



Università degli Studi
"G. d'Annunzio"
Chieti – Pescara

Violenze e molestie in ambito lavorativo: strumenti per la prevenzione

Cristian Balducci, PhD
Dip. Psicologia



Mie attività

-Tesi:

«Stress e lavoro: Il caso mobbing» (1998)

«Aggressive behavior at work: Investigating and integrating the target's and actor's perspectives» (2009)

-Consulente comitati mobbing (2004-2008)

-Formazione su mobbing per professionisti, sindacati, ... (2002-...)

-Psicologo incaricato amministrazione regionale (2005-2008)

-Facilitatore gruppo *self-help* sul mobbing CSM Ancona (2005-2006)

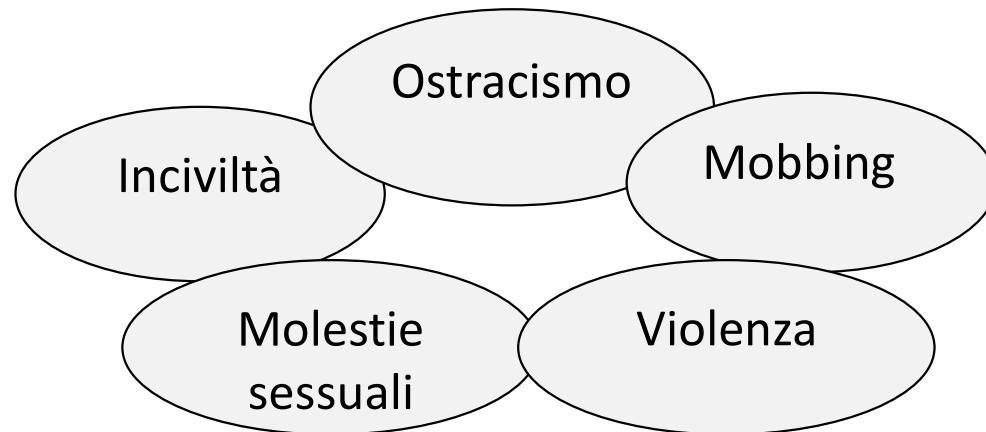
-Assessment psicologico (2004-2010)

-Perizie CTP (2002-2010)

-Membro CUG UniBO (2021-2024)

-Ricerca (1998-...)

- Assenza di supporto e carenza di relazioni inclusive al lavoro configurano già una situazione di rischio
 - La presenza dei seguenti fenomeni determina un rischio molto elevato di conseguenze avverse



*

Con che frequenza, negli ultimi sei mesi, è stato esposto ai seguenti comportamenti nel suo luogo di lavoro?

(Notelaers et al., 2019)

1. Nascoste informazioni che influenzano la prestazione
2. Diffuse chiacchiere e dicerie
3. Ignorato, escluso o emarginato
4. Osservazioni offensive
5. Fatti notare ripetutamente errori lavorativi
6. Criticato il suo lavoro e l'impegno
7. Umiliato o ridicolizzato per il lavoro
8. Tolte aree di responsabilità o assegnati compiti banali
9. Fatto capire che farebbero volentieri a meno di lei

Mai	Di tanto in tanto	Mensilmente	Settimanalmente	Ogni giorno
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(Notelaers et al., 2019)

Si definisce mobbing una situazione in cui uno o alcuni individui, per un certo periodo di tempo, si ritengono costantemente bersaglio di comportamenti negativi condotti da una o alcune persone. In tale situazione l'individuo bersaglio trova difficoltà a difendersi. Il mobbing non è un singolo episodio.

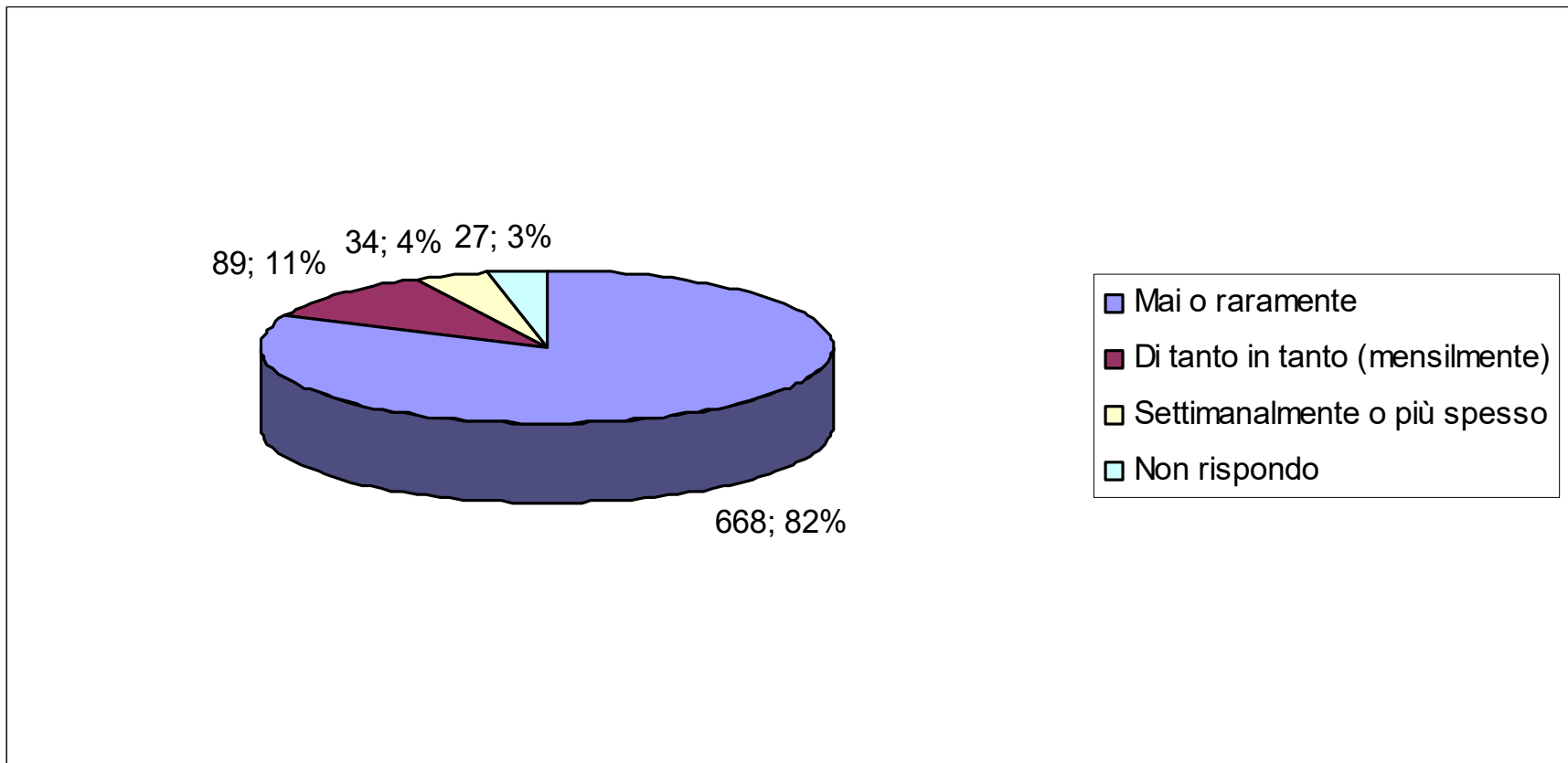
- Lei è stato/a vittima di mobbing nel suo luogo di lavoro durante gli ultimi sei mesi?
 - No
 - Sì, ma solo raramente
 - Sì, di tanto in tanto
 - Sì, diverse volte alla settimana
 - Sì, quasi quotidianamente

- Prevalenza: 10-20% esposti almeno di tanto in tanto, 3-4% esposti a mobbing frequente

(Zapf et al., 2020)

- Se queste % valessero per la vostra azienda, quanti casi dovremmo stimare?

- 818 lavoratori di una PA (tasso risposta 59%)



“...Le vittime riportavano sintomi da stress, ma con un'intensità di gran lunga maggiore di quella riscontrata di norma nella ricerca sullo stress da lavoro”

(Zapf & Einarsen, 2005)

- Assenze per malattia
- Burnout
- Disturbi dell'umore
- PTSD
- Suicidio



Violence and Victims, Vol. 5, No. 2, 1990
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Mobbing and Psychological Terror at Workplaces

Heinz Leymann, Ph.D.

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Stockholm, Sweden*

In recent years, the existence of a significant problem in workplaces has been documented in Sweden and other countries. It involves employees “ganging up” on a target employee and subjecting him or her to psychological harassment. This “mobbing” behavior results in severe psychological and occupational consequences for the victim. This phenomenon is described, its stages and consequences analyzed. An ongoing program of research and intervention that is currently being supported by the Swedish government is then considered.

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Work-related causes of mental health conditions and interventions for their improvement in workplaces

Reiner Rugulies, Birgit Aust, Birgit A Greiner, Ella Arensman, Norito Kawakami, Anthony D LaMontagne*, Ida E H Madsen*

Lancet 2023; 402: 1368–81 Mental health problems and disorders are common among working people and are costly for the affected individuals,

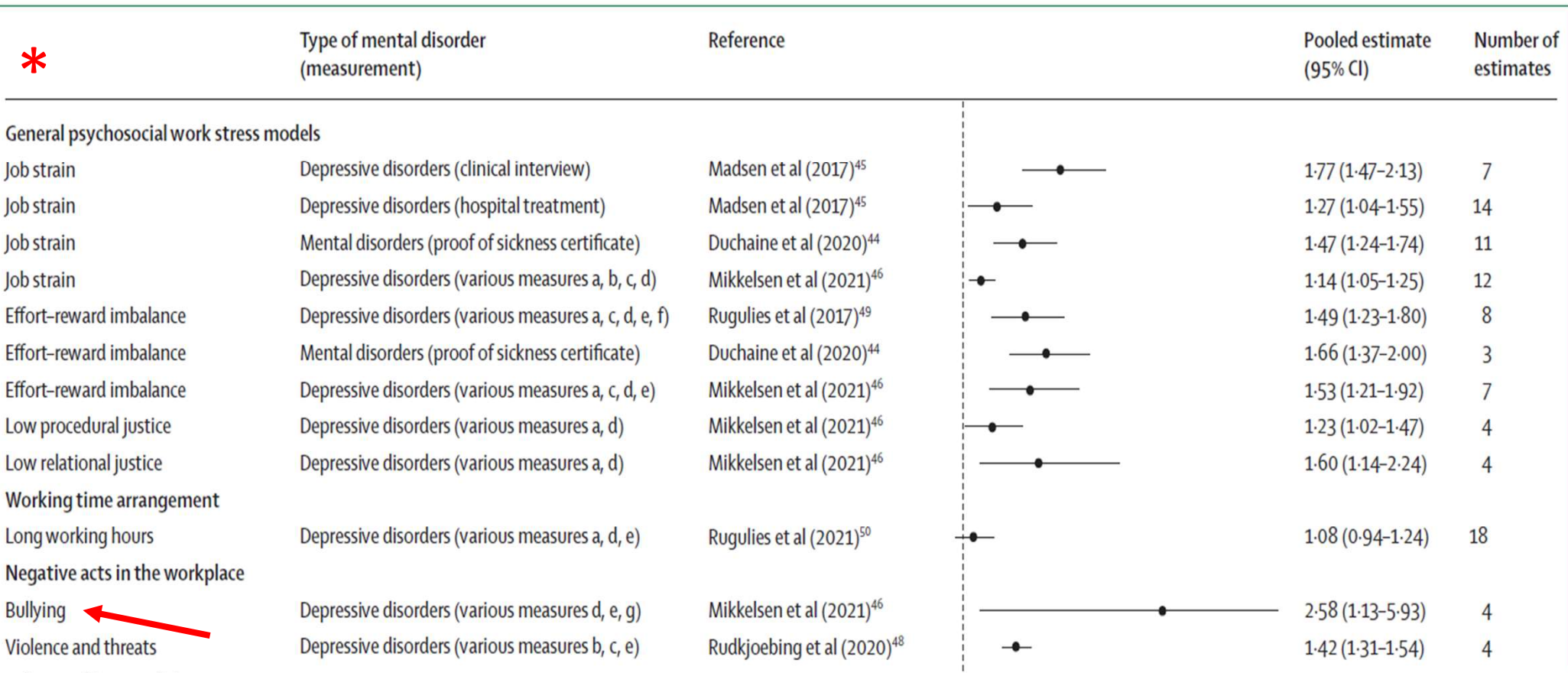


Figure: Forest plot on working conditions and onset of mental disorders from seven systematic reviews
 a=clinical interview. b=hospital treatment. c=antidepressant treatment. d=self-reported doctor-diagnosed disorder. e=self-administered rating scale. f=register data on disability pension with diagnosis. g=combination of clinical interview and self-administered rating scale.

- “We conclude that there is clear evidence from prospective cohort studies that there is a statistical association between exposure to **certain adverse working conditions** and risk of depressive disorders; for other mental disorders, there is an insufficient number of studies to reach this conclusion. **This association is unlikely to be caused by chance and might indicate a causal effect** of some working conditions on the risk of developing depressive disorders” (Regulies et al., 2023)
 - Job strain
 - Low equity justice
 - Effort-reward imbalance
 - Relazioni/Bullying



Article

Workplace Bullying and Long-Term Sickness Absence—A Five-Year Follow-Up Study of 2476 Employees Aged 31 to 60 Years in Germany

Hermann Burr ^{1,*}, Cristian Balducci ², Paul Maurice Conway ³ and Uwe Rose ¹

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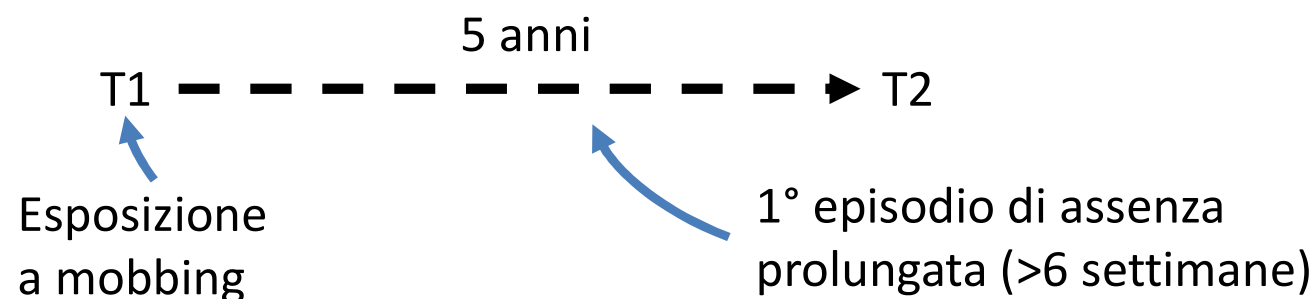
* Correspondence: burr.hermann@baua.bund.de; Tel: +49-030-515-484355

Abstract: Objectives: The aim was to investigate workplace bullying as a risk factor for five-year occurrence of long-term sickness absence (LTSA) in a representative cohort of employees in Germany. Methods: In the German Study on Mental Health at Work (S-MGA) ($n = 2476$), episodes of long-term sickness absence (LTSA) between baseline and follow-up were assessed in the follow-up interview. Workplace bullying was measured in the baseline interview using a hybrid approach, which combines the behavioural experience and self-labelling methods. Through binomial regressions, the association of baseline level of workplace bullying with first-episode LTSA during follow-up was estimated, adjusting for baseline age, gender, occupational level, smoking status and physical demands at work.

Results: Severe bullying heightened the risk for LTSA by approximately 50% (Rate ratio—RR: 1.48, 95% Confidence interval—CI: 1.05; 2.19), while occasional bullying heightened the risk by 15% (RR: 1.15, CI: 0.85; 1.55). When excluding LTSA events occurring in the first 2 years, the associations between bullying and LTSA increased by approximately one third. Conclusions: Workplace bullying is a risk factor for long-term sickness absence (LTSA) during follow-up, when controlling for occupational level, gender, age, smoking status and physical demands at work. Possible reverse causality into account to distinguish between occasional and severe bullying; harassment; prospective analyses



Citation: Burr, H.; Balducci, C.; Conway, P.M.; Rose, U. Workplace Bullying and Long-Term Sickness Absence—A Five-Year Follow-Up Study of 2476 Employees Aged 31 to 60 Years in Germany. *Int. J. Environ. Res. Public Health* **2023**, *20*, 12345. [DOI: 10.3390/ijerph20123456](#)



Scand J Work Environ Health. 2022;48(6):425–434. doi:10.5271/sjweh.4034

Workplace bullying and risk of suicide and suicide attempts: A register-based prospective cohort study of 98 330 participants in Denmark

by Paul Maurice Conway, PhD,¹ Annette Erlangsen, PhD,^{2–5} Matias Brødsgaard Grynderup, PhD,¹ Thomas Clausen, PhD,⁶ Reiner Rugulies, PhD,^{1,6,7} Jakob Bue Bjorner, PhD,^{6–8} Hermann Burr, PhD,⁹ Laura Francioli, PhD,¹ Anne Helene Garde, PhD,^{6,7} Åse Marie Hansen, PhD,^{6,7} Linda Magnusson Hanson, PhD,¹⁰ Jonas Kirchheiner-Rasmussen, MSc,⁶ Tage S Kristensen, DrMedSci,¹¹ Eva Gemzøe Mikkelsen, PhD,¹² Elsebeth Stenager, MD,¹³ Sannie Vester Thorsen, PhD,⁶ Ebbe Villadsen, BSc,⁶ Annie Høgh, PhD¹

Conway PM, Erlangsen A, Grunderup MB, Clausen T, Rugulies R, Bjorner JB, Burr H, Francioli L, Garde AH, Hansen ÅM, Hanson LM, Kirchheiner-Rasmussen J, Kristensen TS, Mikkelsen EG, Stenager E, Thorsen SV, Villadsen E, Høgh A. Workplace bullying and risk of suicide and suicide attempts: A register-based prospective cohort study of 98 330 participants in Denmark. *Scand J Work Environ Health*. 2022;48(6):425–434. doi:10.5271/sjweh.4034

Objectives The aim of this study was to analyze whether individuals reporting exposure to workplace bullying had a higher risk of suicidal behavior, including both suicide attempt and death by suicide, than those not reporting such exposure.

Methods Using a prospective cohort study design, we linked data from nine Danish questionnaire-based surveys (2004–2014) to national registers up to 31 December 2016. Exposure to workplace bullying was measured by a single item. Suicide attempts were identified in hospital registers and death by suicide in the Cause of Death Register. Among participants with no previous suicide attempts, we estimated hazard ratios (HR) and 95% confidence intervals (CI), adjusting for sex, age, marital status, socioeconomic status, and history of psychiatric morbidity.

Results The sample consisted of 98 330 participants (713 798 person-years), 63.6% were women, and the mean age was 44.5 years. Of these participants, 10 259 (10.4%) reported workplace bullying. During a mean follow-up of 7.3 years, we observed 184 cases of suicidal behavior, including 145 suicide attempts, 35 deaths by suicide and 4 cases that died by suicide after surviving a suicide attempt. The fully-adjusted HR for the association between workplace bullying and suicidal behavior was 1.65 (95% CI 1.06–2.58). The HR for suicide attempts and death by suicide were 1.65 (1.09–2.50) and 2.08 (0.82–5.27), respectively. Analyses stratified by sex showed a statistically significant association between workplace bullying and suicidal behavior among men but not women.

Conclusions The results suggest that exposure to workplace bullying is associated with an elevated risk of suicidal behavior among men.



- Non c'è bisogno di arrivare ad una situazione compatibile con il mobbing per avere impatto significativo sulla salute psicologica. Sono suff. situazioni 'sottosoglia' (straining?)
 - Si pensi a «**E' stato umiliato o ridicolizzato per il suo lavoro**»

A Weekly Diary Within-Individual Investigation of the Relationship Between Exposure to Bullying Behavior, Workplace Phobia, and Posttraumatic Stress Symptomatology

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¹ Department for Life Quality Studies, University of Bologna

² Department of Psychology, University of Copenhagen

³ Department of Psychology and Cognitive Science, University of Trento

Most studies on workplace bullying have adopted a between-person approach, neglecting the potential within-individual fluctuations in the experience of bullying behaviors. However, investigating such fluctuations may prove useful for uncovering processes and mechanisms associated with bullying and its antecedents and consequences as they unfold over time. In the present study, based on recent discoveries on traumatic experiences and posttraumatic stress (PTS), we hypothesized that even short-term exposure to bullying behaviors—such as the exposure that characterizes an individual when the *time window* considered is a working week—may already have a substantial psychological impact at the within-individual level, as indicated by the experience of PTS symptoms. Additionally, we hypothesized that the development of workplace phobia may act as a mechanism linking the exposure to bullying behaviors during the week and the reported PTS symptomatology, and that person-level vulnerability factors to PTS (e.g., a recent trauma and female gender) accentuate the within-individual relationships. We tested the proposed hypotheses on a sample of 158 workers that were followed for 6 consecutive working weeks for a total of 860 observations. In line with other recent within-individual investigations, we found that exposure to bullying behaviors shows substantial week-level fluctuations. We also found overall support for the hypotheses, including evidence of a within-level lagged impact of bullying behaviors on workplace phobia, suggesting that even nonpersistent exposure to such behaviors is related to potentially nonignorable psychological suffering and PTS symptoms.



Keywords: workplace bullying, workplace phobia, posttraumatic stress, weekly diary study

Supplemental materials: <https://doi.org/10.1037/ocp0000371.supp>

Fobia lavorativa e PTSD (sintomi settimanali)

- Mi sono sentito molto a disagio e teso/a quando ho pensato al mio luogo di lavoro (fob1)
- Quando ho pensato che dovevo trascorrere un'intera giornata lavorativa in questo luogo di lavoro ho provato emozioni di panico (fob2)
- Quando ero per strada per andare al lavoro avrei preferito girarmi e tornare indietro (fob3)
- Ho avuto ricordi spiacevoli ricorrenti e disturbanti (ad es. immagini, pensieri) di un'esperienza stressante vissuta (ptsd1)
- Ho provato disagio psicologico intenso quando qualcosa o qualcuno mi ha ricordato l'esperienza stressante (ptsd2)
- Sono stato "super allerta", vigile, in guardia (ptsd3)

Workplace bullying and personality change: evidence from a 4-year Swiss panel study

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ABSTRACT

Bullying is amongst the most extreme and unpleasant working experiences one can face, with well-documented negative consequences for well-being. However, theoretical claims that the harmful consequences of workplace bullying extend beyond short-term effects to changes in victims' personality traits have only been tentatively explored. Using longitudinal panel data collected by the Swiss National Centre of Competence in Research Lives project ($N=2,469$), we investigated the relationship between perceived workplace bullying and changes in the Big Five personality traits, over 4-years. We hypothesised that experiences of bullying would be related to decreased agreeableness, conscientiousness, extraversion, and openness, and increased neuroticism. Latent change score analyses revealed that changes in, and the total amount, of workplace bullying, were related to increased neuroticism and decreased extraversion, with changes in bullying status also related to decreased conscientiousness. This study provides the strongest evidence to-date that experiencing workplace bullying can manifest in undesirable personality trait changes.

ARTICLE HISTORY

Received 9 May 2024

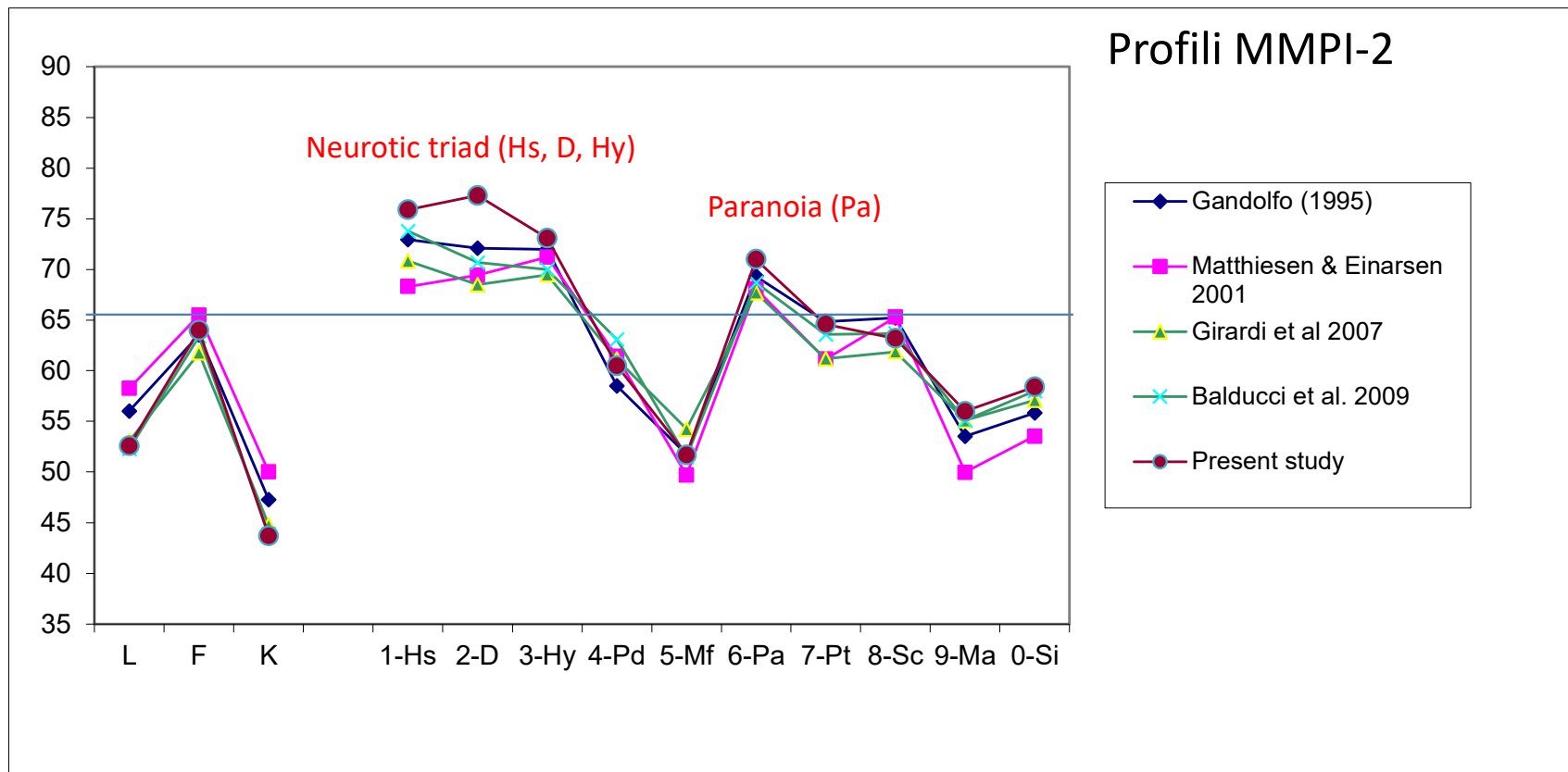
Accepted 3 July 2025

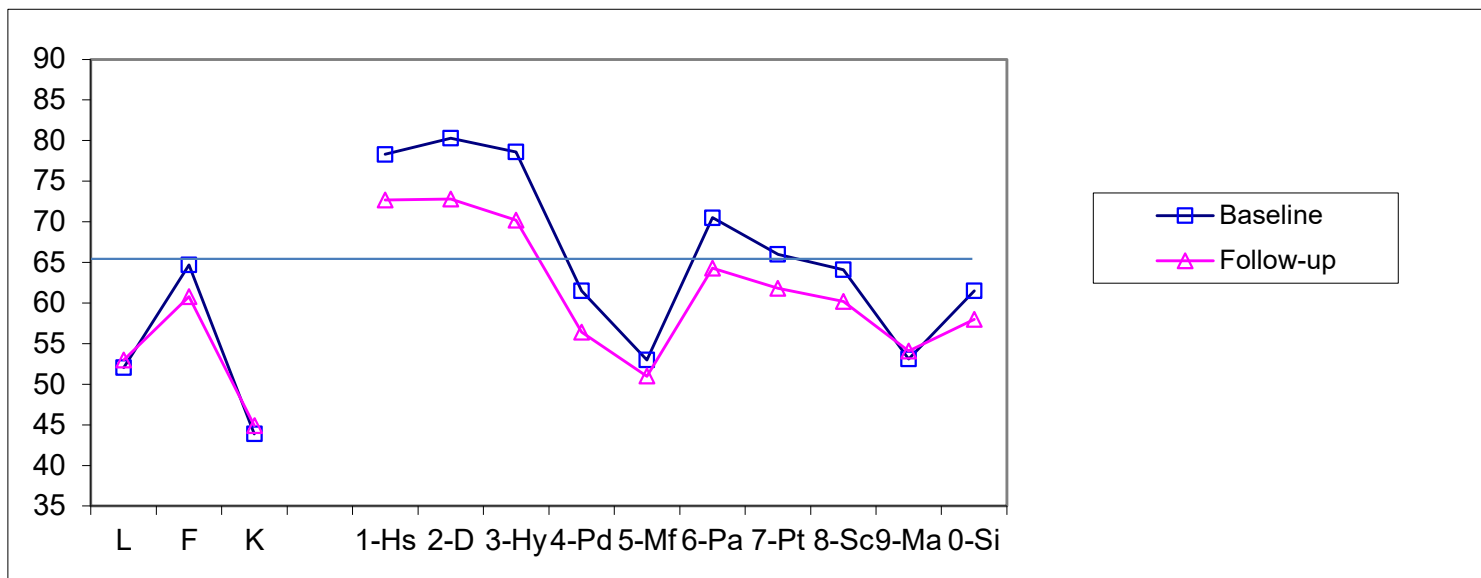
KEYWORDS

Workplace bullying;
personality change;
neuroticism; extraversion;
TESSERA framework

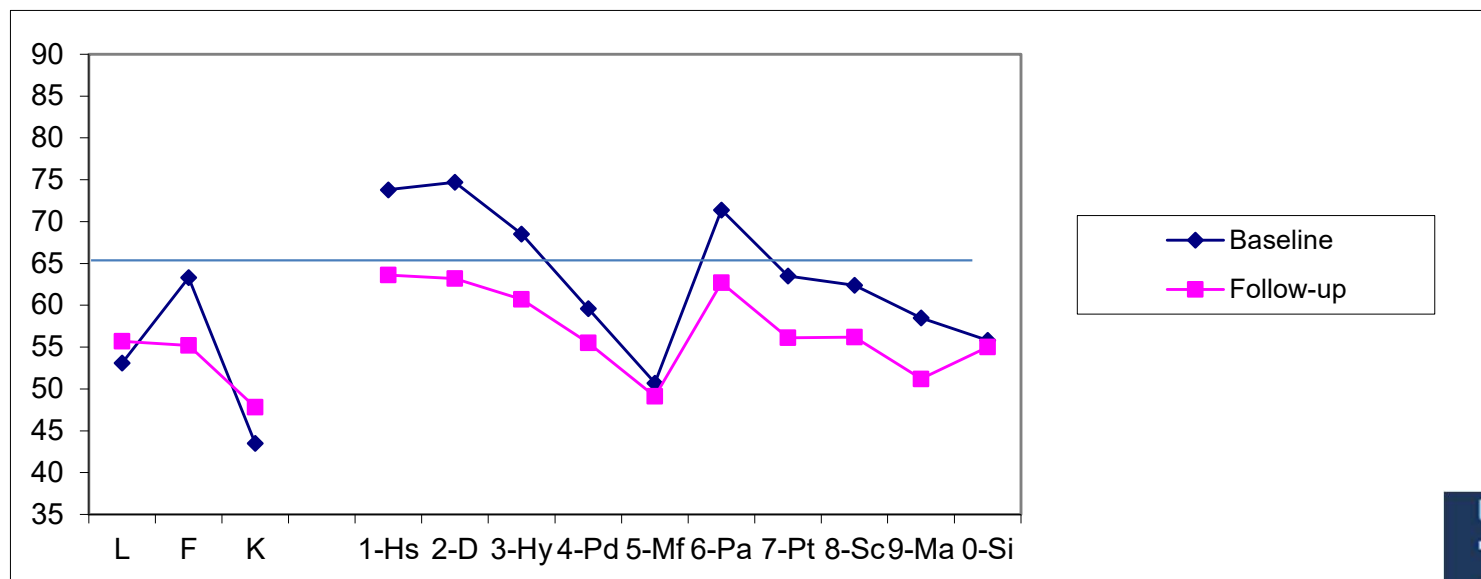
(Romeo, Balducci et al., 2013; <https://doi.org/10.1891/0886-6708.VV-D-12-00092>)

48 vittime (31 D) che hanno contattato il Dip. di medicina del lavoro dell'Università di Verona. Follow up a circa 12 mesi





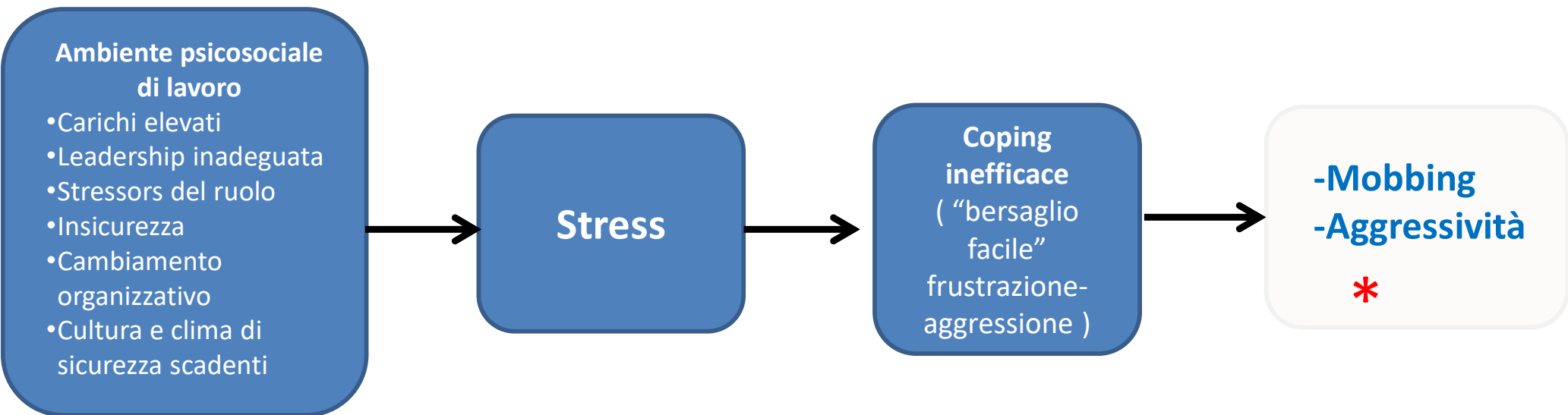
Situazione stabile
o peggiorata dopo
1 anno (n=26)



Situazione
migliorata dopo 1
anno (n=22)

Balducci, Conway, van Heugten 2019;
https://doi.org/10.1007/978-981-10-6173-8_1-1

Work environment hypothesis





Article

Antecedents of Workplace Bullying among Employees in Germany: Five-Year Lagged Effects of Job Demands and Job Resources

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Abstract: Objectives: The aim of the present study was to examine the long-term association of job demands and job resources with self-reported exposure to workplace bullying in a representative sample of employees in Germany. Methods: We analysed a nation-wide representative cohort of employees working in the same workplace with a 5-year follow-up (S-MGA; $N = 1637$). The study contained self-reported measures of psychosocial working conditions, including work pace, amount of work, influence at work, role clarity and quality of leadership, and workplace bullying, and of organisational factors, including organisational restructuring and layoffs. Results: After controlling for bullying and occupational level at baseline, higher baseline levels of organisational restructuring (OR 1.73; 95% CI 1.10–2.70), work pace (1.30; 95% CI 1.01–1.66), and amount of work (1.55; 95% CI 1.21–1.99), and lower baseline levels of influence at work (0.70; 95% CI 0.55–0.90) and quality of leadership (1.99; 0.64; 95% CI 0.50–0.82), were associated with an elevated risk of workplace bullying at follow-up. In all, 90% of cases of self-reported workplace bullying could be attributed to these factors. Conclusions: The study suggests that employees reporting higher demands and lower resources, as well as organisational factors such as restructuring, are at a higher long-term risk of being targets of workplace bullying. Interventions aimed at preventing workplace bullying could benefit from a focus on psychosocial working conditions and organisational factors.

Citation: Conway, P.M.; Burr, H.; Rose, U.; Clausen, T.; Balducci, C. Antecedents of Workplace Bullying among Employees in Germany: Five-Year Lagged Effects of Job Demands and Job Resources. *Int. J. Environ. Res. Public Health* **2021**, *18*, 10805. <https://doi.org/10.3390/ijerph182010805>

Academic Editor: Jun Sung Hong

Keywords: workplace bullying; S-MGA; job demands-resources model; psychosocial working conditions; prospective study

Tuckey et al., 2022

<https://psycnet.apa.org/fulltext/2022-89004-001.html>

- Studiati i resoconti di 342 storie di mobbing (>5500 pagine) valutate tali dagli organi di vigilanza
- Individuate **situazioni organizzative di rischio**

- Organizzazione delle turnazioni, ferie, assenze

-Ho ricevuto telefonate mentre ero assente (sapendo che ero assente) in cui mi si chiedeva di fornire info lavorative. Mi sono state date scadenze che richiedevano di lavorare mentre ero assente dal lavoro

- Chiarimento e definizione di ruoli ed attività

-Il responsabile ha un problema nel ricordare che cosa mi ha detto di fare o semplicemente cambia opinione spesso su come le cose debbono essere fatte, ma poi litiga con me e insinua che sono stupido
-Ad oggi, non ho avuto nessuna info formale o informale che i miei compiti siano cambiati e che gli obiettivi che debbo raggiungere siano diversi

- Guida, direzione e motivazione dei lavoratori
- Formazione sviluppo e crescita personale
- Gestione dei carichi di lavoro
- Valutazione e incentivazione della prestazione

Ci diceva costantemente che se creavamo problemi ci avrebbe sostituiti immediatamente; enfatizzava spesso che eravamo sostituibili

Mi ha escluso deliberatamente dalla formazione che era rilevante per il mio lavoro

A mio avviso hanno fallito nel loro dovere di fornire un carico adeguato: sapevano che era troppo lavoro per noi e avevamo detto quanto eravamo stressati ma non hanno fatto nulla

-Gliel'ho detto che da quando sono qui non ho mai ricevuto un feedback positivo sul mio lavoro, so solo come sta andando quando mi fanno capire o mi dicono esplicitamente che ho commesso degli errori
-Hanno utilizzato la valutazione della prestazione come modo per marginalizzarmi

Prevenzione

Corriere della Sera 25/11/25

Violenza di genere, a Milano si aprono otto inchieste al giorno. E aumentano le denunce delle donne sul lavoro

... La ricerca della Cisl Lombardia su oltre 400 rappresentanti dei lavoratori mostra un dato netto: **sei imprese su dieci non adottano misure di prevenzione e protocolli di gestione per molestie o violenze.** Quasi una azienda su due non garantisce un clima che incoraggi la denuncia. E nel 52 per cento dei casi manca la formazione.

Cosa fare

- Rafforzare 'infrastruttura etica dell'organizzazione'
(Einarsen et al., 2017)
 - Codici etici e di condotta
 - Procedure formali per la gestione dei casi
 - Formazione continua dedicata ai rischi relazionali
 - Esistenza di sanzioni formali nei confronti del comportamento non etico
 - Comunicazione ripetuta delle policy e dei codici di condotta
 - Sorveglianza periodica dell'ambiente psicosociale di lavoro
- Messaggi impliciti diffusi nelle conversazioni o con l'osservazione del comportamento altrui che alimentano apprendimento sociale

– Valutazione del rischio stress l.c. (D. Lgs. 81/2008) seguita da interventi generali o nei gruppi omogenei che presentano criticità

- Preliminare

I9 – Segnalazioni formalizzate di lamentele

I10 – Istanze giudiziarie

- Approfondita

5	<i>Sono soggetto a molestie personali sotto forma di parole o comportamenti scortesi</i>
21	<i>Al lavoro sono soggetto a prepotenze e vessazioni</i>
14	Ci sono attriti o conflitti fra i colleghi
34	Le relazioni sul luogo di lavoro sono tese

- Allo stesso modo possono essere indagate anche le molestie a sfondo sessuale e la violenza

- OMS (2022) suggerisce:
 - Formazione responsabili su aspetti psicosociali del Lavoro (es. Toderi et al., 2018)
 - Per far comprendere impatto delle condizioni di lavoro
 - Per facilitare riconoscimento dei segnali di stress e malessere
 - Per rafforzare competenze di tipo preventivo
 - Formazione dei lavoratori su *mental health literacy*
 - Per sensibilizzare e far crescere consapevolezza
 - Interventi su tutti
 - Per sviluppare conoscenze e competenze nella gestione del malessere e promuovere stili di vita positivi (es. distacco psicologico, recupero, igiene del sonno, ecc.)



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Grazie!

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