

Moral Harassment in the Brazilian Banking Sector as an Aggravation of Interpersonal Conflict

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THEME

Study of moral harassment in the banking organization

RESEARCH QUESTION

Why was moral harassment in the main Brazilian private company?

Main Purpose

Show that, from interpersonal conflicts, poorly managed by banking organizations, bullying can arise

Research Relevance

The problem addressed in this research may affect, to a greater or lesser extent, the entire Brazilian banking sector



BASIC ASSUMPTIONS

We chose six basic premises that focus on interpersonal conflict, moral harassment and the effects of these phenomena on the banking organization and on people.

Our main premise is: Moral harassment is a type of interpersonal conflict, which arises from the aggravation of situations of disagreement between individuals or groups and causes negative effects for those involved and for the organization where they work



LITERATURE REVISION

We base the research on

McIntyre (2007) – Situações de conflito podem impactar os resultados organizacionais e as pessoas envolvidas

Bobbio (1998) e Hinde (1997) – O conflito como forma de interação entre os indivíduos

Leymann (1980), Hirigoyen (2010) e Dejours (1990) – Violência no trabalho / assédio moral

Avila (2008) – Assédio moral como fenômeno decorrente de conflito interpessoal

Cerqueira (2012) e Silva-Fortes (2017) – Assédio moral na organização bancária

METHODOLOGY

Multicase study :

Yin (2005) – case study

Quivy (1998) – starting question

Richardson (2008) – structure of the scientific method



THE CASES

First Case	Second Case
Company: Itaú Unibanco S.A.	
Victim: Female, 38 years old.	Victim: Man, 41 years old
Length of service in the organization: 19 years.	Length of service in the organization: 18 years.
Position held: Company II Relationship Manager	Last position held: Full help desk assistant
Situations practiced by the management reported by victims and witnesses:	
<ul style="list-style-type: none"> a) Imposition of high goals or strenuous work; b) Imposition of overtime work, without the corresponding remuneration; c) Precarious working conditions; d) Threat of dismissal; e) Psychological pressure; f) Derogatory exposure to co-workers and clients of the organization; g) Negative exposure in goal ranking; h) Teasing / stalking / screaming / mocking / use of offensive words; i) Different treatment compared to other co-workers; j) Reprimands in front of colleagues. 	



STUDY RESULTS

- The assumptions were validated in the analysis and confirm that:
- Interpersonal conflict is a phenomenon inherent to human nature.
- The organizational environment is a facilitating factor for the occurrence of conflicts - McIntyre.
- Interpersonal conflict is a possibility of social interaction - Hinde.
- The banking organization must identify the occurrence of conflicts and assess whether or not to act on them - McIntyre.
- The way the organization acts on conflicts conditions the results of these occurrences - McIntyre.
- Moral harassment is a specific type of interpersonal conflict, which arises from the aggravation of situations of disagreement - Hirigoyen.

