# Mobbing at the Workplace and its Relation to Employees' Quality of Working Life and Overall Life: A Qualitative Study in Greece

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**Abstract:** Mobbing is a type of psychological violence, in which an individual becomes the target of disrespectful or harmful behavior at the workplace. The aim of the present study was to examine the mobbing behaviors and its effect on employees' quality of working life, physical and mental health. Potential measures and interventions implemented by both the employees and employers were also investigated. Qualitative data was collected using a semi-structured interview, in a convenience sample of 10 employees working in the private sector of management services, in Heraklion, Crete, Greece, who had been victims of mobbing. The semi-structured interview included questions about demographics, the mobbing behavior, the outcomes of mobbing at the individual and organizational level (*i.e.*, mental and physical health, job satisfaction and productivity) and any potential measures undertaken. The results showed that employees had been mobbed by their superiors (80%) or colleagues (20%). The most frequently reported mobbing behaviors were employees being gossiped about, criticized for their capabilities, laughed at by others and ignored. High levels of mobbing reportedly affected employees' mental health negatively as expressed by high levels of anxiety, sadness, irritability, aggression, fear, lack of pleasure, feelings of injustice, loneliness, withdrawal and memory problems. Employees' physical health also decreased as was evident by health problems, eating disorders, vomiting, muscle aches, headaches, migraines, dizziness, stomach pains, hypertension, sleeping disorders and tachycardia. Mobbing also influenced employee's workplace behavior, as they reported a gradual decrease in job satisfaction and job performance at a rate of at least 30-40%. The results of this study will guide policymakers to develop prevention and intervention programs focusing on reducing mobbing behaviors and improving employees' quality of working life and overall quality of life.

**Keywords:** Workplace bullying, Workplace violence, Employees' psychological violence, Employees' efficiency, Phenomenological approach, Case narratives.

## INTRODUCTION

Nowadays, mobbing or workplace bullying, or employees' psychological violence is an important issue to be addressed in both the public and private sector. A definition of this phenomenon describes a situation in which a person is persistently been exposed to negative behaviors by another person or a group of others for a long period and the person is unable to protect themselves from those actions [1]. The Institute of Labor Intimidation has described mobbing as a recurring and detrimental action on people's health, characterized by threats, unfavorable attitudes and sabotage that make work harder [2]. The National and European Employees' Health and Safety defines staff's intimidation as a state of recurrent psychological pressure on a person by a colleague or group of colleagues who abuse power and cause health and safety problems [3]. Mobbing may include

verbal harassment, aggressive words, sarcasm, slander or social isolation repeatedly directed against the targeted person. [4]

Mobbing is not an easily recognized phenomenon, because it is expressed in different ways: exerted by the top management, when a supervisor causes psychological pressure on his subordinates; conflict between two persons or a group of people; feelings of inferiority, when a person feels injured and marginalized by others; persecution, when an individual repeatedly receives negative or threatening behavior from another person or group of people or through social media.

Many studies conducted in both developed and developing countries have shown that workplace mobbing is a widespread phenomenon [5]. It has been estimated that globally approximately 15% of the employees are exposed to some kind of adverse workplace behavior, such as violence or harassment [6]. However, prevalence rates are quite disparate and largely depend on the occupation [7]. Much research has been conducted in the health care sector with prevalence rates ranging from 14.3% [8] to 92.2% [9].

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Mobbing has been a serious problem in the management sector too with rates ranging from 1.7-16% in Sweden, 2-13% in Denmark, 2.7-10.8% in Germany, 1-4.4% in Netherlands [10], 26% in Bosnia Herzegovina [11], 22.4% in Croatia [12], 30% in Greece [13] and 25- 36% in the USA [14].

The geographical location of the data also influences prevalence rates. European Health and Safety Authority at Work [15] reported mobbing rates ranging from 5% (Finland) to 33.5% (Portugal). Scandinavian countries seem to have significantly lower rates than other countries in Europe and the USA [6]. Although recently mobbing has become an important issue (also) in Greece as well, relevant studies are very limited and they focus on specific economic sectors, such as health and industry [16]. It seems that workplace bullying in Greece follows similar patterns to those reported in Europe [17]. A study in Greece showed that in the private health care sector 9.84% of men and 11.12% of women have been bullied by their colleagues or the top manager. In the public sector, the rates were higher with 12.20% of the men and 12.82% of the women being bullied by their colleagues [18]. Higher rates have been reported by other studies (*e.g.*, one third for nurses [19, 20] or 53.6% for nurses; 53.1% for doctors [21]). Comparable rates were shown in another study in managers of every level (13.2%) [22]. Zachariadou, Zannetos, Chira, Gregoriou, & Pavlakis [5] found that in Cyprus the prevalence rate was 5.9% among workers in the public health-care sector within the previous year, with women and nurses significantly more often experiencing at least one type of mobbing behavior compared to men and physicians.

Wide variations in the prevalence rates among countries, occupations and organizations may reflect actual differences in the incidence, but they may also be due to the lack of a common definition, standardized tools and methodology to measure mobbing, not to mention different levels of cultural awareness of the issue [23].

Being gossiped about has been identified by many authors as one of the most common mobbing behaviors [16, 24]. Other common mobbing behaviors are being continuously interrupted [5, 16], exposed to slanders and lies [16], criticized regarding work assignments [16, 22], receiving verbal threats, being exposed to irritating gestures/looks, given new work assignments [5, 16], tasks below their level of competence or with impossible targets and deadlines or unreasonable job demands, being ignored or excluded [16].

In recent years, an extensive body of research has been devoted to the outcomes of mobbing, which are reflected in the many reviews and meta-analyses that have been published [*e.g.*, 25, 26]. A number of adverse outcomes have been reported for the targets of mobbing, such as poor physical and psychological health, and decreased job satisfaction [27].

Relevant studies have shown that there is a strong relationship between exposure to workplace mobbing and mobbees' self-reported psychological and physical health problems. Stress, anxiety, aggression, anger, loneliness, and depression are the most frequently reported symptoms related to mobbing by many cross-sectional studies [8, 28, 29, 30]. Research has found that mobbing often results in post-traumatic stress disorder and suicide ideation [4, 30, 31]. These adverse outcomes on mental health have also been corroborated by longitudinal studies [30].

Mobbing has also been associated with worse general health [20]. Those who have been mobbed experience more frequent physical and psychosomatic disorders such as headaches and chronic back and neck pains, stomach and digestive tract disorders, skin diseases, panic attacks, sweating, shaking, lethargy, eating disorders, sleep difficulties [28], and burnout symptoms [32].

Mobbing has also been associated with employee's behavioral and work-related outcomes, such as absenteeism [28, 30], turnover, lack of commitment and job dissatisfaction [30], job insecurity, low team spirit, reduced productivity and staff motivation [33], and higher risk of receiving a disability pension [34]. High re-training costs, costly legal actions, negative reputation and loss of customer confidence are significant repercussions to the business [22]. The loss of qualified employees, the decline in their efficiency and the high rates of absenteeism impact not only the organization but also the country's economy [35].

The aim of this study was to examine (1) the types of mobbing behaviors against the employees, (2) its consequences on employees' quality of working life, physical and mental health, and (2) the coping strategies used by the employees and any intervention measures implemented by the employers, as reported by those who have been mobbed in Crete. The quality of life has been defined by WHO in terms of a person's perception of their physical and psychological health,

social relationships and relationship with the environment [36]. In this study, we define the quality of working life as an employees' satisfaction with a variety of needs through resources, activities and outcomes stemming from work [37]. Studying mobbing in Greece is important as Greece is a country that has been severely affected by the economic crisis and it has been found that the economic crisis poses an additional risk for employees to be mobbed [38].

This study aspires to shed light on mobbing occurring in the private sector of management, in which not much is known. This was carried out as a postgraduate study by the senior author. It was hypothesized that mobbing would impact negatively on the employee's physical and mental health and would also have negative repercussions in their working life, as expressed in their productivity and levels of job satisfaction. It is also worth noting that this is a qualitative study, and not many such studies have been conducted.

## MATERIAL AND METHODS

### Participants

The sample was recruited through a purposive sampling technique. Ten employees (8 women and 2 men) working in the private sector of management, in Heraklion, Crete, Greece, who had been mobbed at their workplace were approached. They were from 24 to 43 years old, mostly single (80%), and either university (50%) or high school graduates (50%). The majority (60%) had more than 2 years of work experience in the same business, which was a small (family) one; only 30% of the businesses had a Human Resource Department.

### The Interview

Data was collected using a semi-structured interview. The interview protocol was used as a guide to foster conversations so that the interviewees could describe their experiences in their own words. It included questions about demographics (*e.g.*, gender, age, education, years of experience) and their perspectives about (1) the mobbing behavior (*e.g.*, type, duration), (2) its impact on their mental and physical health, job satisfaction, and productivity and (3) any potential coping strategies used by the employees and any intervention measures implemented by the employers in their effort to combat mobbing. All questions asked about before and after the presence of mobbing. The participants were also requested to provide recommendations for additional/suggested measures.

### Procedure

At the outset, the potential participants were informed about the purpose of the study and their rights (*i.e.*, voluntary participation, anonymity and confidentiality). Upon acceptance, they were given the definition of mobbing and it was assured that they had been mobbed during the previous year. Then they signed an informed consent form, which fully explained their rights as participants. Ten in-depth qualitative interviews lasting between 45 and 60 minutes were conducted and audio recorded by the senior author. Participants' anonymity was reassured by using the initial of their first name. Interviews were pre-scheduled and took place in a predetermined location, other than their workplace. The study was approved by the Ethics Committee of the institution to which the authors are affiliated.

### Analyses

This was a descriptive study of 10 employees who had been mobbed. To systematically examine mobbees' experiences about mobbing, a phenomenological approach was used. This approach allows findings to emerge from the dominant themes found in the raw data. Miles and Huberman's [39] method involves three tasks: data reduction (*i.e.*, retention of the data that is useful), data presentation, and conclusion drawing. A Session Summary Sheet was created to collect, thoroughly examine and analyze the data [39]. The senior author initially transcribed the audio recordings, followed by reading and coding the transcripts to determine which are the main topics within the text. Reading and coding the transcribed interviews was repeated by the second author independently and a consensus was reached after comparing the findings and discussion.

Narratives were also used to analyze the experiences of the participants in-depth [40]. The analysis of the case narratives was performed under four categories that are (1) types of mobbing behaviors, (2) outcomes of mobbing at the individual level (physical and mental health), (3) outcomes of mobbing at the organizational level (employee's job satisfaction and productivity) and (4) any coping strategies / measures implemented by the mobbees and the superiors.

**Results**

It was shown that 80% had been mobbed by their superiors (employers or managers) and 20% had been mobbed by their colleagues. The majority of the participants (50%) reported that the mobbing lasted up to 6 months, 30% reported a duration of six months to one year, and 20% over one year.

The most common mobbing behaviors were being gossiped about, criticized for their capabilities or laughed at by others (80%), being compared with other colleagues (60%), being ignored or given no assignments or no information or given unusual work requirements (40%), being threatened (30%), and being recipients of physical violence (*i.e.*, pushes) (20%). An example can be seen in the following narrative: *"At 9:00 a.m. I was in my office. My employer was waiting for me (which rarely happened before), expressing his complaints about the work I hadn't done. He was also criticizing my capacities and my appearance"* (X., male, 24 y.o.). C. (female, 33 y.o.) said one of her colleagues began to undermine her, underestimate her and make accusations against her about her productivity. E. (female, 43 y.o.) said that her colleagues were critical of her, firm and sarcastic in front of third parties. R (female, 26 y.o.) said: *"He made me believe that I cannot make it and this occurred every day".* M. (female, 37 y.o.) was working in a small business, where her employer continually reprimanded her for no reason, offended her in front of the clients and repeatedly underestimated her.

Mobbing was assumed to have an effect on employees' mental health, as 100% of them reported feelings of anxiety, sadness, irritability and aggression, 40% reported lack of pleasure, fear, frustration, feeling of injustice, loneliness and withdrawal, while 10% reported memory problems. One of the participants said *"I was vulnerable. I was not in the mood to work. I was very sad and preoccupied. I was reluctant to express my thoughts and feelings. I was scared of being rejected. Gradually I became angry and irritable against my loved ones and withdrawn"* (M., female, 25 y.o.).

Physical health was also assumed to be seriously affected as 40% of the participants reported eating disorders (overeating or anorexia), vomiting, muscle aches, headaches, dizziness and migraines, 50% reported stomach pains and hypertension, and 30% reported insomnia or oversleeping and tachycardia. One victim said *"I lost 5.5 pounds in two weeks. My appetite was severely affected, and when I had a proper meal, I usually ended up in vomit. The worst symptom of all was that every day I suffered from severe headaches. The painkillers had absolutely no effect on me"* (J., male, 27 y.o.).

Job satisfaction was another area that had been severely affected, as reported by the participants. More specifically,, 80% of the participants reported a gradual decline in their levels of job satisfaction reportedly due to mobbing's effect. These 8 victims clearly stated that the satisfaction turned into dissatisfaction when mobbing exacerbated. A proportion of 20% of them reported ignoring mobbing, thus trying to maintain a steady, though low, level of satisfaction. X (male, 24 y.o.) described his experience as follows: *"Initially, I would wake up at 8 a.m., murmuring the first song that came to mind; it could be a childish song. At 9:00 a.m. I was in my office, working joyfully. I was happy as I had a job related to my field of studies, in a very good position and with good earnings, which is rather uncommon nowadays considering the economic crisis. When mobbing started, I had a difficult time. No song (was coming up in my mind)/ came to mind and I was in no mood for singing in the morning. Every day was a martyrdom. I was no longer satisfied with this situation and it was obvious in my face too"*. The adverse effects of mobbing on job satisfaction can also be seen in the following example: C. (female, 33 y.o.) said she was quite satisfied at first, but once mobbing begun, she became quite sad and disappointed; hopefully, her employer investigated the erroneous accusations and took appropriate actions.

There were similar outcomes for the participants' efficiency. The majority of them (60%) reported 30% - 40% reduction in their productivity, 20% reported 10%-29% reduction, and 20% reported greater than 40% reduction. Interestingly, 60% of them had a deadlock dilemma (*i.e.* resign or wait to be fired), 20% had considered the possibility of resignation, whereas only the remaining 20% of them was satisfied with their job. For example, A. (female, 25 y.o.) experienced a complete change in her behavior. Prior to mobbing, she was one of the most efficient and diligent employees in the company. When her supervisor started mobbing her, she said that she was content in performing merely the basic tasks she was assigned.

As far as the measures implemented by the businesses, all of those that had a Human Resource Department (30%) assumed an active role in dealing with the phenomenon. Implementing rolling hours was reportedly efficient, as it reduced the tensions by

preventing any contact between the two involved (*i.e.* victim and perpetrator). One victim said that her employer deterred any meetings between her and the mobber (E., female, 43 y.o.). However, in cases where there was no Human Resource Department, no measures were undertaken and this was fully justified as shown in the following example. The employer told M. (female, 37 y.o.) that he had this [mobbing] behavior on purpose in his effort to increase her productivity for the benefit of the business. A way to cope with mobbing by the mobees who were working in a business with no Human Resource Department was conducting sessions with a mental health professional (*i.e.* psychologist) specializing in occupational issues (reported by 20% of the participants). They mentioned that sessions increased their hope. In another representative narrative, participant R (female, 26 y.o.) referred to her experience as follows: "*I felt like a "zero". I was overwhelmed. I decided to visit a psychologist. I learned to appreciate myself and not let anyone underestimate me either as a human being or as an employee. One year later I had succeeded in appreciating and respecting myself*".

## DISCUSSION

The aim of the present study was to examine (1) the types of mobbing behaviors, (2) the reportedly effect of mobbing on mobees' quality of working life, physical and mental health, and (2) any potential coping strategies and intervention measures undertaken by the mobees and their superiors as reported by a sample of employees having been mobbed in Crete, Greece.

## Types and Characteristics of Mobbing

Regarding the formal position of the perpetrators, in the present study, superiors were pointed out as the mobbers by the majority of the participants (80%), whereas colleagues were reported at a lower percent (20%). Many studies have shown that colleagues are the most frequent perpetrators with those high in the hierarchy at a relatively comparable, though slightly lower, percent [41, 42], while others have shown that mobbers are mostly superiors [16, 21, 43]. Although the role of power imbalance in mobbing has not yet been clearly understood [35], it seems that those in managerial positions exert their power by bullying their subordinates, who might be more vulnerable.

In line with other findings [16, 22, 24], the participants of the present study reported mostly being gossiped about, criticized, ignored, and threatened.

Other adverse outcomes frequently reported in the scholarly literature [*e.g.*, absenteeism from work, 30] were not reported in the present study. Although desirability bias may have influenced participants' responses, these symptoms may have not necessarily been presented. It might also be that the participants put strong emphasis on the adverse outcomes of mobbing in their mental health above all others.

## Effects of Mobbing

Another noteworthy finding of this study was that mobbing assumedly seriously affected mobees' quality of life by deteriorating their physical and mental health. In line with other studies [8, 39, 40, 41] 100% of the sample in the present study expressed poor mental health, as expressed with feelings of anxiety, sadness, irritability and aggression. A lower, though significant proportion (40%) in our study reported other related symptoms, such as lack of pleasure, fear, frustration, feelings of injustice, loneliness and withdrawal, and only one person reported memory problems. Isolation was also one of the symptoms reported by another Greek study [22]. In their review, Nielsen & Einarsen [30] have concluded that there is a robust association between mobbing and mental health problems, as it has been confirmed by many studies in different samples and countries.

In our study, mobees' physical health was also seriously affected as they reported eating disorders, stomach and digestive disorders, cardiovascular disorders (*e.g.*, hypertension, tachycardia), various pains (*e.g.*, muscles, headaches) and sleeping problems (*e.g*, insomnia or oversleeping). Frequent physical and psychosomatic disorders have been replicated in many studies as the adverse repercussions of workplace mobbing [44]. Sun, Gao, Li, F. *et al* [45] found that exposure to workplace mobbing against 2617 doctors in primary, secondary, and tertiary hospitals in China significantly affected the level of their stress, their sleep quality and self-reported health. It has been well documented that stress has a major influence on physical and mental health; especially the long-term effects of stress in older or unhealthy individuals can be devastating [46] and mobbing is one type of work-related stress.

In the present study, job satisfaction was another area that was severely affected, as reported by the participants. The majority (80%) of the mobees reported a gradual decline in their levels of job satisfaction. This finding is in line with a growing body of research indicating that mobbing has a negative

effect on employees' quality of working life and overall quality of life, as expressed by levels of satisfaction [29, 47, 48].

In line with other findings [29, 49], mobbees' workplace efficiency and productivity were reportedly affected too. Low levels of efficiency were attributed to mobbing by the majority of the participants. Another interesting finding of this study was that mobbees reported dilemmas such as resign or wait to be fired. It seems that a maladaptive way to cope with the pressure exerted on those exposed to mobbing was thinking of the possibility of resignation. This agrees with the literature [49].

## Practices Undertaken by Employees and Businesses

On examining what the participants did in their effort to cease or decrease mobbing behaviors, our study findings showed that only a small proportion of them (20%) conducted sessions with a mental health professional (*i.e.* psychologist). Sessions with a psychologist have been reported by other studies too, similarly by a small proportion of the mobbees [51]. Not acknowledging the detrimental consequences of mobbing on health and well-being and not considering work-related stress to be an issue that needs to be addressed, may explain the low percent of those who received expert assistance.

Reporting the incidence or the perpetrator to their superiors was not the preferred action; only one employee addressed their employer. This is partly due to the fact that the majority of the mobbers were the employers themselves. This may also be because employees are afraid of being fired or been accused of being responsible for this behavior. Self- dealing with the mobbing and fear of the consequences have been reported as the main reasons for not reporting the incidence by another Greek study [21]. In Greece, legislation (3850/2010) has been aligned with the European Directive 89/391, which has assigned the employers with the responsibility to protect employees' health and safety. However, there is no specific legislation with regard to mobbing at the workplace. Few EU Member States (notably Sweden) have adopted specific legislation and others are working on legislative proposals (*e.g.*, Italy). Thus, lack of knowledge about the phenomenon and the legal or other actions that need to be taken may also explain the low proportion of mobbees that have used any adaptive coping responses to mobbing.

Bilgel *et al*. [52] have found that the most frequent responses to workplace mobbing were talking to colleagues and friends and ignoring or warning the perpetrator. However, none of the subjects in our sample reported any of those coping strategies. Taking into consideration that Greece is mainly a collectivist country [53] and social networks and supportive relationships are much valued, this finding is rather surprising. Karatza *et al* [19, 20] found that better outcome has been reported by those who have a supportive relationship with family or friends. Actually, we cannot know whether mobbees tend to rely on colleagues and friends for support since Kafetsios [54] has found that social interactions in young Greeks are less satisfactory than in more individualist cultures (*e.g.*, the UK). It might also be that a proportion of the participants hold misconceptions about mobbing behaviors in that these behaviors are interwoven with work-related stress, and so there is no need to report nor talk about them. Another reason might be that the mobbees worry about the security of their jobs, which is actually true. Studies have shown that 44% of them will lose their jobs, in comparison to 1.5% of the mobbers [55].

As far as the measures reportedly implemented by the superiors, efforts to prevent any meetings between the two involved, such as rolling hours, were reported by all the businesses who had a Human Resource Department. Many businesses in Greece are small and have no Human Resource Department. In those businesses, no measures were taken, as reported by the majority of the subjects in our sample. We cannot know, though, whether the superiors were willing or not to tackle the phenomenon since the subjects did not report the incidence to their superiors nor did they make any reference in their narratives. Although researchers and policymakers highlight the importance of protective and proactive measures to be implemented by the HR departments, it is well-known that they often fail to protect the mobbees since they do not take their concerns seriously, and when they do, they limit their efforts in ceasing the phenomenon and not eradicating it [55].

## Limitations, Future Studies and Implications

This study has a number of limitations that should be noted. The non-random selection of a convenience sample was a significant one. The study findings cannot be generalized, as the sample size was small, and all participants came only from the private sector of management. Furthermore, men were

underrepresented in this study and mobees from other regions of Greece were not included, all of which who could have yielded different results. Topkaya [56] has shown that women experience mobbing in higher percentages than men. This study was a cross-sectional one [35], which allows conclusions about associations between variables, but not about causality [30].

Another limitation may be the use of single-source data (*i.e.*, the mobees) [35]. Nielsen and Einarsen [30] have suggested the collection of data both from those who have been mobbed and the alleged mobbers, and also from the witnesses. Lack of knowledge and misconceptions about mobbing, such as that it is not important and it should be justified, may have confounded the findings. However, given that the definition of mobbing was explained to the potential participants before recruitment, we tend to believe that those who had actually experienced mobbing were essentially recruited. The definition of mobbing before recruitment is a strong point of this study.

Future studies should examine the frequency and severity of mobbing. It is not clear whether exposure once to severe mobbing results in more severe outcomes than more subtle forms of mobbing which may occur over longer periods. Nor have other factors, such as the power imbalance, been studied, all of which may be moderators and should be examined in future studies [57]. While the findings of this study showed that mobbing may have devastating outcomes for both the individual and the organization, the association between the two, and moreover the processes and mechanisms behind this association should be examined in future studies.

However, the contribution of this study is significant. The use of qualitative design and the narrative methodology are noteworthy strengths of the present study. It also provides recommendations for future studies. Researchers should conduct refined and methodologically sound studies to accurately define and further understand the phenomenon of workplace mobbing in Greece, examine its consequences and allow for further insights. The need for studies with larger population-based samples, recruited from diverse sectors, both private and public, with sound methodologies (*i.e.*, longitudinal design) and mixed methods (both quantitative and qualitative), adjusting for potential covariates (both individual and organizational) would be of particular value to advance scientific knowledge and should be the target of future studies [35].

Understanding of the effects of mobbing on employees is vital knowledge for efforts to combat or minimize mobbing. The results of this study can provide policymakers with evidence-based findings to propose and develop appropriate and effective intervention/prevention and rehabilitation programs for mobbees, perpetrators, and work environments [30] to combat mobbing and limit its detrimental consequences. In doing so, the Greek Ministry should develop policies and plans to address mobbing. In this context, appropriate strategies and tools should be examined at primary (prevention), secondary (handling of cases), and tertiary (rehabilitation) levels. Examination of the interventions that the organizations use in reducing the occurrence of mobbing is also pivotal. Introducing a 'zero-tolerance policy' and adopting robust measures for preventing and handling its occurrence is of utmost importance. In the long run, raising of awareness by the laypersons may enhance the effectiveness of the intervention/prevention strategies. Training (*e.g*, in coping strategies, legal issues), monitoring and counselling should be provided to all employees.

The cooperation among the involved institutions (municipalities, police forces, universities etc.) should be established, and coordinated efforts (meetings, seminars, etc.) should be performed. Addressing mobbing will improve the quality of employees' working life, overall life and well-being with subsequent gains in productivity and economic activity [47, 48]. A secure environment for all employees should be the target and primary obligation for all.

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