ADVANCES IN THE STUDY
OF BULLYING AT WORK

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En las dos últimas décadas, el acoso psicológico en el trabajo o mobbing ha sido uno de los tópicos de investigación en el ámbito de la Psicología del Trabajo y de las Organizaciones. Desde su creación en 2001, el Servicio de Ergonomía y Psicosociología Aplicada (Serpa) de la Universidad de Murcia viene trabajando sobre este problema que tiene un gran protagonismo y repercusión en el ámbito laboral y social. En este trabajo se hace un repaso de los hallazgos más interesantes obtenidos por este grupo de investigación y su comparación con otros resultados que aparecen en la literatura científica. Así, se comienza con cuestiones sobre la delimitación del concepto, las formas de cuantificación, la prevalencia y la procedencia de las conductas de acoso. Posteriormente, se revisan los determinantes y consecuentes, y se hace mención a un recurso personal, la autoeficacia, que puede moderar los efectos de las conductas de acoso en la salud. Por último, se comentan las principales formas de intervención y se realizan algunas consideraciones de cara a una adecuada prevención.
Palabras clave: Acoso psicológico, Mobbing, Bienestar psicológico, Autoeficacia.

In the last two decades, mobbing has been one of the topics of research in work and organizational psychology. Since its inception in 2001, the Service of Ergonomics and Applied Psychosociology (Serpa) at the University of Murcia has been working on this problem, which has a leading role and impact in work and social fields. This text is an overview of the most interesting findings by this research group and their comparison with other results that appear in the scientific literature. We begin with questions on the delimitation of the concept, forms of quantification, the prevalence and the source of bullying behaviors. Subsequently we review the determinants and consequences, and we refer to a personal resource, self-efficacy, which may moderate the effects of harassment on health behaviors. Finally, we discuss the main forms of intervention and note some considerations with a view to adequate prevention.
Key words: Mobbing, Workplace bullying, Well-being, Self-efficacy.

THE CONCEPTUALIZATION OF BULLYING AT WORK
The Service of Ergonomics and Applied Psychosociology (Serpa) is a part of the Service of Applied Psychology of the Faculty of Psychology at the University of Murcia, which was created in 2001 and whose primary objective is as a care unit. Specifically, it provides psychological assistance to workers, regardless of their qualifications or position in the company, on matters relating to the quality of work life, and it advises companies on human resource management and risk prevention.

Further to this objective there is another one that is not less important: to provide a suitable framework for the development of different lines of research in Work and Organizational Psychology, which have resulted in several research projects, doctoral theses and scientific articles. One of the main topics of study since the foundation of Serpa has been bullying at work. In the lines that follow, we outline the main findings of the various investigations that have been carried out.

Today, bullying or mobbing is one of the psychosocial risk factors that pose a serious problem because of both its prevalence and the negative impact on the health of workers and the results of the company (Einarsen & Mikkelsen, 2003; Di Martino, Hoel, & Cooper, 2003; Matthiesen & Einarsen, 2004; Einarsen & Hauge, 2006; Sancini et al., 2012).

The term "mobbing" (also called "workplace bullying" in some countries) appeared in the 1980s, when Leymann adopted it to describe certain types of hostile behavior that occurred in the workplace. For this author (Leymann, 1990), "mobbing" is a psychological attack, harassment in the employment context. The duration and frequency of such behavior creates in the victim a state of high psychological stress and a completely defenseless position with a high risk of damage to their health and of causing them to leave the organization. These situations also influence the people who witness them (e.g., peers) and they affect job performance.

Einarsen, Hoel, Zapf and Cooper (2003) point out several characteristic features of mobbing: (1) a repetitive frequency and persistent duration of hostile behavior; (2) an action that is exercised through a series of negative behaviors ranging from permanent criticism of work, derogatory comments and slurs, to threats and acts of physical violence, where bullying is possibly

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nothing more than an umbrella that covers various forms of psychological violence; (3) a set of typical reactions of victims in various stages of harassment; (4) the involvement of one or more people who use violence, whether instrumental or affective; (5) an imbalance of power between the parties involved that means that the victim perceives that they do not have the resources to defend themselves in this situation; (6) the number of people involved: it is estimated that between 60 and 80% of cases involve more than one person (e.g., witnesses); and (7) the status of bullies and victims, which means that this problem can occur from higher to lower hierarchical levels, in the opposite direction or within the same level.

Some considerations to the above may be helpful in understanding the problem of mobbing. Firstly, it is important not to confuse it with rude behavior or labor disputes. Another distinctive feature is the time criterion; i.e., both the total duration of the process and the recurrence of these hostile acts. For the duration, a minimum period must be considered after which the adverse effects on the person can be seen and, although there is no unanimity, the most commonly used is six months (Einarsen & Hauge, 2006). For the recurrence, the guidelines say it is to be at least weekly, although the nature of the behavior and its intensity, understood as the capacity to cause harm, can cause these periods to vary. For example, starting a rumor about someone can be so destructive that it is not necessary to do it weekly; by contrast, leaving no work for a worker must have a daily frequency, because if it occurs weekly, it could well be considered a prize. On the other hand, whether or not it is for a period of at least six months should depend on the intensity of the hostile behavior.

The contributions of the research are often slow to materialize into policy affecting social life. However, in our country, in terms of bullying, the seriousness of the problem has been treated with diligence and care. Thus, the resolution of 5 May 2011, by the Secretary of State for Public Service, which approves and publishes the Agreement of April 6, 2011 of the General Negotiating Desk of the General Government on the Protocol of acting against bullying in the General State Administration (Official State Bulletin, OSB, June 11, 2011), in an attempt to clarify the definition contained in Organic Law 5/2010[1], considers as psychological or moral harassment "exposure to behaviors of intense psychological violence, repeatedly and prolonged in time targeting one or more persons, by another or others acting against them from a position of power - not necessarily hierarchical but in psychological terms- with the

purpose or effect of creating a hostile or demeaning environment that disrupts the working life of the victim. Such violence occurs in the context of an employment relationship, but does not respond to the needs of the organization; causing both an attack on the dignity of the person, as well as a risk to their health" (OSB, June 11, 2011, page 53961).

It is also stressed that for a behavior to be classified as psychological or moral harassment (mobbing), it will be required that all conditions that have been emphasized in the definition are met.

Once we have covered what is meant by bullying, the main results of the various investigations that have been carried out will be discussed. In particular, we cover the quantification of harassment, the organizational and personal determinants, and the consequences and practical implications of these findings focused on the prevention of this important psychosocial risk factor.

THE QUANTIFICATION OF BULLYING: THE PREVALENCE AND SOURCE OF BULLYING BEHAVIOURS

In the first studies on mobbing, the attention of researchers was focused on providing data regarding its prevalence. Conducting this kind of study is not easy, mainly because the information is collected, almost exclusively, from statements made by those affected, using interviews or questionnaires. This, among other problems, means that the information may be biased because sometimes those who suffer tend to deny or minimize it (Randall, 1992) since admitting that one is a victim is like accepting that one has failed in coping with the problem (O'Moore & Hellery, 1989), and at other times there is a tendency to amplify it. We speak, therefore, of the perception of bullying situations. Indeed, a notable decline occurs in the prevalence figures when the explicit recognition of being the victim of mobbing, known as "self-tagging", is used as an estimating criterion. This method is often called "subjective" or "self-perceptive".

Furthermore, the comparisons are only of value if at least three aspects are taken into account: the different forms of measurement (Nielsen, Matthiesen & Einarsen, 2010), the characteristics of the populations studied (occupational sectors and types of organizations) and the cultural differences of each country. In order to solve these difficulties as much as possible, the objective or behavioral method uses questionnaires. This method is thus called to distinguish it from the self-perceptive method, although we must not forget that the evaluation always refers to the perception of being in a situation of bullying.

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[1] As a more or less new figure in the field of human relationships, specifically labor relationships, bullying at work or "mobbing" has been classified as criminal behavior since December 2010, when it was introduced as a second paragraph to the first section of Art. 173 of the Penal Code, through the Organic Law 5/2010. Since then, the crime of mobbing has been outlined in the Criminal Code as follows: Punishment with the same sentence (imprisonment from 6 months to 2 years) will be incurred by those who, in the scope of any employment or civil service relationship and taking advantage of their position of superiority, carry out repeatedly hostile or humiliating acts towards another which, without constituting degrading treatment, involve serious harassment to the victim.

The two most widely used questionnaires in the research on psychological harassment at work have been the LIPT (Leyman Inventory of Psychological Terror) by Leyman (1990) and the NAQ (Negative Acts Questionnaire) by Einarsen and Raknes (1997). The NAQ was built with the information gathered from the literature available on bullying as well as that provided by victims. The NAQ is the most used because of its low cost of implementation and because it has adequate psychometric properties. Einarsen and Raknes (1997) found that the different hostile behaviors that it covers are grouped into 5 main factors, which explain 57% of the variance. The internal consistency (Cronbach's alpha), in various studies, varies between .87 and .93. Subsequently, Einarsen and Hoel (2001) updated the NAQ and obtained two dimensions, called personal harassment and harassment related to work, leading to the NAQ-R. Numerous investigations have followed this line and this scale has been used to assess the prevalence of workplace bullying in different countries, economic sectors and organizations.

The prevalence figures are characterized by disparity. For example, Zapf, Einarsen, Hoel and Vartia (2003) indicate that between 5 and 10% of the working population is exposed to harassment, and Einarsen and Hauge (2006) indicate that this figure is between 1 and 10%. The last European Working Conditions Survey estimated at 2.6% the workers in a potential situation of bullying in Spain (Eurofound, 2010). However, for our country, other studies found figures ranging from 57% in the police force (Segurado, et al., 2008), to 5.8% in the general working population (González-Trijueque & Graña, 2009).

The investigation of bullying at work follows the pattern of accepting an assessment tool to adapt it to suit different populations in order to propose effective intervention measures. In Soler, Meseguer, García-Izquierdo and Hidalgo (2010) the psychometric properties of the NAQ are analyzed in order to decide on their use in the evaluation of mobbing in organizations. The results of the study reveal the existence of two main factors explaining 32.8% of the total variance. The first extracted component was called personal harassment and the second was harassment focused on work performance. The conclusion of the study indicated that the scale has adequate psychometric properties and a two-factor structure, consistent with that proposed by Einarsen and Hoel (2001) with two broad categories of bullying: predatory bullying (personal harassment) and work related bullying (harassment focused on job performance).

In Meseguer, Soler, Sáez, and García-Izquierdo (2007a), the prevalence, components and sources of workplace bullying were studied in a sample from the horticulture sector. The aim of the research was to provide a description of mobbing in an area of great economic importance and characterized by different types of contracting (with the figures of permanent-discontinuous and casual) and health care coverage (Special Agricultural Scheme), a high turnover of personnel (as a "stop gap" job), a highly hierarchical organizational structure, and a culture dominated by typically "masculine" values.

The percentage of workers who perceived a high risk of being in a situation of harassment was 20.2% of the sample (396 workers). In terms of frequency, the hostile behaviors that were most often repeated were those relating to the work and its results (see Table 1).

On the other hand, it was of interest to check whether the various hostile behaviors discriminated between those who perceived themselves as "victims" and "non-victims". Statistically significant differences were found in all items of the NAQ in favor of those who perceived themselves as "victims".

As for the source of the negative behaviors, the first important finding was that 205 workers (51.8% of the sample) specified the source of such acts of harassment, which indicates that not only those who considered themselves "victims" (111 workers) perceived where the harassment came from, but it was also perceived by the observers or witnesses. The results indicate that superiors are those most frequently identified as sources of harassment (74%), followed by the category of colleagues and superiors (16%) and, finally, only peers (9.7%). This shows that bullying behaviors have their roots in superiors, alone or in joint actions with peers.

In summary, according to the results, we can consider mobbing as a heterogeneous phenomenon, which manifests itself in different ways and that, in this case, both because of the types of hostile behavior expressed and their source, it can be understood as both a single process against one person as well as a seemingly "rational" strategy to achieve the objectives of the organization (e.g., productivity), along with a way of exercising control over workers.

THE BACKGROUND AND CONSEQUENCES OF WORKPLACE HARASSMENT

Different psychosocial factors related to both the organization and the employee's work activity have been identified as antecedents to the occurrence of bullying. Thus associations of harassment with conflict and role ambiguity have been found (Einarsen, Raknes, & Matthiesen, 1994; Dawn, Cowie, & Ananiadou, 2003; Agervold & Mikkelsen, 2004), with mental workload and pressure due the working time available for the execution of tasks (Salin, 2003), with continued overload at work (Quine, 2001; Dawn, Cowie, and Ananiadou, 2003),

TABLA 1 PORCENTAJES DE LAS CONDUCTAS HOSTILES MÁS FRECUENTES SEÑALADAS POR LOS TRABAJADORES (ÍTEMS DEL NAQ-R)	
The effort made in their work is undervalued	47.7
They feel exploited at work	44.1
The result of their work is undervalued	45
Their views and opinions are not taken into account	40.5
Gossip or rumors are perceived	27.9
They are repeatedly reminded of their mistakes	24.3
Necessary information is hidden from them, impeding their ability to work	24.3

certain leadership styles (authoritarian, *laissez-faire*) and forms of management (Tepper, 2000; O'Moore, Lynch, & Daeid, 2003; Agervold & Mikkelsen, 2004).

Regarding the above, other psychosocial risk factors at work were analyzed that could predict the occurrence of mobbing (Meseguer, Soler, García-Izquierdo, Sáez & Sánchez, 2007b). The results indicated that some of the psychosocial factors studied may serve as predictors of the two forms of mobbing highlighted by Einarsen and Hoel (2001): personal harassment and harassment focused on work performance. Specifically, inadequate role definition (role conflict and ambiguity), high mental workload, a lack of interest in the worker, and inadequate supervision and participation of the worker predicted the emergence of hostile behavior of both types of harassment.

As for the consequences, mobbing has been considered to be a psychosocial stressor with devastating consequences. At this point, it should be noted that much of the research in which it is related to health was conducted with victims who had suffered a long process of bullying (Brodsky, 1976; Einarsen, Matthiesen, & Skogstad, 1998; Keashly & Harvey, 2006; Mattiesen & Einarsen, 2001; Mikkelsen & Einarsen, 2002; Vartia, 2003).

In studies with multi-occupational samples, in which the processes of victimization have not reached severity, it is unclear whether associations with health and well-being are equally relevant. In this sense, Einarsen, Raknes, Matthiesen and Hellesoy (1996) associated the mobbing experience with psychological, psychosomatic and musculoskeletal problems. Einarsen and Raknes (1997), with a sample of Norwegian employees, found that exposure to mobbing behaviors explained 23% of the variance in the state of health and psychological well-being; and Kaukiainen et al. (2001) concluded that there were significant differences in physical symptoms and cognitive and social problems in people classified as "victims" in comparison with those classified as "non-victims."

In García-Izquierdo, Llor, García-Izquierdo and Ruiz (2006), with a sample of 520 workers from the health and education sectors, the variables of psychological well-being that are related to mobbing were analyzed. The analyses revealed significant correlations and in the expected direction between workplace bullying and the other variables included in the study: burnout, job satisfaction and psychological well-being; i.e., the higher the perception of harassment, the greater the emotional exhaustion and cynicism, and the less the effectiveness, job satisfaction, and well-being. By applying discriminant analysis, it was found that dissatisfaction with supervision, the burnout dimensions of emotional exhaustion and cynicism, and depressive symptoms enable the accurate classification of subjects with high and low risks of mobbing.

Subsequently, the consequences of mobbing in a multi-occupational sample (Meseguer, Soler, Sáez & García-Izquierdo, 2008) were analyzed. Specifically, the main objective of the study was to analyze the relationship between

mobbing and the psychosomatic symptoms related to stress. The results showed a positive and statistically significant association between the two. The percentage of variance of the psychosomatic effects explained by mobbing was 26.5%, which is one of the highest found in the different studies (Vartia, 2001).

More specifically, to test the effects of workplace bullying on the psychosomatic symptoms, the sample was categorized as "stress cases" and "no stress," according to the criteria established by the National Institute for Health and Safety at Work (2004) that any worker who has a combination of three or more psychosomatic symptoms is considered to be a possible case of stress.

The analysis of the relationship between these categories, based on groups of victims and non-victims of mobbing, showed statistically significant differences between them. Thus, only 22.5% of the participants considered to be "non-victims" were categorized as cases of stress, while this figure was above 48% for the group of victims.

Absenteeism was also included. In other studies that also used this variable, both a high relationship was found with absenteeism and mobbing (Kivimáki, Elovainio, & Vahtera, 2000; Matthiesen, Racknes, & Rokkum, 1989; Quine, 2001; Toohey, 1991; Vartia, 2001) and a weak association (Einarsen & Raknes, 1991, UNISON, 1997). According to the results found (Meseguer et al, 2008), 102 employees (26.3% of the sample) said they were absent from their job in the last 12 months; of these, 32% were classified as victims, compared with 24% who were not considered victims. The reasons for absenteeism were categorized into two types: those due to natural causes (e.g., accidents at work) and those due to psychological causes (e.g., depression or anxiety), and here the results showed no differences between the two groups.

THE ROLE OF PERSONAL RESOURCES ON HEALTH IN THE PROCESS OF BULLYING

The fact that, in similar situations at work, some people increase their levels of stress and discomfort and others do not, is usually attributed to individual variables, so it is very important to analyze which variables can mitigate the health consequences in workers. The fundamental underlying idea is that health can be affected not only by the situation but also by the intervention of personal variables. However, while organizational and job characteristics have occupied a good part of the research on workplace bullying, most of the individual aspects have been studied only briefly, although recently certain attention has been paid to them.

In some earlier investigations, Einarsen and Mikkelsen (2003) and Salin (2003) already hypothesized that the subjective perception of bullying is necessary to understand this phenomenon and to understand why not all victims react the same way. For example, Matthiesen and Einarsen (2004) analyzed the role of negative and positive affect, and concluded that they could modulate the expression of psychosomatic

symptoms. Similarly, Nielsen, Matthiesen and Einarsen (2010) indicated that a sense of coherence, individual willingness to perceive the environment as comprehensible and manageable, is a protective factor for health in victims of bullying. Similarly, Vie, Glaso and Einarsen (2011) showed that self-labeling, the belief that a person has about actually being a subject of bullying and which leads them to consider themselves a victim, plays a moderating role between exposure to bullying behaviors and health consequences. In a later study, these authors showed that positive and negative emotions mediate the relationship between exposure to bullying and muscular-skeletal problems (Vie, Glaso & Einarsen, 2012). In summary, the results of the various studies suggest that individual characteristics are important in responding to potential bullying situations and may at least partially explain the effects on health.

In this line, our research team has conducted a study on the role of self-efficacy, one of the human strengths that make up what is known as psychological capital.

Self-efficacy, a central aspect of Social Cognitive Theory, is defined as "the belief in one's capabilities to organize and execute the courses of action required to produce certain achievements or results" (Bandura, 1997, p. 3). Basically, research has indicated that self-efficacy is a personal resource that helps people to cope with demanding situations and to protect their health (Lubbers, Loughlin & Zweig, 2005; Parker, Jimmieson & Johnson, 2011).

As Bandura (1997) suggests, self-efficacy can be determined by its level of specificity, and will therefore be more determinant the more it adjusts to a particular domain. Thus, self-efficacy at work (or professional self-efficacy) will be more suitable for carrying out analysis in work environments than general self-efficacy, as it will act in response to the stressors decreasing or increasing the psychological distress that these can generate (Salanova, Grau, Cifré & Llorens, 2000; Salanova, Grau & Martinez, 2005).

The role of professional self-efficacy as a modulator of the processes of workplace bullying and perceived health was tested in a multi-occupational sample of 772 workers (Meseguer, Soler & García-Izquierdo, 2014).

The results (see Figure 1) show the interaction effect between job demands (workplace bullying) and personal resources (professional efficacy), such that workers with high levels of professional self-efficacy will increase their positive coping behaviors in stressful work situations.

This is consistent with the Job Demands Resources model (JD-R) (Bakker, Demerouti, De Boer & Schaufeli, 2003), in that workers have capabilities (resources) that they can activate as a source of resistance in the face of stressful events (Baillien, De Cuyper & De Witte, 2011; Hunter, Mora & Ortega, 2004). Similarly, the results are in line with Social Cognitive Theory when it suggests that people with high levels of confidence in their abilities can respond to environmental stimuli more appropriately and can exercise some control over them (Bandura, 1997). The results obtained are also supported by other studies where professional self-efficacy

has shown its relevance as a moderator variable in the processes of stress and health (Jex & Bliese, 1999; Lu, Siu & Cooper, 2005; Sonnentag & Spychala, 2012).
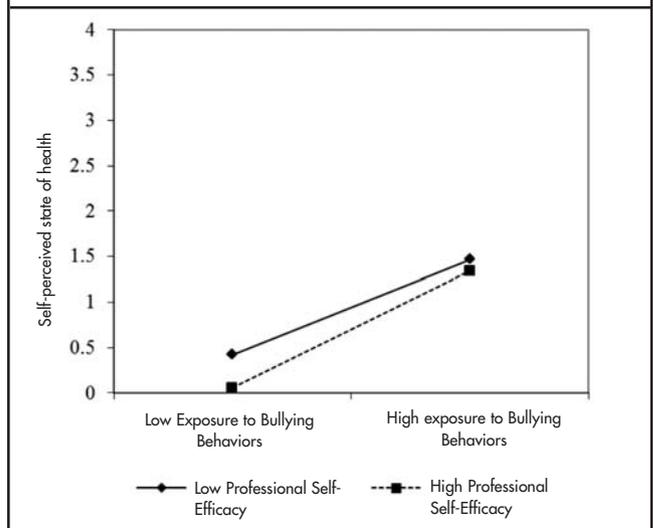
It is worth mentioning that the role of professional self-efficacy is similar to that of the other personal variables analyzed to date in the research on bullying (negative affect, sense of coherence, self-labeling, generalized self-efficacy and positive emotions): in low levels of perception of hostile behaviors, personal variables play a moderating role, significantly reducing the levels of discomfort. At high levels, when the spiral of conflict occurs, the victim's own perceived state of health also deteriorates, but the mitigating role diminishes.

INTERVENTION FOR THE CONTROL AND PREVENTION OF BULLYING

Intervention to prevent or reduce the effects of bullying is a very perplexing issue. The results of the studies largely facilitate decision-making regarding the intervention on a very complex phenomenon, regardless of whether it can be classified into primary, secondary or tertiary prevention.

The official complaint of the situation of the worker considered to be affected or a victim is insufficient due to several issues: tolerance of violence, as it is often the case that certain behaviors are considered "normal" in many organizations, the lack of interest on the part of managers or directors (e.g., superiors may deter or prevent the presentation of official complaints for fear that their leadership may be called into question), the absence of violence policies or investigation procedures, and the victims' fear of being blamed for the attacks and retaliation by the perpetrator.

FIGURE 1
INTERACTION BETWEEN PROFESSIONAL SELF-EFFICACY AND EXPOSURE TO BEHAVIOURS OF WORKPLACE BULLYING IN THE PREDICTION OF HEALTH (NOTE THAT A GREATER SCORE ON THE "HEALTH" AXIS INCREASES DISCOMFORT)

From the organizational point of view, the proper implementation of HR procedures plays an essential role. For example, in the recruitment and selection of employees, in addition to being based on technical qualifications and other usual predictors, the following aspects should also be considered: emotional intelligence, the ability to function in diversity, teamwork, leadership style and the ability to resolve interpersonal conflicts. It is also of vital importance to know the expectations regarding the behavior of future employees, especially in the case of posts in which supervisory responsibilities are required. In this regard, staff training should result in the appropriate performance of job roles, including the respectful treatment of others, and should ensure that employees have sufficient knowledge to identify these risks and address them properly. Furthermore, it is especially relevant to provide training in areas related to personal interaction skills, conflict management, negotiation, etc. Here we should remember that promoting personal resources in the workplace, such as self-efficacy, is beneficial to health and fundamental in the prevention of psychosocial risks (Pipe et al., 2012)

Another aspect that must be considered is the need to assess the management of change as a normal aspect of the organization and to establish open, effective and regular communication, encouraging feedback and valuing the participation of workers in decision-making in order to achieve the greatest possible degree of involvement.

In addition, it is necessary to consider the analysis and resolution of conflicts as a means that must be applied at all hierarchical levels and to create systems that facilitate follow-up to ensure that the conflict has actually been resolved.

It is also desirable to have assistance programs for employees: providing advice and support to victims, referring them to outside health professionals, monitoring their progress and facilitating their return to work. The existence of these programs, which are aimed at promoting occupational health, is a good indicator for the workers that those responsible for the organization are concerned about this topic.

And in this direction, it is necessary to include the definition of an organizational policy on workplace violence which includes the importance of the proper treatment of workers, condemning bullying in all its forms and this policy must be accompanied by strict disciplinary measures in the case of infringement. This must be linked with an anti-bullying procedure to collect, analyze and address complaints, define expected behavior and ethical standards, and advise those responsible for the organization and all those who request it. From this point, communication becomes a crucial tool and it is essential that all members of the company understand this new way of acting. Thus, expectations will be established or "starting lines" for interpersonal relationships with the aim of facilitating understanding of the importance of different aspects of bullying, promoting a positive attitude towards its prevention, and providing parameters to assess certain inappropriate behaviors. All of this can be covered in a protocol for acting against bullying, which a number of different organizations already have in place.

In summary, the measures should be focused mainly on primary or organizational prevention, for which there must be a positive attitude on the part of senior management and an interest in making it clear that they do not wish mobbing to occur and that the preparation and disposition to prevent the risk of hostile behavior is also part of the role of the employee in the organization.

As already noted above, the prevalence figures indicate a decrease; even so, the problem of bullying at work will be critical in labor relations in the coming years. Although this topic has recently made great progress, there is still considerable work to do to advance the understanding of this important psychosocial risk factor. With increasing frequency, both the senior management of organizations and workers will not accept bullying as a "normal" part of their work and they expect justice and respect, in the same way that they have expectations about other aspects of their employment relationship.

Among the issues that must be addressed, we venture to highlight the following: the profiles that describe the victims and perpetrators, the job characteristics that are predisposed to an increased risk of mobbing, the kind of relationship between the aggressor and the victim in the employment context, the role of the witnesses and observers of the process, the attitude and behavior of the managers of the people involved in this issue, the assessment and prevention strategies that are most effective, performance evaluation of the anti-bullying protocols, etc. These questions, among other possible ones, must be asked and answered by those in organizations where one of the objectives is to promote and develop initiatives that seek to ensure health and quality of life.

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