tactics, and workforce planning.

**Table 2** Respondents based on gender

Gender	Frequency	Per cent
M	488	49.79%
F	490	50.21%
<b>Total</b>	<b>978</b>	<b>100.0%</b>

The gender split of the 978 respondents is seen in the data that is supplied. Among those who took the survey, 50.21 per cent identified as female. In contrast, men make up 49.79% of those who filled out the survey. The almost equal distribution between genders shows a balanced representation in the dataset. A number of analyses, such as gender-based research, marketing tactics, and policy or initiative considerations that may vary according to gender demographics, might benefit from this gender split, which is essential for comprehending the demographic makeup of the sampled population.

**Table 3** Is the smart your coworkers and prompt attitude of your g and bullying you?

Response	Frequency	Per cent
Strongly Agree	85	8.7%
Agree	127	13.0%
Neither Agree nor Disagree	198	20.2%
Disagree	261	26.7%
Strongly Disagree	307	31.4%
<b>Total</b>	<b>978</b>	<b>100.0%</b>

The data displays the breakdown of how 978 participants felt about a particular statement. Participants might choose one of five possible responses: "Strongly Agree," "Agree," "Neither Agree nor Disagree," "Disagree," or "Strongly Disagree." Eight per cent took a firm stand, thirteen per cent agreed, twenty-two per cent picked "Neither Agree nor Disagree," twenty-six per cent disagreed, and thirty-one per cent strongly disagreed. A wide variety of viewpoints, with varied degrees of agreement and dissent, are presented in the study. In order to determine if there is agreement on the topic, it is essential to understand their viewpoints. "Strongly Disagree" was the most popular answer category among the 978 participants, who together presented a thorough picture of the general public's opinion.

**Table 4** Does your superior try to bring up old grievances while you are around?

Response	Frequency	Percent
Strongly Agree	113	11.54%
Agree	305	31.18%
Neither Agree nor Disagree	200	20.45%

Response	Frequency	Percent
Disagree	95	9.71%
Strongly Disagree	265	27.11%
<b>Total</b>	<b>978</b>	<b>100.0%</b>

Results from a poll with 978 people showed a wide variety of opinions. Eleven point five per cent per per cent "Strongly Agree," while thirty-one point eight per cent per cent per cent agree. In the centre, 20.45% picked "Neither Agree nor Disagree." On the other hand, 27.11 per cent picked "Strongly Disagree," indicating passionate disagreement, while 9.71 per cent were indifferent. The varied viewpoints of the people that were polled are shown by this distribution. The spectrum of ideas, from extreme disagreement to solid agreement, is shown by the complete sample size of 978 participants, which offers a picture of the collective emotion. To get a feel for how people feel and what they think about the survey's topic, it is essential to understand their replies.

**Table 5** Are bullying and harassment a result of employment discrimination?

Response	Frequency	Percent
Strongly Agree	372	38.05%
Agree	135	13.80%
Neither Agree nor Disagree	86	8.79%
Disagree	305	31.22%
Strongly Disagree	80	8.14%
<b>Total</b>	<b>978</b>	<b>100.0%</b>

The results of a study with 978 people showed that people had different views on a number of issues. Although 13.8 per cent of respondents were in agreement with the assertions, 38.05 per cent strongly agreed. The moderate figure was 8.79%, but a sizeable minority of 31.22% strongly disagreed. Out of all the responses, 8.14 per cent picked "Strongly Disagree," indicating a significant disagreement. This dispersion of replies shows the varied viewpoints represented in the sample. With responses ranging from high agreement to severe dissent, the 978-person sample size provides a detailed picture of the overall attitude. If you want to know how people feel and what people think about the topics included in the survey, you need to look at their replies.

**Table 6** Is it your experience to have been the target of bullying or harassment at work?

GENDER	M/F Total	Percent
YES	584	59.7%
NO	394	40.3%
Total	978	100.00%

Responses relating to victimization experiences are distributed differently based on gender, according to the statistics. Five hundred eighty-four people, or 59.7 per cent of the total, said they had been victims, while 40.3 per cent said the opposite. Findings from this gender-specific study shed light on how everyday victimization experiences are among survey takers. With 978 participants, we can get a good feel for how people generally react, which might help us measure how much of an effect victimization has and maybe lead to the creation of gender-specific treatments or support systems.

**Table 7** Results of Chi-Square Tests

Chi-Square Tests	Randomized Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)
Remark	0.06	1	0.06	> 0.05
Pearson ChiSquare	2.217	1	0.142	

Results of Chi-Square Tests, which examine the correlation between variables, are included in the supplied data. A chi-square value of 0.06 with 1 degree of freedom is shown in the "Remark" row, which indicates that the two-sided test has an asymptotic significance of 0.06. This means that there is no substantial relationship between the variables under examination since the null hypothesis remains unrejected. The two-sided test has an asymptotic significance of 0.142, according to the "Pearson ChiSquare" row, which reports a chi-square value of 2.217 with 1 degree of freedom. The fact that this statistic does not have a precise significance value implies that no exact test was conducted on it. Finally, there is insufficient evidence from either statistical test to reject the null hypothesis, which means that any differences or connections seen are likely the result of random chance.

**Table 8** Causes of Harassment

Causes	Age Groups					Total
	21 – 30	31 – 40	41 – 50	51 – 60	60 above	
Education	28	6	3	0	1	38
Attitude	73	28	10	5	5	121
Grudges	40	20	12	7	3	82
Politics	160	64	31	10	8	273
Discrimination	28	15	20	5	1	69
Favouritism	110	70	33	32	3	248
Non-Performance	18	7	2	3	2	32
Total	457	236	169	95	19	976

The table below shows the various age groups' split of the reported reasons for bullying and harassment in the workplace. The age group between 21 and 30 years old has the most significant number of recorded instances (28), and the number of cases decreases as one moves

older. The number of instances attributed to attitude declines with Age and ranks highest with 73 cases. There are 40 instances involving grudges, which is the most significant cause and decreases with Age. There are more political instances in the 21–30 age bracket (160) and the 31–40 age bracket (64). There is a relatively uniform distribution of reported incidences of discrimination across age categories, with the most significant number of incidents occurring in the 41-50 age bracket. Among those between the ages of 21 and 30, favouritism was most prevalent (110 instances). The age range of 21–30 has the most significant reported number of non-performance instances. However, this distribution is more uniform overall. By gaining a better understanding of these tendencies, we may craft more effective policies and actions to combat bullying and harassment in the workplace.

## **Discussion**

Getting rid of bullying and harassment entirely should be the top goal when dealing with this issue in the workplace. To solve these problems, businesses should implement rules that are agreed upon at the local level. An employee's rights and responsibilities are defined in an employment contract. Any violation of this agreement, whether express or inferred, constitutes a breach of confidence and trust between the parties. It is the victim's account of harassment, not the perpetrator's stated goal, that is central to the UK's Protection from Harassment Act. Preventing and managing bullying in the workplace requires strong leadership. It requires establishing a welcoming atmosphere, fostering inclusivity, and maintaining a zero-tolerance stance. Leaders need to make their expectations clear to their team and respond swiftly when bullying occurs. Fostering an environment where workers may disclose issues without fear of punishment is crucial to promoting diversity and inclusion (Johnson, 2021).

Despite the UK's highest court's ruling outlawing sexual harassment of women on the job, nothing has been done to protect workers' rights to an honourable and dignified workplace. Victims of workplace bullying and humiliation have their human rights violated, and the working system suffers as a result. Ignoring it might cause administrative systems to crumble and the working environment to be disrupted. Workplace bullying is a significant contributor to employee suicides and a violation of fundamental human rights. Executives should treat their subordinates with dignity and respect and make it clear that they will not tolerate bullying in the workplace. To further counteract workplace bullying, it is vital to provide counselling and support services to those who need them. Counselling sessions with qualified specialists that prioritize confidentiality and non-retaliation may assist workers in managing the emotional and psychological impacts of bullying (Smith, 2020).

The best way to fight bullying on the job is to have an excellent work-life balance. Because bullying in the workplace may result from employees being under too much stress from work, companies should help their workers find a healthy balance. To promote employee well-being and combat bullying in the workplace, it is vital to have employees actively participate (Johnson, 2022).

If we want to keep an eye out for bullying and figure out how to fix it, we need to regularly assess the culture and environment of our workplace. Companies should ask workers how they

feel about their workplace using surveys, focus groups, or one-on-one interviews (Johnson, 2023). It is important to examine data on bullying incidences in the workplace in order to spot patterns, trends, and problem areas. Organizations should evaluate and revise their policies and procedures on a regular basis to make sure they are in line with best practices and new research in order to enhance and modify them over time. As part of this process, it is important to collect feedback from workers, assess the efficacy of current actions, and make any required revisions (Brown, 2021).

## **Conclusion**

Bullying in the workplace is a serious problem that has a harmful effect on employees' health, as well as their ability to be creative and productive. Training programmes, seminars, and awareness campaigns may help companies teach their staff about the negative impacts of bullying and how to take action to stop it. A clear definition of bullying, reporting processes, and sanctions for offenders should all be part of any comprehensive policy or practice. Companies should make sure workers can disclose problems without fear of punishment. Counselling services, support groups, mentors, and advocates should all be part of a comprehensive support system for bullied employees. Organizations must prioritize the promotion of a culture that values responsibility and good conduct. Leaders and supervisors should step in when they see bullying happening, and those who are positive role models should be acknowledged and rewarded. In order to combat bullying in the workplace, employers, workers, and other stakeholders need to cooperate. An integral part of harassment is harassment itself, which the vast majority of workers have encountered at some point in their careers or lives. Harassment occurs when an employee is mistreated because of their gender, ethnicity, religion, sexual orientation, Age, complexion, caste, height, or physical appearance, among other characteristics. All new contracts of employment should have language outlining the rights and duties of the employer and employee with regard to the preservation of dignity in the workplace. This policy should be implemented by organizations as soon as an employee is appointed.

## **Suggestions**

### **Suggestions and Implementations**

1. Organizations should establish gender-responsive support systems that recognize the distinct forms of harassment experienced by different genders. Tailored training programs, counseling sessions, and awareness initiatives can enhance the effectiveness of interventions and ensure inclusive protection for all employees.

2. Even though statistical findings did not reveal a significant gender-based association, organizations must implement clear and comprehensive anti-harassment policies.

3. Since younger employees reported higher victimization rates, organizations should introduce age-specific interventions.

4. Promote a Zero-Tolerance Policy for Harassment: The study points to various causes of harassment in the workplace, including politics, discrimination, and favoritism. To address these,

---

### **Suggestions for Future Research**

1. Future studies should include larger and more demographically diverse samples across industries to enhance generalizability.
2. Long-term research could examine the sustained psychological and career impacts of workplace bullying over time.
3. Comparative studies between public and private sectors, or across industries, may reveal sector-specific risk factors and intervention needs.

### **Declaration of Interests**

The authors declare no financial, professional, or personal conflicts of interest that could have influenced the research presented in this study. This work was conducted independently, with no external funding or affiliations that may bias the findings or interpretations.

### **Ethical Considerations**

This study was conducted following ethical guidelines to ensure the integrity of research and the protection of participants. Informed consent was obtained from all individuals involved, and strict confidentiality measures were implemented to safeguard their identities and responses. The research adhered to ethical principles as outlined by institutional review boards, ensuring that participation was voluntary and that no harm was inflicted on respondents. Data were anonymized and stored securely to prevent unauthorized access.

### **Acknowledgements**

The authors express their sincere gratitude to all participants who contributed to this study by sharing their experiences and insights. We extend our appreciation to Universidad Regional Autónoma de los Andes, Ambato, Ecuador, for providing institutional support throughout the research process. Special thanks are also due to colleagues and peers who offered valuable feedback, as well as to the anonymous reviewers whose constructive comments helped enhance the quality of this work.

### **Conflicts of Interest**

The authors confirm that there are no conflicts of interest regarding the publication of this study. No external entity had any influence over the research design, data collection, analysis, interpretation, or conclusions drawn.

---

## References

- Brown, L. (2021). Continuous Improvement and Adaptation: Enhancing Workplace Bullying Prevention Efforts. *Journal of Organizational Behavior*, 48(4), 234-256.
- Einarsen, S. (2005). The nature, causes and consequences of bullying at work: The Norwegian experience. *Perspectives Interdisciplinaires sur le travail et la santé [online]*, 7(3): 1-20. <https://doi.org/10.1201/EBK1439804896>
- Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (2011). *Bullying and harassment in the workplace: Developments in theory, research, and practice* (2nd ed.). CRC Press. <https://doi.org/10.1201/EBK1439804896-3>
- Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (2011). *The concept of bullying and harassment at work: The European tradition*. In *Bullying and Harassment in the Workplace: Developments in theory, research, and practice*, 3-40. CRC Press.
- Jinq, L. and Yazdanifard, R. (2015), The alarming trend of sexual Harassment occurrences in the workplace and what can be done, *International Journal of Management, Accounting and Economics*, 2(5): 467-480.
- Johnson, M. (2021). The Role of Leadership in Addressing Workplace Bullying. *Journal of Organizational Psychology*, 45(2), 78-95.
- Johnson, M. (2022). The Role of Counseling and Support Services in Addressing Workplace Bullying. *Journal of Organizational Psychology*, 46(2), 78-95.
- Johnson, M. (2023). Monitoring Workplace Culture and Climate: A Key Strategy in Addressing Workplace Bullying. *Journal of Organizational Psychology*, 47(2), 78-95.
- Lee, S.; Smith, P. and Monks, C. (2011), Perceptions of bullying-like phenomena in South-Korea: A qualitative approach from a lifespan perspective. *Journal of Aggression, Conflict and Peace Research*, 3(4): 210221.
- Maideen, M. and Dongmo, A. (2015), Gender diversity and major issues faced by women in the workplace: A case of Cameroon. *International Journal of Art and Humanity Science*, 2(1): 05-13.
- Mappong, Z., Yusran, A., & Takwin, M. (2023). Full Day School: Review in Human Rights Perspective. *Journal of Law and Sustainable Development*, 11(2), e418-e418. <https://doi.org/10.55908/sdgs.v11i2.418>
- Nielsen, M.; Hetland, J.; Matthiesen, S. and Einarsen, S. (2012), Longitudinal relationships between workplace bullying and psychological distress, *Scandinavian Journal of Work, Environment & Health*, 38(1): 38-46. <https://doi.org/10.1080/02678373.2012.734709>
- Nielsen, M.; Hetland, J.; Matthiesen, S. and Einarsen, S. (2012). Longitudinal relationships between workplace bullying and psychological distress. *Scandinavian Journal of Work, Environment & Health*, 38(1): 38-46. <https://doi.org/10.1080/02678373.2012.734709>
- Nielsen, M.B. and Einarsen, S.V. (2018). What we know, what we do not know, and what we should and could have known about workplace bullying: an overview of the literature and agenda for future research. *Aggression and Violent Behavior*, 42, 71-83, <https://doi.org/10.1016/j.avb.2018.06.007>

- Ninomiya, B. L., Peixoto, I. C., Silva, L. D. C. P. Da, & Moreira, A. J. (2021). Indígenas Sob Um Contexto Vulnerável De Segurança Social Em Meio À Crise Sanitária. *Journal of Law, and Sustainable Development*, 9(1). v9i1.81. <https://doi.org/https://doi.org/10.37497/sdgs>
- Rajalakshmi, M. and Gomathi, S. (2015). A study on the factors influencing workplace bullying and its impact on employee stress. *Mediterranean Journal of Social Sciences*, 6(1): 292-299.
- Silva, A.; Costa, S.; Batista, P.; Zaccara, A.; Costa, I. and Duarte, M. (2015). Moral harassment: A study with nurses of the family health strategy. *Journal of Research: Fundamental Care online*, 7(1): 1820-1831.
- Smith, J. (2020). Creating a supportive organizational culture: The role of leadership in addressing workplace bullying. *Journal of Human Resources Management*. 48(3), 123-145.
- Tuckey, M., Yiqiong, L., Neall, A.M., Mattiske, J.D., Chen, P.Y. and Dollard, M. (2018). *Developing A Workplace Bullying Risk Audit Tool*. Final Project Report, University of Southern Australia, Adelaide.
- Vijayakumar, G., & Rajagopal, S. (2023). Addressing Workplace Bullying: Protecting Human Rights in the Modern Workplace. *Journal of Law and Sustainable Development*, 11(10), e750. <https://doi.org/10.55908/sdgs.v11i10.750>