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Weed out

Weed Out - Organizational Factors associated with exposure to

various forms of violence

By Cyprus Hotel Managers Association

Course Module 5

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1. The Module contains 3 units:

    I.   Distinction between Organisational Culture & Structure.
   II.   Primary, secondary and tertiary prevention strategies
 III.   Leadership Competencies

2. Learning Outcomes

1. Be able to describe the functioning of organizational structure and organizational culture.
2. Be able to select appropriate measures based on primary, secondary and tertiary prevention strategy model.
3. Be able to apply necessary leadership skills in the context of occupational violence.
4. Be able to define the sector specific factors of occupational violence

3. Learning Units

Unit 1

Distinction between Organisational Culture & Structure.

Distinction between organisational structure and culture and their modes of action

Learning Outcome:
To describe the functioning of organizational structure and organizational culture.

What is what?
Organizational structure refers to a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. This structure is developed to establish how an organization operates and assists an organization in obtaining its goals to allow for future growth. The structure is illustrated using an organizational chart (see example in table 1.1).

Organisational Structure, Source: wallstreetmojo.com
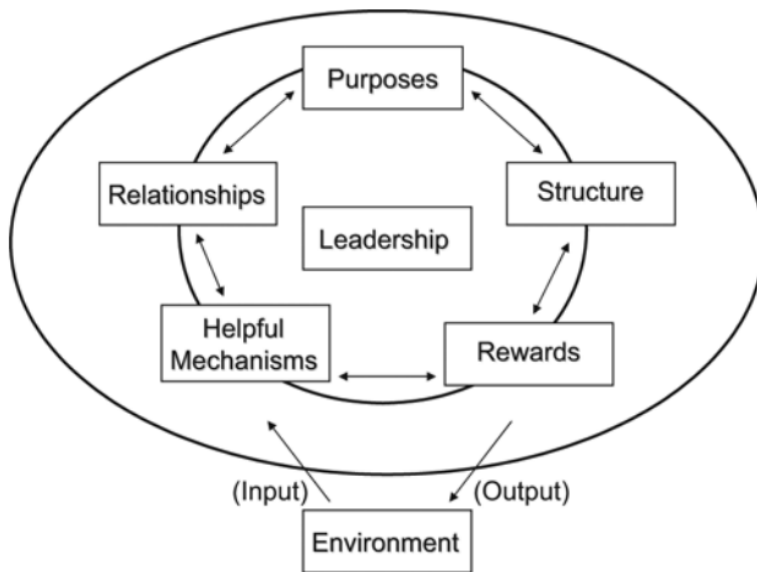
Six-box Model (Weisbord, 1978)

Types of Organisational Structure:

1) Hierarchical

This is a type of centralized organizational structure. There is a hierarchy of workers with leaders placed at the top, the supervisor placed in the middle and the employees below.

2) Flat

This organizational structure is devoid of any hierarchy. No one commands or controls the employees. Instead, decisions are made at every level of management. Therefore, it is usually used in small companies with few employees or new start-ups.

3) Matrix

Under this organizational structure, there is no clear demarcation of roles and responsibilities of resources. Resources may be shared across different teams to ensure their maximum utilization.

4) Network Structure

Network organizational structure helps visualize both internal and external relationships between managers and top-level management. They are not only less hierarchical but are also more decentralized and more flexible than other structures.
The idea behind the network structure is based on social networks. Its structure relies on open communication and reliable partners; both internal and external. The network structure is viewed as agiler than other structures because it has few tires, more control, and a bottom flow of decision-making.

5) Divisional

Divisional types of organizational charts have their own division which corresponds to either products or geographies. Each division contains the necessary resources and functions needed to support the product line and geography.

Organizational Culture includes the value, behaviour and attitudes of the employees. Both are equally important for the success of the organization. Organizational culture is the expectations of the business. These are unwritten rules that dictate the attire, work ethic, and overall structure of the business. A new employee will often have to learn and follow these rules to fit into a business and its culture. Consider it the personality of the business. This culture sets the standards for the workplace and affects how the employees are expected to act.
Organizational culture might include the following:

- Commonly shared beliefs.
- Values that dictate the employees' behaviors.
- Agreed upon assumptions.

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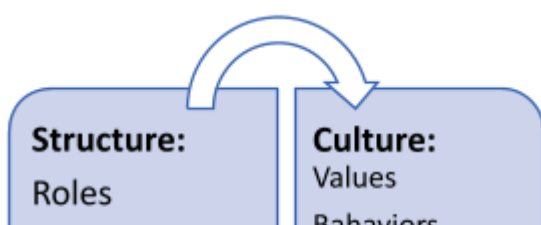
Unit 2

Primary, secondary and tertiary prevention strategies

Basics of primary, secondary and tertiary prevention strategies for occupational violence

Learning Outcome
He/she is able to describe the functioning of organizational structure and organizational culture

Primary Prevention	To prevent workplace violence from occurring.	P= PREVENTION
Secondary Prevention	Early detection of workplace violence by identifying and eliminating incivility before it results in violent behavior.	S= SCREENING
Tertiary Prevention	Addresses the employee and/or workplace, when an incident has already occurred:	T= TREAT

Conclusion

- The prevalence of occupational violence needs to be **adequately measured** through conventional occupational health surveillance methods, in addition to employees reporting these types of events.
- Commitment from employers is essential to adequately measure the scope of violence in the workplace.
- The implementation of reporting mechanisms is necessary for purposes of developing informed targeted prevention strategies, as well as testing their effectiveness.

Unit 3

Leadership Competencies

Analytic Competencies	Personal Competencies	Communication Competencies	Positional Competencies	Organizational Competencies
Self-Assessment	Character, Personal Values, & Ethics	Credibility & Charisma	Education	Vision-Setting
Problem Definition	Cognitive Ability & Creativity	Influence & Persuasion	Experience	Management & Supervision
Stakeholder Analysis	Enthusiasm	Interpersonal & Group Orientation	Expertise	Information & Knowledge Management
Systems/Organizational Analysis	High Standards	Listening, Attention, Question-Asking, & Learning	Knowledge of Sector	Technological Capability
Analysis of Technology to Support Leadership	Personal Conviction & Persistence	Public Speaking, Presentation Skills, Debate, & Discussion	Knowledge of Organization	Empowerment & Supportiveness
Problem Solving	Self-Discipline & Self-Confidence	Diversity & Intercultural Orientation	Familiarity with Task Type	Teaching & Coaching
Review & Analysis of Results	Tolerance for Uncertainty & Risk-Taking	Role Modeling	Language & Vocabulary	Facilitation & Negotiation

Ruben et al. (2017)

Personal Competencies: Perhaps the most traditional and familiar thematic area is one that focuses on an individual's personal attributes, including cognitive capability, energy, conviction, character, and the expression of values-factors that generally lead one to be admired and perceived as a role model by others because of their character, conviction, and high standards.

Organizational Competencies. Included in this competency cluster are vision-setting, strategy development and execution, knowledge management, collaboration and empowerment, coaching, change and crisis management, and the range of administrative capabilities judged to be important to an individual's leadership effectiveness in group, organizational, and community settings with varying purpose, function, and size.

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Positional Competencies. The competencies associated with this cluster include subject-matter knowledge and skills deemed necessary for effective leadership within a specificfield such as business, health care, sports, politics, religion, education, social work, or library administration. Included in this category are context-, job-, or sector-specific education or training, background experiences, job familiarity, organizational understanding, or professional development.

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Communication Competencies: This competency cluster includes the knowledge and skills required for effective interaction in interpersonal, group, organizational, and public settings including both message-sending and message reception in varying contexts and with varying individuals and groups. Specific communication dimensions include establishing credibility and trust, persuasion, interpersonal relations and team-building, listening and question-asking, writing and speaking, diversity and intercultural relations, and facilitation, negotiation, and conflict resolution

Unit 3:

Sector - Specific Factors

Sector specific factors in the context of occupational violence

Learning Outcome: To define the sector specific factors of occupational violence

This is a typology to separate violence based on source.

| 'External' violence | perpetrated by persons outside the organisation, such as during armed hold-ups in HORECA |
| 'Client-initiated' violence | inflicted on employees by customers or guests |

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'Internal' violence	occurs between employees within an organisation, such as between supervisor and employee, or employees and apprentices
Violence arises out of wider social and economic developments	For example, global economic pressures may lead to downsizing, work intensification, job insecurity, and contribute to a workplace culture where threatening behaviour is tolerated.

The Risk Factors for occupational violence include the following:

Economy Typologies	- Night economy - Informal economy
Employees' Typology	- Low skill employees, low earning employees, low age employees - Working with unstable or volatile persons
Work Conditions in HORECA	- Warmth and friendliness (hospitality) can be misinterpreted - Normalisation of occupational violence in HORECA - Working late, working early, irregular, and unusual hours - Serving high risk clientele (alcoholised customers) - Delivery of goods, or services - Working in intime surroundings - Weak industrial unions

An analysis of risk factors is presented here-below:

Long shifts, irregular and unusual working hours

Potential stress factor in the hospitality industry originates from changing timetables and work during unsocial hours including evenings and nights. Shift-work is widespread and, especially in restaurants, may include split shifts. Work on Sundays (a normal rest day in many countries) is common).

Income insecurity

Wages on a regular basis are lower on the average than in other sectors.
A considerable portion of total income of hospitality employees may originate from tips. If tips are important, the employee may have to cope with income insecurity and with a resulting irregular life style.

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Lowest paid employees, e.g. chambermaids, porters and dishwashers, may hold other jobs in addition and face higher-than-usual work pressure.

Weak industrial relations institutions

The impact of trade unions varies between countries but is far lower than the general average of all industries.

Many employers are not supportive to trade unions, while it is common among the employees to accept the employer as a social leader or behave as individualists.

Tension and conflicts at the work place therefore meet with little potential for solutions from established social dialogue.

Informal economy

A substantial number of organizations are operating in the informal economy and therefore do not pay tax or contribute to social security/insurance schemes. The informal economy in the hotel, catering and tourism sector tends to attract employees from the most vulnerable groups of the population, e.g. single mothers in Austria or illegal immigrants.

Employees are especially prone to abuse of all kinds.

Globalization, growing competition, cost-cutting and new technology

Increasing competition leads to greater pressures on employees and employers in the industry. Downsizing and redundancies are therefore not uncommon, leaving remaining staff with added workloads and multiple pressures.

Interface between employees and customers

A high proportion of employees work in a constant interface with clients, whether as service-providers or simply by occupying the same space, e.g. chambermaids and cleaning staff. This represent a source of pressure on them, especially for those who hold jobs with low social status and without having been trained in how to communicate appropriately. They are little prepared, therefore, to face situations of violence and harassment.

Catering for nightlife customers

Parts of the hotel and catering industry are operating in the 'night-economy,' i.e., after dark. They are therefore centred on alcohol consumption and often targeted at young clients. These features potentially expose them to violence and related intimidation.

Part of the industry also provides environments made to support erotic or sexual feelings with a resulting high index of exposure of its employees to threatening behaviour by customers.

The ambiguity between private and public norms and behaviours may also contribute to a higher risk of unacceptable behaviour not only in hotels, but also in bars and certain restaurants.

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