



Report on needs assessment

Developed by

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Introduction

Workplace violence is not an exception that occurs only in individual workplaces but takes place in one form or another in virtually every organisation in the HORECA sector. But every incident is one too many and can have massive consequences in the long run, not only for the people involved but also for the company. Therefore, WEED OUT conducted a comprehensive needs assessment to provide more insight into the challenges and needs of managers, who have a particular responsibility in this area.

The first section of the report contains general information on the Erasmus+ project WEED OUT and a definition of violence and discrimination based on international standards. In the second section, the results of the questionnaire survey are comprehensively presented, and the qualitative needs assessment is described. Based on this, the last section contains the analysis of the results followed by a conclusion to develop a tailor-made course for managers. The appendix also contains the results of the quantitative survey of the individual countries as well as the questionnaire itself.

About WEED OUT

WEED OUT project is funded by the European Commission's Erasmus + programme. The project started in November 2021 and lasts for 2 years. This project will design a unique training program and develop the relevant tools for HORECA management to prevent, identify and manage occupational violence. In the case of occupational violence, preventive measures may not eliminate incidents of violent behaviours completely, but they will reduce them considerably and discourage future ones. HORECA is a sector where occupational violence thrives, primarily because it is manned by people with lower formal qualifications or very little training or come from vulnerable groups of the population such as young people, women with family responsibilities, migrants, or members of ethnic minorities. Workplace violence is a health and safety hazard. All hazards require preventive measures to minimize the risk of them occurring. It is important therefore for HORECA management to know how to effectively defuse any such threat. In business, all these hazards are identified and described within a Risk Assessment Plan which is a part of a wider Occupational Health and Safety (OHS) management plan. Most OHS plans, although they recognize Occupational Violence as a risk, they often offer superficial remedies that touch the awareness level. HORECA faces chronic labour shortages, and the current levels of workplace violence may demotivate people to seek employment there. Furthermore, workplace violence has a ripple effect on society, the economy, and the quality of life of the Europeans. There is a need for drastic actions to defuse the situation and reverse the current negative labour conditions in the

HORECA sector. People working in the HORECA sector are entitled to have safe and healthy working environments. It is time to "Weed out Occupational Violence from HORECA"!

Project Objectives:

- Enhance the role of VET in the effective prevention and management of workplace violence in HORECA.
- Increase awareness among management and stakeholders.
- Offer HORECA managements training to further develop their Occupational Health and Safety management plans against workplace violence.
- Foster inclusive, healthy and safe HORECA employment.
- Improve the Occupational conditions in the sector to attract more labour.
- Manage the emotional, social and psychological stress of the victims.
- Contribute to a violence-free Tourism and Catering sector in Europe.

General information

Definitions

It is particularly important for European projects that there is a common basis for terminology. For this reason, the following section describes the definitions of violence and discrimination, their subtypes and forms, which have been compiled based on international definitions.

Occupational violence

The European Commission defines occupational violence the following: 'Incidents where staff are abused, threatened or assaulted in circumstances related to their work, including commuting to and from work, involving an explicit or implicit challenge to their safety, well-being and health' (European Agency for Safety and Health at Work, 2010). Additionally, according to CDC (Occupational Violence | NIOSH | CDC, 2021) 'workplace violence is an act or threat of violence, ranging from verbal abuse to physical assaults directed towards persons at work or on duty.' In this context occupational violence can also occur by third parties, which is committed by non-colleague contacts. Depending on the area of work this may include customers, pupils, patients and other people associated with these third parties. (Third Party Violence in the Workplace | Safety and Health at Work EU-OSHA, 2022).

Categories of occupational violence

There are four categories of occupational violence, which are defined by the person carry out the occupational violence.

- **Violence through third parties (customer, client, guest, supplier)**

According to CDC, (Types of Workplace Violence | WPVHC | NIOSH, 2020) this type of violence considers the customer/client relationship, patients, their family members, and other visitors. It can also be referred to as client-on-worker violence. This type of violence occurs when the violent person has a legitimate relationship with the business – for example a customer, client, supplier- and becomes violent while interacting with the business and its employees. (Turner, 2022)

- **Worker-on-worker**

In this case the perpetrator is the employee or past employee of the business who attacks or threatens other employees or past employees in the workplace. (Turner, 2022) The violence can be lateral or vertical and it can include bullying, often verbal and emotional abuse, offensive/vindictive/humiliating behaviour, homicide. This type of violence is often directed at the person that is viewed as inferior (supervisor to employee, doctor to nurse, peer to peer etc.)

- **Criminal intent**

In this type of occupational violence, the perpetrator has no legitimate relationship to the business or the employees. This type of violence usually happens by incident (robbery, shoplifting, trespassing, acts of terrorism). (Turner, 2022)

- **Personal relationship**

In this case the perpetrator does not have a relationship with the business but has a relationship with the victim. This often includes victims of domestic violence (ex. The husband of a nurse follows her to work and threatens her). Even though it may seem personal this type of violence can have negative influence on the co-workers and clients in form of physical or emotional damage. (Types of Workplace Violence | WPVHC | NIOSH, 2020)

Forms of violence

All the bellow mentioned forms can come from any of the parties mentioned above.

- **Psychological violence**

It is often depicted by bullying or harassment. It includes any act that can cause psychological harm to an individual such as coercion, defamation, verbal insult etc. 'It is any intentional conduct that seriously impairs another person's psychological integrity' (Psychological Violence, 2022).

- **Physiological/physical violence**

It occurs when a person hurts or tries to hurt a partner by hitting, kicking or using

another type of physical force. This type of violence can occur in many aspects of a person's life including work (Preventing Intimate Partner Violence |Violence Prevention|Injury Center|CDC, 2021). Physical aggression is defined as any act involving the use of physical force onto others' objects, property, or the self. Types of physical violence include harassment, bullying, mobbing (European Agency for Safety and Health at Work, 2010).

- **Sexual violence**

It is defined when a person forces or attempts another person to take part in a sexual act, sexual touching, or a non-physical sexual event without consent (Preventing Intimate Partner Violence |Violence Prevention|Injury Center|CDC, 2021). At work, sexual violence often appears as an unwelcome sexual advance, request for sexual favours, a conduct of a sexual nature. (ex. Inappropriate sexual contact, staring, a suggestive joke, sexual pictures, unwanted date invitations, request for sex, intrusive questions, unnecessary familiarity, insults of sexual nature, sexual emails or texts).

Discrimination

Discrimination is a form of violence and is the unequal treatment of a person or a group based on personal characteristics such as sex, race, colour, national of social origin, religion, language or opinion. (Race Discrimination | Equality and Human Rights Commission, 2020). Discrimination at the workplace belongs to occupational violence but can also be deducted by third parties. It is the same act of unequal treatment based on the above listed factors, carried out by a person other than a co-worker or superior such as a client, patient, pupil and other people associated with these parties.

In general, there are two ways of discrimination:

1. Treatment discrimination

When an employee is being treated differently from other employees who have similar skills and responsibilities because of certain characteristics, it is defined as treatment discrimination. This type of discrimination may include being fired while your performance is not lacking, the supervisor or other employees make racist, sexist or derogatory comments, a promotion is being taken from you and given to someone else even though their performance is not better than yours, being denied job benefits. (Guerin, 2013)

2. Access discrimination

It often takes place during hiring or promotion process, meaning that an employee is denied these opportunities, because of unlawful reasons such as race, sex, age etc. Access

discrimination can also be present in the form of a smaller starting salary for certain employees, refusing to provide a person with additional resources, limited advertising and recruitment, etc. (*Non-Discrimination*, 2017)

Characteristics of discrimination

The core dimensions of diversity serve as a basis for defining the characteristics of discrimination and are described as follows:

- Sexual orientation

Refers to people that fall anywhere on the LGBTQIA+ spectrum. It occurs when a person is treated differently because of their sexual orientation. The treatment does not have to be intentional to be unlawful (*Sexual Orientation Discrimination | Equality and Human Rights Commission*, 2016). The discrimination can be direct, indirect, in form of harassment, bullying, victimization, etc. Some examples of discrimination due to sexual orientation include: Being deprived of job opportunities even though you are the best candidate, colleagues keep calling a male worker by the feminine version of their name which causes discomfort or being treated unequal because you have made a complaint about being discriminated.

- Belief systems & Religion

This form of discrimination refers to the differential treatment of individuals of groups based on their system of belief or worship (*Discrimination on the Grounds of Religion or Belief*, 2019). Discrimination based on religion can be in forms of different working conditions including dismissal and pay, different treatment at work and during recruiting.

- Disability

This occurs when an employee is treated differently due to his/her disability, perceived disability, or association with a disabled person. Examples could be: Discriminating on the basis of physical/ mental disability in: recruiting, firing, hiring, training, assignments, promotions, pay, benefits, lay-off, leave, and other employment-related activities; asking questions about past or current medical conditions or requiring job applicants and employees to take medical exams; creating or maintaining a workplace that includes substantial physical barriers to movement for people with physical disabilities; (*Workplacefairness*, 2022)

- Gender-related

Workplace gender discrimination takes place when an employee or a job applicant is treated differently or less favourably because of their sex, gender identity, sexual orientation.

- Age

This type of discrimination can happen to people that are both young or old, a particular age group, or a specific age.

- Ethnicity/nationality

This includes being treated differently because of your skin colour, nationality, ethnic origin (ex. Romany Gipsy), national origin. Usually, this type of discrimination is present in the form of unfair treatment, practice or arrangement that create disadvantageous work conditions for the employees that are a different race or ethnicity.

Types of discrimination

There are several ways how discrimination can happen at the workplace. The following overview provides brief information about the types of discrimination in the context of occupational violence.

- Harassment

According to Eurofund, harassment can be defined as a situation where an unwanted and unprovoked behaviour occurs, that violates the wellbeing and self-perception of a person, by creating an intimidating, humiliating, offensive or/and degrading environment. (Harassment and Violence at Work, 2020)

- Exclusion/mobbing

Exclusion happens when an individual or a group of individuals are excluded from social interactions. Mobbing can be described as 'ganging up on' an employee causing that person to experience harassment and bullying by pointing out negative thoughts, criticizing, isolating or spreading false information that will hurt their reputation (Mobbing, 2007).

- Micro aggression

This type of discrimination is often verbal and can be disguised and seen as a compliment but leave a negative psychological impact. There are different types of micro aggression such as discriminatory actions, using racial epithets, verbal/nonverbal communication that slightly show rudeness and insensitivity, communication that negates/excludes/nullifies the thoughts of a certain person. Micro aggression is often shown through words such as: 'you're one of the good ones', 'your people/people like you', touching a person without consent, asking where a person is 'really from', assuming pronouns. (Simms, 2022)

- Bullying

Bullying is usually a behaviour or communication that hurts or isolates the person to whom it is addressed. It can be present through both physical contact as well as negative comments.

Bullying behaviour usually happens often by repeating the same pattern and is intended to offend, humiliate, or degrade a person. In the work context bullying can appear through removing responsibilities from an employee without them knowing or asking, intimidating a person, making offensive remarks, underworking a person to create the feeling of uselessness, constantly criticizing a person, preventing them from gaining training/ sick leave/ promotions, damaging their personal belongings or their work, assigning unreasonable duties, etc. (*Bullying in the Workplace : OSH Answers, 2020*)

Results Questionnaire

General information

The quantitative needs assessment as part of project result 1 served to obtain significant data on which to base the development of the WEED OUT course. The target group of the survey were also managers from the HORECA sector. Each project partner country had 20 participants to survey, resulting in a total target of 120 people. The questionnaire was as well created with the MS Teams survey application and translated into the respective project partner languages.

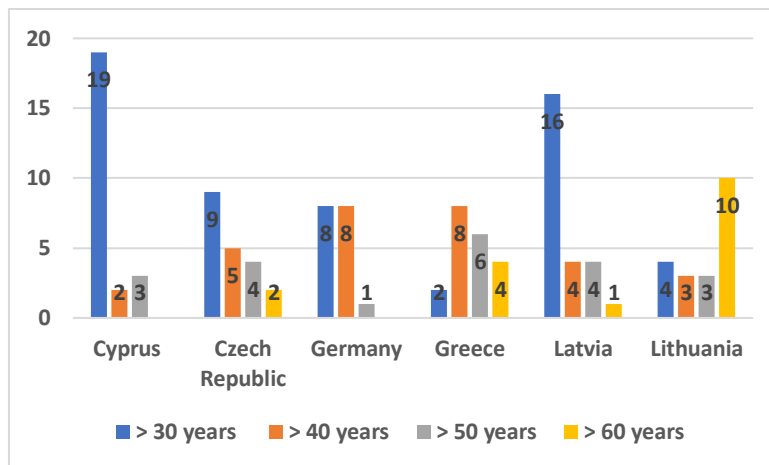
The questionnaire itself consisted of 5 sections: Personal information, information about the organisation, identification of occupational violence, prevention, and management of occupational violence. In total, the survey included 36 questions, which consisted of closed questions, scaling questions and multiple-choice questions.

The aim of the questionnaire was to investigate to what extent and how often the respondents are confronted with violence at work and discrimination in their management activities, to work out their self-perception with regard to their own professional and leadership skills on this topic, to obtain information on the forms of workplace violence in their companies and their causes, as well as to find out which prevention measures (policies, further training offers, support systems,...) they have implemented in their company so far.

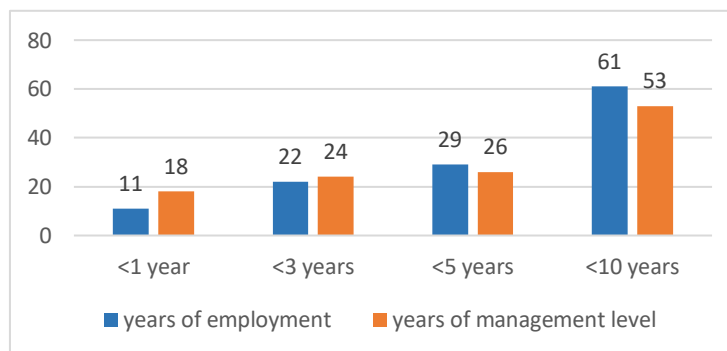
A total of 226 participants took part in the survey. The country distribution of the respondents is as follows: Cyprus 24; Czech Republic 20; Germany 17; Greece 20; Latvia 25 and Lithuania 20.

Demographic profile

Out of the 126 participants, 58 were female, 66 were male, one person was diverse, and one person did not answer the question. The breakdown of the age groups of the respondents are as follows:

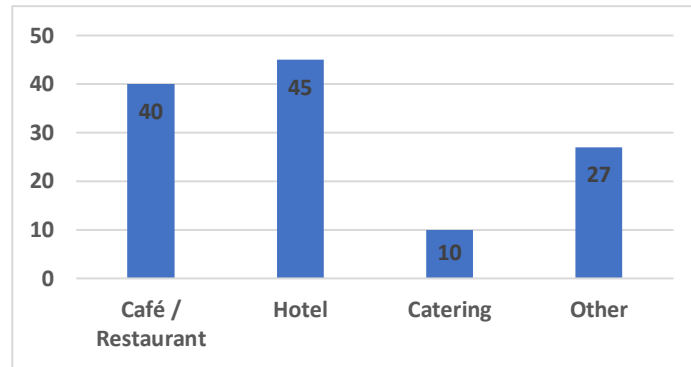


Most of the respondents, 77, have a university degree, followed by 35 respondents with a high school diploma and 14 respondents with a completed apprenticeship. Out of the 126 respondents, 79 had in addition a specific training in management. In total, 43 of the respondents are the management or founders of the company, 22 of the respondents work as HR managers and 11 participants are managers of a department. 48 people chose another option without being able to specify this further. Two people did not answer the question about their position in the organisation. The figure below shows the professional experience in the HORECA sector and at the management level of the participants.



Information about the participating organizations

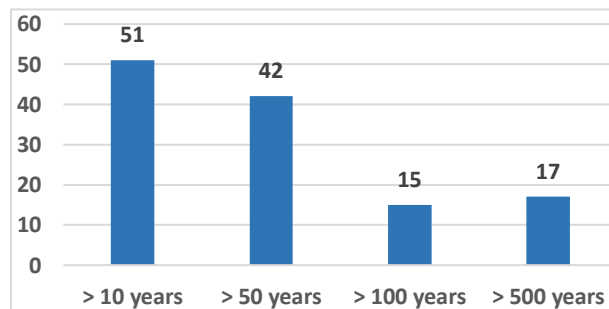
The respondents work in the following business divisions:



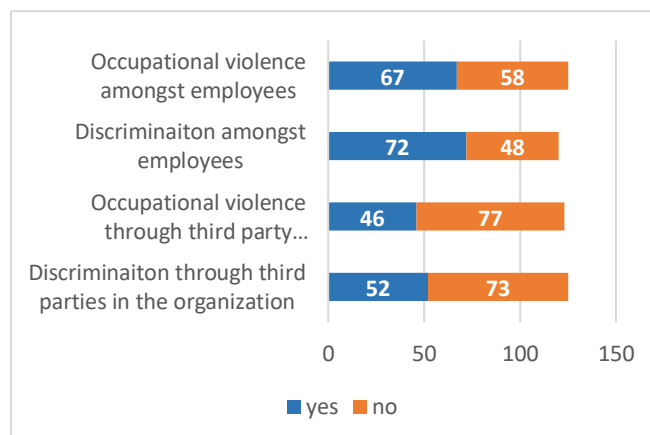
Two participants did not answer this question.

Number of employees

Of the 126 participants, 51 of the respondents work in a company with more than 10 employees, 42 of the respondents with more than 50 employees, 17 of the respondents with more than 500 employees followed by 15 respondents with more than 100 employees. One person did not answer the question about the number of employees.



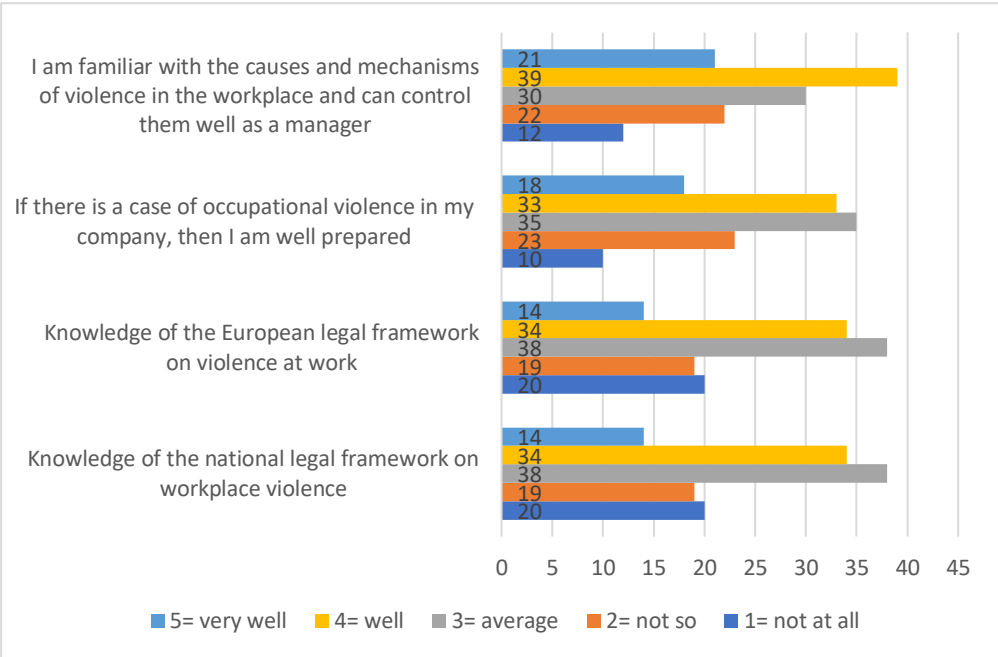
Incidence of violence & discrimination



Out of the 126 respondents, 67 managers had to deal already with occupational violence amongst employees. One person did not answer this question. Regarding discrimination amongst employees, 72 participants had to manage incidences of discrimination in their company. Six persons did not answer the question about discrimination amongst employees. In total, 46 individuals indicated that they had experienced a case of occupational violence through third party discrimination and 52 participants reported discrimination through third parties in the organization.

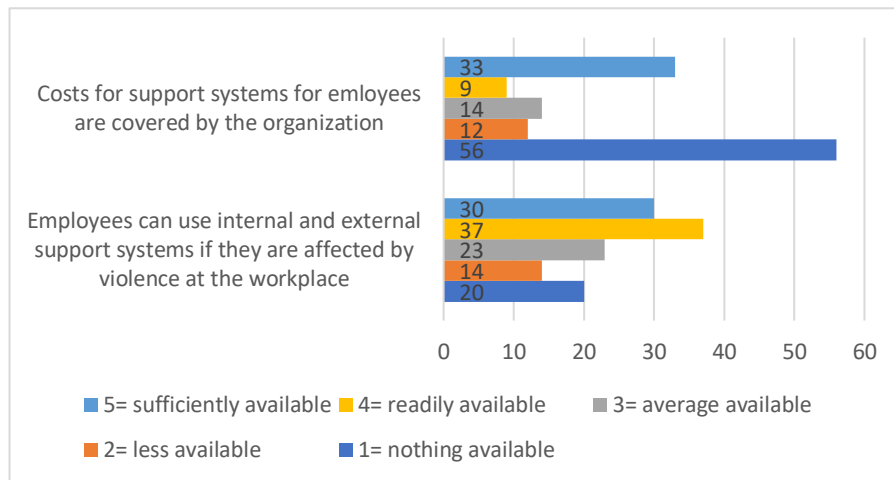
Based on respondents' perceptions, 92 people believe that in their company up to 20 percent of employees have experienced workplace violence. 15 participants estimate the percentage to be between 21 and 40 percent and 11 participants have the perception that the percentage of all employees affected by violence is 81 - 100 %. Only 3 and 4 respondents estimate that this is between 41 to 60 percent and 61 to 80 percent, respectively.

Self-perception of participants



Out of the 126 respondents, 39 people said that they are well familiar with the causes and mechanisms of violence in the workplace and that they can control them well as manager. Two persons did not answer this question. 35 participants are prepared average in case of occupational violence in their company. Seven people did not answer the question about preparation. Out of the 126 respondents, 38 participants know the national as well as European legal framework average. One person did not answer the questions on the legal framework.

Support system for employees and coverage of costs

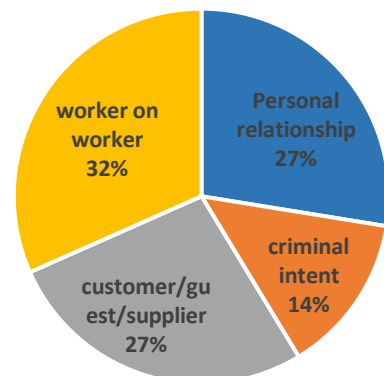


The availability of support systems for employees in the event of occupational violence varies among respondents. Of the 126 participants, 56 people stated that the costs for this are not covered by the organization. Two participants did not answer these questions.

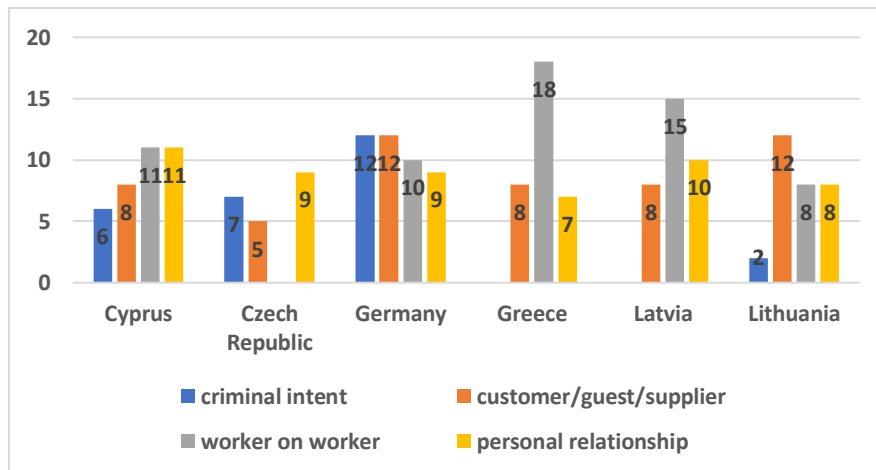
Identification of occupational violence

Categories of occupational violence

62 of the respondents stated that worker-on-worker violence had occurred in their company, followed by 54 people who stated that workplace violence was based on a personal relationship between employees. Assaults from customers, guests or suppliers were confirmed by 53 respondents and 27 individuals stated that incidences of criminal intent occurred. Five people did not answer this question.



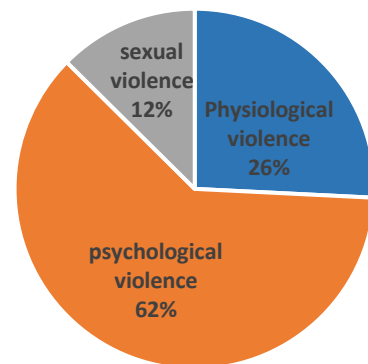
In terms of the countries surveyed, the categories of occupational violence are as follows:



Forms of violence

Out of 126 respondents, 99 individuals confirmed that they had to deal with psychological violence at the workplace, followed 41 participants who stated that they had to manage physiological violence. 20 of the respondents stated that they were confronted with sexual violence.

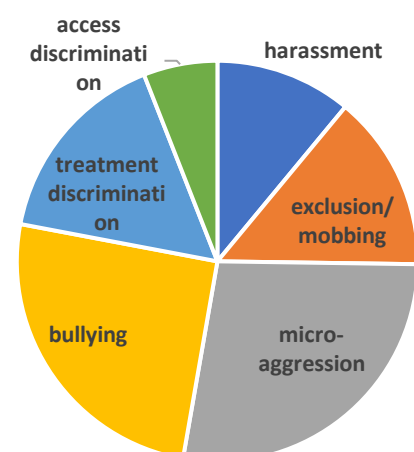
In total 11 people did not answer this question (Czech Republic 7; Latvia 3; Lithuania 1).



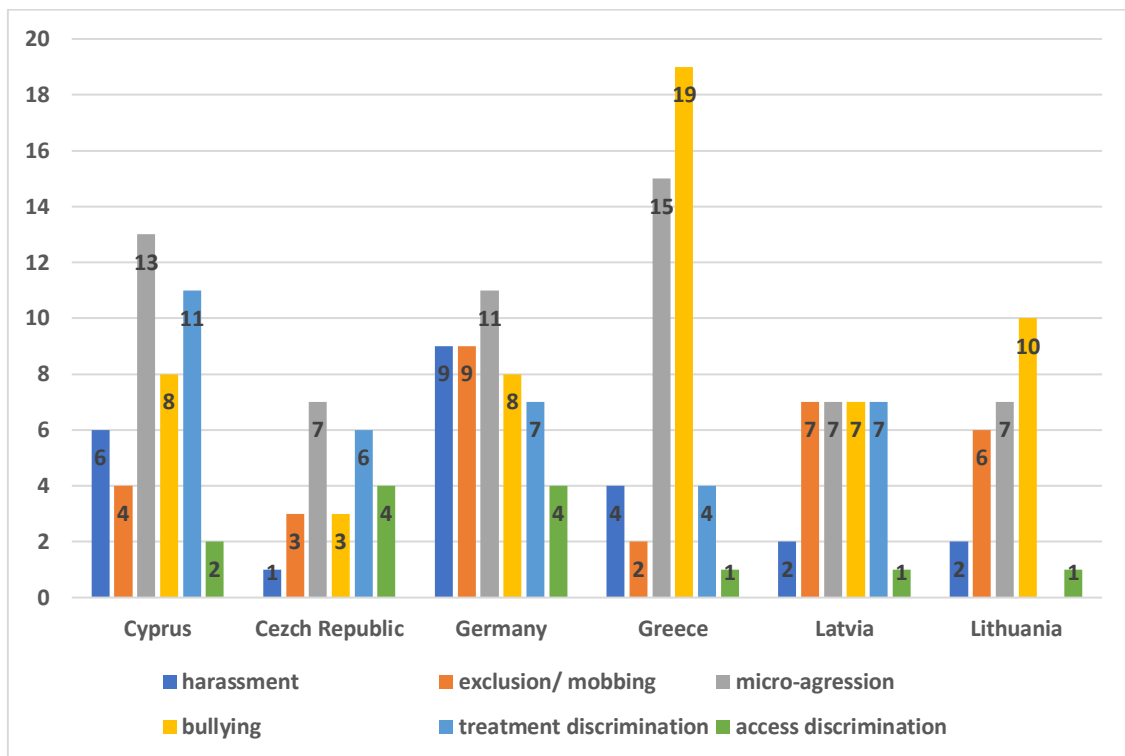
Types of discrimination

In total 60 respondents reported that they had to manage micro-aggression at the workplace. 55 participants had experience in the management of bullying and 35 people confirmed that treatment discrimination happened in their company. Around 31 respondents reported exclusion / mobbing at the workplace, followed by 24 participants who had to deal with harassment at the workplace and 13 people stated the access discrimination took place in their company.

In total 23 respondents stated that none of these types of discrimination took place in their company (Cyprus 4; Czech Republic 8; Latvia 5; Lithuania 6)

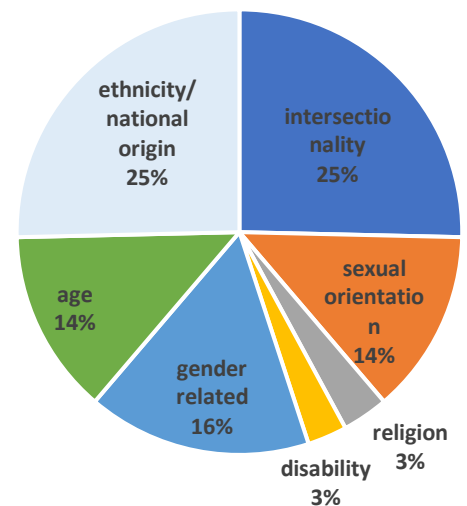


The forms of discrimination in the countries examined are as follows:

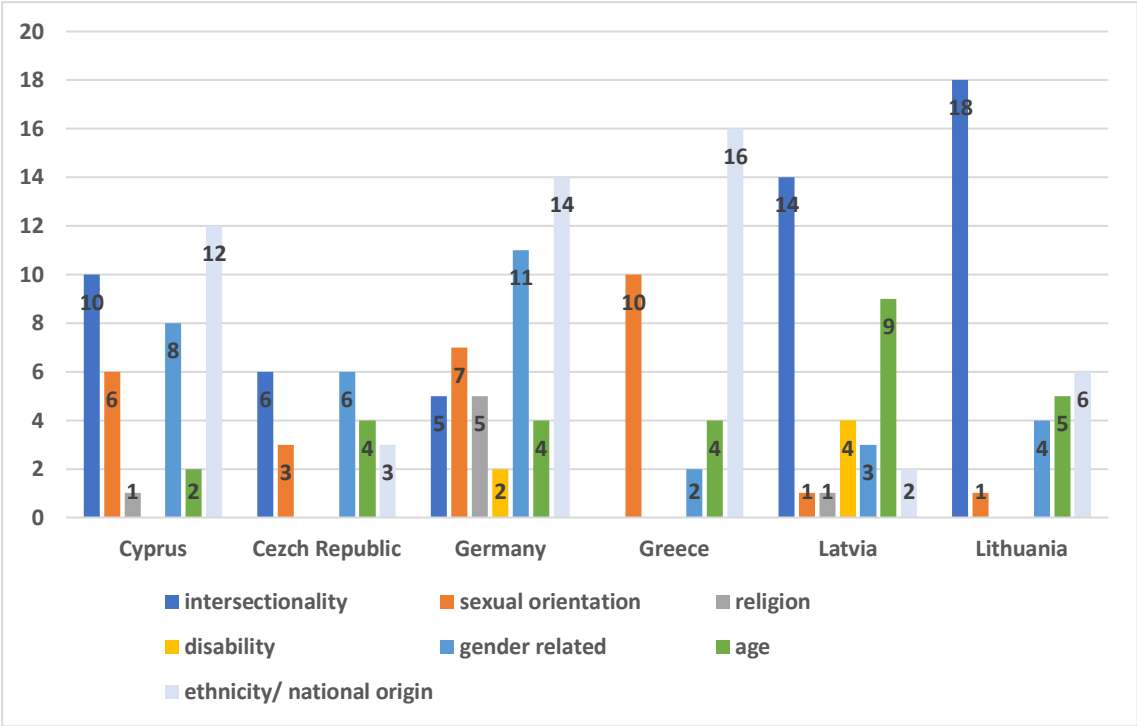


Main factors of discrimination

53 of the respondents stated that multiple factors, but specifically ethnicity or national origin belong to the main factors of discrimination. Gender-related discrimination was confirmed by 34 participants and 28 individuals reported that the sexual orientation is responsible for discrimination at the workplace. Age as a factor of discrimination were confirmed by 28 respondents. Religion and disability were named as a factor in discrimination by only 7 and 6 people, respectively.

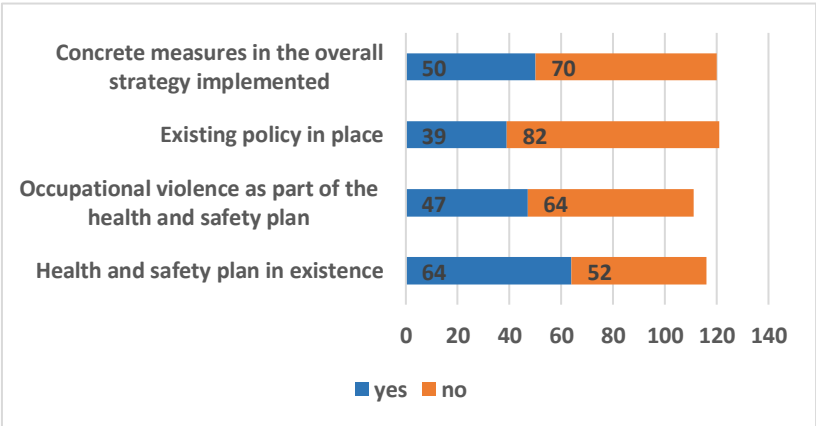


The main factors of discrimination in the countries examined are as follows:



Prevention

Availability of policies

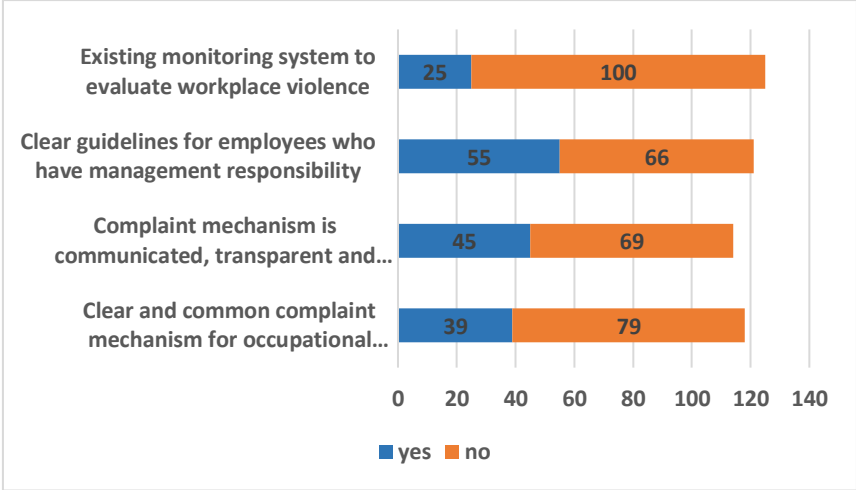


Out of the 126 respondents, 70 participants said that they do not have implemented concrete measures for occupational violence in the overall strategy of the company. Six people did not answer this question. 82 of the respondents confirmed that they do not have a policy for occupational violence in place. Five individuals did not answer this question. Out of the 126 respondents, 64 people stated that they have a health and safety plan in existence with 47 indicated that occupational violence is a part of the health and safety plan. Ten people did not answer the question about the health and safety plan.

In terms of training for their staff, 83 of the respondents indicated that their staff had not received any training on workplace violence in the past five years. The interviewees themselves have also not received any further training on professionalization in this regard.

33 respondents indicated that staff had attended one to two training sessions on workplace violence in the last five years, and only four respondents confirmed that their staff had received training on workplace violence three to four times in the last five years.

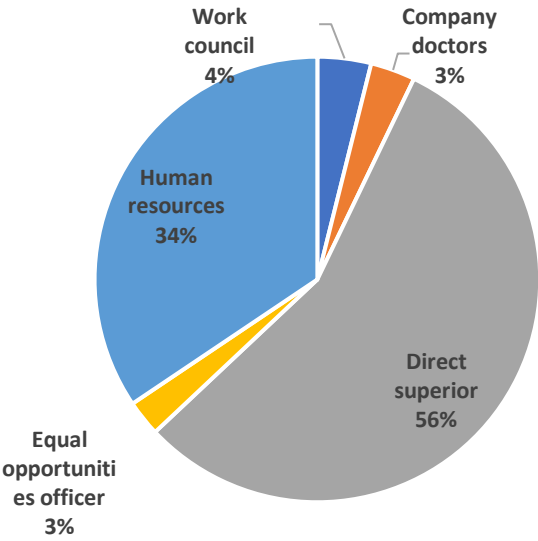
Complaint mechanism, guidelines, and monitoring system



Out of the 126 respondents, 100 interviewees reported that they do not have an existing monitoring system to evaluate workplace violence. One person did not answer this question. 66 of the respondents said that there are no clear guidelines in case of occupational violence for employees who have management responsibility. Five individuals did not answer this question. Also 79 of the respondents stated that there is no clear complaint mechanism for occupational violence is installed. Eight individuals did not answer this question. Furthermore, 69 participants confirmed that the complaint mechanism is not communicated, transparent and available for employees.

Internal support system for employees as a point of contact or complaints

Out of 126 respondents, 86 of the interviewees stated that the direct superior acts as the primal contact point for employees if they are affected by violence at the workplace, followed by human resources with 53 respondents. Ten respondents answered that there are other internal support systems available like a health and safety manager for example.



Results Interview

General information

The qualitative needs assessment as part of project result 1 allowed a supportive look onto the quantitative findings. The target group of the survey were managers from the HORECA sector, as they are also the main target group of the training. Each project partner country conducted at least five interviews, resulting in a total target of 30 people.

The interview roadmap was divided into three sections:

Group A	Definition/drivers/motives/incentives of occupational violence in the HORECA sector
Group B	Criteria, tools & process for evaluating occupational violence in the HORECA sector
Group C	Outcome and conclusions of evaluating occupational violence in the HORECA sector

Each section consisted of different sub-questions such as:

- How would you define occupational violence? (section A)
- Do you evaluate as a manager comprehensively occupational violence? (section B)
- To what extent is the HORECA sector currently covering this issue? (section C)

The interviewees were informed about anonymity, background of the interviews as well the EU-funding. All interviewees were thoroughly informed prior to the interviews to reach a common understanding on conducting semi-structured interviews.

During the analysis, the results were clustered into three competency categories, which were again divided with three headers:

- Individual: Development, trends, challenges
- Sectoral: Trainings, features, abilities
- Professional: Guidelines, handbooks, governance

The following overview shows the outline by giving interviewees' statements to each of the headers.

Individual: Development

"I believe I **have a lot more to learn about the subject**. But under no circumstances will I stand by if such incidents come to my attention."

"Future will be bright! Our current business approach seems to be working, but it is **hard to find suitable and well educated employees**."

"The **manager should know what is going on** and should seek information. He should ask the customer and from that he should know what to improve and what is the trend + performance to price ratio."

"As it comes. We don't have a process, but it is situation by situation. [...] **if it's serious, the police are called**."

The summarizing header: The managers need more support to handle it.

Individual: Trends

"There were **very few times an incident** occurred and I was immediately informed about it."

"We are happy with the way we have it set up->**no need to change it**."

"I am kind and smiling, I **have always good relations** with customers, suppliers, employees."

"I don't have that problem, I'm the **non-conflictual type**."

The summarizing header: Still missing recognition of problems by managers.

Individual: Challenges

"Poor communication between team members, [...]. Poor communication, of course, stems from **the lack of management skills and training of employers/managers** who are unable to impose and inspire the team to work in an appropriate climate."

"It failed on the fact that apprentices were not going to apprenticeships and the **school did not address** that either."

"There is a shortage of staff -> I have to keep staff."

"When you have to **cut off employee** it also brings you **several financial extra costs** with training and adaptation process."

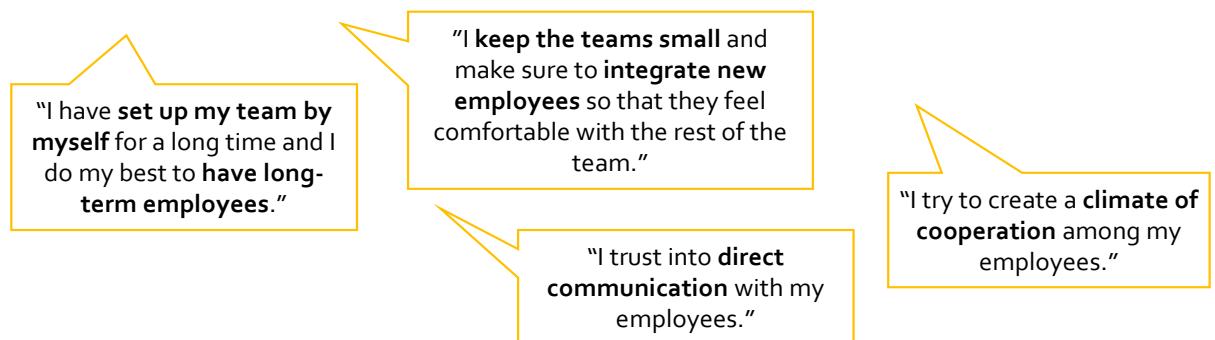
The summarizing header: Occupational violence is a competency problem.

Sectoral: Trainings



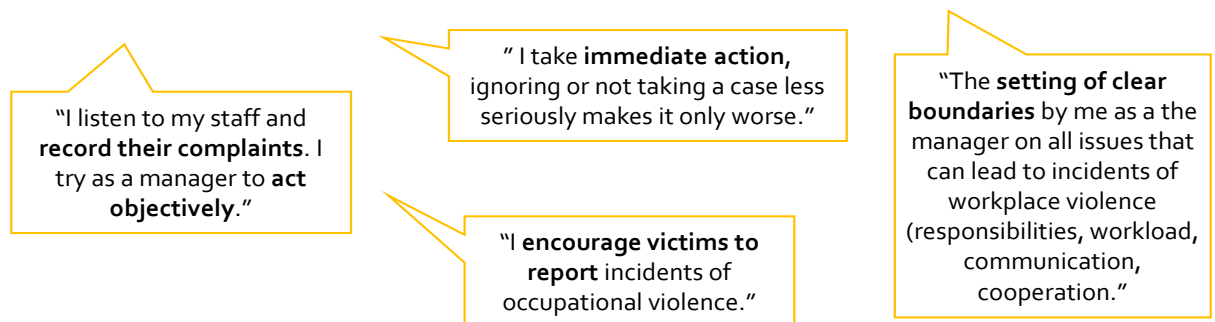
The summarizing header: Trainings are requested.

Sectoral: Features



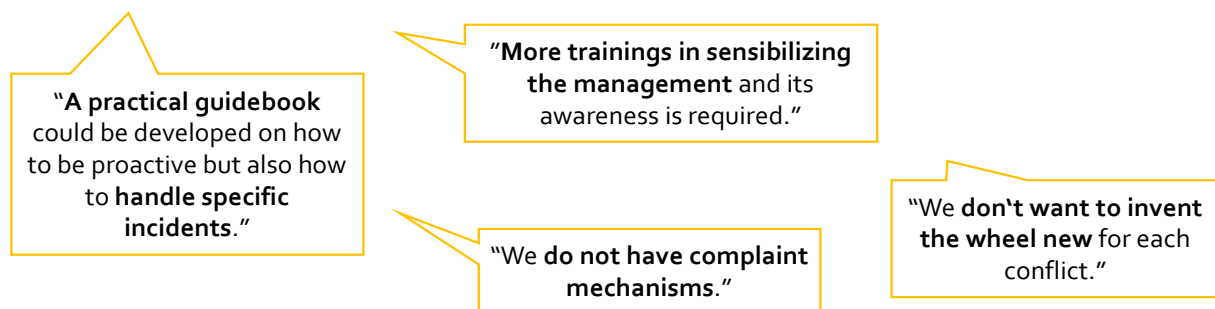
The summarizing header: Trainings are requested.

Sectoral: Abilities



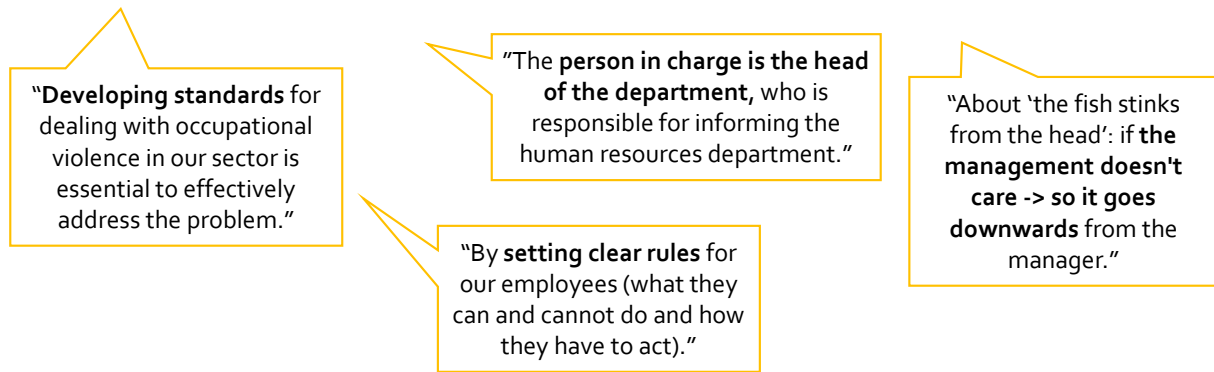
The summarizing header: The sector lies on personalities of its managers.

Professional: Guidelines and handbooks



The summarizing header: Practical guidelines and handbooks are missing.

Professional: Governance



The summarizing header: The sector looks for a governance systems.

Analysis

Quantitative research

The gender ratio of respondents was well balanced overall. Regarding the age groups of the participants, it is noticeable that in Cyprus and Latvia younger managers participated in the survey compared to the other countries. In contrast, half of the respondents in Lithuania were over 60 years old. Regardless of the countries, the majority of respondents have a university degree, which corresponds to a level of EQF 6 or higher within the European Qualifications Framework. Almost half of the respondents, with a total of 43 people, work as management or as founders in their organisation and one third of the participants work as managers in the HR department or in another department. Of the 124 participants, 90 have several years of professional experience in the HORECA sector (< 5 years: 29; < 10 years: 61) and the majority of respondents also have several years of practice at management level. In the survey, coffee or restaurant and hotel operations emerged as the primary business segments. In terms of company size, 86 percent of respondents are from small-medium enterprises (SME's) and only 14 percent of respondents are from companies with over 500 employees.

The survey clearly showed that more than half of the participants had dealt with violence at work. At this point, it must be emphasized that violence among employees is comparatively higher than violence by third parties and discrimination is more common than violence. These findings are supported by the perception of almost all respondents that up to 20 percent of employees are affected by violence or discrimination in their company. In a country comparison, worker-to-worker violence clearly stands out in Greece and Latvia. In contrast, none of the respondents in the Czech Republic stated that this had happened in their company so far. However, it is apparent in all countries that personal relationships have an impact on everyday working life, even in the case of occupational violence. More than half

of the respondents say that they are familiar with the causes and mechanisms of workplace violence, can control them as managers, and are prepared accordingly. However, 30 percent of respondents have little to no familiarity with either the national or the European legal framework. Nearly half of respondents indicated that the cost of support systems available to affected employees in the event of workplace violence is not covered by the organization. What the survey clearly shows is that psychological violence in the workplace is the most widespread in the companies surveyed, as 80 percent of respondents confirmed its occurrence.

In terms of types of discrimination, the survey shows that bullying is one of the most common expressions of discrimination in the workplace. This is most evident in Greece, as almost all of the respondents stated that they had already had to deal with it. Furthermore, micro-aggressive behaviour as well as discrimination in treatment in the workplace is very common. In terms of countries, respondents from Greece, Germany and Cyprus have had more to do with micro-aggression than respondents from the Czech Republic, Lithuania, and Latvia. The main causes of discrimination are seen in ethnicity or national origin as well as in intersectionality. Discrimination based on gender, sexual orientation and age is also cited.

Regarding prevention strategies in the company, the survey clearly shows that in more than half of the organizations surveyed neither have concrete measures in the case of violence in the workplace nor a policy on this. In the area of prevention, 66 percent of the respondents and their employees have not attended any further training on the topic of violence in the workplace. On the topic of complaint management, communication processes and procedures, the data also show that the majority of respondents have not implemented a professional complaint system. Alone, 80 percent of respondents said they have not developed a monitoring system to evaluate workplace violence, and 54 percent of interviewees said that information about the process in the event of a complaint is not available to employees. As a result, it was clear from the survey that the direct supervisor and the human resources department are the primary points of contact for employees when they are affected by workplace violence and are therefore central to eliminating it.

Conclusion

Concluding both results it becomes clear by the results that violence in the workplace is not an exception that occurs only in individual workplaces but takes place in one form or another in pretty much every organisation. For this reason, it is essential that managers in particular have the necessary skills to deal with it professionally and counteract it accordingly. At this point, it must be emphasized that violence among employees is comparatively higher than violence by third parties and discrimination is more common than violence. At an individual competence level, managers have in common that the problem is perceived, yet they deal with occupational violence at very different angles and their individual handling strongly differs between the managers.

Especially bullying and micro-aggressive behaviour in the context of discrimination indicates that specific leadership competences are needed in relation to worker-on-worker violence, not only to support affected persons but also to manage the dynamics in the workforce. To understand the causes, specific knowledge about the origins of discrimination is needed, because the target group looks for reasons but, due to lack of knowledge, ends up with random affiliations. Ethnicity was cited as the main cause of discrimination, highlighting the importance of training managers and staff in intercultural competencies to effectively reduce the risk of discrimination.

The fact that only one third of the participants had sufficient knowledge about the national and European legal framework on violence at work shows how important it is to train managers in the HORECA sector about the legal basis, as they are subject to a legal duty of care. Furthermore, the result shows us that psychological violence at the workplace is becoming increasingly important and therefore occupational health management will be a driver to minimise occupational violence in the HORECA sector. In summary, it can be stated at this point on the level of professional competences that there is no comprehensive sector-specific framework available and that the sector wants to have guidance in order to manage occupational violence effectively.

The qualitative results in particular clearly show that there is no common standard in HORECA in this regard, and as a result the managers apply many approaches, but they are still based on the principle of trial and error. Due to the increasing staff shortage, which is known across countries in the HORECA sector, the pressure also increases. The managers see the challenges and consider them as crucial for a successful staffing. However, a general but sector-specific training is missing and there is a great need for action in primary, secondary and tertiary prevention strategies in the organisational structures of companies. Starting with the implementation of a guideline up to a professional complaint management.

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[encyclopedia/disparate-treatment-](https://www.nolo.com/legal-encyclopedia/disparate-treatment-discrimination.html#:~:text=Disparate%20treatment%20is%20a%20way,based%20on%20a%20protected%20characteristic)

[discrimination.html#:~:text=Disparate%20treatment%20is%20a%20way,based%20on%20a%20protected%20characteristic](https://www.nolo.com/legal-encyclopedia/disparate-treatment-discrimination.html#:~:text=Disparate%20treatment%20is%20a%20way,based%20on%20a%20protected%20characteristic).

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[fundamental-rights/your-rights-eu/know-your-rights/equality/non-discrimination_en](https://ec.europa.eu/info/aid-development-cooperation-fundamental-rights/your-rights-eu/know-your-rights/equality/non-discrimination_en)

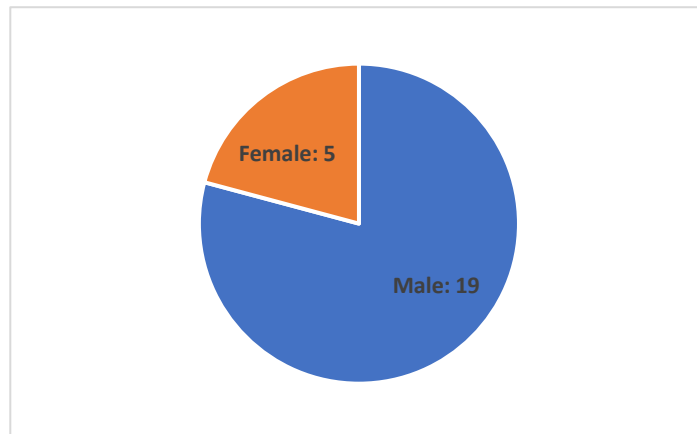
Annex I: Country Profiles of the quantitative research

Cyprus

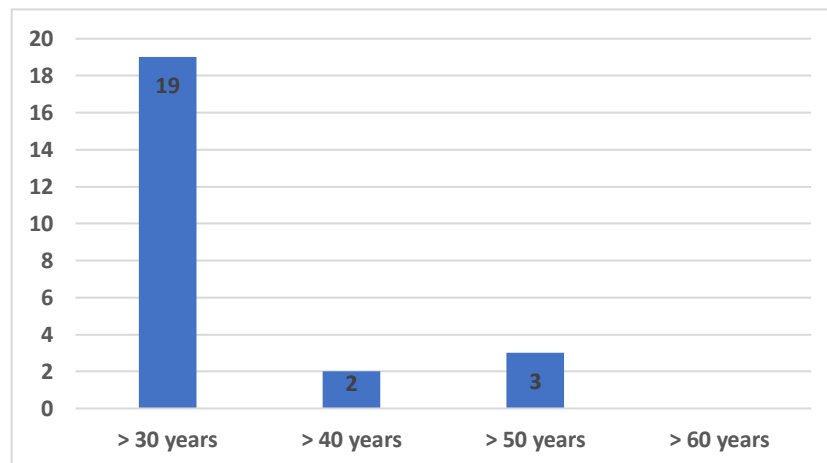
In Cyprus, a total of 24 people took part in the survey.

DEMOGRAPHIC PROFILE

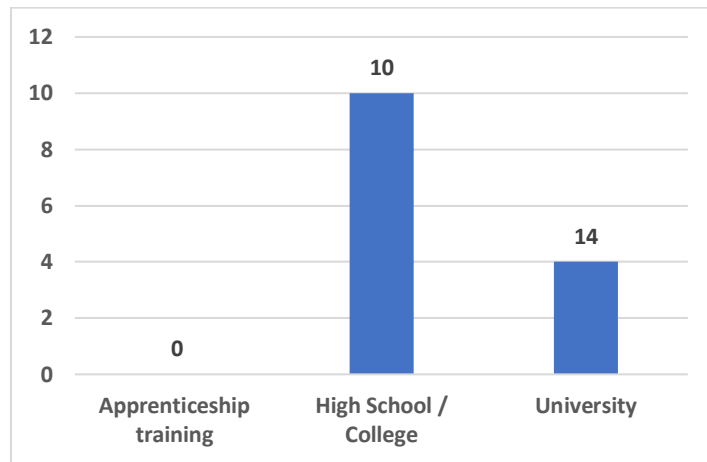
Gender



Age

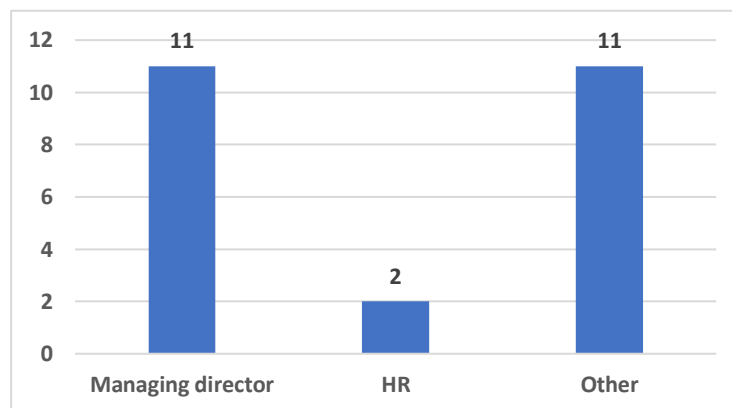


Highest level of education



Of the 24 respondents, all had a specific training in management level.

Position in the organization

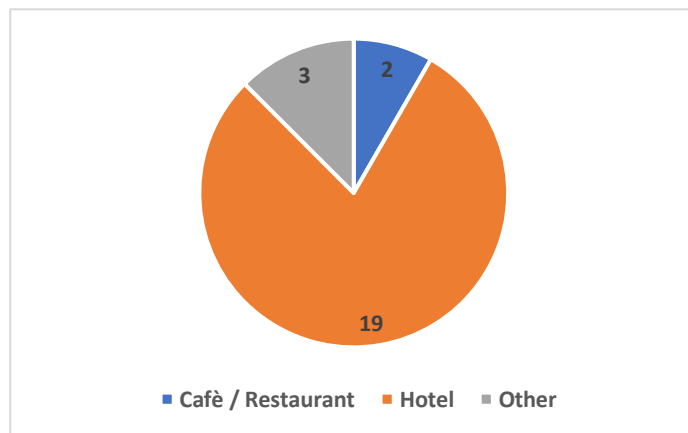


Years of experience

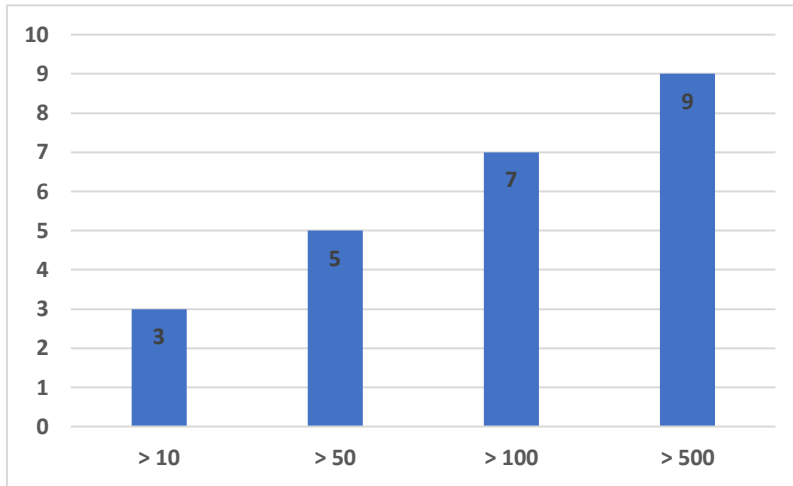


INFORMATION ABOUT THE ORGANISATION

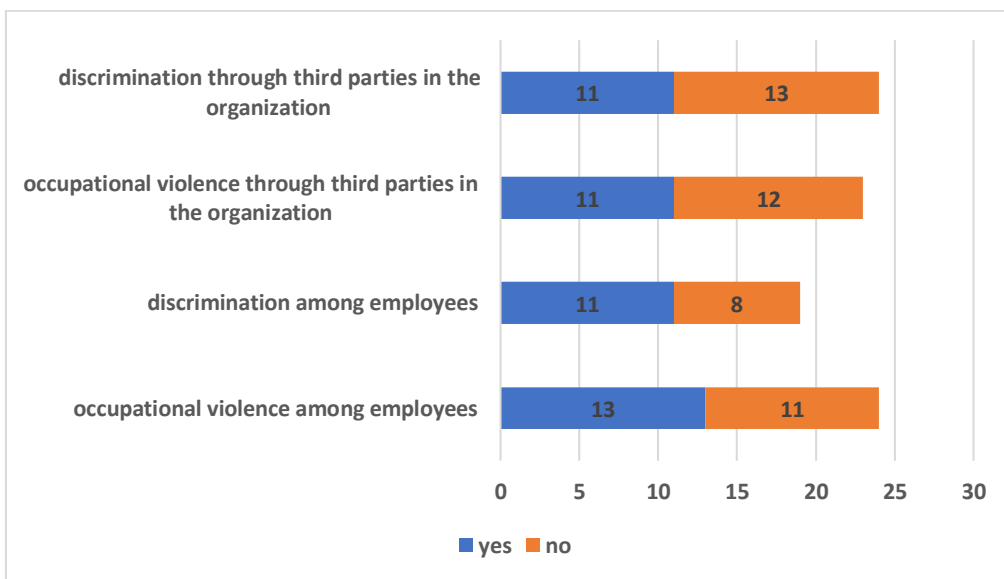
Business division



Number of employees

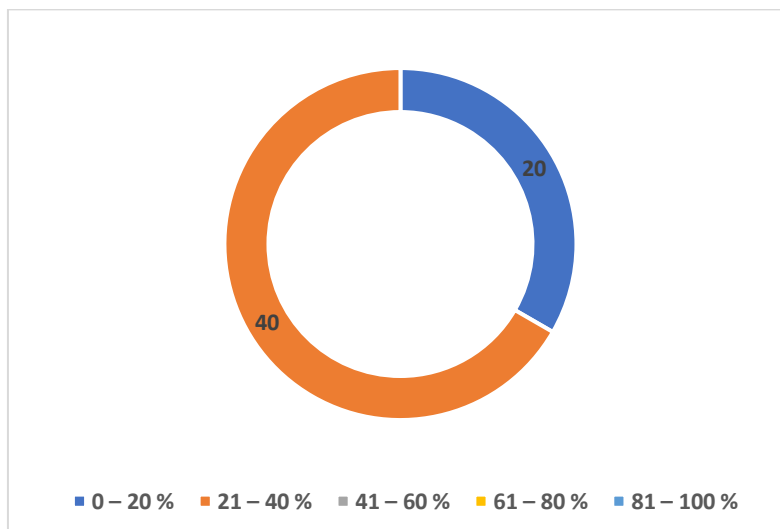


Incidence of violence and discrimination

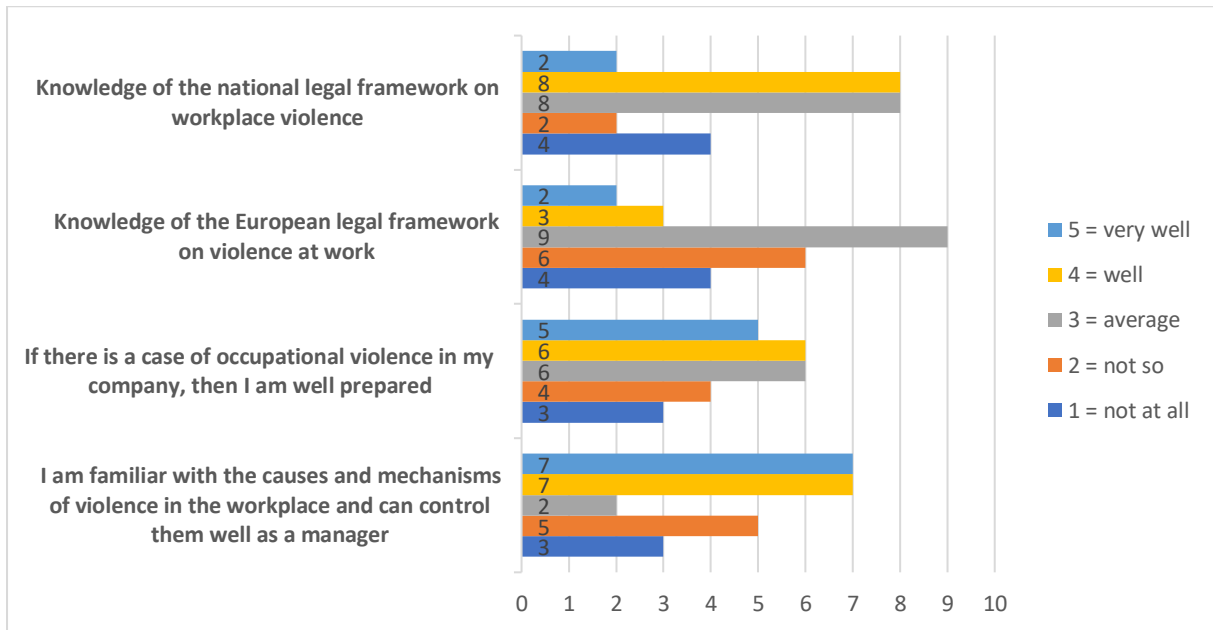


One person did not answer in regard to incidence of occupational violence through third parties in the organization.

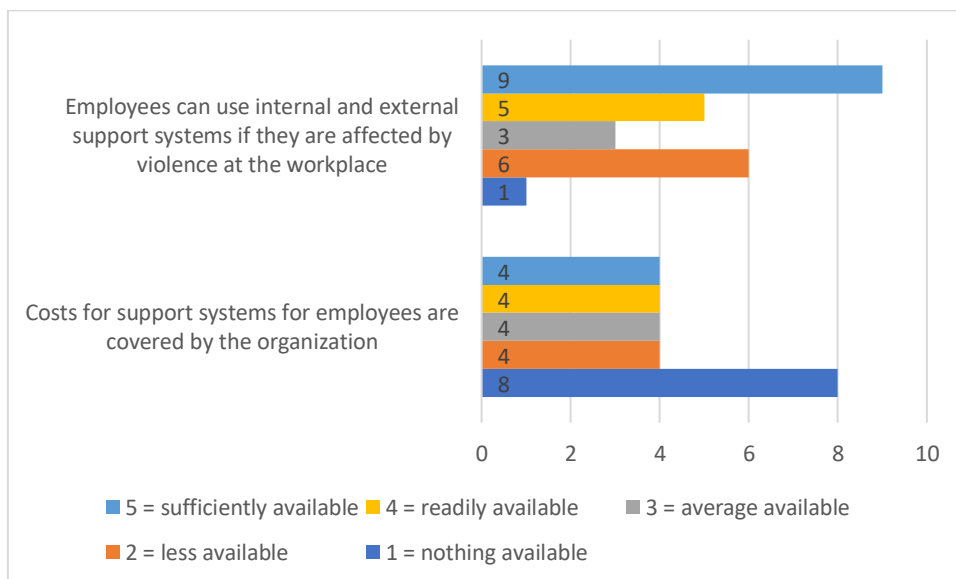
Percentage of employees who experienced violence in the workplace based on the perception of the respondents



Self-perception of participants

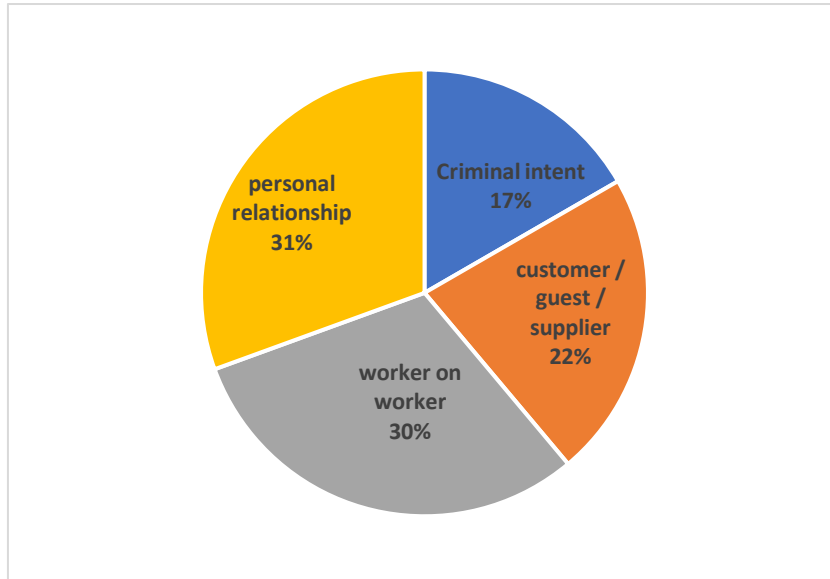


Support system for employees and coverage of costs

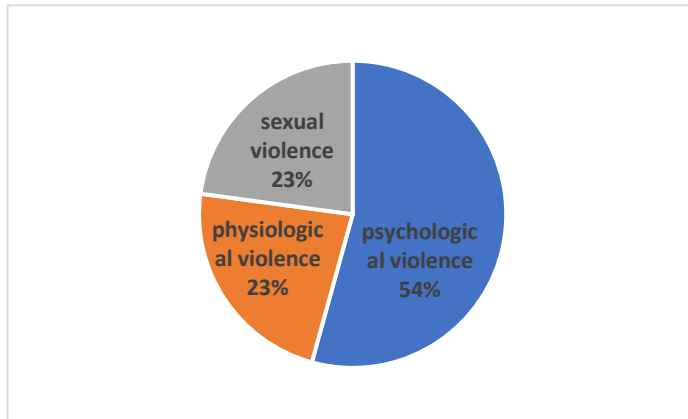


IDENTIFICATION OF OCCUPATIONAL VIOLENCE

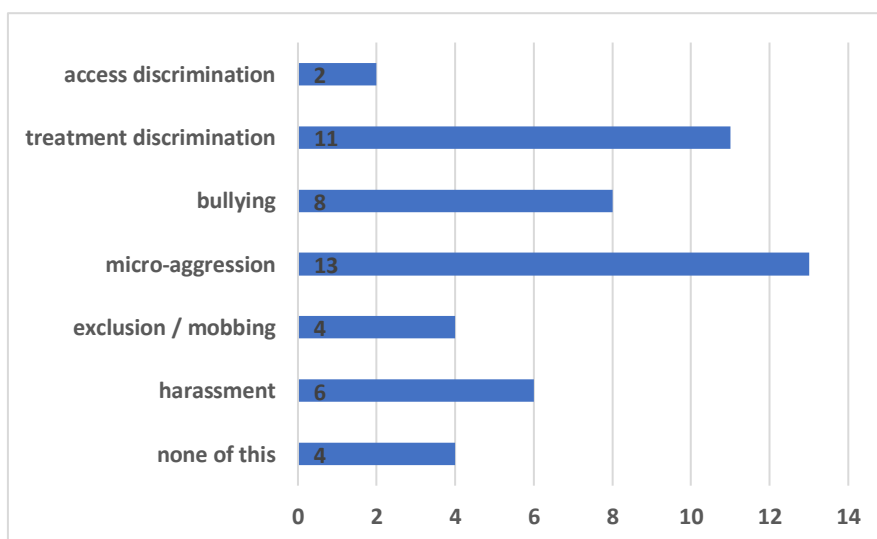
Categories of occupational violence occurred in the participating companies



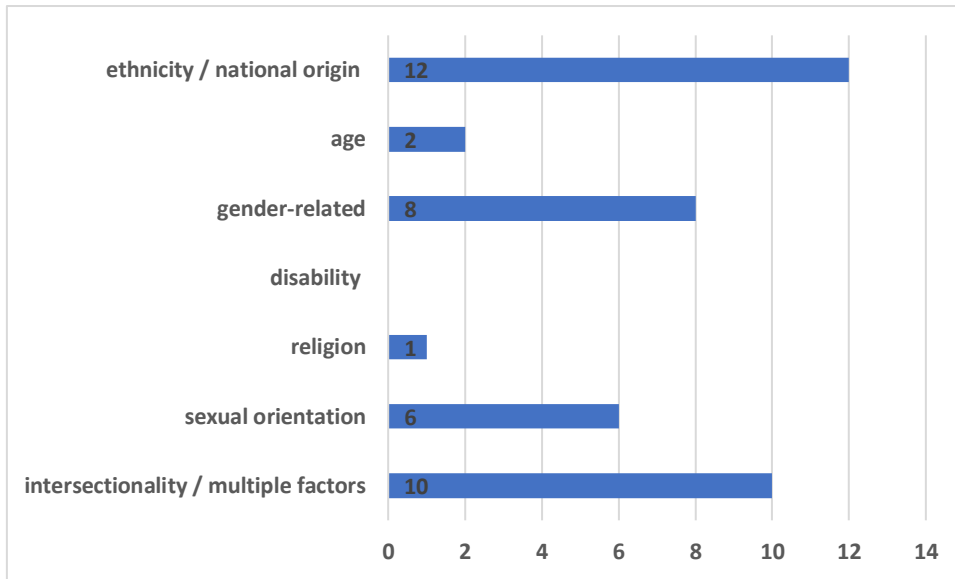
Forms of violence which the participants had to deal with



Types of discrimination which the participants had to deal with



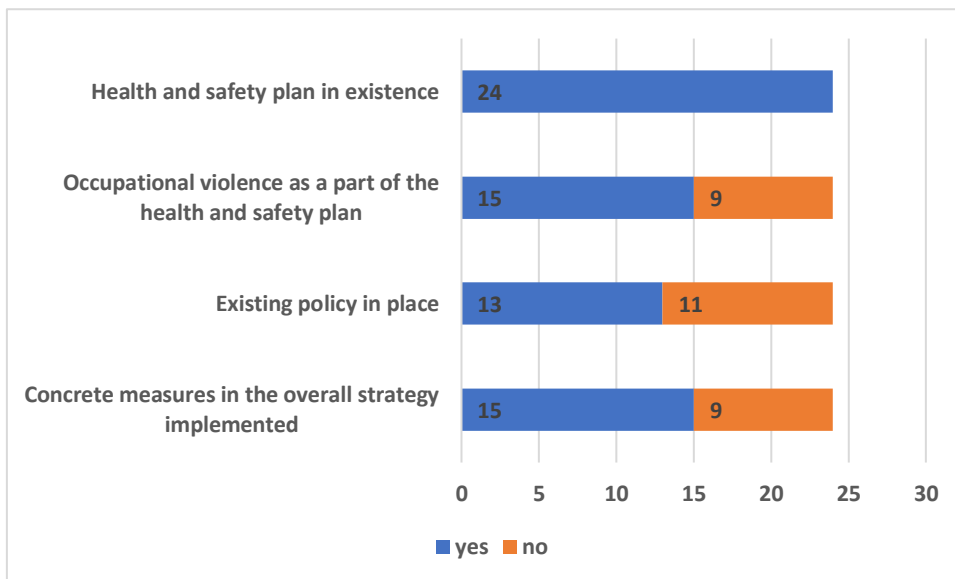
Main factors for discrimination



One person did not answer this question.

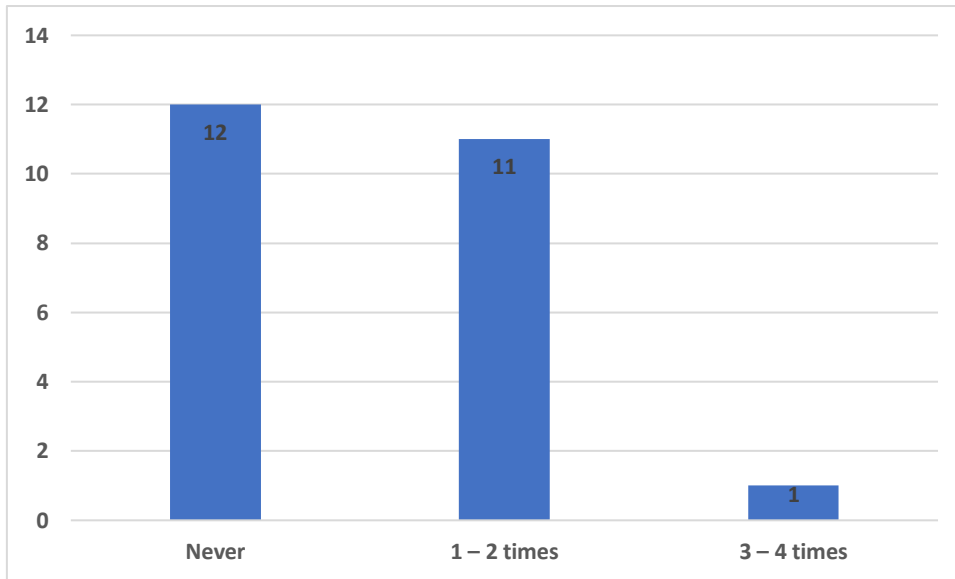
PREVENTION

Availability of policies



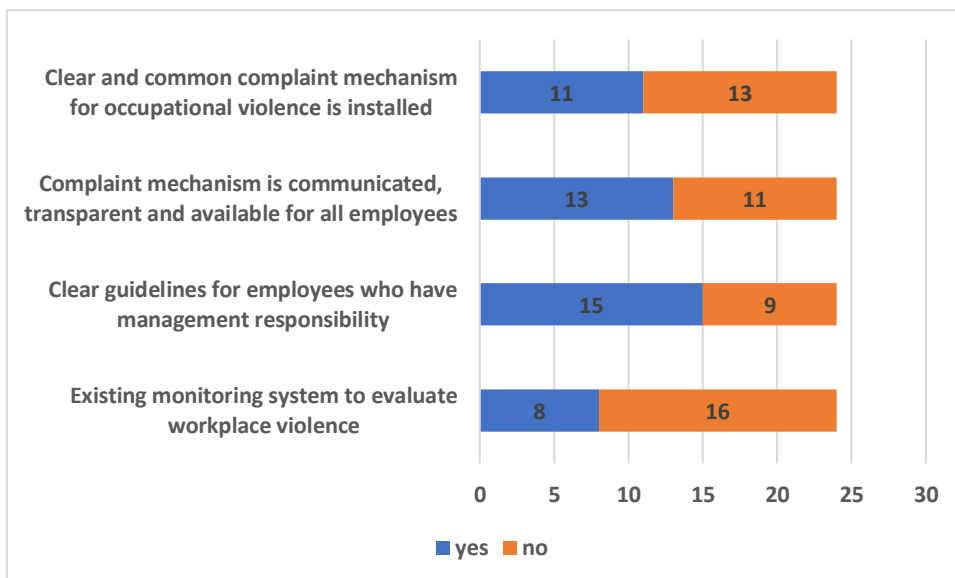
Further education

Frequency of further training for employees on the topic of occupational violence in the last five years

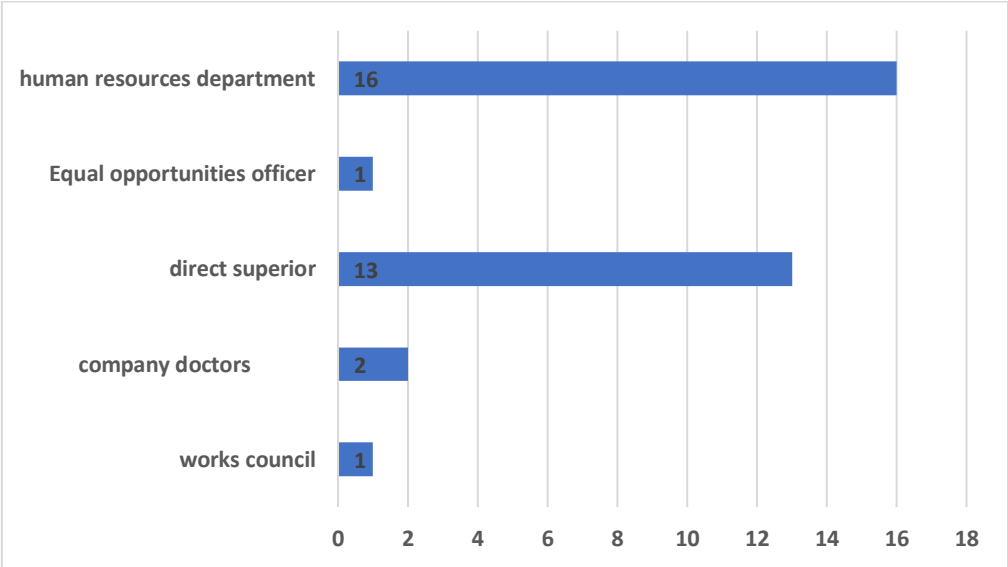


Out of the 24 respondents themselves, 7 people attended a special training on occupational violence.

Complaint mechanism, guidelines and monitoring system



Internal support systems for employees as a point of contact or complaints office if they are affected by violence at work



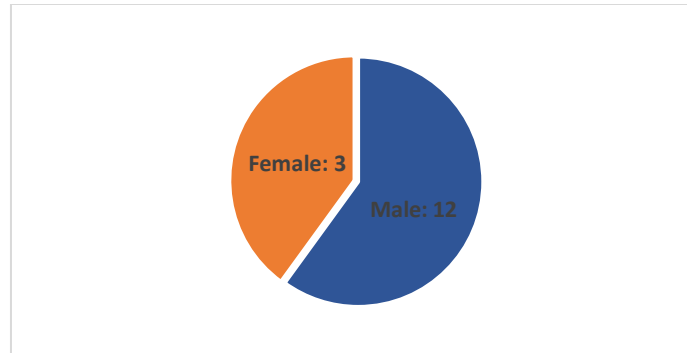
One person replied that a health and safety manager is in place in the participating organization.

Czech Republic

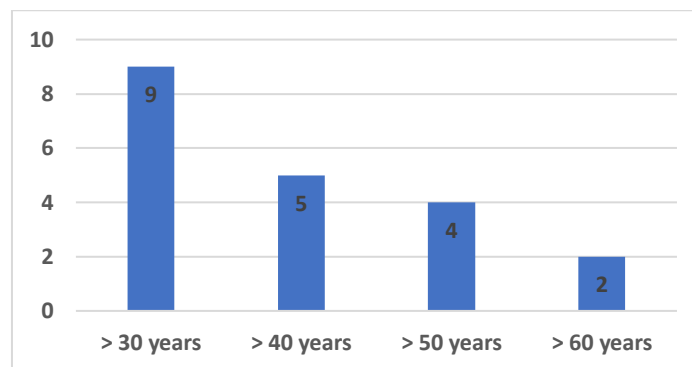
In the Czech Republic, a total of 20 people took part in the survey.

DEMOGRAPHIC PROFILE

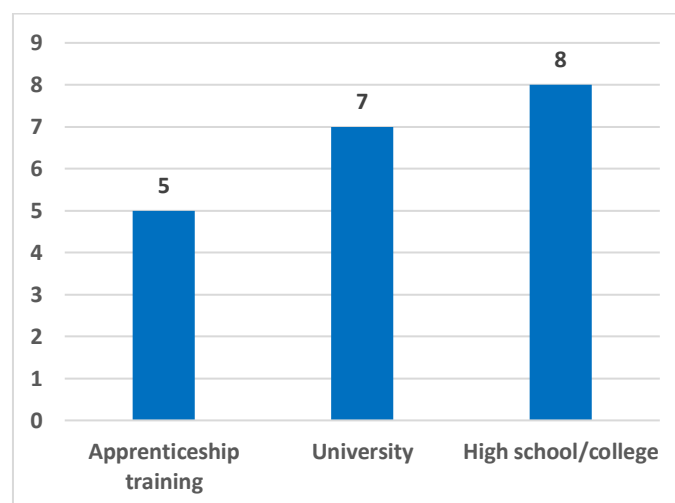
Gender



Age

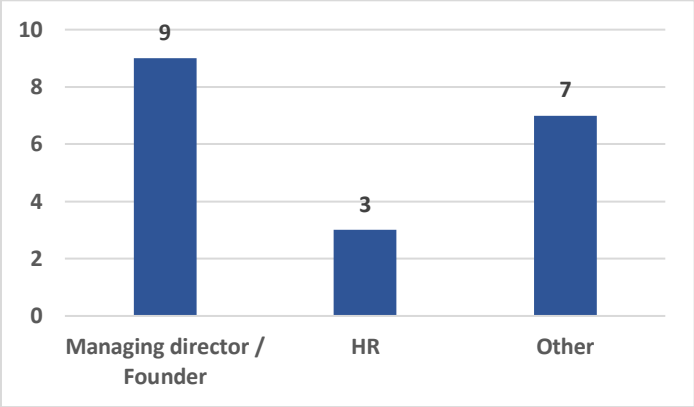


Highest level of education



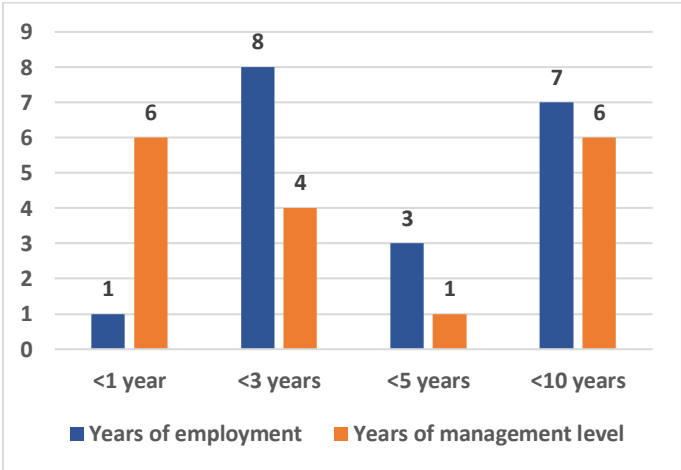
Of the 20 respondents, 6 participants had a specific training in management level.

Position in the organization



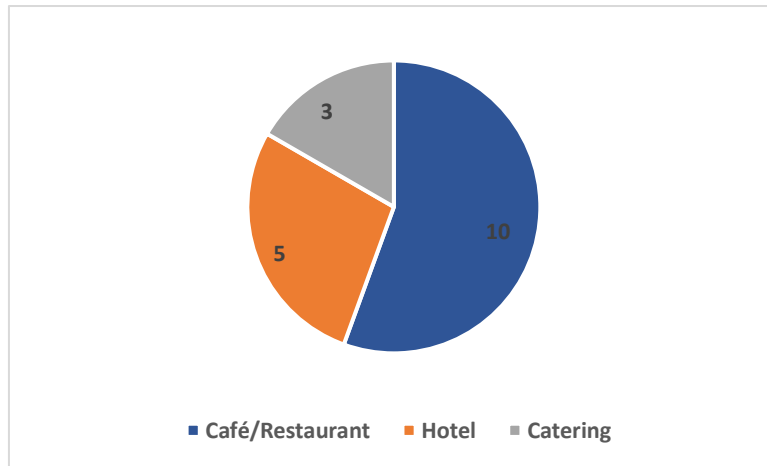
One person did not answer the question.

Years of experience



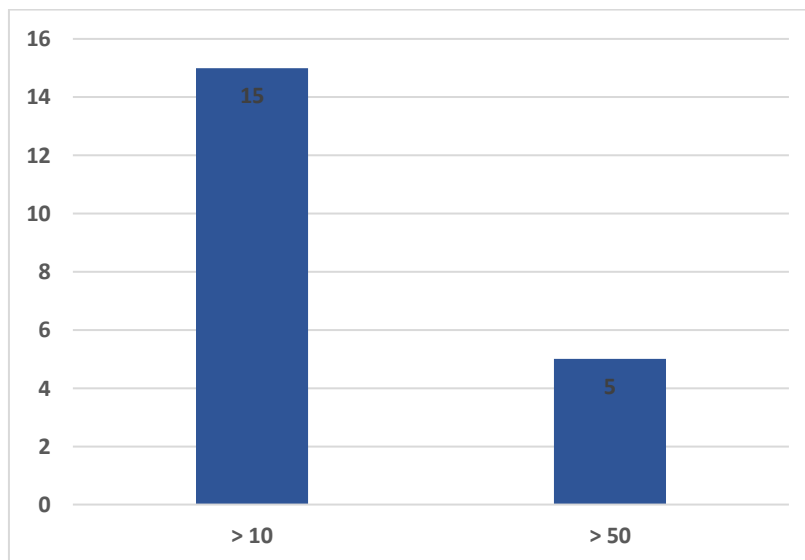
INFORMATION ABOUT THE ORGANISATION

Business division

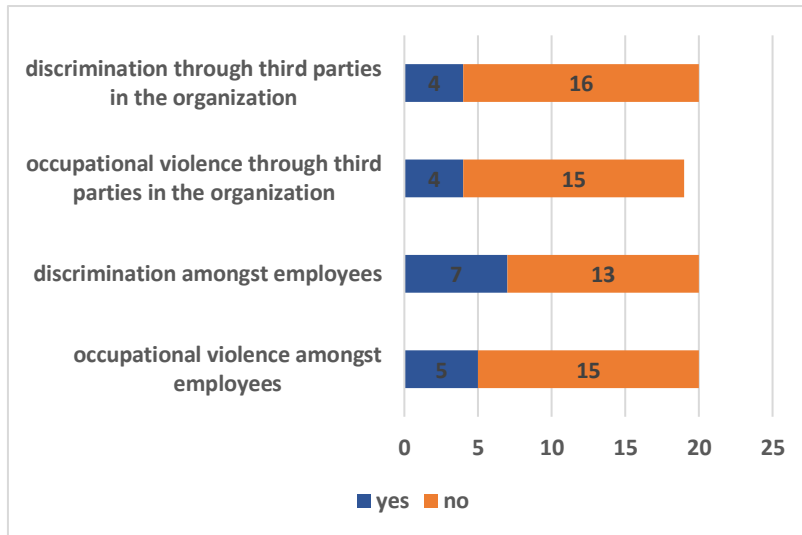


Two participants did not answer the question.

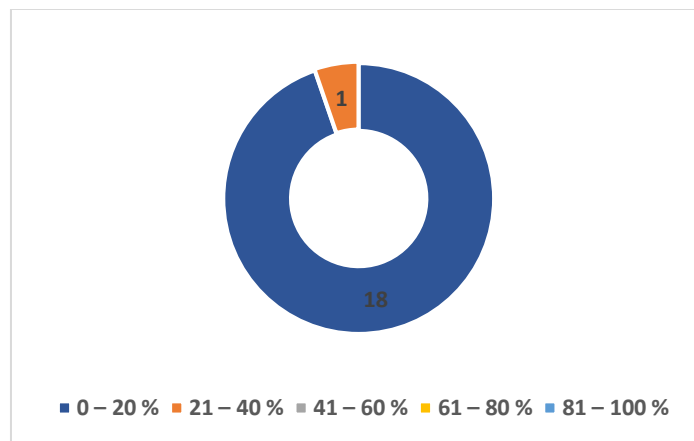
Number of employees



Incidence of violence and discrimination

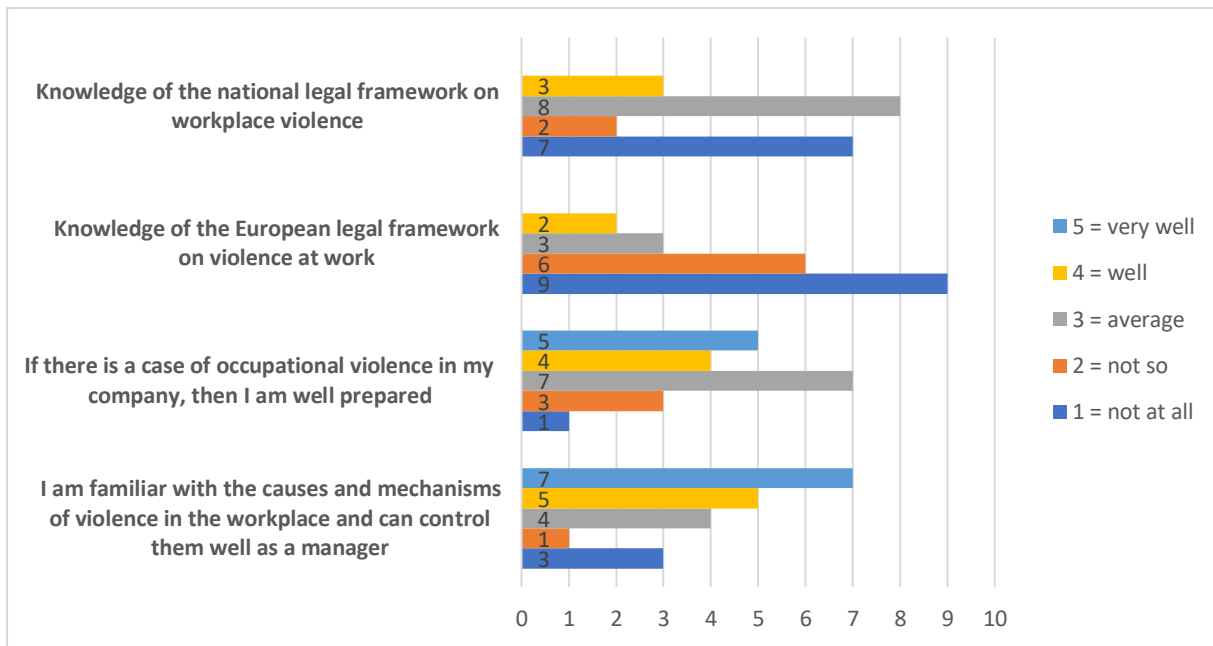


Percentage of employees who experienced violence in the workplace based on the perception of the respondents

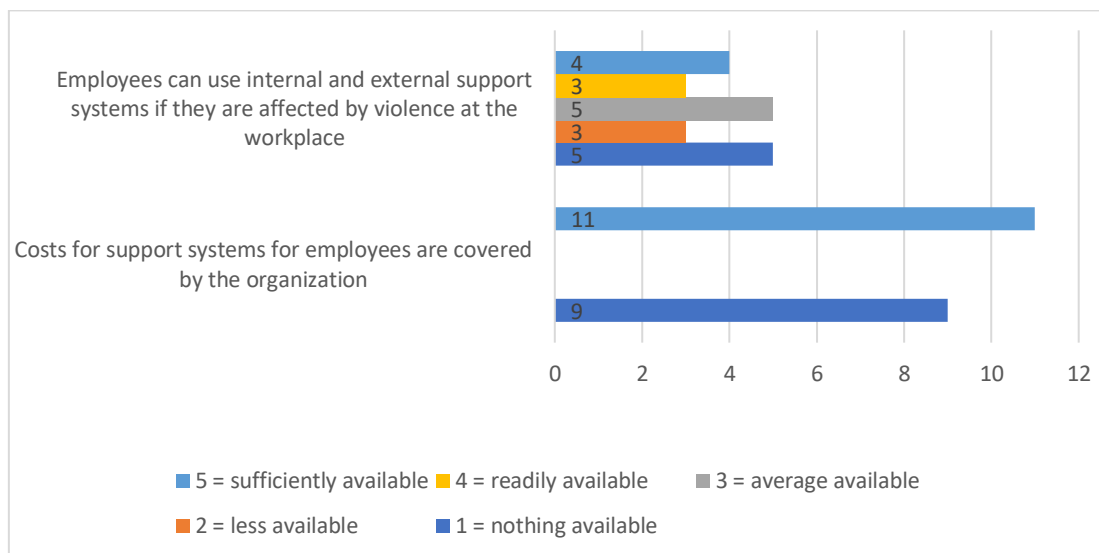


One person did not answer the question.

Self-perception of participants

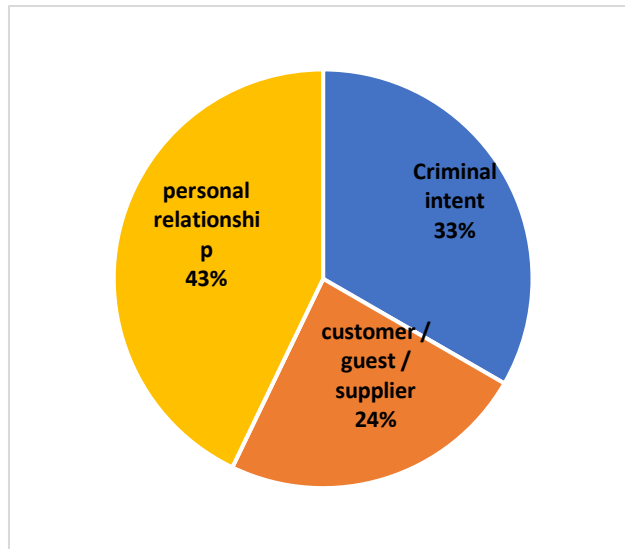


Support system for employees and coverage of costs

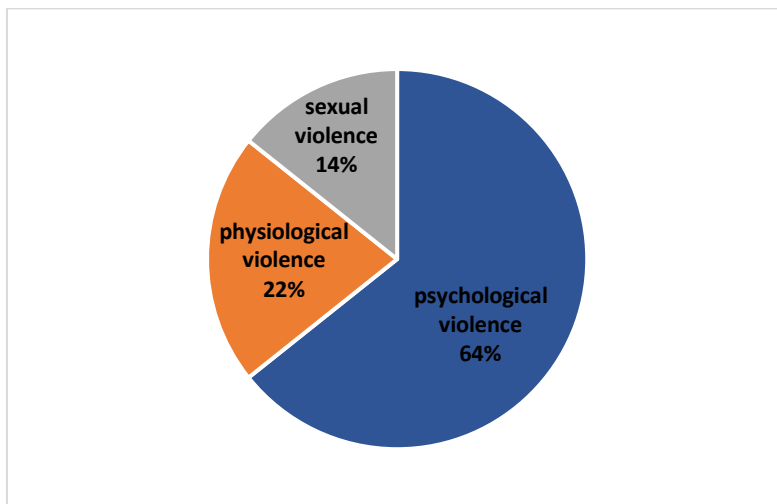


IDENTIFICATION OF OCCUPATIONAL VIOLENCE

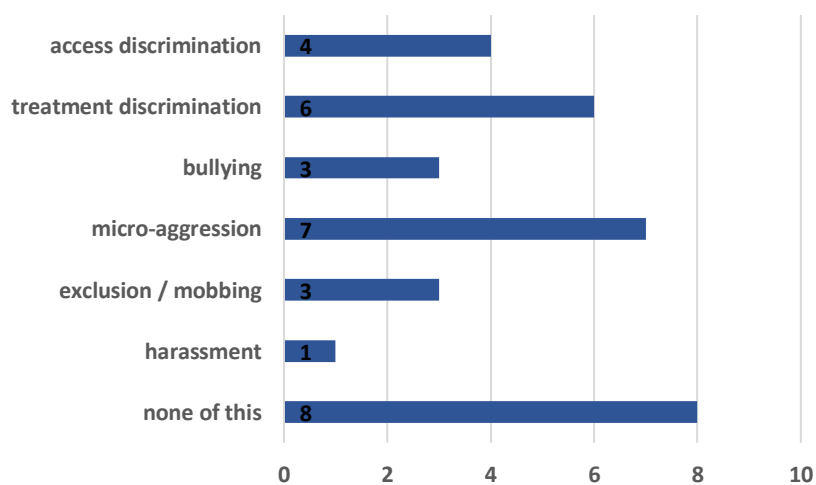
Categories of occupational violence occurred in the participating companies



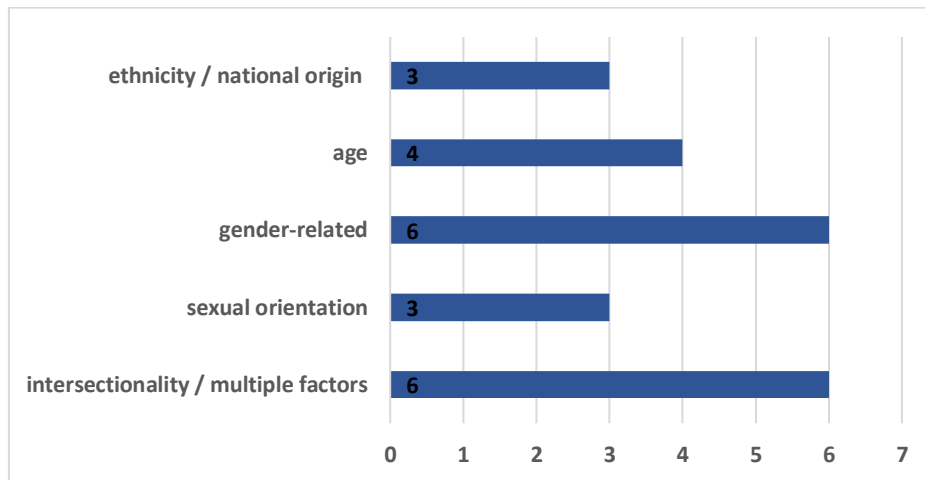
Forms of violence which the participants had to deal with



Types of discrimination which the participants had to deal with

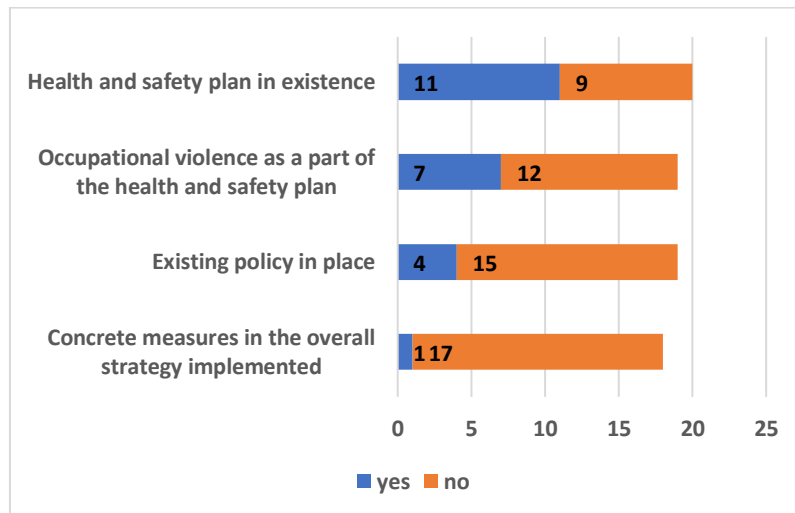


Main factors for discrimination



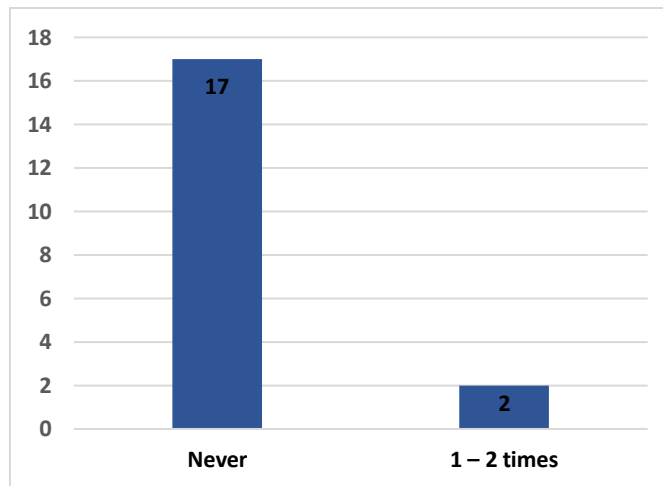
PREVENTION

Availability of policies



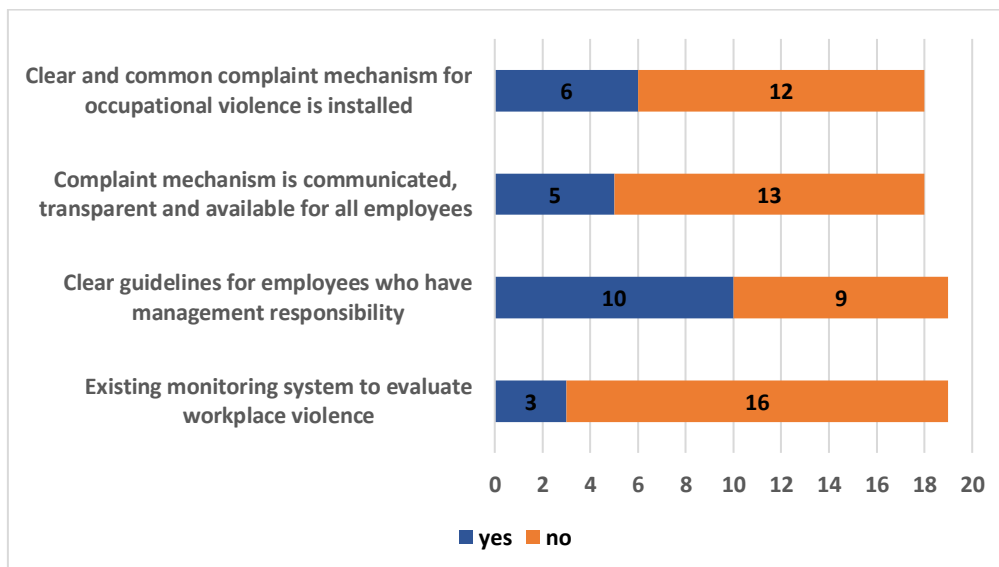
Further education

Frequency of further training for employees on the topic of occupational violence in the last five years

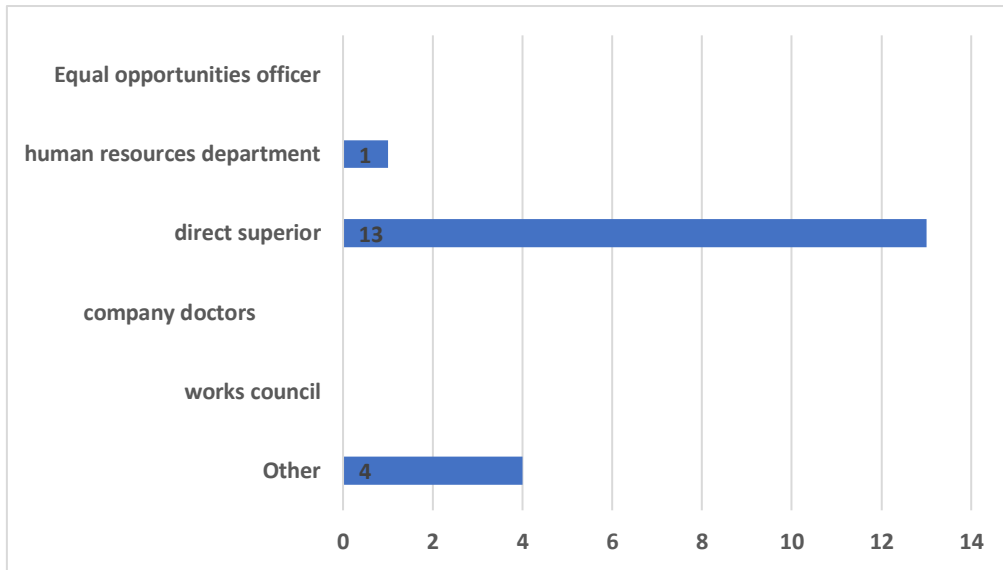


Out of the 20 respondents themselves, only one person attended a special training on occupational violence. One person did not answer the question.

Complaint mechanism, guidelines and monitoring system



Internal support systems for employees as a point of contact or complaints office if they are affected by violence at work



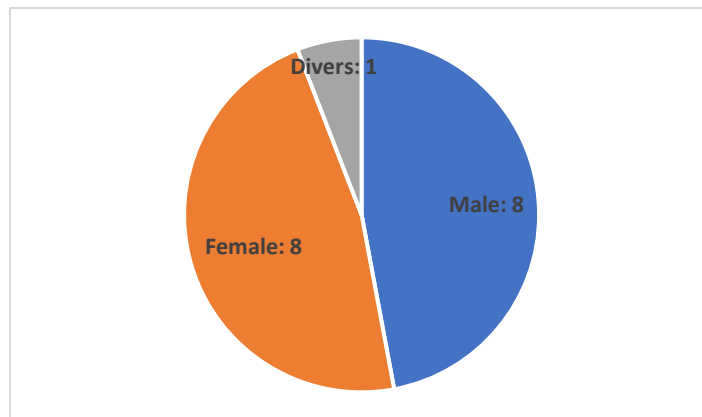
Two respondents did not answer the question.

Germany

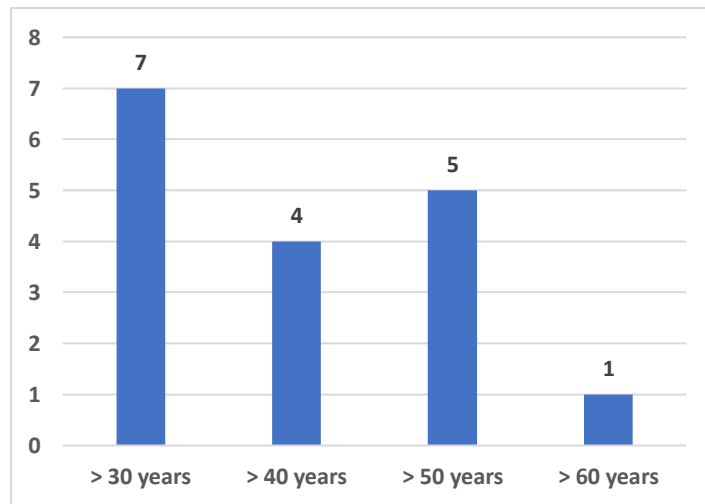
In Germany, a total of 17 people took part in the survey.

DEMOGRAPHIC PROFILE

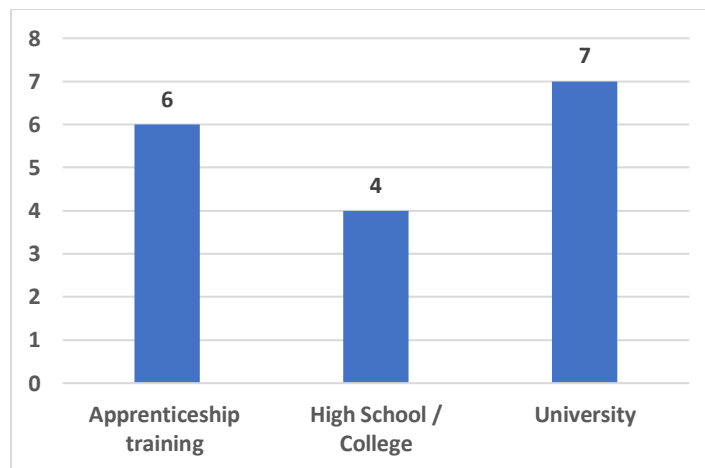
Gender



Age

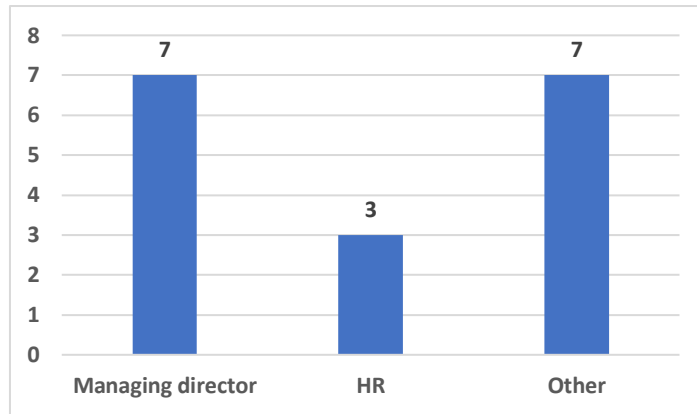


Highest level of education

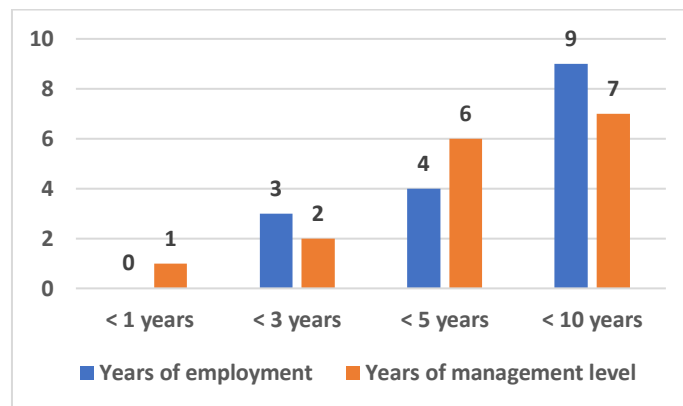


Of the 17 respondents, only 8 participants had a specific training in management level.

Position in the organization



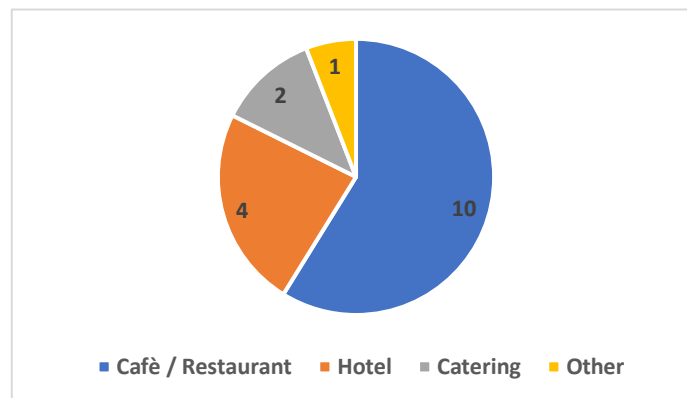
Years of experience



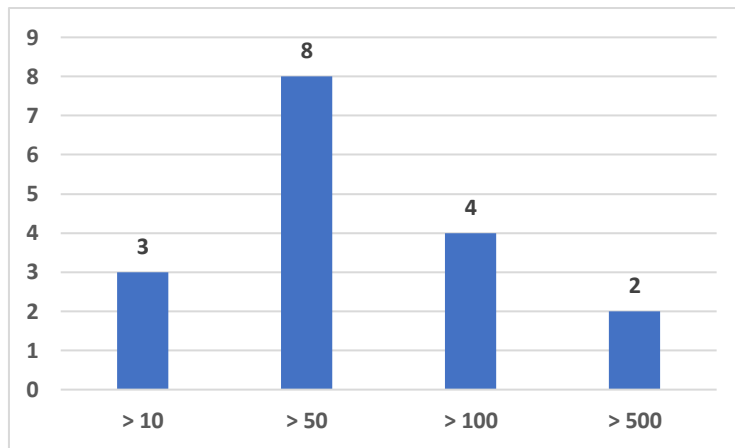
One person did not answer the questions.

INFORMATION ABOUT THE ORGANISATION

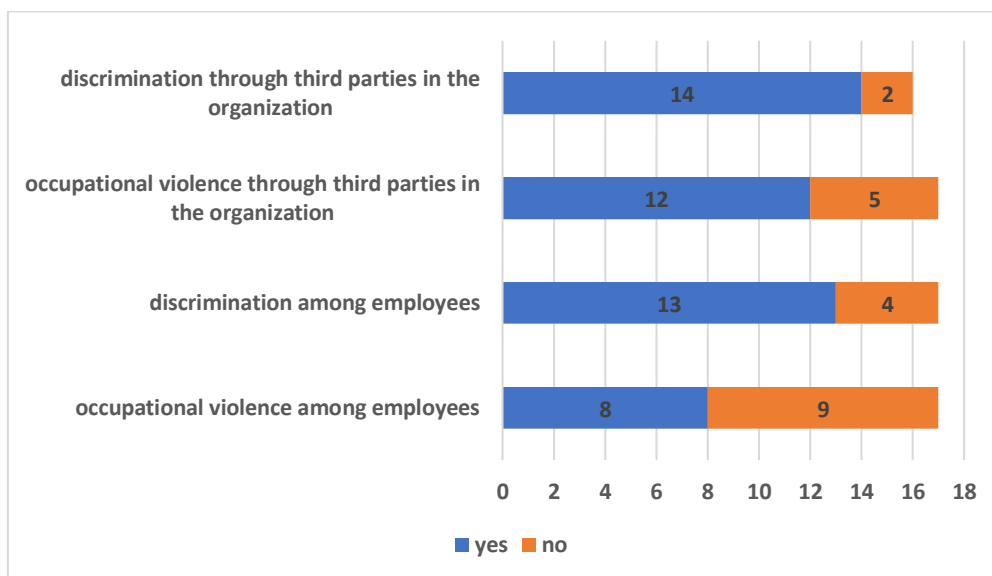
Business division



Number of employees

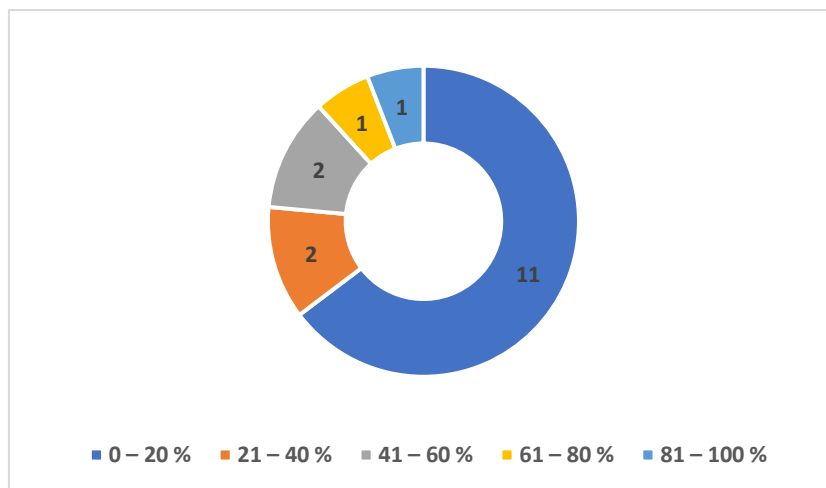


Incidence of violence and discrimination

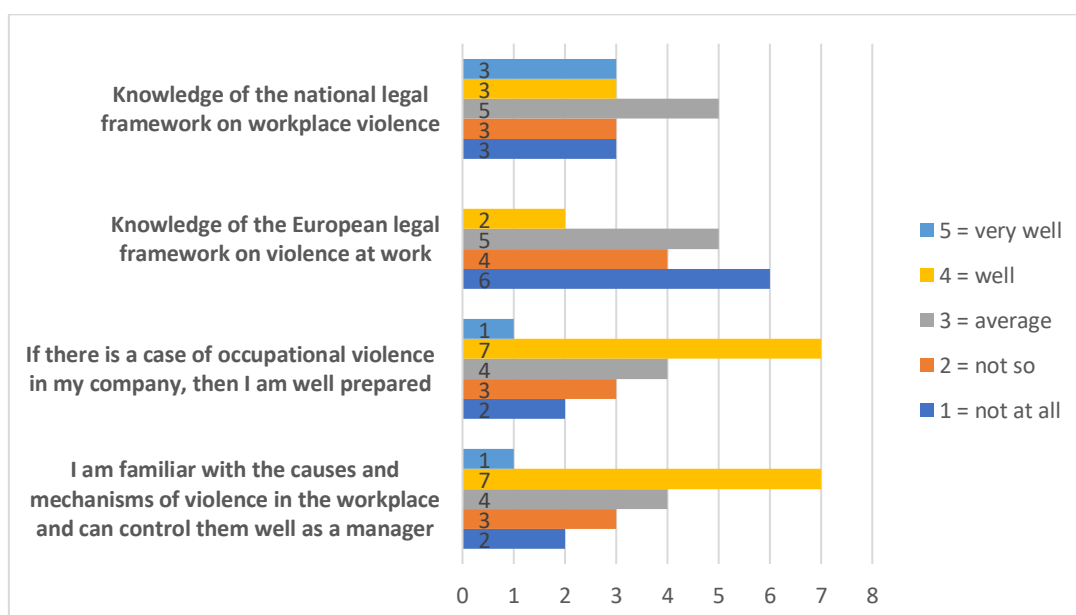


One person did not answer the question about discrimination through third parties in the organization.

Percentage of employees who experienced violence in the workplace based on the perception of the respondents



Self-perception of participants



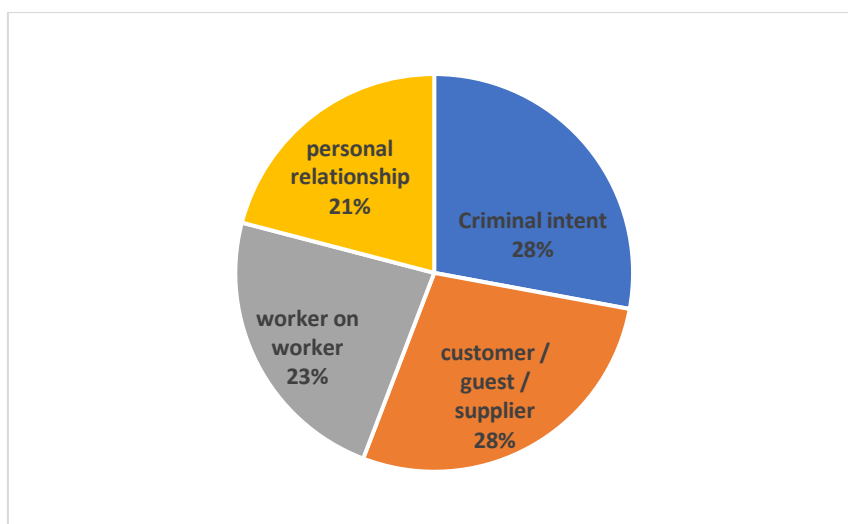
Support system for employees and coverage of costs



Seven participants confirmed that the costs for support systems for employees are covered by the organization

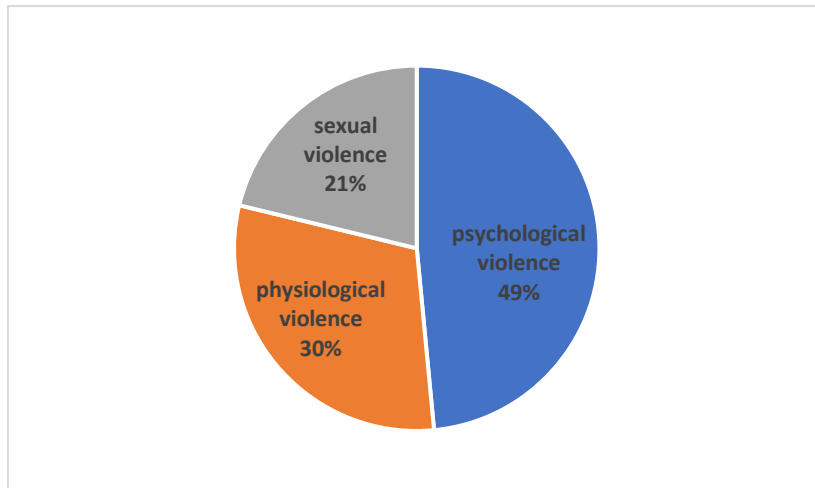
IDENTIFICATION OF OCCUPATIONAL VIOLENCE

Categories of occupational violence occurred in the participating companies



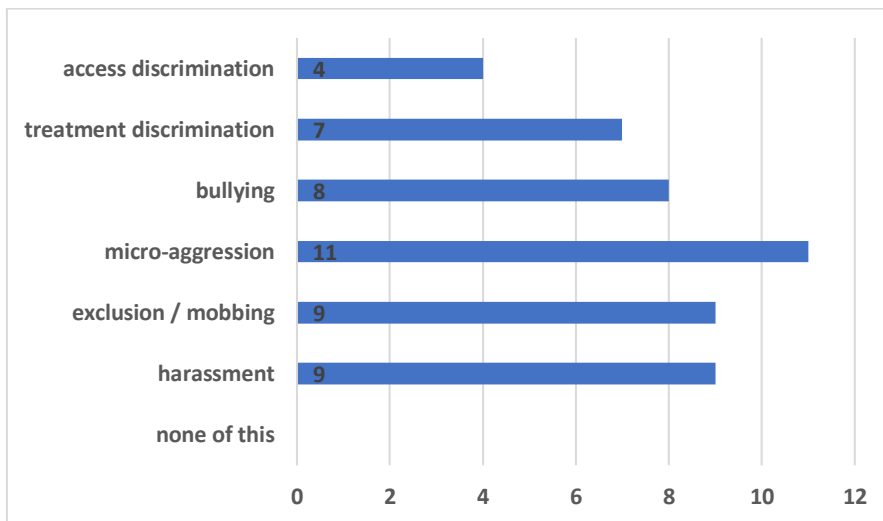
Two respondents did not answer this question.

Forms of violence which the participants had to deal with

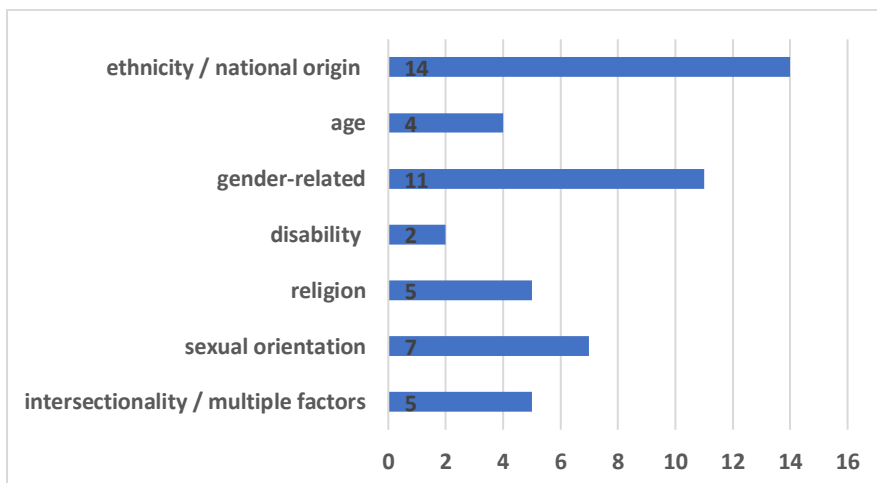


Two respondents did not answer this question.

Types of discrimination which the participants had to deal with



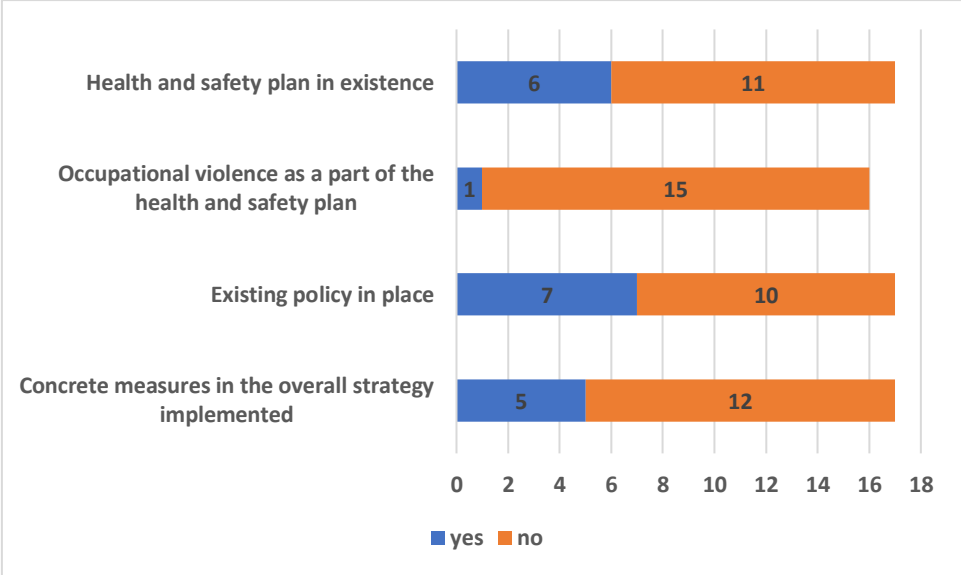
Main factors for discrimination



One person did not answer this question.

PREVENTION

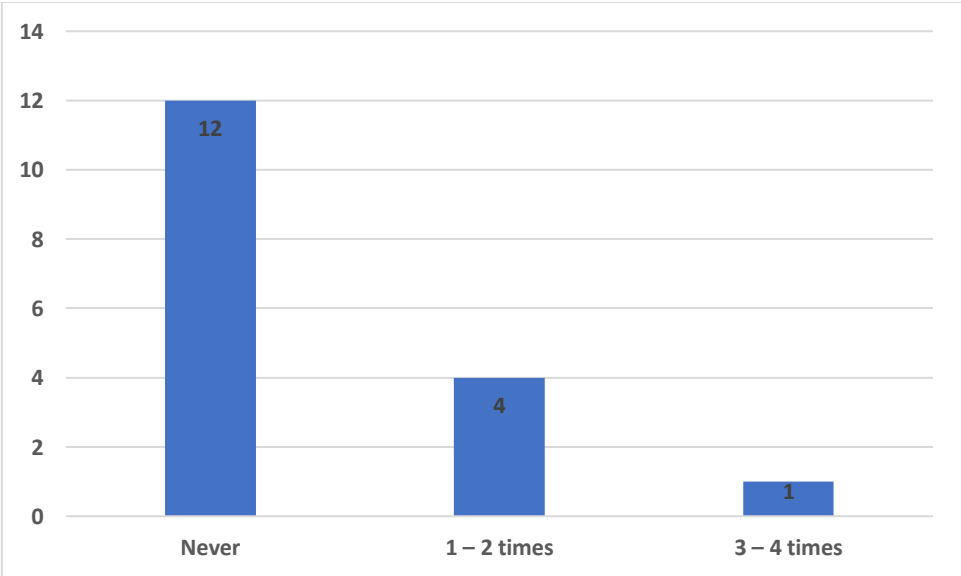
Availability of policies



One person did not answer if occupational violence as a part of the health and safety plan

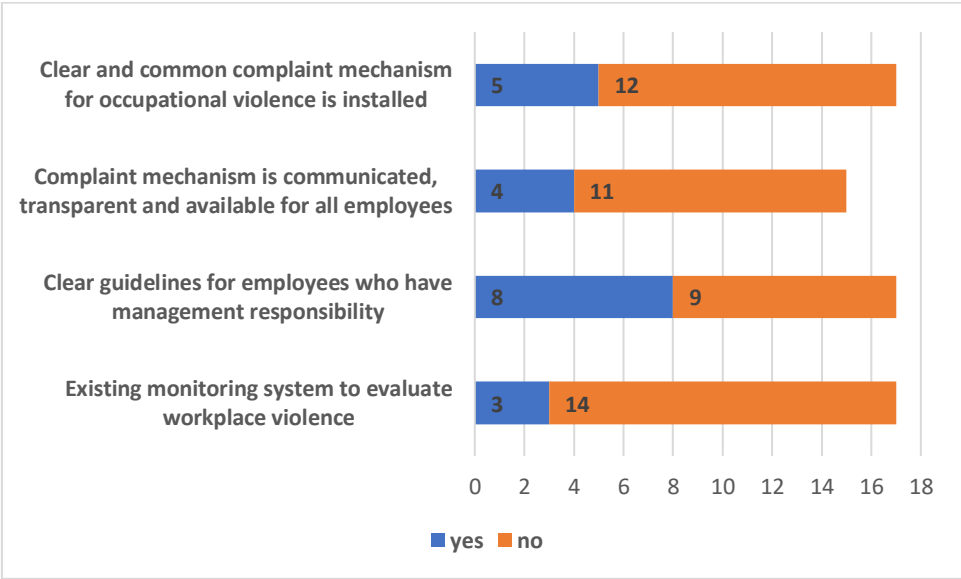
Further education

Frequency of further training for employees on the topic of occupational violence in the last five years

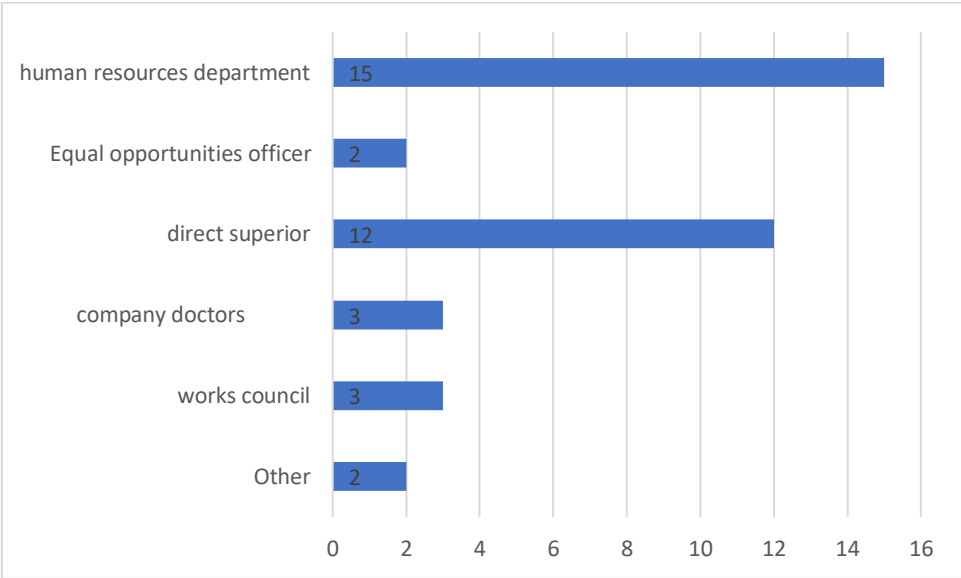


Out of the 17 respondents themselves, only 6 people attended a special training on occupational violence.

Complaint mechanism, guidelines and monitoring system



Internal support system for employees as a point of contact or complaints office if they are affected by violence at work



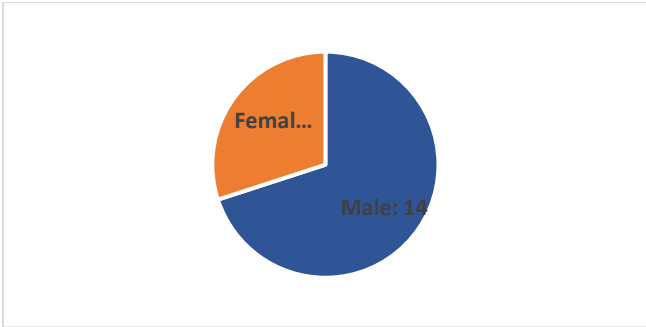
One person replied that a health and safety manager is in place in the participating organization.

Greece

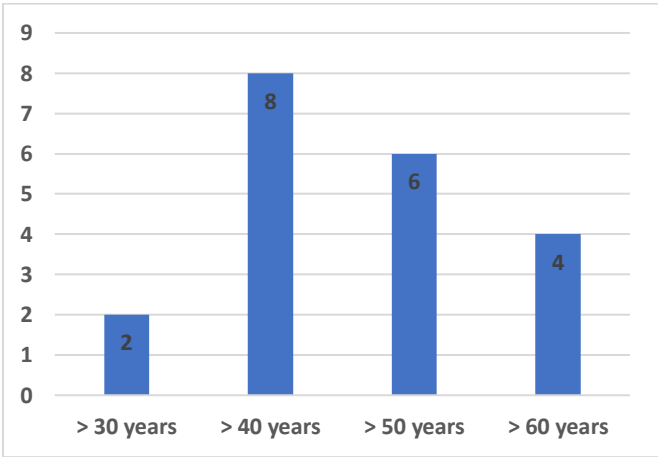
In Greece, a total of 20 people took part in the survey.

DEMOGRAPHIC PROFILE

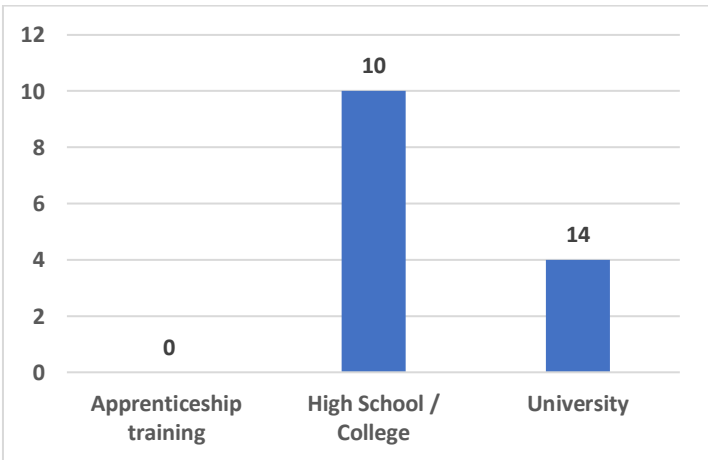
Gender



Age

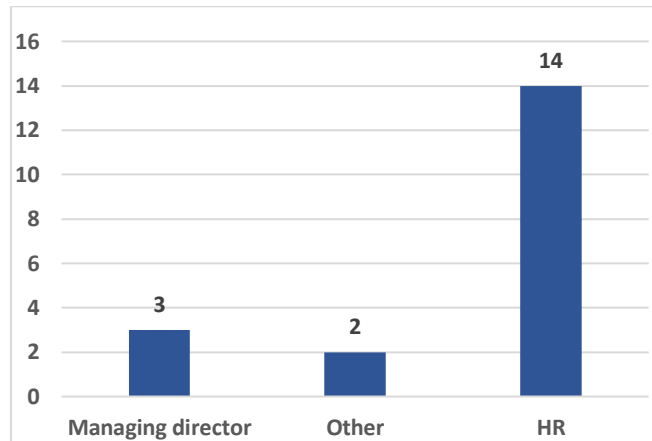


Highest level of education



Of the 20 respondents, 18 people had a specific training in management level.

Position in the organization

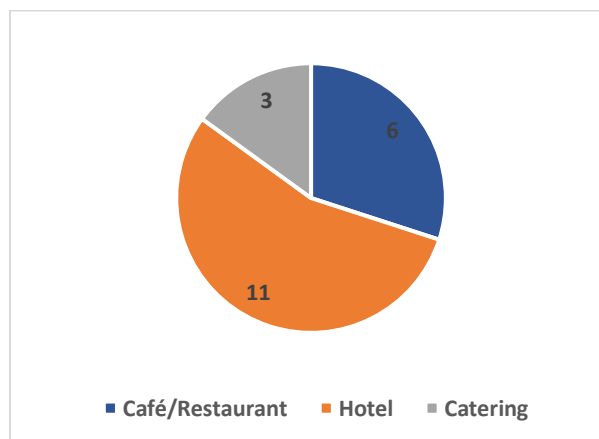


Years of experience

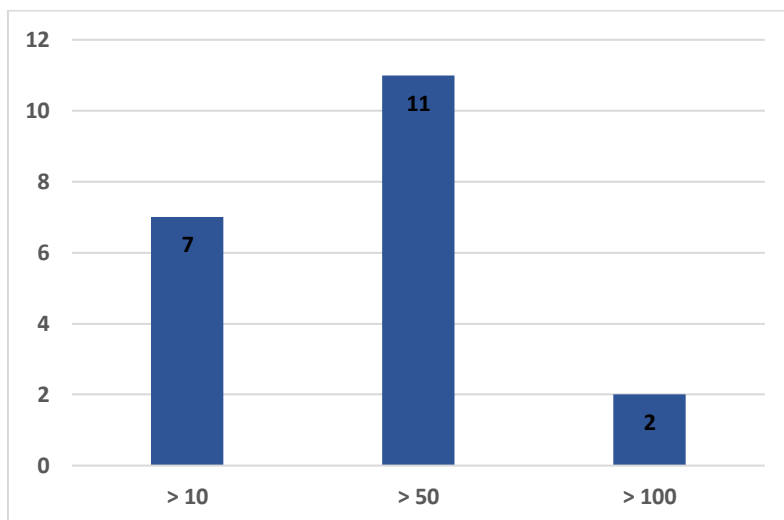


INFORMATION ABOUT THE ORGANISATION

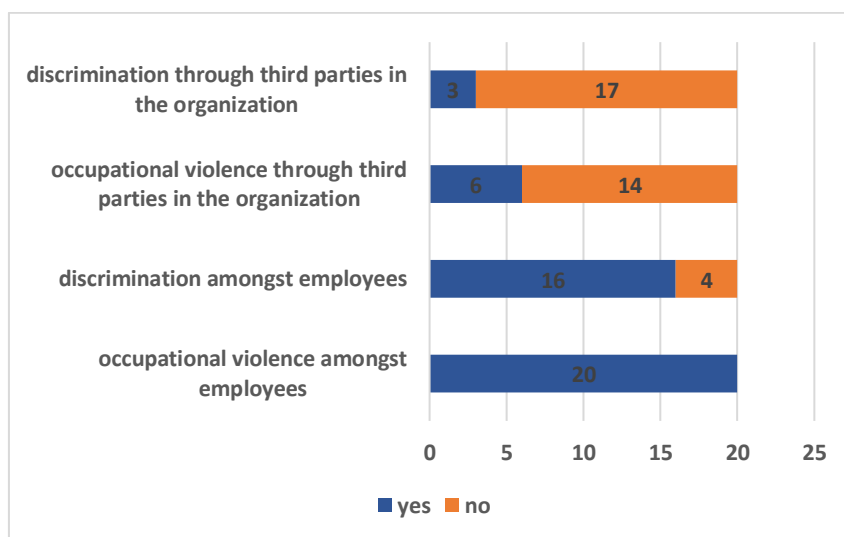
Business division



Number of employees



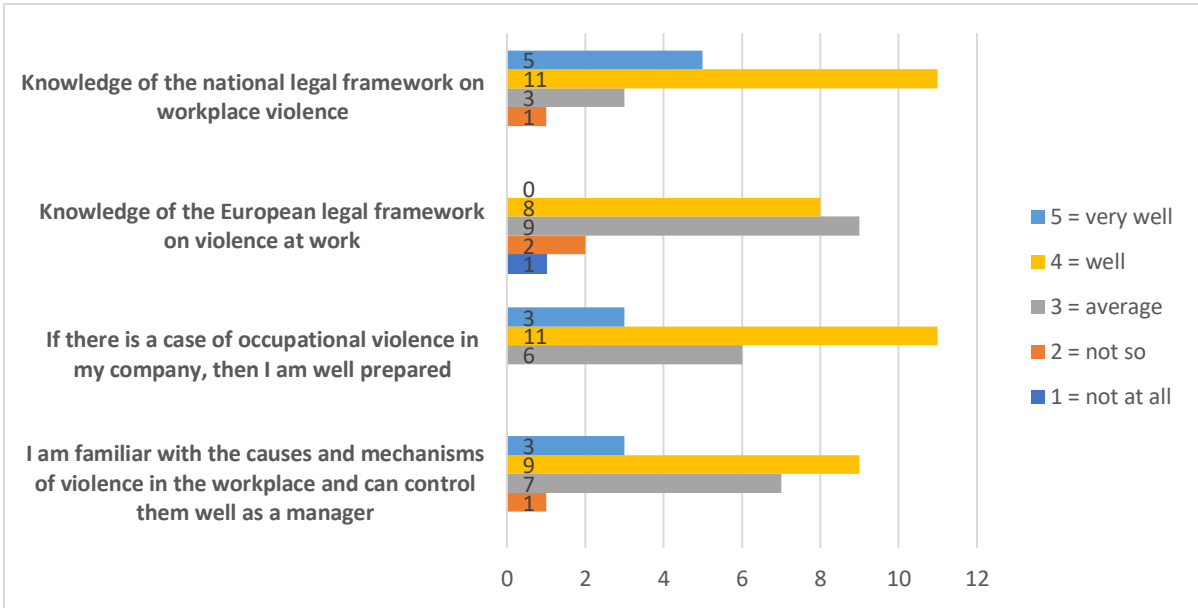
Incidence of violence and discrimination



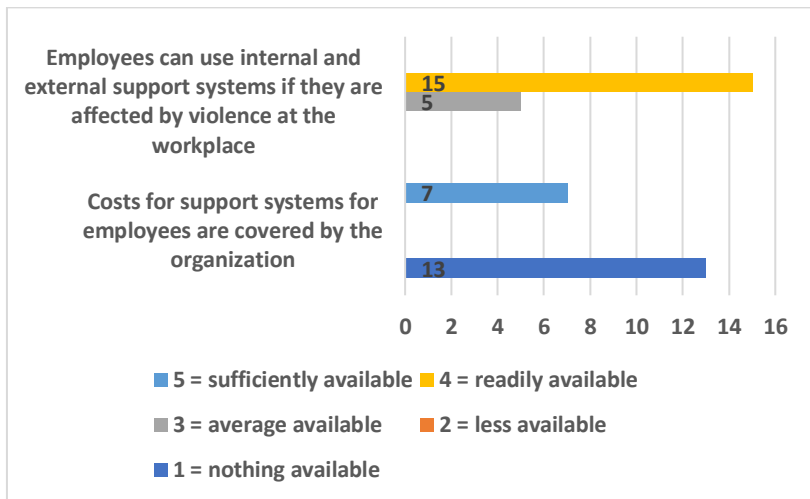
Percentage of employees who experienced violence in the workplace based on the perception of the respondents

All 20 respondents said that 0 – 20 % percent of employees who experience violence in the workplace. None of the participants have chosen above 20 percent.

Self-perception of participants

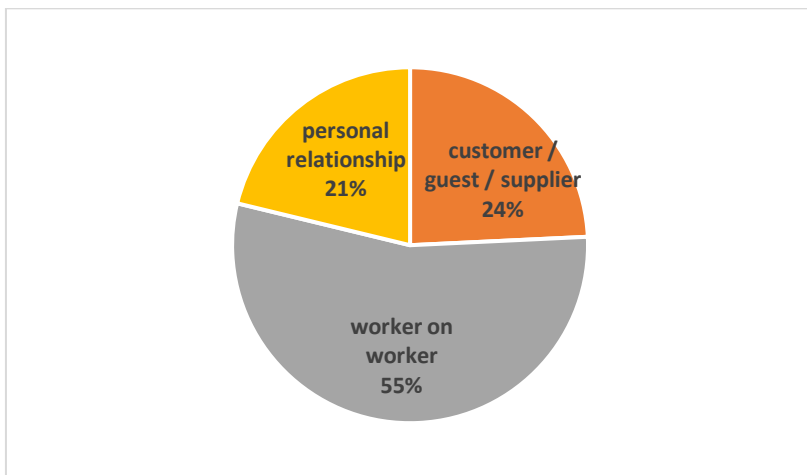


Support system for employees and coverage of costs

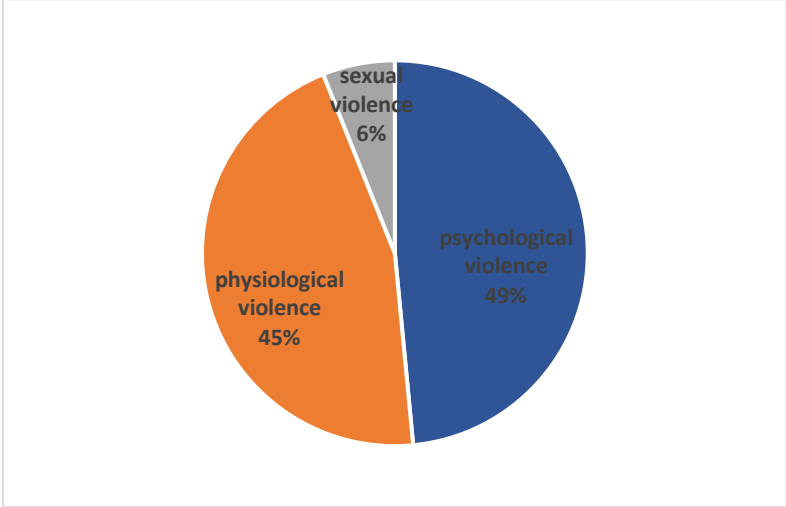


IDENTIFICATION OF OCCUPATIONAL VIOLENCE

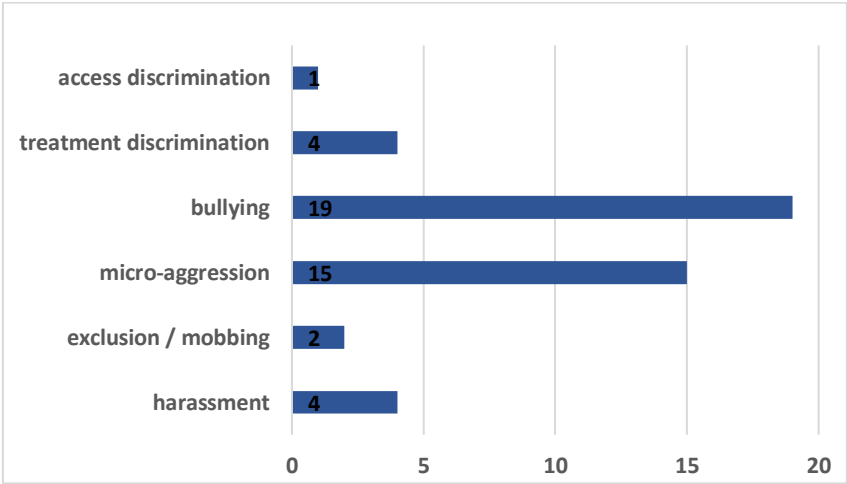
Categories of occupational violence occurred in the participating companies



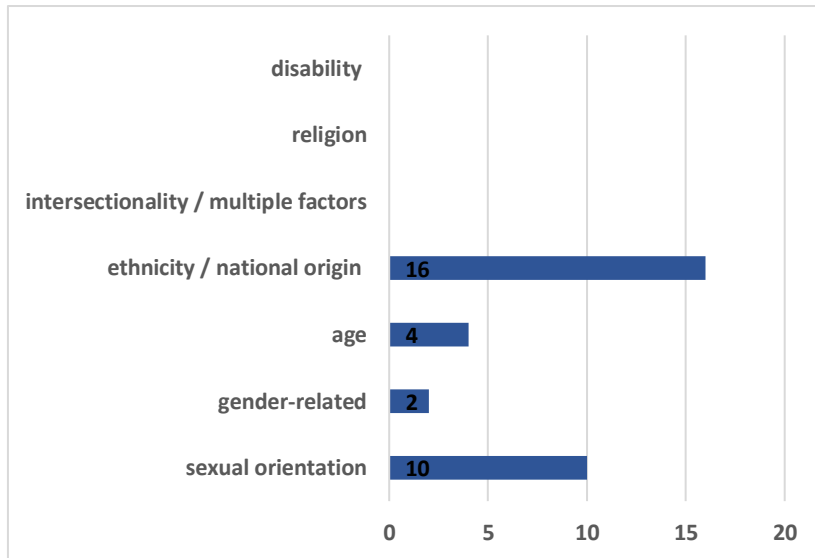
Forms of violence which the participants had to deal with



Types of discrimination which the participants had to deal with

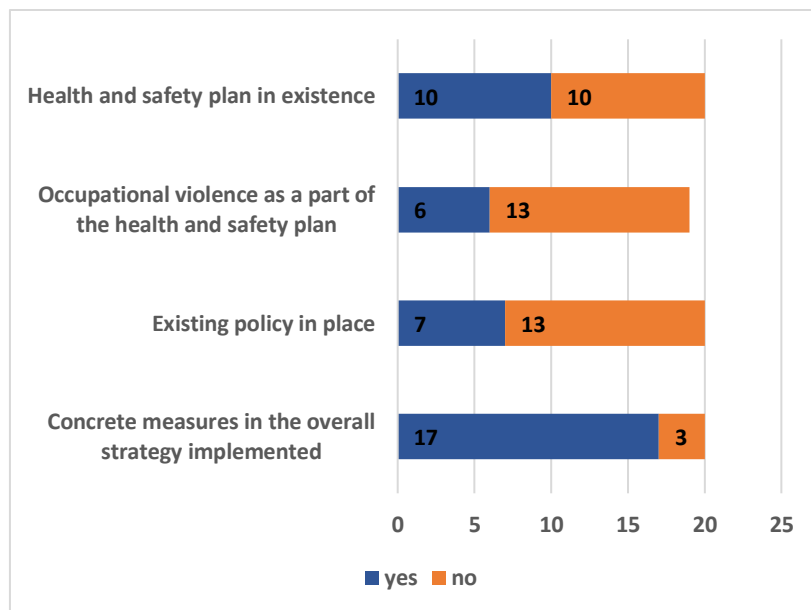


Main factors for discrimination



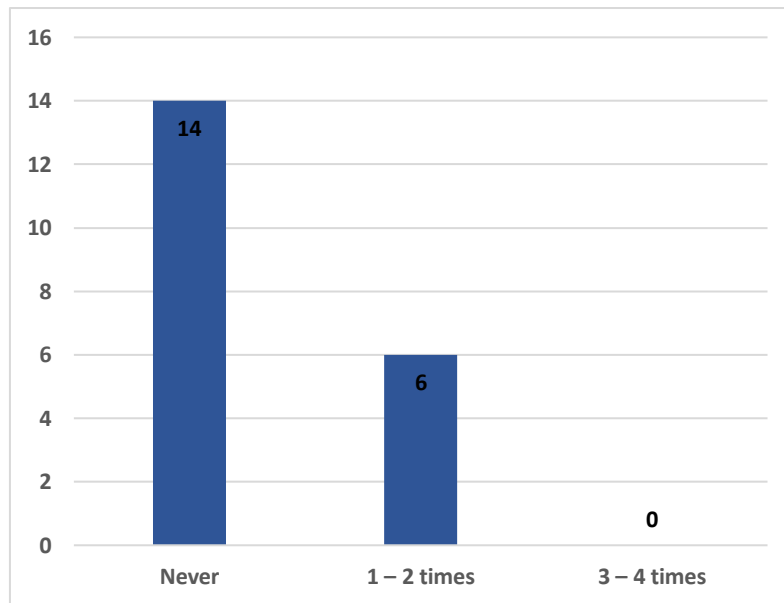
PREVENTION

Availability of policies



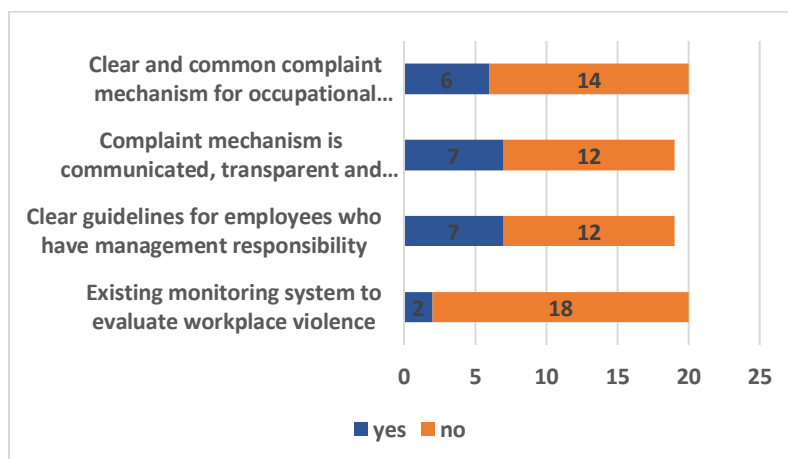
Further education

Frequency of further training for employees on the topic of occupational violence in the last five years

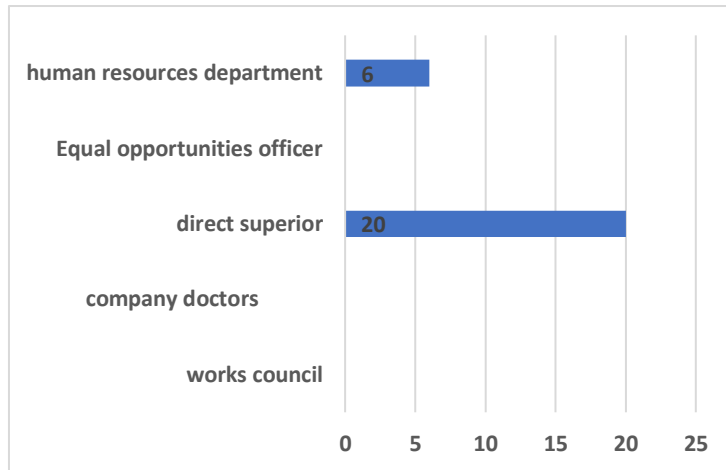


Out of the 20 respondents themselves, 9 people attended a special training on occupational violence.

Complaint mechanism, guidelines, and monitoring system



Internal support systems for employees as a point of contact or complaints office if they are affected by violence at work

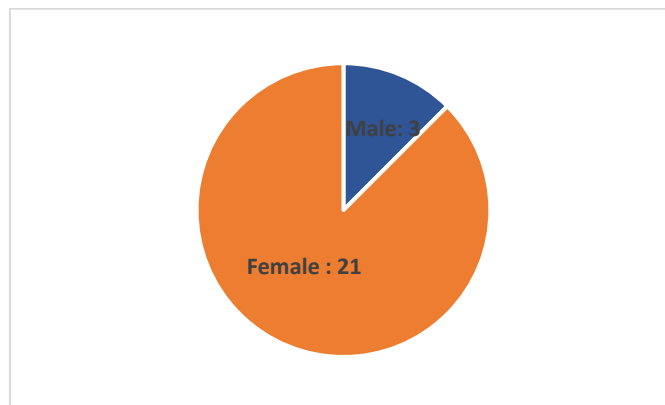


Latvia

In Latvia a total of 25 people took part in the survey

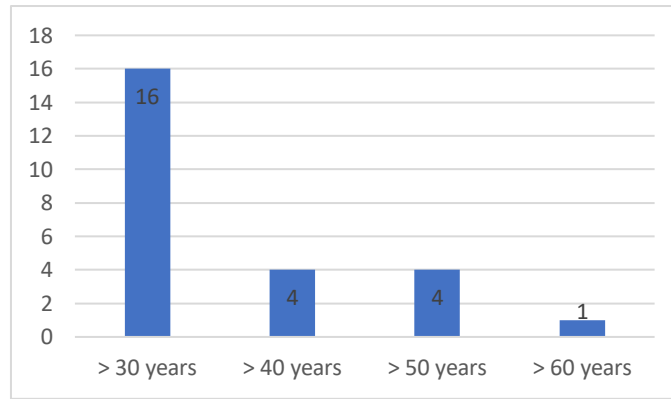
Demographic profile

Gender

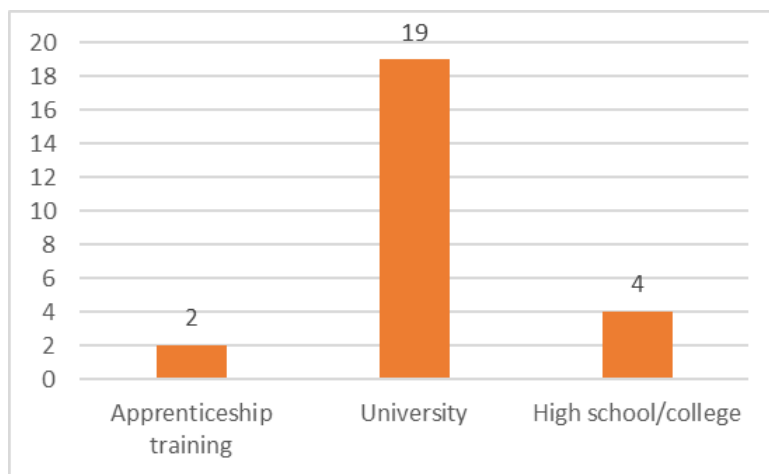


One of the participants did not indicate their gender

Age

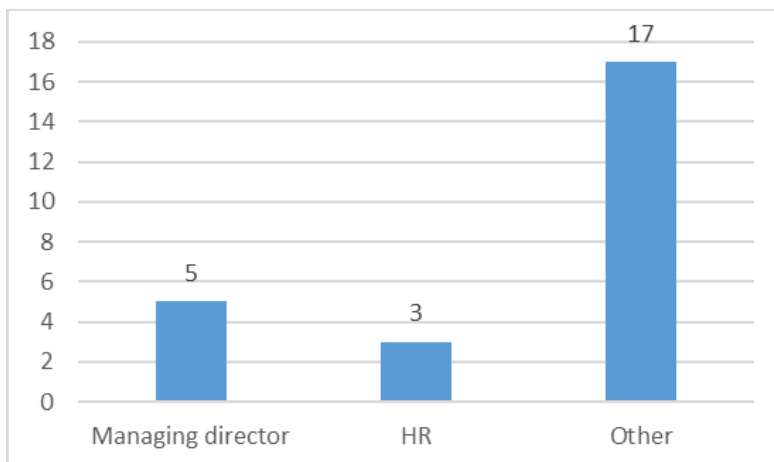


Highest level of education



Out of 25 participants, all had a management training.

Position in the organization



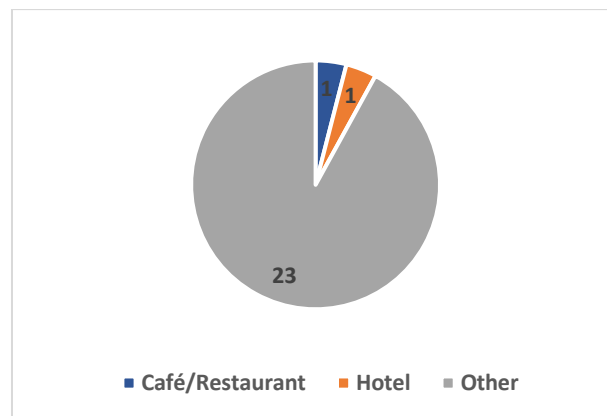
Years of experience



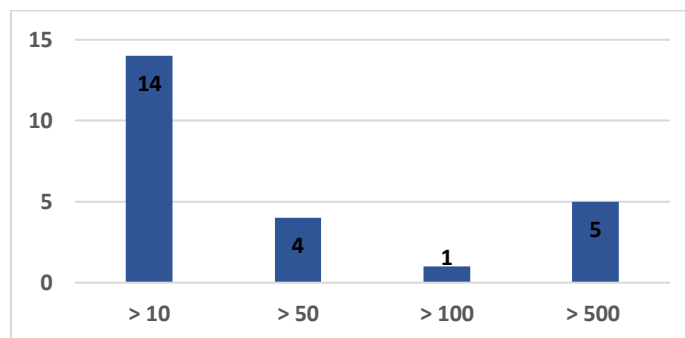
Two people did not answer this question.

INFORMATION ABOUT THE ORGANIZATION

Business division

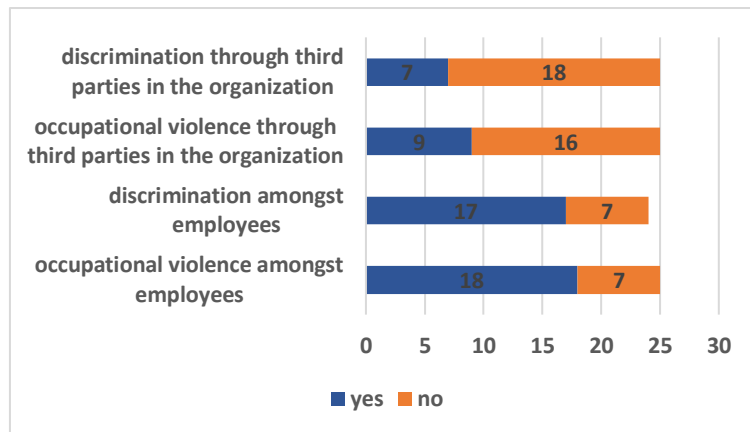


Number of employees



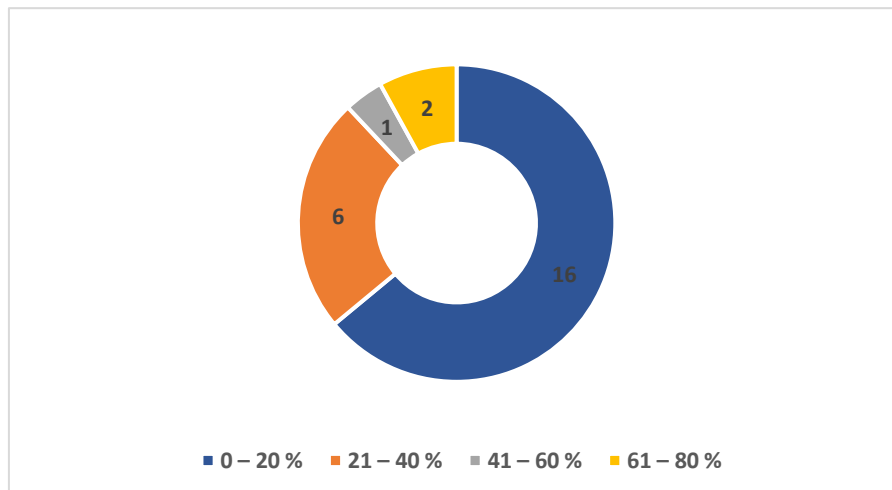
One respondent did not answer this question

Incidence of violence & discrimination



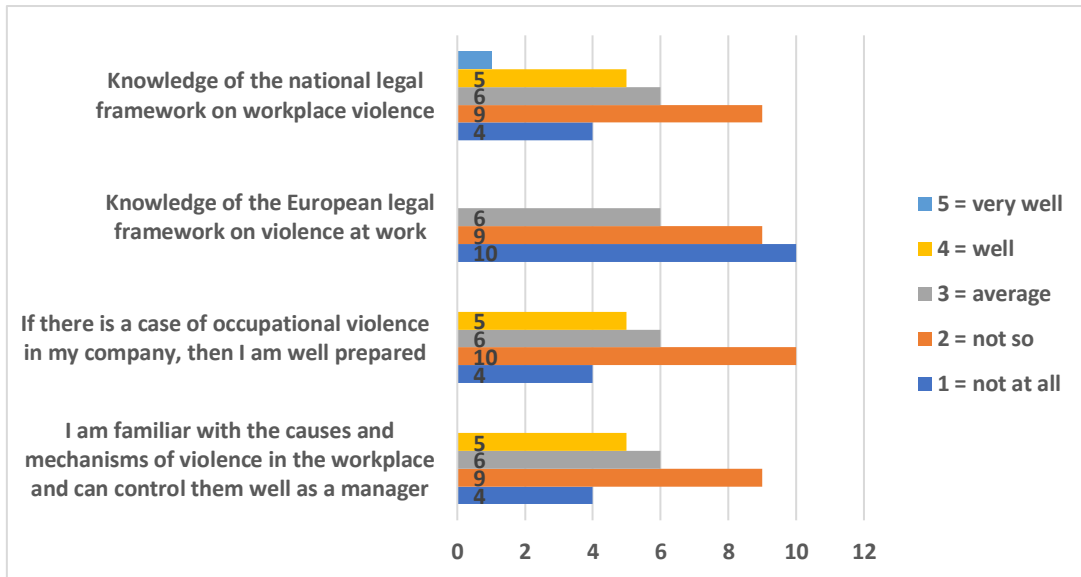
One person did not choose an answer for this question

Percentage of employees who experienced violence in the workplace based on the perception of the respondent



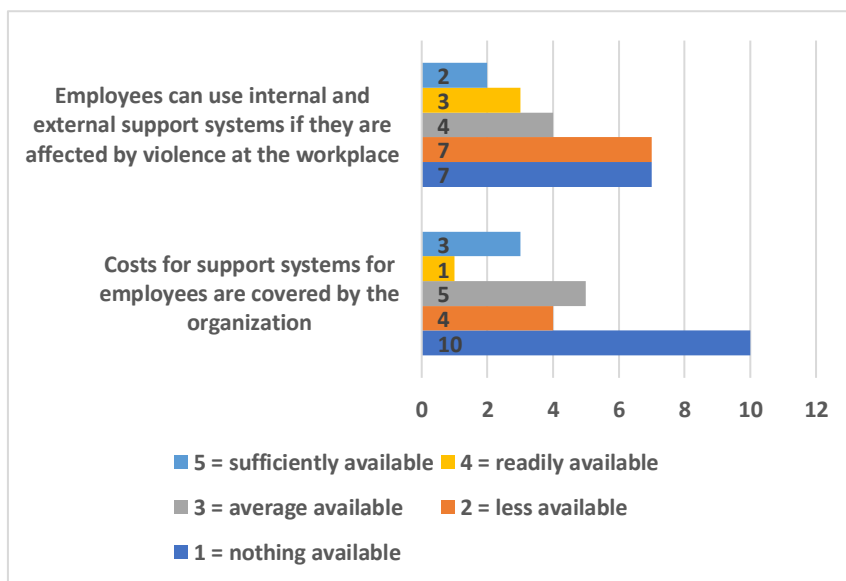
None of the participants chose the option from 81-100 percent.

Self-perception of participants



One person did not choose an answer for this question. Only one person is well familiar with the national legal framework on workplace violence.

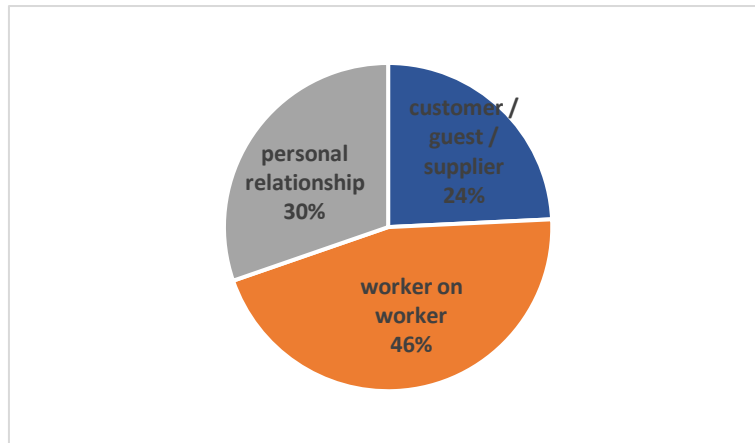
Support system for employees and coverage of costs



Two people out of 25 did not answer both of these questions.

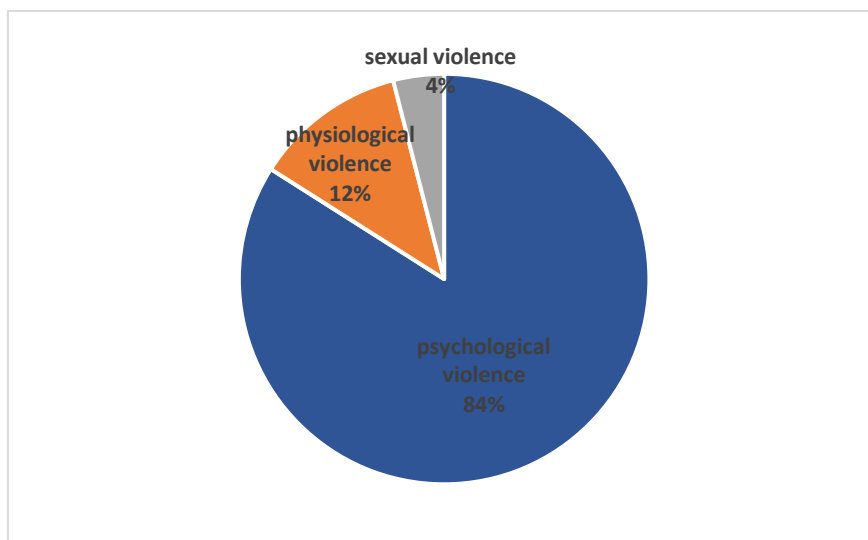
IDENTIFICATION OF OCCUPATIONAL VIOLENCE

Categories of occupational violence occurred in the participating companies



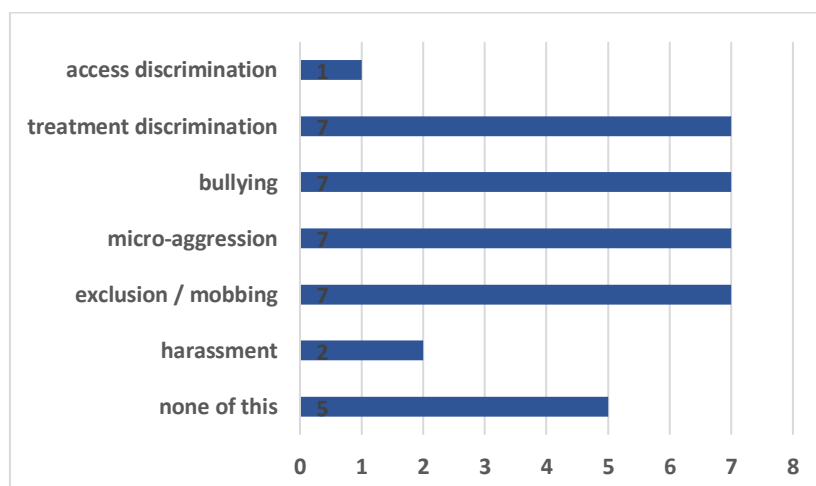
Two people did not answer this question

Forms of violence which the participants had to deal with



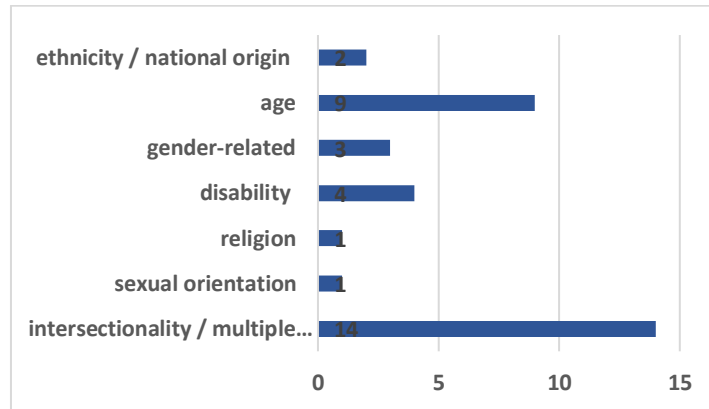
Three people did not provide an answer for this question

Types of discrimination which the participants had to deal with



Two people did not answer this question

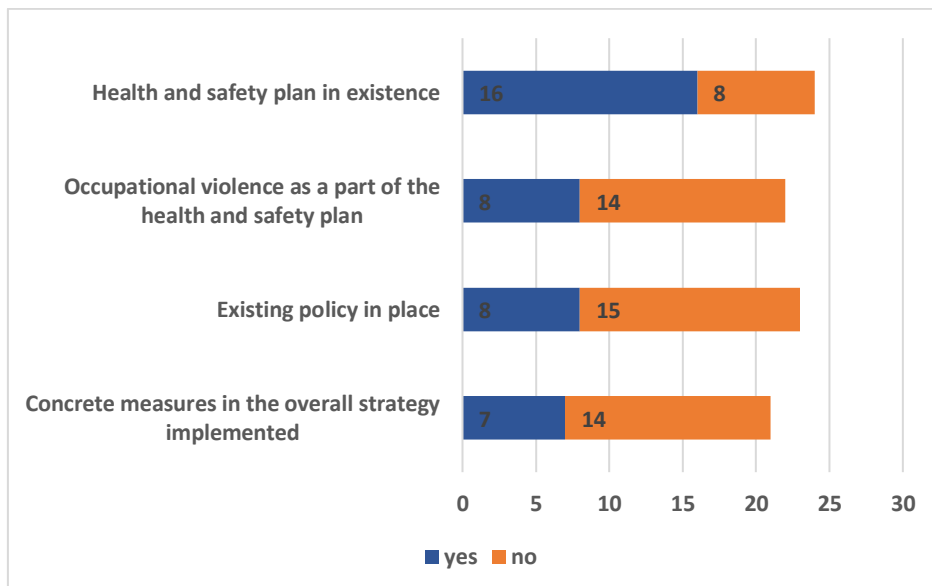
Main factors of discrimination



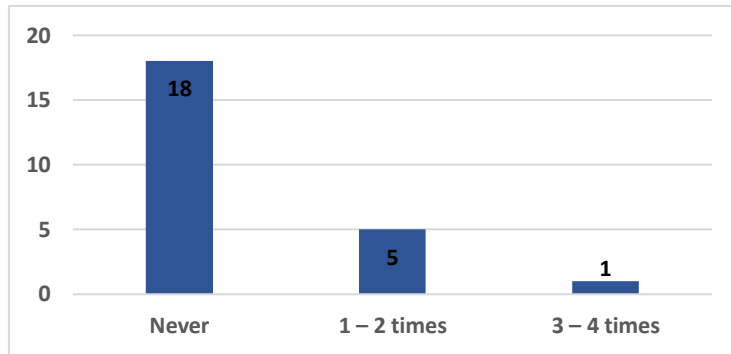
Three people did not answer this question.

PREVENTION

Availability of policies

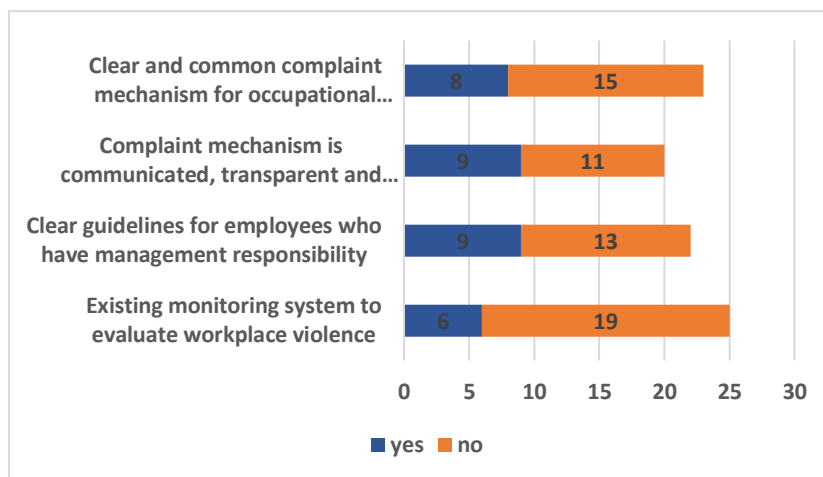


Further education. Frequency of further training for employees on the topic of occupational violence in the last five years

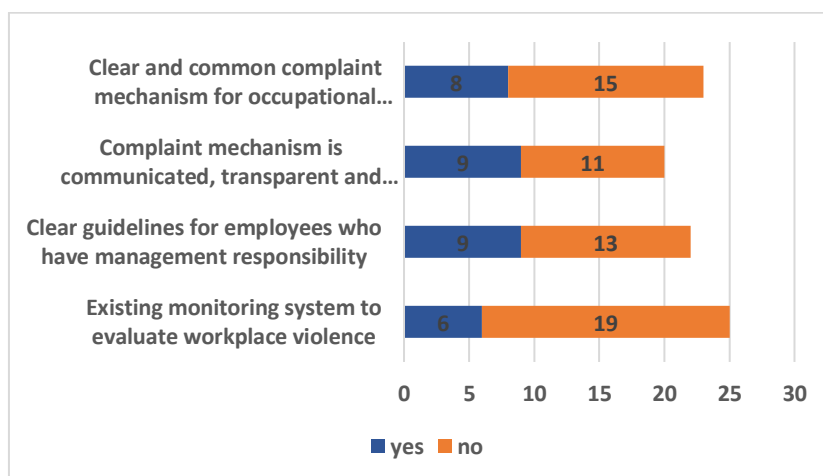


One person did not provide an answer for this question.

Complaint mechanism, guidelines, and monitoring system



Internal support system for employees as a point of contact or complaints office if they are affected by violence at work



One person did not answer this question.

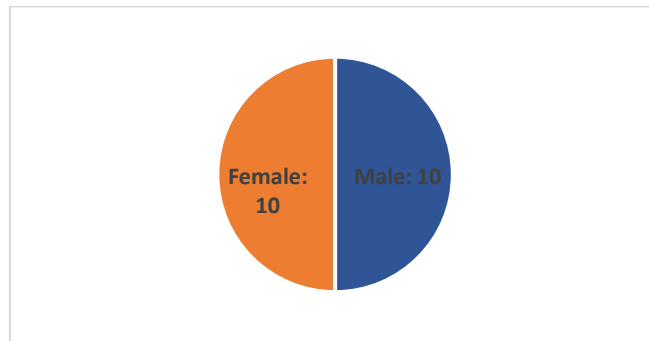


Lithuania

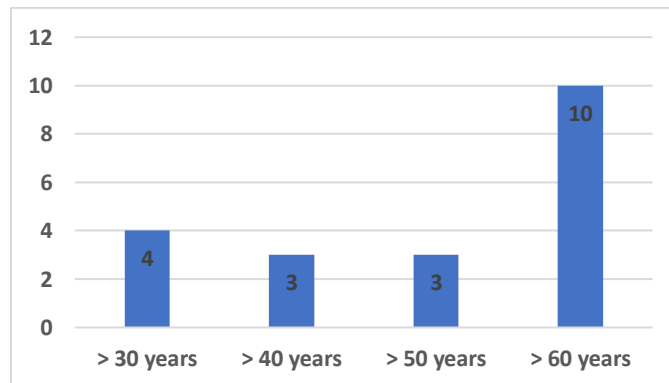
In Lithuania a total of 20 people took part in the survey.

Demographic profile

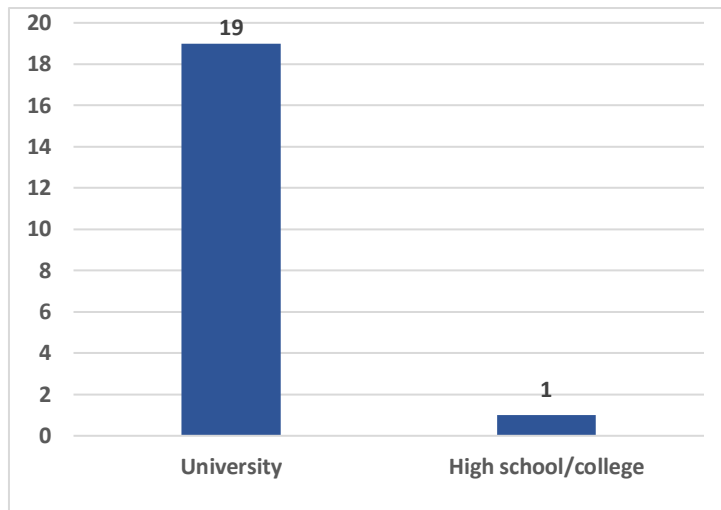
Gender



Age

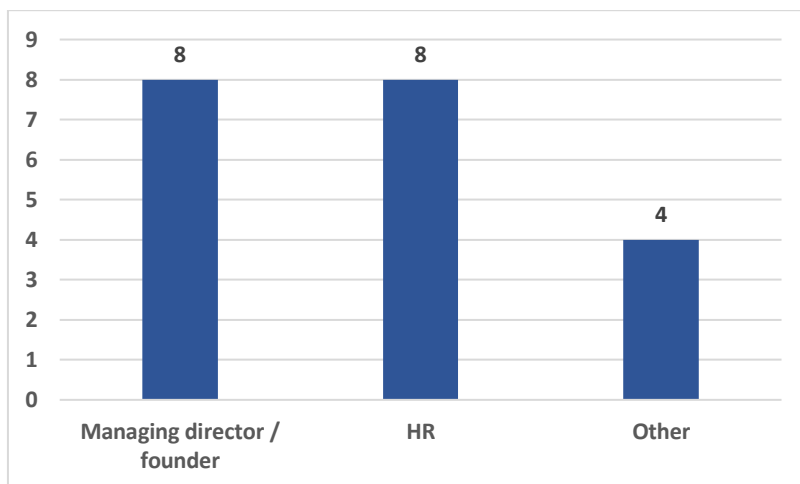


Highest level of education

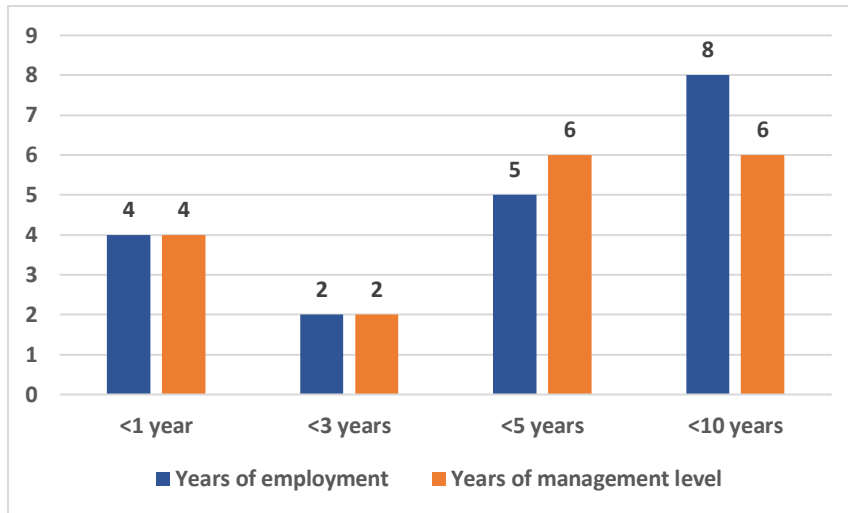


Out of 20 participants, 12 people had a management training.

Position in the organization

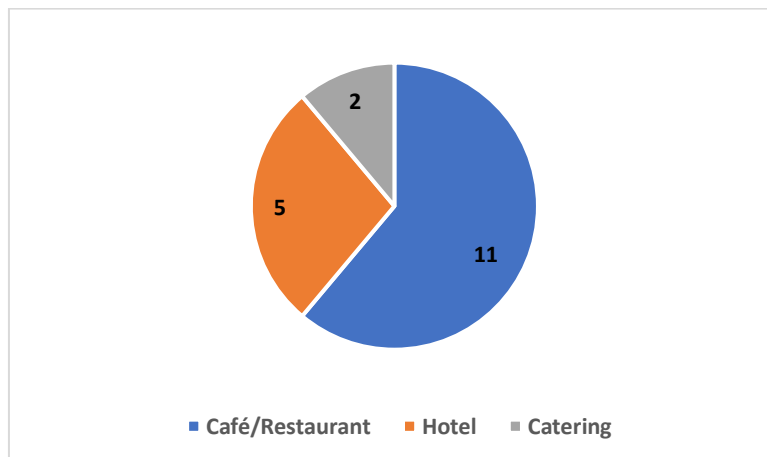


Years of experience

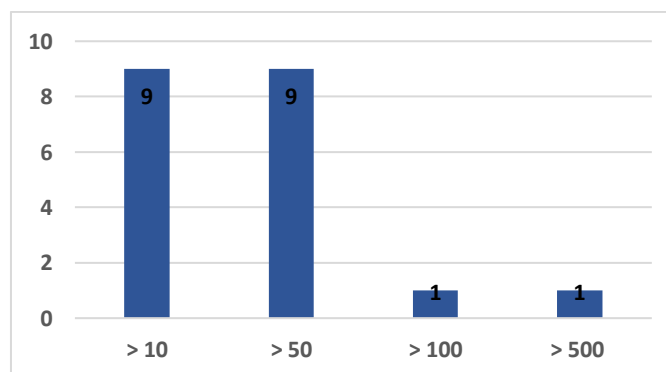


INFORMATION ABOUT THE ORGANIZATION

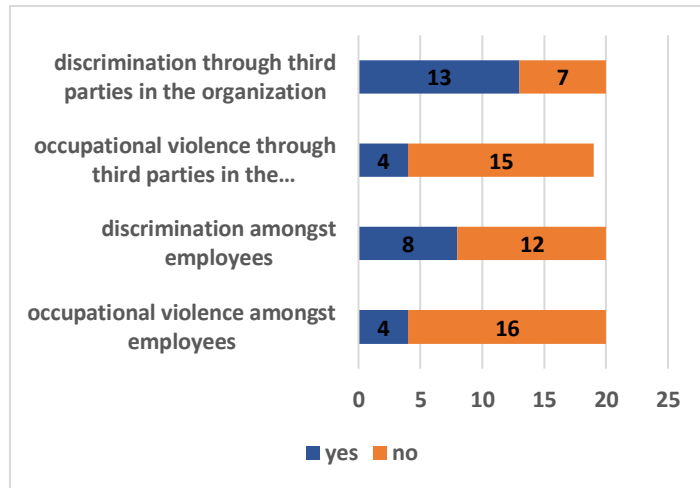
Business division



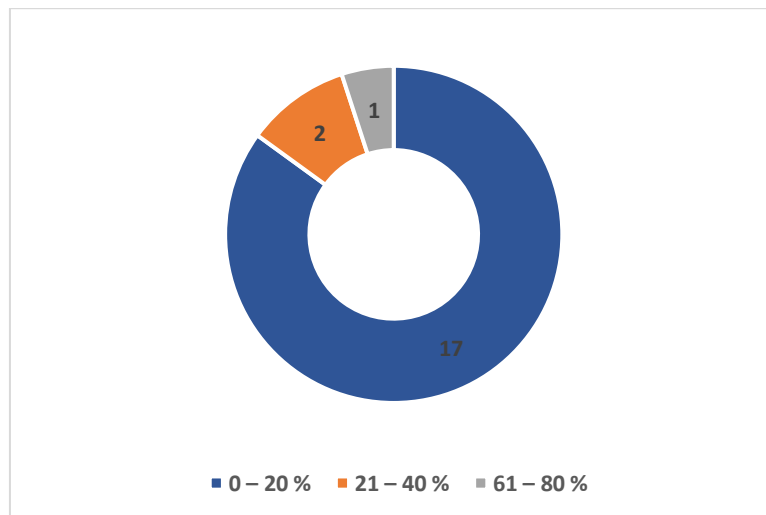
Number of employees



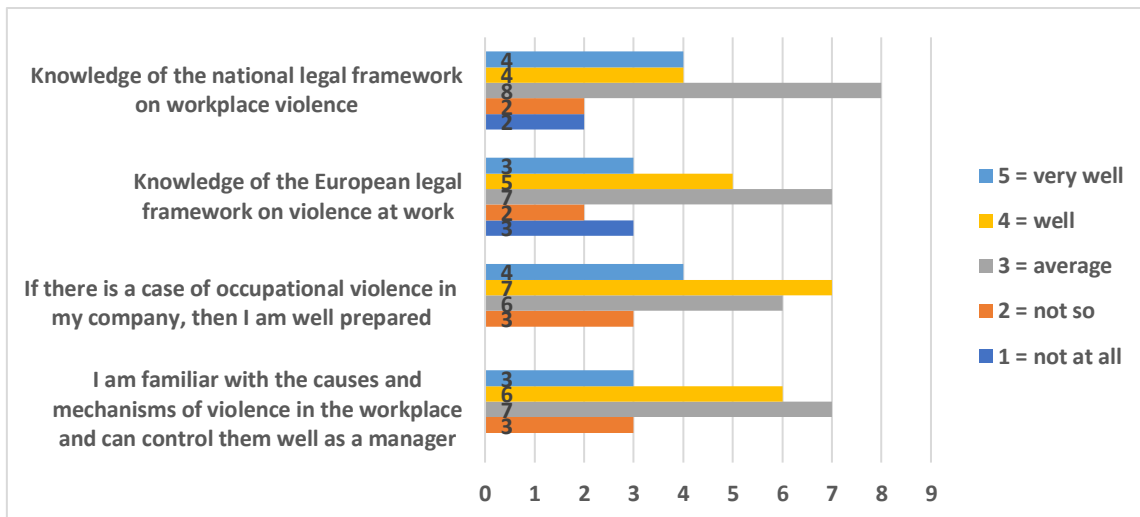
Incidence of violence & discrimination



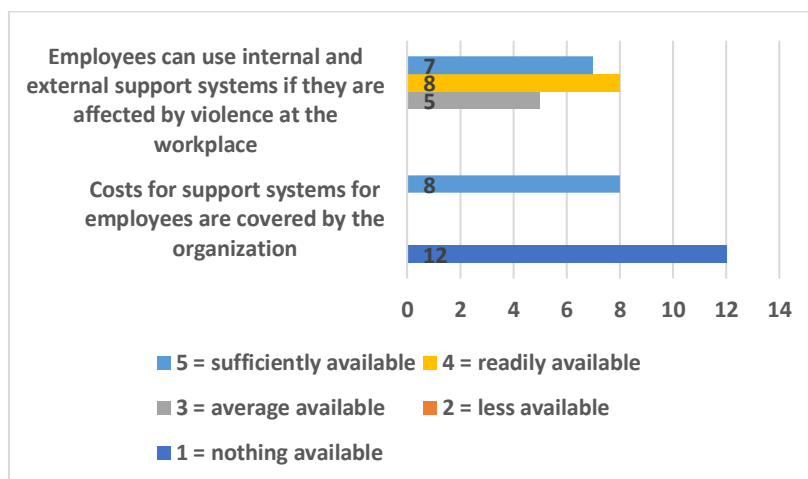
Percentage of employees who experienced violence in the workplace based on the perception of the respondent



Self-perception of participants

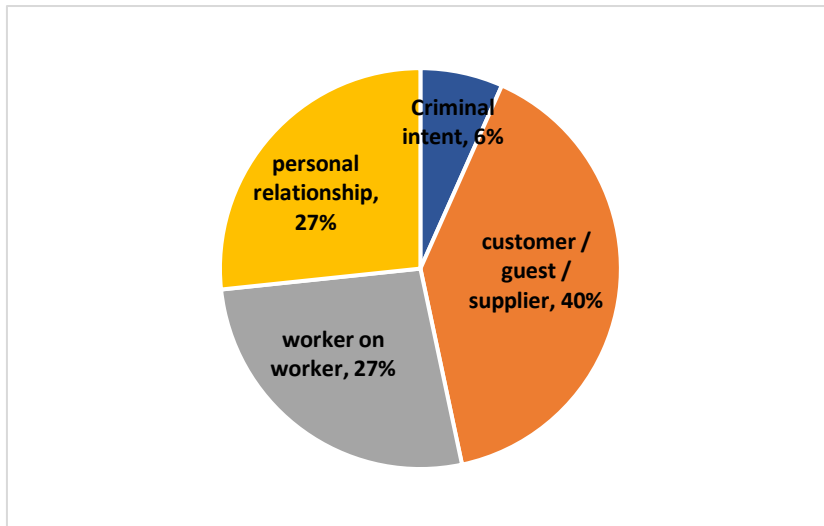


Support system for employees and coverage of costs



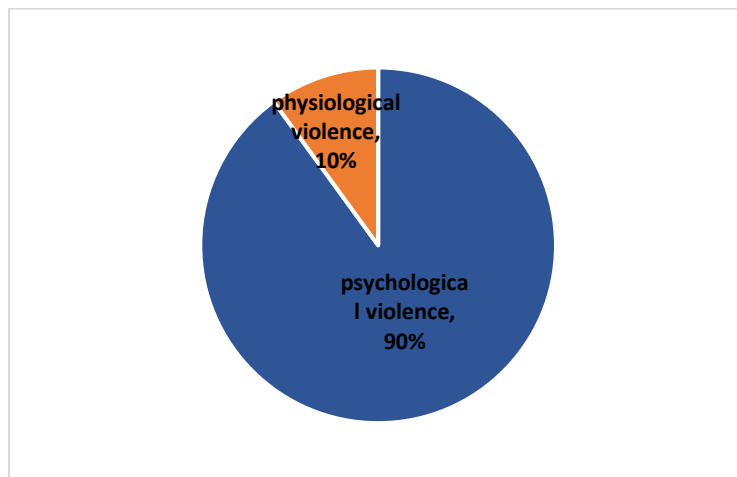
IDENTIFICATION OF OCCUPATIONAL VIOLENCE

Categories of occupational violence occurred in the participating companies



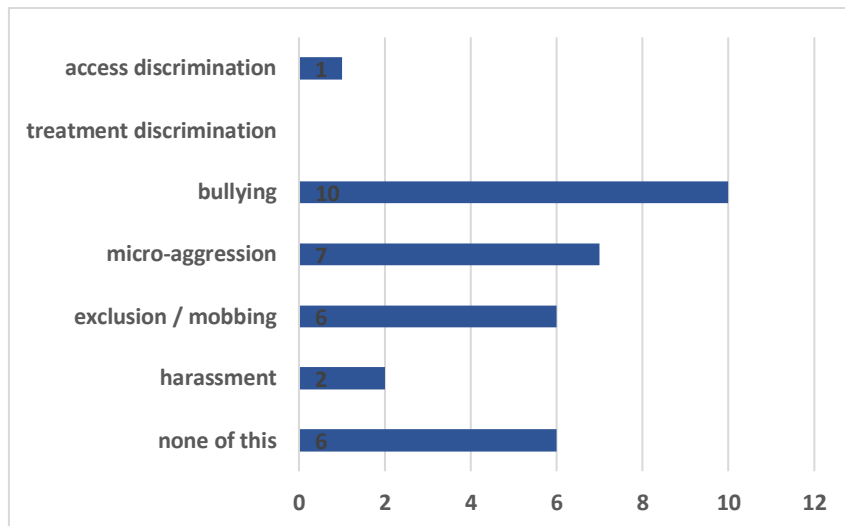
Two people did not answer this question,

Forms of violence which the participants had to deal with

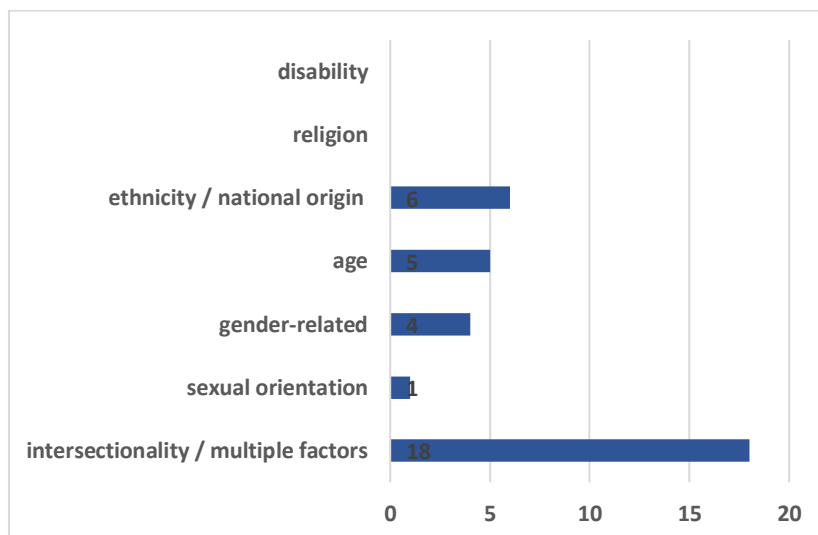


One person did not answer the question.

Types of discrimination which the participants had to deal with

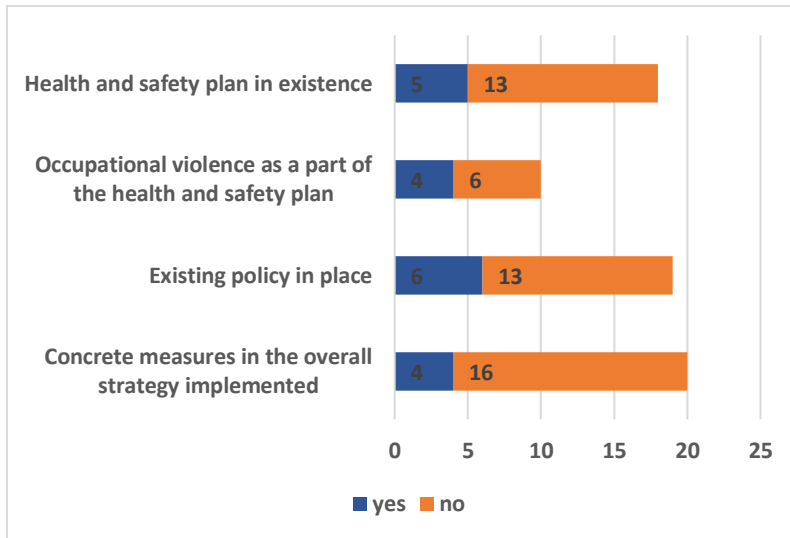


Main factors of discrimination

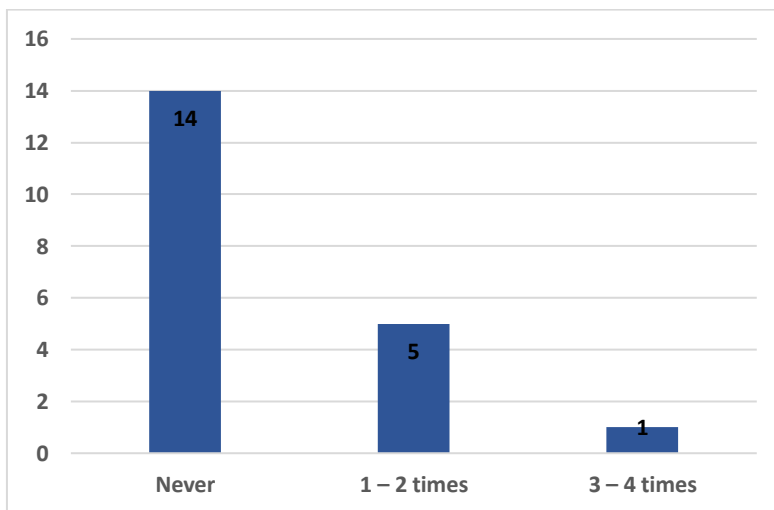


PREVENTION

Availability of policies

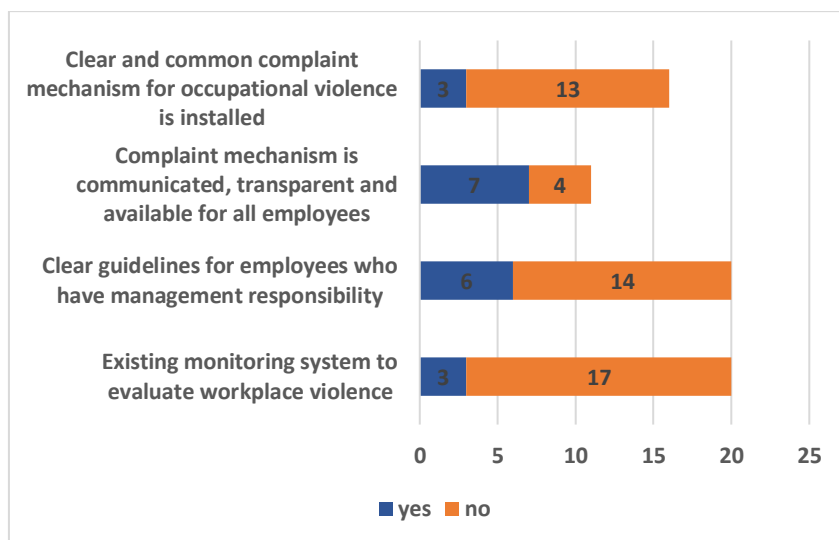
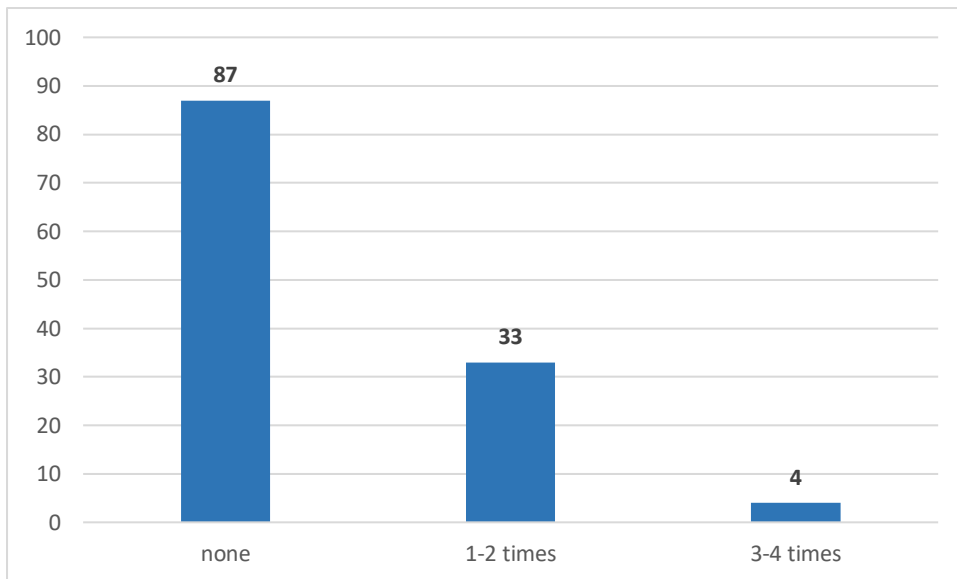


Further education. Frequency of further training for employees on the topic of occupational violence in the last five years

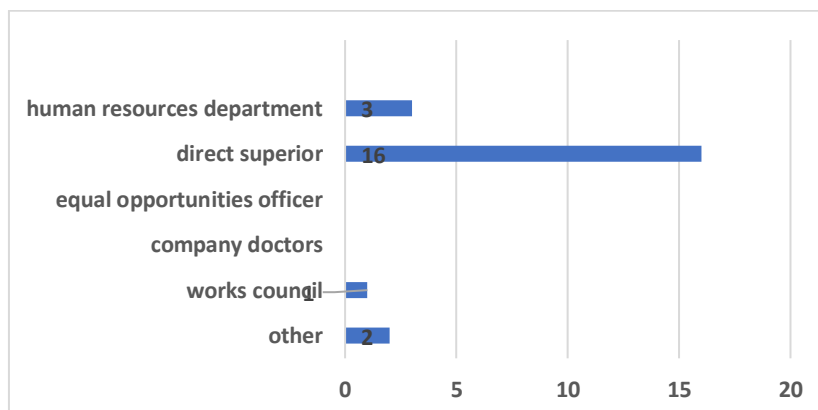


Out of 20 participants, only 5 people attended a special training on occupational violence.

Complaint mechanism, guidelines, and monitoring system



Internal support system for employees as a point of contact or complaints office if they are affected by violence at work





Annex II: Questionnaire

A. PERSONAL INFORMATION

A.1. Country of residence

- Czech republic
 Lithuania
 Cyprus
 Germany
 Greece
 Latvia

A.2. Gender

- Female
 Others
 Male
 Divers
 Neutral

A.3. Age

- > 30 years
 > 40 years
 > 50 years
 > 60 years

A.4 Highest level of education

- apprenticeship training
 high school / college
 university

A.5. Specific training in management available

- yes
 no

A.6. Position in the organisation

- Founder
 Managing director
 Head of a specific unit

other:.....

A.7. Years of employment in the organisation

- < 1 year
 < 3 years
 < 5 years
 < 10 years

A.8. Years of experience at management level

- < 1 year < 3 years < 5 years < 10 years

B. INFORMATION ABOUT THE ORGANISATION

B.1. Business division

- Hotel Café / Restaurant Catering

B.2. Number of employees

- 1 - 10 11 - 50 51 - 100 101 - 500

C GENERAL INFORMATION ON OCCUPATIONAL VIOLENCE

C.1. Have you ever experienced an incident of occupational violence among employees?

- Yes no

C.2. Have you ever had an incident of discrimination among employees?

- Yes no

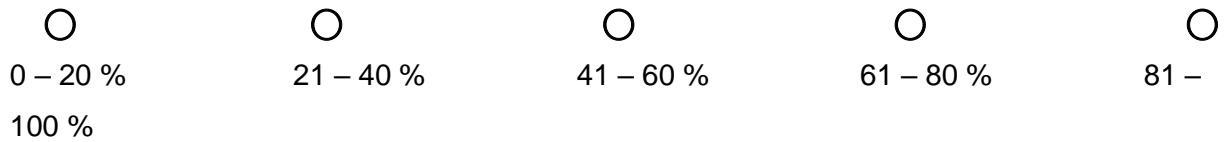
C.3. Have you ever had an incident of occupational violence through third parties?

- Yes no

C.4. Have you ever had an incident of discrimination through third parties?

- Yes no

C.5. What percentage of your employees do you think have experienced violence in the workplace?



Please rate the following statements:

C.6. I am familiar with the national legal framework on violence at work (i.ex. regulations, rules, duty of care):

1	2	3	4	5
Not at all	little	satisfactory	familiar	very familiar

C.7. I am familiar with the European legal framework on violence at work.

1	2	3	4	5
Not at all	little	satisfactory	familiar	very familiar

C.8. If there is a case of occupational violence in my company, then I am well prepared (procedure, interview skills, consequences, communication in the company,...).

1	2	3	4	5
Not at all prepared	little	satisfactory	prepared	well

C.9. I am familiar with the causes and mechanisms of violence at the workplace, which I am able to control well as a manager.

1	2	3	4	5
Not at all familiar	little		satisfactory	familiar
				very

C.10. Our employees can use internal and external support systems if they are affected by violence at the workplace

1	2	3	4
Nothing available	little available	enough available	sufficiently available

C.11 The costs for support systems for our employees are covered by us.

Yes

no

D. IDENTIFICATION OF OCCUPATIONAL VIOLENCE

D.1. Which categories of occupational violence has occurred in your company?

Criminal intent

customer / guest / supplier

worker on worker

personal relationship (no legitimate relationship to 3rd parties)

(relationship to the business =

the business or its employees,

(usually no relationship with

the business, but one with

i.ex. robbery)

person affected.

Relati

onship i.ex.

marriage)

D.2. Which forms of violence did you have to deal with as a manager?

psychological violence

physiological violence

sexual violence

D.3 Which types of discrimination did you have to deal with as a manager?

access discrimination

treatment discrimination

bullying

micro-

aggression

exclusion / mobbing

harassment

none of this

D.4. What were the main factors for discrimination from your point of view?

ethnicity / national origin
disability

age

gender-related

religion
multiple factors

sexual-orientation

intersectionality /

E. PREVENTION

E.1. Do you currently have a health and safety Plan in place in your company? (If no, please proceed further)

Yes

no

E.2. Is occupational violence already part of your health and safety plan?

Yes

no

E.3. Do you have a policy / code of conduct on occupational violence in your organisation, which describes the level of tolerance, definition of occupational violence, consequences, etc.?

Yes

no

E.4. Have you implemented concrete measures in your overall company strategy or any other strategy (i.ex. equality strategy, gender & strategy,...) to reduce violence in the workplace?

Yes

no

E.5. How often have your employees had further training on the topic of occupational violence in the last five years?

never

1 – 2 times

3 – 4 times

E.6 Have you yourself ever attended a special training on occupational violence?

- Yes no

F. MANAGEMENT OF OCCUPATIONAL VIOLENCE

F.1 Do you have a clear and common complaint mechanism for occupational violence installed? (If no, please proceed further)

- Yes no

F.2 Is complaint mechanism communicated, transparent and available for all employees (i.ex. intranet, internal brochures, notice board,...)?

- Yes no

F.3. Are there clear guidelines for employees who have management responsibility on how to proceed in the event of violence in the workplace?

- Yes no

F.4. What internal support system can employees use as a point of contact or complaints office if they are affected by violence at work?

- works council company doctors direct superior
- Equal opportunities officer human resources department
- other:.....

F.5 Have you implemented a monitoring system to evaluate workplace violence?

- Yes no