

## **Workplace Harassment & Organizational Liability: Application of Situational Crime Prevention Techniques as Deterrence**

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### **Abstract:**

Workplace harassment with its serious consequences is a persistent workplace problem for individuals and organizations. Varying from physical health problems to emotional dilemmas, harassment takes a toll on victims whereas organizations suffer as well, with its effects in the form of turnover, low job satisfaction, reduced commitment and absenteeism. Therefore, all such initiatives that prevent this negative workplace behavior are crucial for the effective working of the organizations. This paper uses Clarke's situational crime prevention techniques as an anti-harassment framework however it presents a sixth technique that needs to be followed by organizations if they effectively want to combat harassment i.e. grooming of transformational leaders. The situational crime prevention framework developed by Clarke put significant importance on physical security. Whereas the anti-harassment framework presented in this paper is mainly focused on administrative systems of vigilance, governance and guidance. The current study proposes that organizations can get the benefit of placing the situational crime prevention framework if they increase awareness among their leaders that how their behaviors significantly affect their employees in the workplace. Organizations need to understand that a long-term proactive perspective that enhances social relations is needed to promote a harassment-free environment at the workplace.

**Keywords:** Workplace harassment, Anti-harassment framework, Situational crime prevention, Negative workplace behavior.

### **1. Introduction**

Attention has been directed towards workplace harassment since the 1980s when Leymann's ideas published regarding negative workplace behavior (Nielsen, Matthiesen, & Einarsen, 2010).

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It is essential to differentiate between psychological and physical practices of harassment. Physical harassment accounts for aggressive acts of physical nature (Devís, García & Peris 2017; Becton, Gilstrap, & Forsyth, 2017) whereas psychological harassment is of non-physical nature in which workers are mistreated. This has been conceptualized in the literature under several different labels, including incivility (Demsky, Fritz, Hammer, & Black, 2018), workplace bullying (Glambek, Skogstad & Einarsen, 2018), social undermining (Yu, & Zellmer-Bruhn, 2018; Duffy, Ganster, & Pagon, 2002), victimization (Nielsen, Glasø, & Einarsen, 2017; Aquino & Lamertz, 2004) and supervision of abusive nature (Tepper, 2000). The strand that links these several concepts is the representation of negative workplace connections (Neilson et al., 2017).

The negative consequences associated with harassment at the workplace makes it important to study. It is not merely a problem for the targeted, yet for the institutions also (Becton et al., 2017; Hoel, Glasø, Hetland, Cooper, & Einarsen, 2010). Both longitudinal and cross-sectional shreds of evidence suggest that moral workplace harassment has negative consequences on the health and well-being of victims (Nielsen et al., 2017). The longitudinal research supports the argument that different psychological complications as depression, anxiety (Finne, Knardahl, & Lau, 2011), muscular & skeletal problems (Nielsen et al., 2017) and ideation of suicides have been observed in victims. Moreover, not only the victims but the observers may also feel mental health problems, stress and anxiety which ultimately may reduce their job satisfaction and increase their intentions to switch to some other organizations as a likely consequence (Astrauskaite, Notelaers, Medisauskaite, & Kern, 2015). Besides, stress level increases when non-exposed coworkers are called in investigations by the senior management, as a witness (Becton et al., 2017; Hoel

et al., 2010). This leads to a greater turnover of employees, higher absenteeism, and lower output, ultimately putting a negative effect on organizational profitability.

There exist several studies that take into account the prevalence of workplace harassment both sexual and psychological along with highlighting the factors that increase the risk for different forms of harassment, however, still little is known about organizational responses to these problems (Bac, 2018; Salin, 2008). In Pakistan, for instance, there is no consensus generally, that what and how much is expected to be done by the employer. Research is scarce regarding the liability of the organizations in these circumstances and how they are supposed to respond. Western studies cannot be replicated in the South Asian context. Our study hence intends to fulfil this gap by conducting research, particularly in Pakistan's context.

The development of situational crime prevention theory by Clarke (2005) has its applications in a vast range of crimes; that includes corruption (Tunley, Button, Shepherd, & Blackburn, 2018), terrorism (Clarke, 2005), e-commerce (Clarke & Newman, 2006), sex offending activities (Wortley, R., & Smallbone, 2006) and organized crimes (Bullock, Clarke, & Tilley, 2010). The premise of the theory is based on the idea that criminal activities are closely linked with available opportunities resulting out of situational factors. It follows an approach that analyses criminal settings in a common-sense way that increases the perceived risks of being caught and “design out” such opportunities that may avert the would-be offenders (Tunley et al., 2018). The rationale choice theory that considers the offenders as rational actors provides the basis of this premise (Clarke & Cornish, 1985; Tunley et al., 2018). Implementing situational crime prevention techniques with alternations, according to the existing settings can become successful in reducing crimes. It analyzes the circumstances and focuses on the identification of control remedies for the weak legal administrations (systemic opportunities) and poor supervision (localised opportunities) that entice offenders (Becton et al., 2017; Tunley et al., 2018). The current paper intends to take this debate forward by devising multiple ranges of deterrence practices through the

framework of Clarke (2005) for moral harassment

## 2. Literature Review

Repeated behaviours that are deliberately or unconsciously directed towards one or more personnel, unwelcomed by the targets, causing them disgrace and distress, interfering with their work performance and forming an unpleasant work atmosphere are called harassment at work (Hoel et al., 2010). A wide range of definitions addresses the problem of psychological violence in organizations e.g. ‘bullying’ (Einarsen et al., 2020), ‘incivility’ (Densky et al. 2018; Pearson, Andersson & Porath, 2005), ‘mobbing’ (Leymann, 1990), ‘mistreatment’ (Spratlen, 1995) and ‘emotional abuse’ (Harvey & Keashly, 2003). Yet, these definitions are increasingly converging, having a focus on unwanted negative behavior and a disparity of influence between target and perpetrator (Di Martino, Hoel and Cooper, 2003; Einarsen et al., 2003). According to Adams (1992), the harassing behaviours may be ‘subtle, devious and immensely difficult to confront’. Therefore, the non-affected colleagues can’t even recognize it (Hoel et al., 2010). However, even when these become frequent and entrenched, the witnesses may choose to remain uninvolved. (Einarsen, 1999). According to Leyman (1996), some colleagues may support the target while others may not and some of them may even turn against the target. Their vulnerability and fear of becoming targets themselves ask them to ignore the situation rather than to support the target and in some instances collude in harassing behaviour (Hoel et al., 2010).

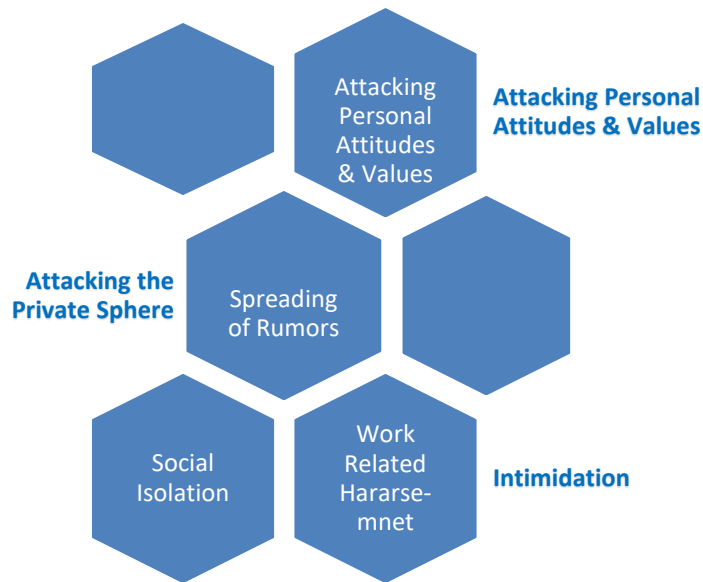
### 2.1 Definitions and Theoretical Background

Source	Definition
<b>Pakistan Penal Code, 1860</b>	‘Whoever; Intending to insult the modesty of any woman, utters any word, makes any sound or gesture, or exhibits any object, intending that such word or sound shall be heard, or that such gesture or object shall be seen, by such woman, or intrudes upon the privacy of such woman’.

<b>Harassment Act 2010</b>	‘Harassment means any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment’.
<b>Björkqvist, Österman and Hjelt-Bäck (1994)</b>	‘Repeated activities, with the aim of bringing mental (but sometimes also physical) pain, and directed toward one or more individuals who, for one reason or another, are not able to defend themselves’.
<b>Saunders et al. (2007)</b>	‘Occurrence of some negative behavior that must be persistent’.
<b>Canadian Human Rights Commission (2013)</b>	‘Harassment is a form of discrimination. It involves any unwanted physical or verbal behaviour that offends or humiliates you. Generally, harassment is a behaviour that persists over time. Serious one-time incidents can also sometimes be considered harassment. Harassment occurs when someone makes unwelcome remarks or jokes about your race, religion, sex, age, disability or any other of the 11 grounds of discrimination’.
<b>Claybourn, Spinner &amp; Malcom (2014)</b>	‘A questionable behavior may be considered harassment if it occurs once (if it results in harm) or more than once’.
<b>Einarsen et al. (2000), p. 22</b>	‘Harassing, offending, socially excluding someone or negatively affecting someone’s work. For the label bullying (or mobbing) to be applied to a particular activity, interaction or process, it has to occur repeatedly and regularly (e.g., weekly), and over a period of time (e.g., about 6 months)’.
<b>Brodsky (1976)</b>	‘Repeated and persistent attempts by one person to torment, wear down, frustrate or get a reaction from another. It is the treatment that persistently provokes, pressures, frightens, intimidates, or otherwise discomforts the target’.

<b>Tepper (2000)</b>	‘The extent to which subordinates perceive supervisors to engage in the sustained display of hostile verbal and nonverbal behaviors while at work, yet excluding physical abuse’.
<b>Lutgen-Sandvik, Tracy and Alberts (2007)</b>	‘A type of interpersonal aggression at work that goes beyond simple incivility and is marked by the characteristic features of frequency, intensity, duration and power imbalance’.
<b>(Nielsen et al., 2017)</b>	‘Workplace harassment is not about isolated and one-off instances of aggression, but do rather refer to ongoing and repeated exposure to mistreatment. Although there is no definitive list of harassing behavior, harassment mainly involves exposure to verbal hostility, being made the laughing stock of the department, having one's work situation obstructed, or being socially excluded from the peer group.’

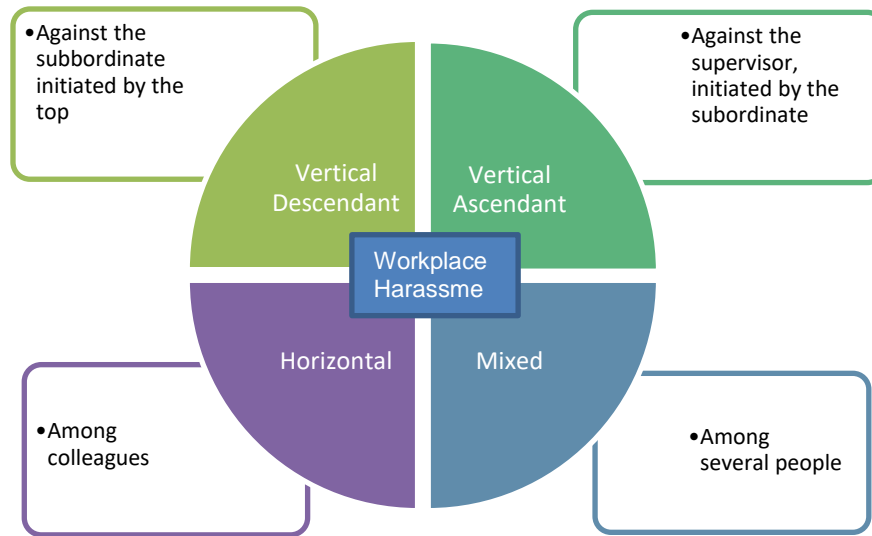
The studies contend that confusion has arisen due to this proliferation of constructs in which number of researchers are exploring almost similar forms of mistreatment with different terminologies (Nielsen et al., 2017). To avoid this confusion the current study, in line with the influential work of Carroll Brodsky (1976) “The harassed worker” aims to define workplace harassment as a systematic non-physical, higher-order, mistreatment of and among employees. Different behaviours at the workplace represent harassment.



**Figure: 1 Harassing Behaviors (Zapf, Knorz, & Kulla, 1996)**

Exposure to aggression of physical nature will not be addressed in this study as it aims to investigate psychological and emotional harassment. Empirically, Zapf, Knorz, & Kulla, (1996) have defined seven categories to differentiate these behaviors. In certain incidents, with such acts, threats or intimidation of physical forms may occur in conjunction (Nielsen et al., 2017). The operationalization, as well as measurement methods of occurrence of harassment, differs from one study to another due to variances and inconsistencies in meanings along with geographical and cultural dissimilarities (Van de Vliert, Einarsen, & Nielsen, 2013). Conducting a meta-analysis comprising 130,973 respondents, across 86 independent samples revealed a global rate of 14.6% for harassment (Nielsen et al., 2010) showing harassment at the workplace as a large-scale problematic behavior confronted even daily by several employees (Nielsen et al., 2017).

The identification and classification of harassment can be done as a vertical descendant, vertical ascendant, horizontal and mixed-among several people (Guimarães, Cançado, & Lima, 2016).



**Figure 2: Classification of Harassment (Guimarães et al., 2016)**

Nunes & Tolfo (2019) has elaborated the few fundamental elements that are essential to outline moral harassment:

**Table:1 Elements of Moral Harassment**

<b>1</b>	<b>Temporality</b>	Triggering the process with events.
<b>2</b>	<b>Duration</b>	Ranges between fifteen and forty months.
<b>3</b>	<b>Intentionality</b>	Reflection of the intention, whether subtle or implied, for causing damage to the other.
<b>4</b>	<b>Directionality or Personhood</b>	Actions of hostility have a specific target.
<b>5</b>	<b>Repeated &amp; Customary Actions</b>	Repetition of hostile behavior repeated over an extended period of time.
<b>6</b>	<b>Geographic Limits</b>	Spaces of everyday practices in the field of tasks.
<b>7</b>	<b>Deliberate Degradation</b>	Degradation of working conditions, by means of psychological attacks.

## 2.2 Situation in Pakistan



A survey was conducted by Dawn in Karachi, Islamabad, Lahore, Peshawar and Quetta to assess the situation of workplace harassment faced by women working in various industries. The survey results published in March 2018, revealed the following facts (Sethna, Masood & Jahangir, 2018):

1. Workplaces harassment incidents are prevalent in all work domains including medicine, technology, parliament, police, law and universities. However mostly these are unreported and ignored by senior managers.
2. 61% cent of the women surveyed said their employers did not force them to keep quiet about the harassment.
3. 35% of the women said that they were specifically told to keep silence by their associates and supervisors.
4. According to the survey, only 17% of those who faced harassing attitudes went to their organization's internal probe committees with their complaints.
5. 59% reported that their management does take harassment seriously, but remains unable to do anything about the harassers.
6. Most of the women said that their management did not believe them when they approached them with their complaints.
7. More than half of the women who were surveyed said that they would quit their jobs in case of harassment.
8. For 12% of families, reactions at workplaces would decide whether they continue after harassment or not.

Until the year 2000, the United Nations was the only organization that had a policy on anti-harassment. However, with the awareness of this significant issue, different measures have been taken across the globe. In Pakistan, more than 300 organizations have not only adopted but also helping in sorting the cases of harassment after the approval of '**The Protection against Harassment of Women at the Workplace Act 2010**'. Anti-harassment law was passed to provide a safe environment that is free of harassment threats. The law requires that each organization whether it is public, civil or private to maintain an internal code of conduct that facilitates the development of a self-regulatory mechanism that permits the workers to highlight any form of harassment or unsuitable behaviour. According to this act, upon registration of a complaint by an employee, an inquiry committee that also consists of a female member, must probe the issue and within 30 days of initiation of inquiry submit the findings. Upon establishing the accused guilty, the committee may recommend the authorities to levy penalties that are withholding the promotion or increments for a specific time period or removal or dismissal from the service, or even asking for forced retirement. According to legal experts, although harassment can now be punished by imprisonment or fine however because of the shortfalls of the criminal justice system it has not fully served its purpose.

### **3. Methodology**

For this concept paper, harassment is defined as:

'....a set of willful and immoral practices, based on authoritarianism and power asymmetry, which occur repeatedly and systematically through verbal and non-verbal communication. It is focused on the internal environment along with the situations which are within the immediate influence and agency control of an organization's members' (Guimarães et al., 2016).

The methodology presented in this paper for initiating an anti-harassment framework for effectively combating harassment is based on Clarke's five situational crime prevention techniques combined with a

sixth technique i.e., grooming of transformational leaders. The situational crime prevention framework developed by Clarke put significant importance on physical security. Whereas the anti-harassment framework presented in this paper is mainly focused on administrative systems of vigilance, governance and guidance. The current study proposes that organizations can get the benefit of placing the situational crime prevention framework if they increase awareness among their leaders that how their behaviors significantly affect their employees in the workplace.

The methodology focuses on five strategies of situational crime prevention developed by Clarke (2005) with a proposal of an additional sixth strategy of grooming leaders with transformational attributes. Leaders can influence the workplace greatly, their support with resources and authority can create a deterrence for harassment at the workplace.

**Table:2      Situational Crime Prevention Framework (Clarke, 2005)**

<b>Increase Effort</b>	<b>Increase Risks</b>	<b>Reduce Rewards</b>	<b>Reduce Provocations</b>	<b>Remove Excuses</b>
Supervisory Controls (Tunley et al., 2018)	Natural Surveillance (Willison & Siponen, 2009)	Publicize Sanctions (Tunley et al., 2018)	Employee Assistance (Tunley et al., 2018)	Rule Setting (Wortley, 1996)
Provide adequate supervision (Tunley et al., 2018)	Assess all roles (Dion, 2008)	Regulatory Prosecution (Tunley et al., 2018)	Controlling Disihibitors (Clarke, 1997)	Customs declarations Harassment codes (Willison & Siponen, 2009)
Pre & Post-employment staff screening (Tunley et al., 2018)	Monitor staff social networking (Tunley et al., 2018)  Monitoring of harasser (Becton et al., 2017)	Denying Benefits (Wortley, 1996) Demotion; Reduction of Wages; Suspension	Personal / Ethics Counselling (Salin, 2008) Trainings of harasser to ensure that company policy	Reinforce rules (Tunley et al., 2018)

		(Becton et al., 2017)	is understood (Becton et al., 2017)	
Facilitate upward voice behavior (Becton et al., 2017)	Encourage individuals to inform authorities (Banaji et al., 2015)	Make offender's aware of the high costs of the consequences (Clarke, 1997)	Strengthening moral condemnation (Wortley, 1996)	Signature on codes / rules (Tunley et al., 2018)
Enforce Job Rotations (Tunley et al., 2018)	Promote Whistleblowing (Banaji et al., 2015)	Put the sanctions in practice (Dion, 2008)	Learn from incidents & modify techniques	Facilitate compliance (Wortley, 1996)

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### 3.1 Increase the Effort

According to Clarke (1995), the first strategy involves increasing the effort for offenders to commit a crime. Here, continuous and visible management controls raise organizational safeguards that disrupt offenders' plans. Few other prevention techniques are job rotations that disrupt offenders' schemes with their corrupt relationships and restore complacent supervision (Tunley et al., 2018). Rigorous recruitment screening along with psychological and personality tests also supports the prevention framework.

### 3.2 Increase the Risks

The second strategy aims to increase risks for the offender. Such practices that can vigilantly spot deviant behaviours may increase the opportunity cost of committing a crime. Organizations can develop techniques which are situation-specific that may emphasize safety measure and increase the possibility of detection and intrusion. Continuous supervision and whistleblowing may increase detection risks. Initiating a culture where authorities are within reach of all employees, increases risks for the offenders (Banaji et al., 2015) and their rational decision making halts their deviant behavior.

### **3.3 Reduce Rewards**

To discourage deviant behavior, reducing or finding ways to remove rewards is an important strand of situational crime prevention techniques (Clarke & Eck 2014). Some of the control methods that are focused on increasing effort may also become a source of reducing rewards. Moreover, strategies for stimulating the consciousness of the offender with respect to the high cost of consequences (Clarke 1995) that includes sanctions, removing freedom, denying career and career benefits, demotion and wage reduction (Tunley et al., 2018) become a deterrent for deviant behavior.

### **3.4 Reduce Provocations**

The last two categories are closely linked with each other rather both of these are forms of social crime prevention, as their focus remains on changing and supporting the values and behaviour of the social group and its members. Rather than directly focusing on opportunity signals, their main premise is on 'features of the situation that precipitate or induce crime' (Clarke and Eck 2014). An environment with exploitative employers may lead to provocations, also personal circumstances outside the workplace may trigger these (Tunley et al., 2018). Counselling; dismantles the rationale behind crime choices and reduces risks (Tunley et al., 2018). The main premise of the technique is that offenders try to escape the self-blame for their activities. Instead, they put the responsibility on other external factors, blame others, employ disinhibitions and claim lack of behavioral alternatives, or use groups, supervisors or organisations to make their involvement in anti-social acts obscure. The technique controlling disinhibitors is concerned with reducing conditions that weaken the capacity of individuals to critically self-evaluate their actions. The most obvious example of this strategy is the restriction of access to alcohol and drugs.

### **3.5 Remove Excuses**

This strategy focuses on the removal of ambiguities through clearly setting out, dissemination and reinforcement of rules. This strategy is linked with reducing provocation strategy as their concern revolves around would-be offenders instead of predatory offenders (Tunley et al., 2018). Further, its premise also includes dismantling rational justifications to pursue criminal behaviour (Tunley et al., 2018). The first strategy towards handling excuses is 'rule setting'. The offenders can deny the wrongfulness of their ideas and can even claim the morality of their actions by contrasting these with more heinous actions of others. Clarke (2005) observed the 'rule setting' technique mostly in terms of clarification of legitimacy of a behavior; harassment codes and customs declarations serve this purpose. The main focus of rule setting is reducing uncertainty regarding the impermissibility of a given action / behavior (Wortley, 1996). When individuals are facilitated, compliance of rules becomes possible (Wortley, 1996).

### **3.6 The Sixth Strategy- Grooming Transformational Leaders**

According to EEOC (1999), the content of anti-harassment policies is significantly important, yet to safeguard against claims of harassment, it is not adequate to depend only on written policies and procedures. Slobodien and Peters (2012) contend that cases in lower courts propose that an employer's responsibility is not limited to written statements rather he has to take such steps through his conduct and training that involves and engages employees in policies. This engagement creates such an environment that provides deterrence for deviant behaviour (Becton et al., 2017).

## **4. Discussion**

The discussion proposes that support from an organization's leadership that have authority as well as resources is a determining factor for the implementation and effectiveness of counter-harassment techniques. O'Moore et al. (1998) state that the significant determinant between huge differences of harassed and non-harassed employees lies with their satisfaction that their leaders have the capacity to

resolve conflicting issues at the workplace.

Hamilton and Sanders (1992) presented three models for the prevention of ‘crimes of obedience’:

- (1) Subordinates need to be encouraged to follow a changed superordinate;
- (2) Individuals need to be encouraged for whistleblowing i.e., to notify authorities as soon as observe some wrongdoing and
- (3) Such hierarchical frames need to be broken that reason subordinates to accept that their choices are limited.

According to Hamilton and Sanders, the adoption of these models can weaken the causes that drag employees into “dead-end situations”. Many times, individuals are unable to see the available different options a situation could have, as they interpret the situation according to their given roles within their given duties. The models imply the empowerment by the leader and expect that the worker will be given means to enhance their self-efficacy (Dion, 2008).

To reduce workplace harassment, recent studies have established that the deterring effect of leadership particularly the transformational style of leading is significant (Astrauskaite et al., 2015). Social networks within the organizational setup can intervene in the silence that surrounds harassment (Hershcovis et al. (2021). The idea that leaders can be transformed through training and development was first initiated by Bass in the early nineties. Later many studies endorsed this concept (Barling, Weber, & Kelloway, 1996; Abrell, Rowold, Weibler, & Moenninghoff, 2011). Training of transformational leadership needs to be taken into account as one of the most important tools that can prevent harassment at the workplace (Astrauskaite et al., 2015). The study conducted by Astrauskaite et al.(2015) revealed that one of the strong deterrents for workplace harassment is leader, displaying high attributes of transformational leadership. Hence proper training along with dose-response analysis may serve their purpose practically. It is

significant to probe further than how much leadership of transformational style is required. Furthermore, how consistent this style of leadership should be, to achieve a harassment-free environment (Astrauskaite et al., 2015; Liu, Song, Li, & Liao, 2017).

The literature attributes transformational leadership to the work environment quality (Liu et al., 2017). Gautschi and Jones (1998) contend that an ethical stance among employees from top to blue-collar workers has no alternative for strong ethical culture. Transformational leadership influences the personal moral values of their followers, hence play a significant role in preventing corporate crimes. Odom & Green (2003) argues that the application of principles of transformational leadership principles could minimize the need for legal or governmental interferences. An organization itself permeate an ethical culture by having transformational leaders as role models for ethical conduct. The transformational style of leadership by focusing on the moral development of its followers ultimately leads to ethical decision making. Multiple researchers (Carless, Wearing, & Mann, 2000; Bass and Riggio, 2006; Popper and Mayseless, 2003) states that transformational leadership style has the capacity to create positive conditions in the workplace. This positivity contributes towards the prevention of workplace harassment by fostering an ethical and moral environment while encouraging pro-social beliefs (Popper & Mayseless, 2003). Based on these foregoing assumptions, the current study argues that apart from applying situational crime prevention techniques, the grooming of existing leaders as transformational leaders may serve as a significant deterrent to harassment in the workplace.

Strenuous environments at the workplace may be a major cause of workplace harassment (Wolf, Perhats, Delao, & Clarke, 2017; Notelaers et al., 2013). However, stress management becomes more effective under a transformational style of leadership that focuses on being a social supporter (Bass & Riggio, 2006), ultimately diminishing the possibility of exposure to negative work behaviours. Wolf et al., (2017) has analyzed the situation and proposed that in the early stages of workplace harassment, with the first



instance or threat, when it is difficult to detect, followers turn to a leader (Björkqvist, 1992; Notelaers et al., 2013). According to researchers poor conflict management skills shows an upward trend in workplace harassment (Wolf et al., 2017; Baillien et al., 2009). Transformational leader in the case of a conflict, focus on collaborative efforts by portraying the conflict as a challenge or considering it a learning opportunity (Carless et al., 2000); communicating to its followers that neither party can get much without the assistance of the other (Bass & Riggio, 2006). With the effective resolution of conflict management, a transformational leader can effectively deter harassment at the workplace (Baillien et al., 2009). Moreover, by setting superordinate goals, a transformational leader can encourage a shared vision and raise team spirit (Bass & Riggio, 2006) that affects employees social identification with the team and ultimately developing a sense of belongingness and mutual well-being (Ferguson, 1984). Bass & Riggio (2006) states that in such environment in which follower considers himself part of the group, reduces his stress levels, which helps in the management of conflicts, thus the risk of harassment at the workplace becomes minimized (Baillien et al., 2009; Baillien et al., 2011)

Finally, by addressing the self-worth of the employees, a transformational leader raises the self-esteem of his followers that becomes a deterrent to workplace harassment (Dion, 2008). By increasing the self-esteem of employees, acceptance of individual differences increases, giving followers confidence, support and encouragement (Carless et al., 2000). According to Nielsen et al (2017), harassment is linked with a lack of self-confidence. The victim as compared to the instigator seems to be in an inferior position, in the situations of work harassment (Björkqvist et al., 1994). In these instances written policies cannot do much, rather a leader's capability to contribute towards enhancement of self-esteem of followers can significantly guard potential targets from the advances of the offenders (Tsuno & Kawakami, 2015).

## **5. Conclusion**

Workplace harassment with its serious consequences is a persistent workplace problem for individuals

and administrations. Varying from physical health problems to emotional dilemmas, harassment takes a toll on victims whereas organizations suffer as well, with its effects in the form of turnover, low job satisfaction, reduced commitment and absenteeism. Therefore, all such initiatives that prevent this negative workplace behavior are crucial for the effective working of the organizations. This paper proposes a prevention framework on the grounds of Clarke's five strategies with a sixth strategy involving a leader's efforts to have an effective preventive program for harassment at the workplace.

According to Clarke (2005), situational crime prevention techniques do not have the agenda of improving societies or institutions rather these are served to focus on the avenues that reduce opportunities for criminal activities. This paper uses situational crime prevention techniques as an anti-harassment framework however it presents a sixth strategy that needs to be followed by organizations if they effectively want to combat harassment i.e. existence or grooming of leaders with transformational traits to change the institutional culture. Without the sixth strategy, the framework may only be kept as a writing of the policies and would not achieve much. The situational crime prevention framework developed by Clarke put significant importance on physical security. Whereas the anti-harassment framework presented in this paper is mainly focused on administrative systems of vigilance and governance. It establishes a road map for the engagement of employees and supervisors to analyze particular situations and implement prevention methods. Ethical Counselling undoubtedly possesses the potential power to establish moral values in the organization, however, the quality of leadership remains the significant factor. Research shows that poor quality of leadership leads to negative workplace behaviours particularly workplace harassment. The current study sheds light on how organizations can effectively implement situational crime prevention framework if they increase awareness among their leaders that how their behaviors significantly affect their employees in the workplace (Wolf et al., 2017; Avolio and Gardner 2005). Moreover, the collective activities, of employee engagement and involvement needs to be part of the

prevention framework. Organizations need to understand that a long-term proactive perspective with investment for maintaining and enhancing social relations at the workplace is needed to promote a harassment-free environment (Francioli et al., 2015).

Future studies may address that to what extent organizational responses towards the implementation of situational crime prevention techniques along with groomed leaders have succeeded in creating a harassment-free work setting while reforming perpetrator behavior and restoring the victim's workability and job satisfaction.

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