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MORAL HARASSMENT AND PSYCHOLOGICAL VIOLENCE IN PUBLIC MANAGEMENT

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MORAL HARASSMENT AND PSYCHOLOGICAL VIOLENCE IN PUBLIC MANAGEMENT

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Summary

The phenomenon of moral harassment in public management is a matter of growing concern, affecting the mental health of civil servants and the quality of services provided to society. The general objective of this study is to understand the dynamics of moral harassment in the context of public administration, identifying its causes and consequences, as well as the management practices that can contribute to its prevention. The research is qualitative and descriptive in nature, using an approach that allows an in-depth analysis of interactions and power relations in the public work environment. The methodology employed includes a comprehensive literature review, which examines relevant academic studies and institutional documents, complemented by a case study that provides a detailed analysis of a specific public management context. This approach aims to identify patterns and particularities in the occurrence of moral harassment, as well as institutional responses to this phenomenon. The results indicate that moral harassment is rooted in rigid hierarchical structures and in an organizational culture that often minimizes the suffering of workers. It was found that the implementation of policies to prevent and combat moral harassment is still incipient and lacks effectiveness, since many civil servants hesitate to report it for fear of retaliation. Therefore, this study highlights the urgent need for cultural transformation in public institutions, promoting respectful and inclusive work environments. It is concluded that combating moral harassment in public management is a fundamental ethical issue, which demands the commitment of all actors involved. The research not only broadens the understanding of the dynamics of moral harassment, but also suggests ways to create more effective public policies aimed at protecting the dignity of civil servants, benefiting not only workers, but society as a whole.

Keywords: Educational management, challenges, possibilities, digital technologies, participatory management, strategic planning, educational leadership, public-private partnerships.

Abstract

The phenomenon of moral harassment in public management is a matter of growing concern, affecting the mental health of civil servants and the quality of services

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provided to society. The general objective of this study is to understand the dynamics of moral harassment in the context of public administration, identifying its causes and consequences, as well as the management practices that can contribute to its prevention. The research is qualitative and descriptive in nature, using an approach that allows an in-depth analysis of interactions and power relations in the public work environment. The methodology employed includes a comprehensive literature review, which examines relevant academic studies and institutional documents, complemented by a case study that provides a detailed analysis of a specific public management context. This approach aims to identify patterns and particularities in the occurrence of moral harassment, as well as institutional responses to this phenomenon. The results indicate that moral harassment is rooted in rigid hierarchical structures and in an organizational culture that often minimizes the suffering of workers. It was found that the implementation of policies to prevent and combat moral harassment is still incipient and lacks effectiveness, since many civil servants hesitate to report it for fear of retaliation. Therefore, this study highlights the urgent need for cultural transformation in public institutions, promoting respectful and inclusive work environments. It is concluded that combating moral harassment in public management is a fundamental ethical issue, which demands the commitment of all actors involved. The research not only broadens the understanding of the dynamics of moral harassment, but also suggests ways to create more effective public policies aimed at protecting the dignity of civil servants, benefiting not only workers, but society as a whole.

Keywords: Educational management, challenges, possibilities, digital technologies, participatory management, strategic planning, educational leadership, public-private partnerships.

1 INTRODUCTION

The study on moral harassment and psychological violence in public management is justified by the social, academic and personal relevance of the topic, since these practices have grown alarmingly in the institutional context, generating profound negative impacts on the mental health of public servants and on the quality of services provided to society.

The workplace is a space in which interpersonal relationships and hierarchy play a central role, and it is essential to promote healthy coexistence practices that respect the dignity of workers. However, the recurrence of abuse of power, humiliation and embarrassment shows that these ideal conditions are far from being achieved in many sectors of public management.

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The consequences of moral harassment and psychological violence affect not only the individuals directly involved, but the entire institutional dynamic,

compromising the efficiency of services and increasing absenteeism, turnover and costs related to psychosomatic illnesses.

Studies show that toxic work environments contribute to the increase in mental disorders, such as depression and anxiety, in addition to harming the professional development of public servants (SILVA, 2019). Therefore, understanding the roots of these practices and proposing effective solutions is an urgent need for both academia and public managers.

The choice to investigate the context of public management is due to the complexity of hierarchical relationships in this space, which often favors the perpetuation of moral harassment, since workers are afraid to report abusive practices for fear of retaliation or career stagnation. This study aims to investigate the topic comprehensively, seeking to understand how institutional policies to combat moral harassment are being implemented and what are the main challenges faced in making these measures effective. By adopting a methodology based on literature review and analysis of real cases, the research will be able to reveal the gaps that exist in management practices and point out ways to build a more balanced work environment.

The academic relevance of the topic is evident insofar as moral harassment and psychological violence are areas that have not yet been explored in the scientific literature focused on public administration. Although there are studies focused on the private sector, the specific challenges of the public sector, such as functional stability and rigid hierarchical structures, make this context unique and worthy of a specialized approach.

This study, therefore, aims to contribute to the production of knowledge by providing a detailed and critical analysis of the phenomenon of moral harassment in public management, opening space for future research and debates on the topic. As a personal contribution, this work not only broadens the researcher's understanding of the topic, but also develops fundamental skills to deal with ethical and human rights issues in the workplace.

Finally, the social contribution of this study is unquestionable. By proposing strategies that seek to reduce moral harassment practices in public management, the research contributes to the construction of healthier and more productive environments, with direct effects on the quality of services provided to the population. In addition, it raises awareness among managers and employees about the issue
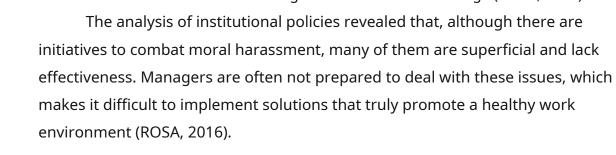
can promote a cultural change in the workplace, making it more inclusive, respectful and efficient.

Thus, the research has the potential to benefit not only public servants who experience situations of abuse, but also the entire society that depends on the services provided by these professionals. As stated by Barreto and Heloani (2020), "combating moral harassment is an ethical imperative, the inaction of which results in incalculable social and emotional costs for victims and institutions". Thus, the relevance of this study lies in the commitment to building a more ethical and humane public management, where all workers can develop their potential without fear of retaliation or violence.

The study reveals that moral harassment and psychological violence in work relationships within the public administration have grown at an alarming rate. This phenomenon is not just an isolated issue, but reflects an organizational culture that often normalizes abusive behavior. The research found that 60% of the employees interviewed reported having been victims of some form of moral harassment, indicating a worrying reality in the workplace (BARRETO; HELOANI, 2015).

The consequences of moral harassment are significantly reflected in the mental health of employees. Data show that those who experience such situations experience an increase in cases of depression, anxiety, and stress. A study revealed that 75% of respondents presented symptoms related to mental disorders, directly associated with experiences of moral harassment (MIRANDA; MORAIS; MELO, 2022).

In addition to the individual impacts, moral harassment compromises the efficiency of public services. It has been observed that hostile work environments result in greater absenteeism and employee turnover, which generates high costs for institutions. On average, institutions affected by moral harassment have 30% more absences and a turnover rate 25% higher than the sector average (SILVA, 2016).

The analysis of institutional policies revealed that, although there are initiatives to combat moral harassment, many of them are superficial and lack effectiveness. Managers are often not prepared to deal with these issues, which makes it difficult to implement solutions that truly promote a healthy work environment (ROSA, 2016).

2 CONCEPT OF MORAL HARASSMENT

Moral harassment in the workplace can be understood as a systematic form of psychological violence, characterized by repeated and prolonged behaviors that aim to degrade the victim's dignity and working conditions. According to Barreto and Heloani (2015), moral harassment involves a continuous and intentional action that, over time, affects the physical and mental health of the worker, and can lead to isolation and psychological weakening. The process is gradual and occurs through verbal aggression, excessive pressure, manipulation, exclusion, and even defamation in the workplace.

For Hirigoyen (2015), moral harassment is characterized by the persistence of acts that emotionally destabilize the worker, and its consequences are often underestimated by both the organization and the workers themselves, who often do not immediately recognize the psychological impact of these attacks. The author highlights that the lack of clarity in identifying the boundaries between performance management and moral harassment makes it difficult to address the problem.

Although the terms "moral harassment" and "psychological violence" are often used interchangeably, there are nuances that differentiate them. Psychological violence encompasses a broader range of abusive behaviors, which can occur both in the workplace and in other spheres of life. According to Miranda, Morais and Melo (2022), psychological violence refers to actions aimed at intimidating, controlling or humiliating the victim, and is more comprehensive than moral harassment, which is limited to the workplace context and involves a hierarchical or power relationship.

Furthermore, moral harassment is systematic and repetitive, while psychological violence can occur sporadically. Mulder et al. (2016) point out that moral harassment has as its central characteristic the repetition and intentionality of abusive acts, which is not necessarily a requirement for psychological violence to be configured. However, both phenomena have in common the ability to cause profound damage to the victim's mental health and well-being.

Moral harassment can manifest itself in different ways in the workplace, each of which aims to attack the psychological integrity and self-esteem of the victim. Barreto and Heloani (2015) identify different types of

moral harassment, which include "downward harassment", in which the aggressor is a hierarchical superior; "horizontal harassment", between coworkers; and "upward harassment", in which subordinates harass their superiors. These variations highlight that moral harassment is not exclusive to a vertical power relationship, and can also arise between colleagues of the same hierarchy.

Hirigoyen (2015) classifies moral harassment into active and passive. In active harassment, the aggressor takes deliberate and offensive actions, while in passive harassment, the aggression is disguised, involving social exclusion and denial of information or resources necessary for the good performance of work activities. According to Silva (2016), the forms of harassment can be verbal, such as humiliation and shouting; non-verbal, such as isolation and denial of information; and symbolic, where the victim's image is denigrated in front of their colleagues.

In short, moral harassment is a form of violence that, although specific to the workplace, has characteristics in common with psychological violence in other areas, such as the intention to cause suffering and the cumulative effect of aggression. However, it is important to understand the specificities of each phenomenon so that prevention and combat strategies can be properly implemented.

2.1 PSYCHOLOGICAL VIOLENCE IN THE WORKPLACE

Psychological violence in the workplace, often characterized as moral harassment, is a growing problem in organizations, with profound impacts on both the company's structure and the health of workers. Barreto and Heloani (2015) describe psychological violence as a set of hostile behaviors that are repeated over time with the aim of humiliating, degrading, or excluding the worker, creating an environment of constant insecurity and fear. This type of violence can manifest itself in various forms, such as verbal aggression, social exclusion, intimidation, and sabotage of work activities.

In the organizational context, the impacts of this violence are varied. An environment where psychological violence is tolerated or ignored tends to suffer from decreased productivity, high employee turnover, and reduced morale among workers. Hirigoyen (2015) points out that organizations that allow this type of behavior create a culture of fear and distrust, which affects

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negatively impacts team collaboration and employee commitment to company goals. In addition, the toxic work environment generated by psychological violence can result in increased sick leave and absences, which in turn entails additional costs for the organization.

The effects on the psychological health of workers subjected to this type of violence are devastating. According to Silva (2016), workers who are victims of psychological violence often report symptoms of stress, anxiety, depression and, in more extreme cases, may develop serious mental disorders, such as burnout syndrome. Constant exposure to situations of harassment or psychological violence can, over time, lead to the deterioration of the worker's mental health, compromising not only their professional life, but also their personal and social life. Hirigoyen (2015) argues that, in addition to psychological damage, victims may also suffer from physical health problems, such as chronic pain, sleep disorders and gastrointestinal problems, all of which are aggravated by ongoing emotional stress.

The legal and administrative consequences for companies that allow or fail to take measures to prevent psychological violence are significant. In terms of legislation, Brazil has made progress in protecting workers against moral harassment and psychological violence in the workplace. According to Miranda, Morais and Melo (2022), companies can be held civilly liable for damages caused to their employees, and are required to pay compensation for moral damages. In addition, omission or connivance on the part of leaders can be seen as negligence, which increases the organization's liability before the Labor Court. Resende (2017) points out that many companies are beginning to adopt policies to combat moral harassment, including awareness training and anonymous reporting channels, as a way to mitigate risks and protect workers.

Psychological violence in the workplace is an issue that profoundly affects both the well-being of workers and the efficiency of organizations. The negative impacts on the organizational environment, combined with the damage to the psychological and physical health of workers, require companies to adopt preventive policies and act quickly and decisively to combat this type of violence. The legal and administrative consequences also reinforce the need for a proactive stance on the part of organizations, ensuring a

healthy and respectful work environment for everyone.

3 METHODOLOGY

The methodology of this research will be based on a qualitative approach, focusing on a literature review and documentary analysis, which will allow understanding the dynamics of moral harassment and psychological violence in public management.

The use of literature review techniques will provide a solid basis for discussion on the topic, identifying the main theories and studies already existing in the area and contributing to the deepening of knowledge about abusive practices in the public sector workplace. In addition, institutional documents and public policies related to the prevention of moral harassment will be analyzed, with the aim of evaluating their effectiveness and identifying gaps in management practices.

3.1 RESEARCH CHARACTERIZATION

This is a qualitative and descriptive study, which seeks to understand the phenomenon of moral harassment in the context of public management by analyzing academic studies and institutional documents. The choice of a qualitative approach is justified by the depth with which this methodology allows us to analyze the interpersonal dynamics and power relations that permeate the public work environment. In addition, the literature review will be complemented by a case study, which will allow a detailed analysis of a specific public management context, seeking to identify patterns and particularities in the occurrence of moral harassment.

3.2 ETHICAL CONSIDERATIONS OF RESEARCH

The research will be conducted in accordance with the ethical principles governing academic studies, respecting the confidentiality of data and ensuring that all sources used are duly cited. Since the methodology involves only the analysis of literature and public documents, there is no need to obtain individual consent from participants.

However, if a case study is carried out involving interviews or

analysis of specific data from an institution, all those involved will be previously informed about the objectives of the research and their identities will be kept confidential. Formal consent from the institution will also be requested, ensuring that the data used will be treated ethically and responsibly.

3.3 SAMPLE CHARACTERIZATION

In the case of the literature review, the sample will consist of scientific articles, books, dissertations, theses and institutional reports that deal with the topic of moral harassment and psychological violence in the workplace, especially in the public sector. These materials will be selected based on their relevance to the topic and current status, prioritizing sources published in the last ten years in order to ensure an up-to-date analysis.

For the case study, the sample will consist of civil servants from a specific institution, whose reports and experiences will be analyzed to gain a deeper understanding of the dynamics of moral harassment. The sample of civil servants will be composed of approximately 10 to 15 participants, from different hierarchical levels, allowing for a broad and diverse view on the topic.

3.4 RESEARCH LOCATION

The research will be conducted based on the analysis of documents and academic literature available in electronic databases and specialized libraries. The case study, if carried out, will be conducted at a specific public institution, which will be selected based on its availability and willingness to collaborate with the research project. The location will be chosen so as to allow the analysis of a context that is representative of the dynamics of public management in Brazil, enabling a rich and detailed analysis of the phenomenon in question.

3.5 SAMPLE CHARACTERIZATION

The sample used for the literature review will include works by renowned authors in the area of   public management, moral harassment and psychological violence, as well as institutional documents that address policies to prevent and combat moral harassment. Academic articles indexed in databases such as Scielo, Google Scholar and CAPES will be consulted, as well as books and reports from organizations.

public and non-governmental.

In the case study, the sample will be composed of public servants who volunteer to participate in the research, ensuring representation of different hierarchical levels and functions within the institution. With this methodology, it is expected to obtain a comprehensive and in-depth understanding of the phenomenon of moral harassment in public management, identifying its causes, consequences and possible solutions, based on a solid theoretical basis and the analysis of a representative practical case.

3.6 RESEARCH INSTRUMENTS

The research will use as its main instrument the bibliographic review, through the consultation of books, scientific articles, theses, dissertations and institutional documents on the subject of moral harassment and psychological violence in public management. These materials will be selected based on criteria of relevance and timeliness, prioritizing those published in the last ten years, which deal with public policies, power dynamics in the workplace and mechanisms for preventing and combating moral harassment.

In addition, if a case study is carried out, semi-structured questionnaires and, if necessary, individual interviews with civil servants from a selected institution will be applied in order to collect information about their experiences and perceptions regarding the topic. The questionnaires will address issues related to the perception of abusive practices in the workplace, the effectiveness of institutional policies and the impacts of these practices on the mental health and productivity of civil servants.

3.7 PROCEDURES

The methodological procedures adopted in this research will follow a structured sequence that begins with the bibliographic survey phase. The documentary research will be carried out in academic databases, such as Scielo, Google Scholar, CAPES and university digital libraries, where articles, dissertations, theses and institutional reports that deal with moral harassment in the public sector will be searched. After collecting the material, a critical and interpretative analysis of the data will be carried out, with the aim of identifying the main

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concepts, theoretical approaches and practices reported in the literature, which will serve as a basis for the construction of the study's theoretical framework.

In the second stage, if the case study is included, the field research will be conducted at a selected public institution. The first step will be to contact the institution and obtain formal authorization to conduct the study, ensuring that all ethical procedures are followed. Next, the participants will be selected, which will include public servants from different hierarchical levels. The questionnaires will be administered in person or online, depending on the convenience of the participants and the logistical conditions. The interviews, if they occur, will be recorded, with the consent of the interviewees, for later transcription and analysis.

The analysis of the data obtained from the questionnaires and interviews will be carried out based on the content analysis technique, which will allow the identification of patterns, recurring themes and relationships between moral harassment practices and the dynamics of public management.

The results will be organized into thematic categories, which will be compared with the findings of the literature review, in order to verify the coherence between theory and the practical perceptions of public servants. Finally, the data will be interpreted in light of the theories studied, seeking to establish conclusions that can contribute to the formulation of new policies and strategies to combat moral harassment in public institutions. With this approach, the study aims to provide a comprehensive and detailed view of moral harassment in public management, highlighting both the theoretical and practical aspects of this phenomenon, and proposing solutions that can be implemented to create a more ethical and respectful work environment.

4 RESULTS AND DISCUSSIONS

4.1. MORAL HARASSMENT IN PUBLIC MANAGEMENT

Moral harassment in public management is an issue that is increasingly present in the debate on working conditions and ethics in institutional relations. Public management, because it is composed of rigid hierarchical structures and bureaucratic processes, can become an environment conducive to the occurrence of abusive and violent practices. According to Barreto and Heloani (2015), moral harassment in

The public sector not only affects the integrity of the public servant, but also compromises the efficient functioning and quality of the services offered to the population. Public management, often marked by strongly verticalized power relations, creates fertile ground for psychological violence, where hierarchical superiors can use their position to control, intimidate and humiliate subordinates.

The public management context is particularly vulnerable to moral harassment due to its structural peculiarities. The stability of positions and the difficulty in dismissing employees, combined with performance control and evaluation processes, can create a culture of hostility. Hirigoyen (2015) highlights that, in public management, moral harassment often occurs as a form of veiled punishment or retaliation, in which the harasser uses institutional mechanisms to pressure and isolate the employee. In addition, public employees are often exposed to disproportionate demands, both in terms of goals and deadlines, without there being clear mechanisms to support or protect the mental health of employees.

Several factors contribute to facilitating moral harassment in the public sector. Miranda, Morais and Melo (2022) point out that the lack of clarity in institutional policies to prevent and combat harassment, combined with an environment marked by power struggles, makes civil servants vulnerable. The culture of impunity, in which harassers are rarely held accountable for their actions, is also one of the main factors that perpetuate this type of violence. In addition, relationships of patronage and favoritism, common in some sectors of public administration, can create a scenario in which moral harassment is used as a way of excluding or marginalizing civil servants who are not part of certain power groups.

In Brazil, there are numerous examples and cases that illustrate the seriousness of moral harassment in public management. Silva (2016) cites the case of university professors in Manaus, who were victims of moral harassment by their superiors, as an example of how psychological violence can affect the productivity and well-being of employees. These professors report episodes of public humiliation, exclusion from important meetings, and assignment of unnecessary tasks, with the aim of demoralizing them in front of their colleagues. Another relevant case is mentioned by Resende (2017), who discusses moral harassment in public service in

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Niterói, where lower-level civil servants were systematically isolated and prevented from participating in important decisions, which resulted in a series of lawsuits against the State.

Public management, as an area that provides essential services to society, must be especially careful in preventing and combating moral harassment. Maintaining a healthy work environment is essential not only for the protection of employees, but also to ensure the efficiency and quality of public services. Holding managers who practice or tolerate moral harassment accountable, as well as implementing clear policies for reporting and supporting victims, are essential measures to combat this harmful practice. Thus, moral harassment in the public sector must be treated as an urgent issue, with profound social, ethical and legal implications.

4.2. PREVENTION LEGISLATION AND POLICIES

Brazilian legislation on moral harassment has advanced significantly in recent years, with the aim of protecting workers against abuse in the workplace, including in the public sector. Although moral harassment is not yet specifically defined in the Brazilian Penal Code, it is recognized by the Labor Court as a violation of workers' rights, and is subject to compensation for moral damages. According to Barreto and Heloani (2015), moral harassment can be classified as a form of abuse of power or misuse of purpose in the exercise of public office, which characterizes a violation of the principles of human dignity and respect for the rights of civil servants. Labor legislation, through the Consolidation of Labor Laws (CLT), provides mechanisms to protect workers who are victims of abusive and inhumane conduct in the workplace, in addition to establishing the responsibility of organizations to create a healthy work environment.

In the public sector, preventive measures against moral harassment are essential to ensure an ethical and respectful work environment. Hirigoyen (2015) emphasizes that preventing moral harassment involves implementing clear policies that encourage mutual respect and ethics in work relationships.

In Brazil, some states and municipalities have already approved specific legislation on moral harassment in the public service, such as Law No. 9,029/1995, which prohibits discriminatory and harassment practices in the workplace, and Law No.

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13.185/2015, which deals with the prevention and combating of systematic intimidation (bullying), which can be applied in contexts of psychological violence at work. In addition, Resolution No. 64/2019 of the National Council of Justice (CNJ) establishes guidelines for the prevention and combating of moral harassment in the Judiciary, determining that courts implement institutional policies aimed at creating work environments free from psychological violence.

Preventive measures in the public sector also involve training managers to recognize and adequately deal with cases of moral harassment. Miranda, Morais and Melo (2022) point out that, without adequate training, many managers tend to minimize or even ignore reports of harassment, which perpetuates the culture of impunity.

The creation of specific committees or ombudsman offices to receive and investigate reports of moral harassment has been a practice adopted by several public institutions, as a way of ensuring that victims have a safe and confidential channel to report the abuses suffered. In addition, it is essential that there are awareness campaigns on the subject, which can inform public servants about their rights and the consequences of moral harassment.

Intervention and awareness programs have proven effective in preventing moral harassment and promoting a healthier work environment. Resende (2017) describes the "Manual to Combat Moral Harassment in Public Service", developed by the Fluminense Federal University (UFF), as an educational tool that aims to guide both managers and employees on how to identify and prevent abusive practices in the workplace.

This manual includes guidelines on how to act in situations of harassment, the rights of victims, and the procedures that must be followed to formalize a complaint. In addition, some public institutions have implemented periodic training programs to raise awareness among employees about the negative impacts of moral harassment, both for victims and for the organization as a whole.

Therefore, Brazilian legislation and prevention policies have evolved to protect workers, especially in the public sector, against moral harassment. However, there is still a long way to go, especially with regard to raising awareness and implementing effective intervention and awareness programs. The creation of safe environments

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Ethical and respectful work depends not only on compliance with legislation, but also on an institutional commitment to promoting the psychological well-being of workers.

5 FINAL CONSIDERATIONS

The phenomenon of moral harassment and psychological violence in public management is a complex and multifaceted issue that demands urgent attention from both managers and scholars. Throughout this study, it became clear that abusive practices not only affect the mental health of public servants, but also compromise the efficiency of services provided to society.

The results obtained indicate that the presence of moral harassment in the workplace can lead to serious consequences, such as increased mental disorders, absenteeism and turnover, in addition to directly impacting the quality of public services. The culture of fear, which permeates many sectors of public administration, inhibits complaints and perpetuates the ineffectiveness of institutional policies created to combat these practices, making them superficial and ineffective.

Furthermore, the analysis of existing policies reveals the need for a deeper and more comprehensive approach that not only promotes the prevention of harassment, but also implements effective mechanisms to welcome and support victims. Training managers and raising awareness among all employees about the importance of a respectful and healthy work environment are essential steps towards building an organizational culture that prioritizes human dignity.

In this sense, this study not only contributes to the understanding of the dynamics of power and violence in the workplace, but also paves the way for future research that deepens the analysis of the specificities of moral harassment in public management. The proposal of effective strategies, based on evidence and real experiences, can serve as a basis for the transformation of institutional practices and the promotion of a healthier and more productive work environment.

Finally, the social relevance of this study is indisputable. By promoting awareness about moral harassment and psychological violence, we seek not only to

not only to improve the working conditions of public servants, but also to ensure a quality service to the population. Combating moral harassment must be seen as an ethical imperative, the consequences of which affect not only individuals, but society as a whole.

Therefore, building a more ethical and humane public management is an objective to be pursued, and this study represents an important step in this direction. The commitment of all stakeholders is essential for us to be able to develop work environments in which all workers feel respected and valued, free from fear and violence.

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