

## **Bullying and Harassment as Antisocial Behaviours: Socio-Economic Aspects of Their Impact Assessment**

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*The article discusses the phenomenon of bullying and harassment in the society, revealing it through the expression of antisocial behaviours of individuals. By highlighting the impact of such behaviours on people in social interactions, the study analyses what socioeconomic aspects can be seen as the effects of harassment and bullying as well as their impact on the well-being of individuals and the society. Given the growing impact on the national economy and the health of the population, the sports sector has been selected for deeper analysis. The aim of this research was to analyse the socio-economic aspects of bullying and harassment. To achieve this, research that tries to calculate the socio-economic damage caused by bullying and harassment as antisocial behaviour is firstly analysed; secondly, research evaluating the socioeconomic aspects of bullying and harassment in sport sector is studied. Research method in this article was literature review involving analysis and synthesis of scientific literature. The analysis performed revealed that the phenomenon of bullying and harassment can be seen in terms of various socio-economic aspects as well. These aspects manifest themselves both at the micro-individual or organizational levels, and at the macro-societal level, and lead to a number of social or economic problems. However, there is a tendency observed that, with quite clearly highlighted social consequences of bullying and harassment, cost estimation remains difficult, especially considering the tolerated aggression in sports sector and unconditional competition, which requires a clear ethical framework between abusive and fair play. The article proposes criteria on the basis of which the social and economic harm of bullying and harassment could be considered and evaluated in a complex way.*

**Keywords:** *Bullying; Harassment; Antisocial Behaviour; Sports Sector; Human Resource Management.*

### **Introduction**

In today's world, GDP growth alone cannot be a sufficiently comprehensive indicator of well-being and quality of life of the country's population as it does not reflect the importance of different aspects of life for a person. This indicator addresses neither health and activity of the community members, nor their psychological and emotional well-being. However, these areas are particularly important and noteworthy in characterizing the quality of life for the community at both micro and macro levels.

One of the factors that could negatively affect the emotional state of the population and their mental health and at the same time impact economic indicators is antisocial behaviour of some people in the working environment. Although such behaviour is perceived as intolerable, in many social groups it manifests itself, and in some of them quite ominously.

However, so far research does not focus on the negative and anti-social behaviours, such as bullying and harassment, of employees and consumers in a particular sector. In any case, analysis of various economic aspects related to the behaviour of an individual shows that the costs, caused by such behaviour of individuals, are increasingly recognized as problematic. Some studies (e.g., Romeo *et al.*, 2006; Giga *et al.*, 2008; McTernan *et al.*, 2013; etc.) on the economic costs to cover antisocial behaviours expose quite impressive sums of money. For

example, antisocial behaviour of young adults (19–24 years of age) costs more than \$1.2 m. The cost for antisocial behaviour of adolescents (under 18) was estimated at \$80 000 - \$325 000 (Cohen, 1998; Romeo *et al.*, 2006). The effect of antisocial behaviour on the physical and mental health of a person, their professional or other activities is also recognized (Moffitt, 2018).

In recent decades, research literature has rather widely studied one of the subgroups of covert antisocial behaviour – bullying and harassment (for example, only a few of them: Leymann, 1993; Zapf, 1999; Prummer & Hasmuller, 2015; Merilainen *et al.*, 2015; Barasuol *et al.*, 2017; Chandrasiri, 2017; Middlemiss, 2017; etc.). The analysis of the prevalence of this phenomenon in various social contexts often focuses on the school environment (Gill, Larsson, 2014; Evans *et al.*, 2016; Kowalski, 2017) concluding that young people often face bullying and harassment, which also results in the abundance of research conducted in the educational system (Patton *et al.*, 2017). However, much research is done in work environments as well (Okechukwu *et al.*, 2014; Barasuol *et al.*, 2017; Hassard *et al.*, 2018; etc.), perceiving not only the damage to employees' health, but also the company's performance. In recent years, although the lack of research in specific contexts is said to be evident, there is an increasing number of studies on bullying and harassment in sport (Yildiz & Alpkhan, 2015; Evans *et al.*, 2016; Vveinhardt *et al.*, 2017; etc.). The importance of such

studies is also supported by the growth of the importance of sport in the society, which is related both to education, health promotion of the society members and to the meaningful leisure time.

The aforementioned studies on bullying and harassment also highlight the negative consequences of this antisocial phenomenon, which determine the emotional and physical condition and behaviour of the people involved regardless of their role (e.g. victim or perpetrator). Some studies analysing the relationship between bullying and those involved in bullying have found that both victims or bullies and bystanders are at risk for negative future outcomes. For example, bullying victims usually suffer from apathy, depression, anxiety, lack of personal satisfaction; they are more likely to suffer from sleeping difficulties or nervousness and think of suicide (Pompili *et al.*, 2008). Meanwhile, being a perpetrator is linked to the highest levels of tobacco, alcohol and drug use and criminal behaviour in the future (Batten *et al.*, 2016).

Understanding the negative effects of this phenomenon and knowing that avoidance of anti-social behaviours could save from \$ 1.7 million to \$ 2.3 million (Cohen, 1998; Romeo *et al.*, 2006), various prevention and intervention programs are being developed, their effectiveness evaluated, though they often do not meet the needs. Nevertheless, when discussing various forms of bullying and harassment, revealing the prevalence of this phenomenon in various contexts and in certain groups of society members, considering the probability of participation and involvement in this behaviour, the socio-economic aspects of this phenomenon are poorly studied in research literature. Therefore, this study is an attempt to fill the gap in this field not only by showing the damage in its financial terms, but also aiming at distinguishing the criteria for future research and highlighting their need for development in the context of sports industry. For this reason the authors of this study search the academic literature for answers to such a question: What socio-economic aspects can be seen as the effects of harassment and bullying and what is their impact on the well-being of individuals and the society?

In response to this question, socio-economic aspects of bullying and harassment were chosen as the object of the research.

The aim of this research was to analyse socio-economic aspects of bullying and harassment. To achieve this aim, first the research calculating the socio-economic damage caused by bullying and harassment as antisocial behaviour was analysed; secondly, we analysed the studies evaluating the socioeconomic aspects of bullying and harassment in sports sector.

*Research method* in this article was literature review involving analysis and synthesis of scientific literature.

## **Bullying and Harassment as Antisocial Behaviour**

The application of the concept of antisocial behaviour and the importance of this phenomenon in social sciences have gradually grown since the middle of the last century and still remain a huge social problem. It is a concept that

over time has changed in its sense from a political category that defines political actions and ideas contradicting to the existing social order into a category that explains the behaviour of individuals, and especially the young ones, breaking moral norms adopted by a certain social structure or violating standards of social relations. It is also worth mentioning that this individual level phenomenon, which defines unwanted and harmful actions against other objects or subjects, is usually associated with covert aggression - a form of behaviour that seeks to harm someone else (Berkowitz, 2007). In other words, the analysis focuses on individual behaviour, closely related to components of social aggression and violence, and manifested as confrontation with other persons, fights or violent crimes. Quite often, there are cases of covert aggression such as mobbing or bullying and harassment.

Primary, this is a fairly widespread multifaceted phenomenon in the society and a very personal experience of every human being (Merilainen *et al.*, 2015). The width of their expression also determines the diversity of definitions of the concepts associated with both the context of the research and the use of concepts in different cultures or languages.

Generally the aforementioned phenomenon refers to events associated with deliberate malicious activity directed at another person. This behaviour is characterized by recurring aggressive behaviour, a desire to hurt, a psychological or physical advantage in interpersonal relationships (Leymann, 1993; Zapf, 1999).

The terms 'bullying' or 'mobbing' are used in various studies (for e.g., Leymann, 1993; Zapf, 1999; Sheehan, 1999; Vartia, 2001; Fox & Stallworth, 2005; Duffy & Sperry, 2012; Fattori *et al.*, 2015; etc.) to describe negative behaviour, but frequently a definition is not provided, and it can cause some confusion. Some authors equate the terms 'mobbing' and 'bullying' (Prummer & Hasmmuller, 2015). For example, it is stated that bullying (also referred to as 'mobbing' in Europe) is a severe form of harassment in organizations (Steensma & van Dijke, 2005). It is described as a long-term and systematically repeated physical and/or verbal aggression. This is consistent with the concept proposed by H. Leymann (1993), which is based on highlighting the duration and repeatability emphasizing the systematic character of attacks (at least once a week, and at least for half a year). These are not one-off attacks on the victim and the encounters of equivalent forces (Zapf, 1999). In other words, the term 'mobbing' always means a continuing process of bullying and harassment. Meanwhile, according to Fox and Stallworth (2005), bullying also involves individual incidents, and escalating patterns of behaviour.

However, it should be noted that when using the term 'bullying', especially when it comes to negative behaviour among children, the criterion for the definition of 'mobbing' is not always followed (Gill & Larsson, 2014). Therefore, we believe that it makes sense to use the term 'mobbing' emphasizing certain specificity of bullying and harassment, that is, when bullying and harassment last for a long time and are systematic. Most frequently, describing the concept of 'bullying', the term 'harassment' is used interchangeably with bullying. The term 'harassment' is described as 'an unwanted conduct affecting the dignity of

employees or workers in the workplace and must relate to a protected personal characteristic of an individual employee or worker' (Middlemiss, 2017, p. 920). Thus, it is wrong to equate them in all cases because of the existing different traditions and, for the sake of accuracy, it is necessary to look at each study individually, taking into account the traditions followed by the author and the context.

**Methodology**

Research method employed in this article was chosen literature review. Literature review as a method brings together separate studies and allows understanding the relevance of the topic in-depth. Thus literature review allows making logical extension of previous research. Furthermore, literature review allows detecting the gaps of already conducted research and allow constructing the background for further theory development (Yawar & Seuring, 2017).

In this article, this method was chosen with the purpose of analyses and synthesis of studies carried out in the field of bullying and harassment as antisocial behaviours, especially in the field of sports management. Accordingly, literature review of scientific articles, using such databases, as Web of Science, and Scopus, did not intend to produce quantitative research results; instead, it specifically was orientated to qualitative analyses. Hence, the particular attention was paid to the findings, decisions and conclusions of the studies.

The search for articles was performed using such keywords as bullying, harassment, antisocial behaviour separately and at the same time relating these keywords with socioeconomic aspects. These aspects were analysed as a sociological part of PEST analyses. Hence, analysis of the articles was based on the socioeconomic aspects as human health, human resources management, organization management, its productivity and other similar socioeconomic aspects.

The time scale did not bind the search of articles because it would have limited the development of a complete view of the analysed topic.

The sport sector for the specific analysis in the topic of bullying and harassment as antisocial behaviour was chosen because sport captures both economic and political benefits as well as its usefulness to human economic, educational, cultural activities and mental as well as physical health (Ullrich-French & McDonough, 2013). As sport expands in quantitative terms and more people become increasingly involved in the organized and the unorganized sports activities, the necessity of qualitative growth of sport is also discussed.

The definition of sport given by Council of Europe (2001) creates the notion that sport means a wide range of activities that are given by a variety of providers in a variety of ways. At the same time, sport is interpreted as a competitive activity or a specific physical and intellectual occupation organized according to certain regulations combining physical and intellectual abilities which are necessary in the contest (Ullrich-French, McDonough, 2013). In this context, there is an inherent contest for better results and its participants with better physical skills are more excited when using effective physical power. Such

understanding of sport also promotes the specificity of this activity with the prevailing specific moral standards that will be discussed in this article.

The results of the literature review were split in two directions: firstly, we analysed the studies that try to calculate the socioeconomic damage caused by bullying and harassment as antisocial behaviour; secondly, we analysed research articles evaluating the socioeconomic aspects of bullying and harassment in sports sector.

**Research Results**

*The socioeconomic damage of bullying and harassment.* In order to determine the economic impact of bullying and harassment, it was quite difficult to find this kind of data in highly rated research journals. Some scientific publications, highlighting socioeconomic criteria of the damage of bullying (Barasuol *et al.*, 2017) and harassment (Chandrasiri, 2017) were found, but more detailed consequences of the economic nature were not analysed there. In this context, several studies which attempted to assess the damage related to bullying on a national scale can be mentioned.

Carnero and Martinez (2005) found that 3 % of workers in Spain were the victims of bullying in 2003. Taking into account the fact that it is difficult to measure the total expenses on health, the authors limited themselves to direct and indirect costs of medical visits due to bullying. It was found that on average 0.6 % of the surveyed employees' medical visits could have been inspired by hostile behaviour, and that accounted for about 0.12 % of the public expenditure on health care. Accordingly, it could be stated that the consequences of bullying related to morbidity of employees (Table 1). However, it is difficult to evaluate the costs of treatment of bullying or harassment because victims frequently hide the reasons of sickness or the reasons are not included in separate statistical data lines.

Table 1

**Variables Significant in the Calculation of Losses Resulting from Bullying and Harassment**

| Variables                         | Sources of loss   | Research   |
|-----------------------------------|---|--|
| Loss of employees                 | Commitment to the organization is declining; employees tend to quit jobs because of psychosocial pressure, violence, as well as little support from the surrounding people. | Vartia (2001), Figueiredo-Ferraz et al. (2012), McTernan et al. (2013), Middlemiss (2017), etc.        |
| Decline in productivity           | Worsening job performance, declining productivity, turnover of the company employees.   | Giga et al., 2008; Okechukwu et al., 2014; Chandrasiri, 2017; etc.                                     |
| Morbidity of employees            | Psychological and physical discomfort, various health problems, determining sick leaves of various duration and medical costs   | Carnero, Martinez (2005), Pate, Beaumont (2010), Taspinar et al. (2013), Okechukwu et al. (2014), etc. |
| Compensations, fines, legal costs | Fines to the employer for violation of legal acts applied for protection of employees, compensation to the victims  | Sheehan (1999), Fattori et al. (2015), Middlemiss (2017), etc.   |

Another damage of bullying relates to productiveness of employees' work in an organization. In their report, Giga et al. (2008) suggest that only in 2007, bullying-related losses (e.g., taking into account accidents, turnover, loss of productivity, etc.) in the United Kingdom amounted to £13.75 billion (15.75 billion Eur). McTernan et al. (2013) estimated how the workload and bullying affected productivity via depressive symptoms in Australia. There, the total national employers' costs for lost productivity due to depression were estimated at 8 billion US dollars (6.54 billion Eur) a year, mainly because of a mild depression.

According to Middlemiss (2017), cases of harassment in an organization might cause expansive process of the litigation, the shame in the society. Thus, the image of an organization is corrupted and it might cause the loss of productivity and consumers.

Based on McTernan et al. (2013), building a business case via the quantification of potentially avertable costs is essential to convince organizations to address depression at work. According to the authors (McTernan *et al.*, 2013), depression is a global growing epidemic and has a huge impact on work performance, its quality. McTernan et al. (2013) carried out a study that presents a process path where job strain and bullying that are related to productivity loss via their effects on depression. They estimated the costs of sickness absence and presentism that could be associated with depression and could be incurred by employers. Hence, they investigated the relationship between depression severity and costs and determined the contribution of job strain and bullying to depression-related productivity loss. The research was carried out in two Australian states (N = 2074), its results confirmed job strain and productivity affected by bullying via depressive symptoms. Total national annual employer costs for lost productivity due to depression were estimated at \$AUD8 billion (7.01 billion Eur) per annum, most of which was due to mild depression. McTernan et al. (2013) have calculated a population-attributable risk (PAR) estimate of 8.7% for depression attributable to bullying and job strain, equating to \$AUD693 million (692 million Eur) in preventable lost productivity costs per annum. These findings suggest that even sub-clinical levels of depression represent a significant productivity and economic burden not previously recognized. These studies (Giga *et al.*, 2008; McTernan *et al.*, 2013) illustrate the decline in productivity, (Table 1) which, as damage to an organization, could be related with GDP of the country.

Very little is known about the humanistic and productivity cost in victims with chronic illnesses. For example, Fattori et al. (2015) assessed work productivity losses and health disutility associated with bullying among subjects with chronic medical conditions. Their research (Fattori *et al.*, 2015) involved N = 1717 respondents with chronic diseases who answered a self-administered survey including sociodemographic and clinical data, workplace bullying experience, the shortened SF-12 questionnaire, and the *Work Productivity and Activity Impairment questionnaire*. The results of the research (Fattori *et al.*, 2015) showed that the prevalence of significant impairment was higher among victims of workplace bullying as compared to non-victims. The adjusted marginal overall productivity cost of workplace bullying

ranged from 13.9 % to 17.4 %, corresponding to Italian Purchase Power Parity (PPP) US\$ 4182–5236 (3418.34–4279.88 Eur) in 2010. Association estimates were independent and not moderated by concurrent medical conditions. The results of the research carried out by Fattori et al. (2015) showed that the burden on workers' quality of life and productivity associated with workplace bullying was substantial. The results of the research intended to inform policy-making and prioritize occupational health interventions.

The latest research of Hassard et al. (2018), who reviewed 12 studies conducted in five countries (Italy, Spain, Australia, UK, USA), stated that the annual costs of psychosocial workplace aggression ranged from 114.64 million US dollars (93.71 million Eur) to 35.9 billion US dollars (29.34 billion Eur). Definitely, the psychosocial aggression in the workplace has a variety of forms, the damage of which is very difficult to measure, but similar calculations encourage evaluating any of them seriously both at the level of an individual company and at the national level. Table 1 distinguishes the variables that show the major losses due to bullying.

The analyses carried out showed that it was not easy to determine the true extent of the damage of bullying and harassment, firstly, due to the fact that bullying involves an extremely wide range of actions and becomes the reason for different ailments. On the other hand, it is clear that stress, emotional tension, burnout, exhaustion, errors, etc. caused by bullying harm an individual's quality of life and professional activities, also present a risk of loss of human resources in the organization, and may have a negative effect on a person's income (Divincova & Sivakova, 2014).

Thus, when calculating the losses incurred only in the work environment, the image would remain far too limited, as not only companies and their employees suffer from the damage, but also the family members of the victims or the society in general. In this context, antisocial behaviour in children, which has continuing long-term consequences, is no exception. For example, Romeo et al. (2006) maintain that persistent antisocial behaviour is the most common mental health problem in childhood and has widespread effects; however, little is known about the costs of this problem for families and for the state. The authors have calculated that the average annual total cost was £5960 (6827.03 Eur), the largest part of which was covered by the families themselves.

The differences in the methodologies used by authors to calculate the losses do not allow making more detailed comparisons, however, they illustrate the extent of damage and the variety of the areas through which bullying has a significant influence. In addition, this shows that prevention and intervention programs can bring considerable economic benefit. Thus, all these results of the research (directly and indirectly) show several trends and raise new tasks for scientists and managers of the organizations. *Firstly*, they emphasize that bullying is a phenomenon harmful to the organization and the public, and greater attention should be given to assess the multi-dimensional harm done by it. *Secondly*, it should encourage researchers to focus on determining the socio-economic harm of bullying in sport, offering the necessary instruments.

**Socio-economic aspects in sports sector.** During the last decades, the numbers of socio-economic groups in sports sector, such as employees, employers, spectators and fans, increased, thus sports sector was linked to other areas of economy and sport sector was considered as another economic sector. For example, in Lithuania, in 2016, 129086 persons participated in organized sport activities. There were 19.6 thousand employees, which makes 1.4 percent of all employees in Lithuania. There were more than one million participants in the sports events during 2016, and it is about one third of all citizens in Lithuania (Lithuanian Sport Statistics Yearbook, 2016).

Therefore sport sector covers fundamentally different but interconnecting types of activity and groups of service such as exploitation of sport's halls and stadiums. For example, in some research there are looked at minor league stadiums and found that these stadiums, which tend to be in smaller communities, create a positive economic impact (Groothuis & Rothhoff, 2014). Moreover, it has been counted that sports sector created 2.5 percent of World's gross domestic product (GDP) and 263.2 million Euro or 0.8 percent of Lithuanian GDP in 2016. Hone (2005) stated that economic benefits from sports sector were assessed just as a value from collected money during sports events from sports participants and fans. However, the expansion of sports sector depends not just on its participants and fans' financial opportunities. Increasing numbers of avocation and vocation in sports sector make it very human resource intensive. Importance of human resources is increasing even more when these resources can have an influence on other resources (such as finances, facilities, and materials) and transmuted them into valuable resources (Won & Chelladurai, 2016), and it is one of the key factors driving economic development in the long run (Simanaviciene *et al.*, 2014).

When analysing human resources in sports sector, it is expedient to classify human resources according to the specificity of sports service sector where clients or customers constitute both the input and output of organizational processes. According to this approach, expansion of sports sector and assessment of socio-economic aspects supposed to cover such types of human resources as professional workers and volunteers, clients who participate in sports activities, and customers/fans as well as the assessment of their behaviours (Won & Chelladurai, 2016). Research (Piligrimiene *et al.*, 2015) shows that organization creates its reputation as a social value in the society via consumer communication. Furthermore, sports participation does not automatically lead to positive outcomes. It can be explained by the multiplicity (heterogeneity) of sport as a phenomenon. On the one hand, sport is understood as a tool for the development of a comprehensive personality (Ullrich-French, McDonough, 2013). Scientific literature frequently presents socio-positive aspects of sport and participation in it where sport promotes teamwork, cooperation, fitness, self-esteem, social identity, educational aspirations, and post schooling employment. It also helps minorities to find employment, decrease drug use, crime, serves as a social vessel for the acceptance (Batten *et al.*, 2016; Anderson & White, 2017).

On the other hand, sport is based on standards of social behaviour, the moral of which in an existing society or in a certain other cultural environment becomes debatable. Thus, besides the positive aspects, there are socio-negative attributes of sports participation, when volitional and unintentional damage is inflicted upon those who do not fit the athletic model (Anderson & White, 2017). This socioeconomic aspect of sports sector assimilates sport and corporate sectors (Zimbalist, 2011) and becomes important to it. If we compare sport and business behaviours, we could find that in business sector competition forces companies to take actions to improve their position in the sector (Cygler & Sroka, 2017), and it is an aggressive position as it could be seen in sports sector, too. While cooperation allows them to improve skills and resources (Cygler & Sroka, 2017), it is less aggressive and creates different behaviours of people, but such behaviours are common to business and sports sector just in the specific situation for some certain aims.

In the context of sport, participants manifest themselves in both normal and deviant from the norms behaviours. However, there are a lot of examples of deviant from the norms behaviours, and they are frequently associated with the very context of sport, which is called the context of moral release. Rutten *et al.* (2007) stated that the competition, the selfishness, and the pursuit of victory become factors that promote such undesirable behaviours. In discussing the most commonly used examples of unwanted behaviours in the context of sport, there are attempts to intentionally violate the rules of the game or to injure other team members (opponents), cheerfully rejoice at a weaker team member, mimic the injury and thus cheat the judge, aggressively argue with the judges. Such behaviours are described as both aggressive and violent or even antisocial.

There are various methods and instruments used for the analyses of antisocial and prosocial behaviours in sport. Lately there have been many studies carried out in this field, though there is a lack of research of these phenomena or its separate dimensions as well as management of such behaviours (Chen *et al.*, 2016). Management of bullying and harassment as antisocial behaviours in sport is related to individual and organizational results in sports sector. Hence, management and its specificity in sports sector are linked to socioeconomic aspects. In order to assess management as socioeconomic aspect of bullying and harassment in sports, it is necessary to understand what research is being carried out on this topic.

**Research area of bullying and harassment as antisocial behaviours in sport.** There is a shortage of research, insights and recommendations about bullying and harassment in sport (Evans *et al.*, 2016). Most frequently it is either a cause of not recognized aggressive behaviour by sports organizations that believe it might undermine their reputation (Brackenridge & Rhind, 2014), or because tolerance of aggressive behaviour is frequently taken for granted, or because sport itself is considered as an integral part of a person's health and well-being (Mountjoy *et al.*, 2016). However, the latest studies reveal that the organized sport activities should be considered as a place where aggression in relationships exists (Chroni *et al.*, 2012), and, as the athletes' mastery grows, they encounter a

higher risk of experiencing various forms of physical, psychological or sexual harassment and bullying (Vertommen *et al.*, 2015).

However, various studies (Baker & Byon, 2014) carried out in the sports context showed different split of bullying and harassment forms that range from 2 to 92 percent and these differences might be created because of research design and methodology. Frequently analysis of bullying and harassment in sport involves different context according to age or sports activity. Bullying and harassment of children and adolescents (Evans *et al.*, 2016) and semi-professionals and professional athletes (Yildiz, Alpan, 2015; Vertommen *et al.*, 2015) are analysed separately. Specific bullying characteristics are analysed in basketball (Vveinhardt *et al.*), football (Yildiz & Alpan, 2015), athletics (Myers, 2016), ice hockey (Kurudirek, 2015), and others. There are various possible sources of bullying, for example, sports persons (Kurudirek, 2015), coaches (Pitney *et al.*, 2016), assistants such as a doctor of a team (Marks *et al.*, 2012), spectators or fans of sports events (Courtney, Wann, 2010). Respondents of such surveys confess that they are humiliated, summoned, isolated, they do not receive the necessary attention or support and burn down in their sport. Some of the studies distinguish sexual harassment that is prevalent regardless of the type or level of sport. However, looking at the tendencies, sexual harassment is more prevalent in professional sport (Vertommen *et al.*, 2015). Hence, it is important to note that bullying and harassment in sport might be related with the same socioeconomic aspects as we noted in in the first part of this research (Table 1).

We found that the research on bullying and harassment in sport is not that frequent. The located studies only detected ongoing bullying among sports coaches (Pitney *et al.*, 2016) or judges (Hacicaferoglu, 2015), but there were no studies that revealed the effects of this phenomenon on the athlete. However, the idea that the interaction of an athlete and a coach or an athlete and an athlete's manager is particularly important in sport and the negative effects of bullying in the sports sector can have a significant impact on both sports persons and their ability to manage bullying, which has impact on sports organization management.

Particularly little research has been done on the management of harassment and bullying in sports activities. Individual studies have been conducted identifying the role of a coach, parents involved in sports and athletes themselves as well as of their education (Pitney *et al.*, 2016; Mountjoy *et al.*, 2016). There is no doubt that the management of bullying and harassment is especially relevant with the knowledge that there is a high probability that victims will further suffer from bullying and the role of a victim taken in one's childhood will not disappear in the future. Hence, the impact of bullying and harassment on the victim has to be analysed further.

***The impact of bullying on the victim.*** The improvement of sports activities has an enormous potential for comprehensive physical, spiritual, emotional, voluntary and intellectual human development and self-education. The process of improving sports activities undoubtedly contributes to the formation of a fully developed, socially and professionally active, creative and innovative citizen who is with no bad habits and capable of enriching and

strengthening the state (Ullrich-French & McDonough, 2013). However, research (Wilson, 2016) on various social groups participating in sports also reveals the negative influence of this activity on health, well-being and future of an individual. In addition to the injuries that occur in sports, a particularly serious social problem is the manifestation of aggressive and violent behaviour that results in a number of long-term negative consequences, such as stress, depression, alcohol consumption, criminal behaviour and suicide.

Furthermore, professional sport is a specific area of professional activity, often characterized by extreme physical and psychological challenges, tension and tremendous competition. Athletes and club owners, members of the team, coaches and fans expect exceptional results. However, it is noted that the victory at any cost, using strength and dominant position, controlling the others and using the hierarchical structure of the authority can increase the threat of bullying (Kowalski, 2017). Sports activities in general determine or strengthen antisocial behaviour and influence violent behaviour of higher level, outside the sports ground as well. It means, that is not limited only to the environment of trainings and/or sports competitions, therefore, research on the consequences should include a wider social context of athlete's activities. Visible physical injuries incurred during direct conflicts are also only one side of the coin, as the psychological effect of bullying is long-term and it can be difficult to associate it with certain actions, although a huge covert damage is done. However, various studies (e.g., Zapf, 1999; O'Moore, Crowley, 2011; Lazarevic *et al.*, 2015) show that the impact of bullying has a multiple impact on the victim and covers a wide range from deterioration of the quality of professional activities to psychosomatic health disorders. Both professional sport and work activities of a person in other areas of professional activity are characterized by intensive vertical (the vertical of subordination) and horizontal (between persons of equal rank) interactions that can go beyond the boundaries of professional ethics and become hostile. In this context, some significant aspects of the negative impact of interpersonal relationships on the victims of bullying should be mentioned. It was found that victims bullied in the work environment not only suffer a huge stress (Zapf, 1999), but also experience serious consequences of personal health, which occur as mania, obsession, tension, nervousness, headaches, sleep and anxiety disorders, and depression (Zapf, 1999) in the long run. In addition, research shows that human musculoskeletal system may be affected (Janssens *et al.*, 2014), bullying can also lead to suicide of the victim (Pompili *et al.*, 2008). On the other hand, studies (O'Moore & Crowley, 2011) show that the severity of the impact on the person may be associated rather with the traumatic bullying experiences than with the character of the victim. All this shows that regardless of how adequately the person perceives the nature of the way he/she is treated (Lazarevic *et al.*, 2015), harassment usually results in the exhaustion of the psychological and physical resources of the person reacting to this kind of stressors and in psychosomatic disorders.

Compared to research (Lazarevic *et al.*, 2015) on the consequences of bullying carried out in other areas of

professional activities, such studies are not abundant in the field of sports activities, but data published by researchers is worrying. Athletes who have experienced bullying state that they suffer from a lack of motivation, bad mood, fear, as well as physical symptoms such as headaches, chronic fatigue, increased heart rate (Lazarevic *et al.*, 2015). Other authors (Dussich & Maekoya, 2007) indicate victims' emotional and/or physical suffering, psychosomatic disorders and other negative consequences for the athlete's development, state of health and sporting career. It means that bullying and harassment do not develop healthy attitudes of sports participants, and especially young, toward competition both in the context of sport and in other areas of public life. Hence, it could be maintained that manifestation of bullying and harassment in sport might influence athletes' sports results, which are the pride of the society and in some way the socio-economic wealth of the country.

***Prevention of bullying and harassment in sports sector.*** Scientists and specialists in the field of sport put much effort in order to protect young and adult athletes from malicious behaviours so that they could better develop their potential (Stirling *et al.*, 2011; Mountjoy *et al.*, 2016).

It is hardly possible to avoid physical and psychological injuries in sport completely, but it is possible to predict the sources of threats, to prevent or reduce damage. Therefore, international sports community agreements providing a long-term policy are really significant. Having assessed the threats to the community of sport in this context, the Olympic Movement Medical Code established that the conditions and environment of athletes' training and competition must be conducive to the physical and psychological well-being of athletes; safety must be ensured (Mountjoy *et al.*, 2016). These provisions, repeated from previous resolutions, mean that the decisions, shaping the policy of protection of athletes from unfavourable physical and psychological factors, should be employed at the national level.

However, studies (Mountjoy *et al.*, 2016) carried out in different countries show that often both coaches' and athletes' knowledge about bullying, the ways of its occurrence in interpersonal relations, as well as preventive measures and opportunities are insufficient in general.

On the one hand, there is a lack of research on different cultural environments in sport (Yıldız & Alpan, 2015), therefore, it can be difficult to provide a more detailed picture of the extent of the problem, its prevalence in different sectors of sport, especially when it is necessary to develop a prevention programme for a specific sports organization.

On the other hand, the problem is much wider, as a significant part of athletes recognizes that they do not know about bullying in general (Lazarevic *et al.*, 2015). Athletes who have experienced aggression do not know that they are victims of abuse, and, faced with the negative behaviour of the coaches, tend to believe that they deserve the punishment (Lazarevic *et al.*, 2015). Therefore, it makes sense to assess the sources of threat and the ways that sports organizations are ready to respond to these challenges. Vardanyan and Ruskina (2013) see the external and internal sources of psychological threats, i.e. those

deriving from other persons (members of the team, coaches, fans, referees, etc.) and from the personality itself (from the unsatisfied needs of well-being, negative emotional states of self-experience, consciousness security threats, etc.); this can increase a person's anxiety, suspiciousness and distrust, and complicate interpersonal relationships.

Although sport enhances anti-social behaviour, violence, however, depends on many circumstances, such as the type of sport (Gill & Larsson, 2014), achievements of the team, economic condition of the sports club, as well as on the coach, that is, the leadership style used in his/her relations with athletes. Kowalski (2017) stated that the authoritarian leadership style fostered by coaches also involves bullying when communicating with players. However, coaches of teams and sports doctors play a significant role in creating a safe environment for athletes (Lazarevic *et al.*, 2015). Although it is often considered that coaches should avoid bullying, as the athletes earn them money, practice shows that some coaches do not avoid violence (Pitney *et al.*, 2016; Wilson, 2016). All this shows that the causes of bullying are significantly related to both managers' personal characteristics and management competencies. Some distinguished reasons of this behaviour are firstly, shortcomings of the education, necessary to work with athletes, especially the younger ones; secondly, coaches do not realize that sport is the activity the purpose of which is personal development of athletes, and not mere results (Lazarevic *et al.*, 2015).

Individual studies (McCloughan *et al.*, 2015) suggest that coaching can and must play a special role in bullying, but it is important to inform and educate them. Education and training in bullying prevention are also important for those involved in sports activities. Thus, in terms of organized youth sports, it is important to involve both organizations and parents in this activity (Mountjoy *et al.*, 2016).

It is very important that sports medicine specialists were taught about the abuse, harassment and bullying in sport and they were aware of the intervention strategy (Stirling *et al.*, 2011). Therefore, the first steps should be taken already at the stage of training specialists. The task is raised to provide the opportunity to apply new supplementary education programs and elective courses designed to deepen the psychological preparation of students as future coaches for the implementation of strategies of formation of athletes' psychological security (Vardanyan & Ruskina, 2013). The fact that a significant number of sports trainers themselves have suffered or are suffering from bullying must be taken into account.

Hence, we cannot rely on the individual specialists, but sports organizations must create a specific environment (Shannon, 2013), understood as socio-ecological help to the victims, when the entire environment surrounding the person and the community is included. Firstly, the atmosphere of intolerance to bullying should prevail, and secondly, the effective environment of response to the interpersonal incidents should exist. In other words, the organizational culture that ensures a secure and favourable psychological climate for sport must be created and developed. In this case, sports managers should pay attention to the achievements of science of organizational management in various areas of professional activities. In



order to create a safe environment, it is proposed to increase awareness of bullying and to foster the culture of tolerance and respect, as well as to organise the development of anti-mobbing policy, professional training, review performance management and reward systems, include consultation with human resource personnel, prevention strategies (Duffy & Sperry, 2012). Managers can take actions against bullying, starting with the regulatory programs that legitimize the complaints and give the signals about unacceptable behaviour (Beirne & Hunter, 2013). Shannon (2013) draws attention to the learning of the administration to evaluate the situational factors that can provoke conflicts, and also emphasizes the importance of the development of organizational culture, changing values, attitudes, and beliefs. Leadership changes, protection of individual social situation must also be implemented, and moral standards have to be raised.

Thus, continual education and improvement of athletes, sports experts and sports professionals, as well as training about recognition and prevention of deviant forms of behaviour attractive to the public are of strategic importance in modern society (Lazarevic *et al.*, 2015). In any case, the main responsibility for bullying falls on the organization and its individual members, and when considering the opportunities of prevention, a wider view is necessary. This responsibility could be part of social responsibility in an organization. Social responsibility as part of human resource management implementing education of young people and community members might make positive impact on the successful implementation of corporate social responsibility in an organization. Thus sports organization should feel responsible for its members' psychological and physical health managing manifestations off bullying and harassment in it. This kind of sports organization's responsibility would lead to the development of the society in the long run.

## Conclusions

Bullying and harassment as antisocial behaviours in general might lead to individual and organizational consequences, such as depression (psychological), and chronic illnesses (physical) of a human as an employee. Thus, it is linked with organizational consequences, such as loss of incomes because of the decline in productivity that is caused by health and/or loss of employees. Even if the relations and consequences are sufficiently clear, the evaluation of costs is complicated. Thus, researchers could work on the issues of possible costs' evaluation models of bullying and harassment.

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Analysis of bullying and harassment as antisocial behaviours in the sports sector through socio-economic aspects revealed that sports sector is specific area becoming similar to a business organization with its behavioural norms. This creates conditions for the existence of bullying and harassment in sport and explains their negative implications and outcomes. Thus, bullying and harassment which manifest in different ways and from different sources do not develop healthy attitudes of sports participants, and especially the young ones, toward competition both in the context of sport and in other areas of public life.

Bullying and harassment as antisocial behaviours lead to negative development of sport and its organization because of inappropriate morality, ruined reputation and inadequate human resource management. Thus, sports sector could not any more depend just on its participants and fans' financial opportunities, as it always was. Increasing avocation and vocation in the sports sector make it very human resource intensive and valuable for an important impact on other resources (such as finances, facilities, and materials). Thus, prevention of bullying and harassment as a tool of management becomes essential for the sustainable development of sports sector and its country in the long time.

Although studies show that bullying and harassment are associated with significant social and economic losses, due to different methodologies used in the research, it is difficult to assess the extent of the losses incurred. It would be worthwhile for future research to evaluate different criteria such as loss of employees, decline in productivity, morbidity of employees, compensation, fines, and legal costs. Integrated data would better serve as a credible argument for employers and governments to promote effective preventive solutions. A much more complex issue was revealed in the sports industry for several reasons. Firstly, after analysing a large number of publications published in international research bases, there is no doubt that bullying and harassment have severe negative individual and social consequences, but we failed to detect clear evidence as to the financial implications of harm. Such calculations would help to attract more attention of the heads of sports organizations, coaches, governments and societies, and thus would encourage more proactive development of prevention programs. Secondly, there are no clear criteria for calculating the losses caused by bullying and harassment, as aggression in the field of sport is encouraged and linked to competition and results. It is therefore appropriate to specify clear criteria that make it possible to draw a clear ethical line between aggression, which mobilizes forces of athletes, and unfair play.



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