

COARSENESS AND VIOLENCE AT WORKPLACE—ISSUES AND CHALLENGES

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Abstract: *Workplace coarseness and violence are growing challenges for human resource development (HRD) professionals. The occurrence of violent behavior at work. The frequency, intensity, and duration of coarse behavior should be a concern to leaders in any organization. All too often seemingly isolated and incidents like, instigating a joke can lead to patterns of coarse behavior and it leads to bullying and even physical violence. Many researchers have noted numerous detrimental outcomes of workplace coarseness and violence. A coarse work environment may lead to poor employee health, low job satisfaction, low organizational productivity and commitment, high employee turnover, and poor application of learning at work. Each is a form of aggressive behavior. In as much as coarse behavior is linked to poor individual for e.g. job performance and organizational-level outcomes, human resource development (HRD) is increasingly being called to implement useful strategies for dealing effectively with this vital workplace issue.*

Key Words: *Coarseness, Job Satisfaction, Employee Turnover.*

1. INTRODUCTION:

At work, coarseness can manifest in three major ways. First, coarseness can be interpersonal in nature, where one person is directly coarse toward another person. In the above example, your supervisor neglecting to thank you for holding the door is an example of interpersonal coarseness (whether or not she actually intended to be coarse). Alternately, coarseness can manifest as Coarseness is coarse behavior exhibited in computer-mediated interactions, including emails, texts, and social media communications. Examples of this behavior would be sending time-sensitive information via email, sending blunt or abrupt emails, or not replying to emails sent by others. Given the fast-paced, technology-focused nature of today's workplace, as well as the large-scale adoption of smart phones, cyber coarseness is increasingly becoming an important concern. The inherently impersonal nature of cyber communication can further aggravate this issue. Finally, coarseness can be "victimless," in that the rude behavior does not immediately impact another person. For example, not refilling the office coffee machine or printer, or tossing trash next to the trash can without picking it up are examples of victimless coarseness. It does not have an immediate impact on another person, but it violates norms for courtesy, nonetheless.

The workplace is replete with examples of coarseness. You are probably familiar with some of the following examples Coarseness which are showing rudeness ,treating a subordinate like a child, making unfounded accusations, gossiping, whistle blowing, excluding co-workers or team members ,interrupting people ,texting during a presentation ,jamming a printer or copier and letting someone else deal with it ,use of demeaning language ,Creating unnecessary and irrelevant controversy etc.

2. WORKPLACE VIOLENCE:

Workplace violence is violence or the threat of violence against workers. It can occur at or outside the workplace and can range from threats and verbal abuse to physical assaults and homicide, one of the leading causes of job-related deaths. However it manifests itself, workplace violence is a growing concern for employers and employees nationwide.

3. LITERATURE REVIEW:

It has negative influences on those who witness coarse behavior toward others or the organization as well as those who directly experience coarse encounters at work (Montgomery, Kane, & Vance, 2004). When coarseness is not addressed and prevented in workplaces, there is opportunity of it escalating to aggressive forms of workplace abusive behavior such as workplace violence (Andersson & Pearson, 1999; Porath & Erez, 2007). Workplace violence is defined by the U.S. Department of Justice (2003) as "any form of conduct that intentionally creates anxiety, fear and a climate of distrust in the workplace" (p. 19). The types of workplace violence noted by the U.S. Department of Justice include incidents of homicide, assaults, stalking, threats, harassment, physical/emotional abuse, bullying,

kidnapping, extortion, theft/robbery, terrorist activity, and mass murders (Jacobs & Scott, 2009). Mass murders on the job by disgruntled employees have become media-intensive events.

Workplace coarseness as the root construct and genesis of the continuum leading to aggressive acts of bullying and violence invites clarification of what constitutes coarseness. Although the articles included in this issue have drawn from different definitions of workplace coarseness in the literature, the range of definitions have the following commonalities coarseness is a form of deviant behavior that violates norms of mutual respect, is low intensity, and ambiguous (e.g., neglecting to say thank you please, sending snippy emails, giving silent treatment by avoiding or ignoring someone, dropping trash on the floor and leaving it for the maintenance staff to clear, leaving the copier jammed, ridiculing someone's ideas openly, shouting at others). Emphasis is placed on gaining comprehensive understanding of this phenomenon by considering both traditional and critical perspectives. Unlike traditional perspectives, critical perspective derives its origin from critical theory that challenges established knowledge and historical interpretation of a phenomenon. Unlike traditional perspectives, critical perspective derives its origin from critical theory that challenges established knowledge and historical interpretation of a phenomenon. Whereas traditional perspectives on workplace coarseness and violence can help in understanding the extant literature on this topic and its implications for HRD, critical perspectives allow identification of unique ways to address workplace coarseness and its potential to escalate to workplace violence through the development of novel theoretical frameworks and the design of innovative interventions grounded in HRD research. Overall, the balance between conceptual and empirical papers spanning the continuum of workplace coarseness, bullying, and violence allow this special issue to make a distinctive contribution enhancing HRD research.

4. ISSUES AND CHALLENGES:

Employees will become less engaged, which means they can also become de-motivated, apathetic and even angry. They put in less effort, produce lower quality and can even burn out. Perhaps you've seen these telltale signs. They lead to losses in productivity, efficiency and of course, profitability. According to Banishing Burnout by M.P.Leiter and C. Maslach, the annual cost of job stress alone due to coarseness at U.S. corporations is \$300 billion. One of the major challenges facing HR departments in our multi-national, extended enterprise business culture is dealing with increasing occurrences of violence in places of employment. Work sites, once considered reasonably protected environments, today are no longer automatically considered safe havens for employees or employers, a fact that presents an entirely new set of challenges for already over worked HR departments. In particular, workplace homicide is now a leading cause of job-related deaths in North America.

Recent studies indicate that workplace violence has increased dramatically in the past decade. Such actions can occur inside or outside the workplace and can range from threats and verbal abuse to sexual or physical assault, as well as homicide. One of the reasons cited for increased job violence is that many employers have had to increase their labour forces in the growing areas of outsourced telemarketing and call center operations. All too frequently, in the rush to fill positions, new hires are taken on without proper candidate screening by employers who are not fully prepared for the challenges of increasingly hostile work environs

5. SCOPE OF THE STUDY:

The study is restricted to secondary data source as the topic chosen is broad and not restricted. It is an attempt to understand the past reviews and studies.

6. OBJECTIVES OF THE STUDY:

- Review the theoretical background and the conceptual issues pertaining to workplace coarseness and violence.
- To understand the causes of workplace coarseness and violence.
- To know the ways to manage the workplace coarseness and violence.

7. METHODOLOGY:

- This study is purely a conceptual research work
- The data source is based on secondary data
- The data were collected from books, Journals, Websites etc.

8. STRATEGIES FOR REDUCING THE WORKPLACE COARSENESS AND VIOLENCE:

- Commit to "promoting healthy interpersonal relationships" and become "cognizant of their own interactions, including actions taken and not taken";
- Participate in training on effective communication, diversity and inclusiveness, and conflict negotiation and resolution training;

- Establish an agreed-upon code word or signal to let others know they feel threatened. "this outreach may involve the targeted individual or a bystander using a predetermined phrase that signals all available nurses to move toward the target both to provide nonverbal support and to witness the harmful actions taking place";
- After an incident of coarseness or bullying, report the incident through appropriate channels, according to their institution's policies;
- After an incident of coarseness or bullying, keep a detailed written record of what happened, relevant names, dates, and any witnesses;
- Support co-workers who experience coarseness or bullying, which can include offering emotional support and validation as well as helping the targeted employee document and record the incident.

Employers should:

- Develop a comprehensive violence-prevention program that is in line with federal health and safety guidelines, with input;
- Offer education on coarseness and bullying, including evidence-based strategies for prevention;
- Encourage to take part in educational programs, learn their organization's policies and procedures, and be aware of what is going on around them to anticipate the potential for violence;
- Provide a way for to seek support when feeling threatened;
- Encourage employees to report violent incidents, and not blame employees for violence committed by nonemployees;
- Establish a "zero tolerance" policy against coarseness and bullying that "treats all cases in the same manner, regardless of who is involved";
- Inform employees about available conflict resolution strategies and respectful communication.
- To sustain the new culture, put systems in place that encourages open communication so that it becomes the norm. Organizational leaders need to lead responsibly and create a safe environment so employees are not fearful when sharing concerns or reporting incidents.
- Promote constructive and open feedback so employees learn how to demonstrate respect and common courtesy, really listen to each other and be more accepting of each other's ideas and opinions. Continue the dialogue and engage employees in the process by gathering their input and ideas. Share progress along the way so all employees can see the impact of their efforts and celebrate successes.

9. CONCLUSION:

Episodes of workplace violence and Coarseness will only be eliminated when employees report it. Workplace violence should be a prohibited behavior. Workplace policies should reflect this, and employers should be held accountable to enforce. Experiences of workplace violence should remain as confidential as possible and only include those who need to know to complete a fair investigation.

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