

Workplace Diversity, Discrimination and Harassment of Expatriate Academics in the South Pacific Higher Education

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Ram Reddy Reguri and Jone Fuala Lako

1. Introduction

The paper delves into the much neglected topical issue of growing ‘workplace violence’ in terms of discrimination and harassment of ‘expatriate academics in higher education’ in the South Pacific region, based on a survey carried out by the scholars at the selected regional university that caters to the needs of twelve member countries, where there exist significant workplace diversity (more than thirty nationalities/ethnicities).

Growing workforce diversity and increased workplace tribulations have become an important concern in today's work organizations the world over due to the ongoing globalization, rapid competition and economic downturns. Increased deployment of expatriate employees to fill talent gaps and gain competitive advantage has become a common feature in most of the global organizations. With the growing tempo of international migration of working class in recent times, both economic migration (migrants) and employment migration (expatriates), the workforce diversity has been on the rise in many countries and workplaces. This would trigger various forms of workplace violence in terms of discrimination and harassment facing by the minority expatriate employees in the organizations. According to UN statistics, more than 200 million people would be living outside of their home country in 2010, which includes economic migrants. The message from UN Secretary-General Ban Ki-moon to the Global Forum on Migration Development in Mexico notes that “the effects of the multiple crises of 2008 are still being felt not least by the 214 million international migrants.” The UN Human Rights Chief Navi Pillay, the chair of the Global Migration Group (GMG), warns that “rising unemployment has spurred discrimination, for millions of international migrants, life has become more treacherous” (ohchr, 2010). The migrants face various forms of workplace discrimination and harassment generally and they manifold when firms face rapid competition, economic downturns and firms restructuring.

Organizations are becoming more despotic in the process of increased labor extraction and surplus value accumulation in order to sustain competition in the global markets. This gives rise to the managerial prerogative, that is, employer has the sole power and authority to make decisions. In this process, devolution of human resource functions to the line managers has become a common feature. Consequently, the autocratic and dominant behavior of the line managers triggers various forms of workplace violence in terms of discrimination and harassment. In this situation, even though every employee would be a target, the expatriate employees are more susceptible to this discrimination and harassment at workplace.

While the problems of migrant labor has attracted wide attention by the researchers, governments and international bodies that has resulted in a large body of literature, adoption of national anti-discrimination laws, creation of national enforcement bodies and high powered bodies in the UN system, the expatriate employees were almost neglected who have been equally victims of workplace violence in terms of discrimination and harassment. The research on workplace

violence facing by the 'expatriate employees' is almost negligible comparing to the gravity of the problem, more particularly in the 'higher education'. There are only two significant studies on workplace harassment in higher education, one focusing on aggression among university employees in Finland (Björkqvist, K., Österman, K. and Hjelt-Bäck, M., 1994) and another on workplace bullying in further and higher educational institutions in Wales (Duncan Lewis, 1999). But, none of these specifically focuses on expatriates. Expatriate management is a 'very extensive area of interest' (Forster, 1997: 414). However, much of what we know about expatriates 'is still largely based on the expatriate assignment of corporate executives' (Inkson *et al.*, 1997: 353). In comparison, expatriate academics remain a group about which very little is known (Welch, 1997). One exception however is Napier's (1997) reflection on her experiences of being involved in a project to start up a business school in Vietnam, where she discusses the emotional and psychological challenges she and the other expatriate staff experienced (Julia Richardson, 2000).

Workplace violence in terms of discrimination and 'harassment' (Bjorkqvist *et al.*, 1994; Brodsky, 1976), 'bullying' (Einarsen and Skogstad, 1996; Rayner, 1997; Vartia, 1996), 'mobbing' (Leymann, 1996; Zapf *et al.*, 1996), 'victimization' (Einarsen and Rakness, 1997), 'mistreatment' (Spratlen, 1995), etc., by whatever concept with which we describe it, is a serious workplace problem that adversely affects not only the employees' dignity, wellbeing, job satisfaction and productivity, but also the organizations competitive advantage and profitability. Workplace violence has become an issue that is too costly to be ignored by the managements. Prevalence of such workplace discrimination and harassment in higher educational institutions is much more disastrous since it results in poor morale and high turnover of knowledgeable teachers and affects the quality of teaching-learning process.

It is, in this context, the paper examines the nature and extent of workplace discrimination and harassment existing in a regional university in the South Pacific that caters to the needs of twelve member countries. Specifically, the paper delves into:

- the nature and extent of workforce diversity at a selected regional university;
- the nature, magnitude and types of workplace violence in terms of discrimination and harassment of expatriate academics;
- the reasons for such discrimination and harassment of expatriate teaching staff, individually and as a group;
- the impact of such practices on the expatriates' wellbeing, job satisfaction, productivity and turnover;
- the specific case studies on various issues where bitter violation of human rights and dignity at work took place;
- the University's policies and procedures to deal with such discrimination and harassment and the effectiveness of their implementation; and
- the observations on how to reduce the intensity of this problem and promote workplace dignity and harmony.

The paper is based on the data collected from a regional university, where there exist significant workplace diversity, as part of a major research titled "Workplace Dignity Project: Workplace Violence, Job Satisfaction and Productivity of Employees in Fiji Organizations" carried out by

the first author and six groups of his post-graduate students. This survey covered two organizations each from higher education, secondary education, hotel industry, private sector manufacturing, public sector corporations and the government departments. Apart from administering a well structured questionnaire to the sample respondents, specific case studies were also carried out in each organization.

However, for the purpose of this paper, a revised sample has been selected targeting expatriate academics and re-administered the revised questionnaire at the selected regional university. The expatriate academics constitute 22 per cent of the total academic staff at the selected university (82/366). The questionnaire was served to all expatriates on their official e-mail address, but the responses came from only 32 that constitute 39 per cent (32/82) of the total expatriate academics. Notably, there was no response from certain nationalities, which are traumatized with recently concluded massive redundancies by the university where they were the major target. For the purpose of comparison, the earlier survey results pertaining to both teaching and non-teaching local staff have been used as a control sample. Apart from the survey data, the paper also reflects the authors' first-hand knowledge gained on various issues/cases of workplace violence faced by the expatriates in terms of discrimination and harassment during their long years of service at the selected university. The data gathered through questionnaires has been tabulated using different independent and dependent multi-variable framework to draw meaningful inferences by using SPSS. However, the data analysis is mostly confined to qualitative than quantitative in order to draw more humane meanings on workplace violence.

2. The Background and Workplace Diversity

There has been a rapid increase in the number of universities after the World War II in many countries (Boyer, Altbach and Whitelaw, 1994). In most of the developing countries, expansion of higher education has created a more demand for expatriate academics to fill the growing number of positions available (Gonzalez, 1992). However, growth in demand cannot always be satisfied within national boundaries. This is particularly true for developing countries with insufficient numbers of appropriately qualified and experienced staff 'in the pipeline'. In these situations overseas recruitment becomes a popular option. For example in countries like Indonesia, Singapore and the United Arab Emirates recruiting academics from overseas satisfies the growth in demand for faculty as well as ensuring continued development of local education systems (Julia Richardson, 2000). Carnegie Foundation classified 20 per cent of academic staff in Australia as international, whereas using birthplace, with some allowance for age of entry to Australia, Baker et al. (1993) classified 41 per cent of academics as international.

The same was the scenario at the selected regional university in the South Pacific. The university was established by the representative governments, the United Kingdom and New Zealand in 1968 to meet the higher education needs of the South Pacific nations. The University was instituted by Her Majesty Queen Elizabeth II in 1971 through a Charter and Statutes that remain in force today. Member Countries of the University includes; Cook Islands, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu. Its donor governments and agencies are the United Kingdom, New Zealand, Australia, Canada, France, USA, UNESCO, Japan, Canada and the European Union. It is a leading institution of higher learning for the Pacific region, uniquely placed in a region of extraordinary physical,

social and economic diversity. The university is governed by its own Council, which includes representatives of the 12 member country governments, academic staff, students, community and business leaders, the Pacific Islands Forum Secretariat, Secretariat of the Pacific Community, the American Council of Education, the Privy Council, and the governments of Australia and New Zealand. Since the Council itself got rich diversity, one would normally expect a recognition and respect for cultural diversity at the selected university.

The University has campuses in all member countries, while the main campus is in Fiji. The School of Agriculture and Food Technology is situated in Alafua Campus in Samoa and the School of Law is located at Emalus Campus in Vanuatu. The academic Schools, Institutes and Centers at the University are organized into three faculties led by Deans. These are: the Faculty of Arts, Law and Education (FALE); the Faculty of Science, Technology and Environment (FSTE); and the Faculty of Business and Economics (FBE). Each faculty comprises a number of schools and divisions, which offer a wide range of academic programs and courses at the undergraduate and postgraduate levels. It has employed more than 1550 employees, of which, 366 academic, 168 comparable administrative and the remaining 1100 are intermediate and junior, permanent hourly and unestablished staff.

The multi-cultural nature of the staff and student body give the university, an exceptional character. Since its inception in 1968, the university has been overwhelmingly banking on expatriate faculty in order to provide quality education to the South Pacific community as there has been a gross shortage of well qualified academic staff in the region. Until recently (2007-08), almost half of the academic staff was expatriates. For examples, 7 out of 12 were expatriates at the school of management during 2002-03. However, with the economic downturns due to a series of military coups in 1997, 2000 and the on-going one since December 2006 at the host country, the continued political unrest in one of the major member countries, intensified competition with the onsite of two rival national universities, and the appointment of new local migrant Vice-Chancellor, fresh problems arose at the university that has resulted in its undergoing restructuring in 2006 and again re-restructuring in 2007. This has resulted in intense internal bickering and declaring massive redundancies, where by many expatriates in senior positions has lost jobs reducing their strength to only 31 per cent by 2010. The composition of academic staff is presented in Table 1.

Table 1: Composition and Downsizing of Academic Staff by Level, Gender and Year (2006 - 10)

Year	2006			2007			2008			2009			2010			Change %
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
Professor	27	3	30	24	1	25	18	1	19	18	2	20	19	4	23	(23)
Associate Professor	22	5	27	17	5	22	24	5	29	21	2	23	23	2	25	(7)
Senior Lecturer	60	14	74	50	18	68	45	18	63	44	14	58	42	9	51	(32)
Lecturer	90	43	133	78	38	116	70	32	102	68	31	99	57	35	92	(32)
Assistant Lecturer	38	22	60	33	18	51	37	20	57	42	19	61	41	23	64	7
Subject Coordi.	2	6	8	5	5	10	7	4	11	7	5	12	8	5	13	62
Tutor	37	47	84	36	41	77	39	45	84	34	43	77	28	32	60	17
Teaching Assistant	-	-	-	-	-	-	-	-	-	-	1	1	16	22	38	^
TOTAL	276	140	416	243	126	369	240	125	365	234	117	351	234	132	366	(12)

As can be seen from the above Table 1 that paradoxically, there is a decrease of 27 per cent in senior positions (264-192=-72), where the entry is open for the expatriates and an increase of 14 per cent in junior positions (152-173= + 21) where they are restricted to only locals. Over all, there was a decrease in total staff by 12 per cent.

However, still the university is a rich diverse workplace having academic and comparable administrative staff from more than 30 countries that includes Australia 23, India 22, USA and New Zealand 14 each, UK 13, Canada 6, Germany and Japan 4 each, PNG 3, France and Nigeria 2 each and one each from China, Israel, Italy, Hawaii, Malaysia, Netherlands and Sri Lanka (114). Apart from these, there are also about 40 from other 11 member countries (regional), resulting in 42 per cent expatriates at the university. Of the remaining 58 per cent local academics, more than 80 percent are from one migrant community of the host country, reducing the original natives into a minority.

The restructuring of faculties in 2006 has resulted in devolution of wide powers to the Heads of Departments and the Deans to decide all academic staff related matters that includes recruitment, remuneration, merit increments and promotion, leave administration and workload allotments, contract renewals, etc. Significantly, most of the HOS and Deans belong to one local migrant community who siege all positions in the university and works in collusion. Most likely, this gives birth extensively, coupled with workplace diversity, restructuring and redundancies to the problem of authoritarian, autocratic and exploitative leadership culture and results in workplace violence in terms of discrimination and harassment facing by the academics in general and more succinctly the minority expatriate academics at the selected regional university.

3. Workplace Violence – Discrimination and Harassment of Expatriate Academics

Brodsky (1976) defined workplace harassment as all those acts that repeatedly and persistently aim to torment, wear down, or frustrate a person, as well as all repeated behaviours that ultimately would provoke, frighten, intimidate or bring discomfort to the recipient. Bullying, or generic harassment at work is claimed to be a more crippling and devastating problem for employees than all other work-related stress put together and may be seen as a rather severe form of social stress at work (Zapf et al., 1996; Niedl, 1995).

The type of workplace where discrimination and harassment is more likely to occur is those with an extremely competitive environment; a fear of redundancy or a fear for ones position (Salin, 2003). Some companies may unintentionally encourage a culture of promotion by putting colleagues down. An authoritarian style of management, organizational change and excessive workloads are also said to be contributory factors. It has been proven that badgering can turn into bullying and escalate into violence. If there was any industry which was safe from bullies one would imagine it would be in the health care and education sectors but unfortunately this is not the case. Bullying is rampant in these industries even though these sectors of the economy are two fields where the pro-social missions of the services should apply to employees in those industries. Idealistically, teachers and healers should be the least likely to abuse their power over their subordinates as this flies in the face of the motivations which would have drove them into

these professions in the first place (Spector & Fox, 2005). Workplace violence is extensive in South Pacific higher education and much more in the case of expatriates.

The main purpose of this paper is not to make an extensive theoretical discussion on the definition, nature, categorization, types, and reasons for workplace violence/harassment as has been done by many scholars like Thomas (1976), Brodsky (1976), Pruitt & Rubin (1986), Pruitt & Rubin (1986), Leymann (1990), Einarsen & Raknes (1997), Einarsen, Raknes, Matthiesen & Hellesøy (1994), Baron & Neuman (1996), Van de Vliert (1998), Einarsen (1999), Zapf (1999), Matthiesen (2004), Zapf (2004), Zapf & Einarsen (2005), Keashly & Jagatic (2003), etc. but only to make an empirical investigation on the nature and extent of workplace violence experienced by the expatriate academics as a matter of discrimination at the selected university. As such, it employs critical theory discourse in examining the socio-economic and political context in which the workplace violence is taking place at the selected university.

For the purpose of bringing clarity to the issues in workplace discrimination and harassment, this part is divided into two parts, viz., various issues of discrimination facing by the expatriates as a group in general and the detailed analysis of survey results on discrimination and harassment experienced by the expatriates as individuals. In-depth presentation of some cases where bitter violation of human rights took place was incorporated in both the sections.

3.1 Discrimination and harassment of expatriates as a group

Generally, the expatriates as group facing discrimination in various aspects that includes changes in housing policy, faculties restructuring and undue redundancies targeting expatriates, renewal of contract of employment, workload allocation, performance evaluation system and grant of increments and promotion, leave and benefits administration, and grievance and discipline management. The following discussion throws light on all these issues in detail on how expats have been facing discrimination at the workplace.

The new housing policy

The University was having an ideal policy of providing furnished housing accommodation on the campus to all the academic staff considering the unsafe social climate in the town. This policy was majorly targeted expatriates. It is intended to attract and retain the best talent from all over the world. University housing was a major attraction for the entire expatriate academic staff since they can peacefully live in a round-the-clock protected environment. The local staff was also eligible for the university housing if they do not own house in the town. But, only a handful of rich Union leaders, senior academics and administrators (about 5 per cent) were not benefiting with this housing policy since they owned house in the town. Some of these staff has managed to get jobs to their wives at the university. So these poor people can not claim two houses! This has resulted in their demand for changing the housing policy that also benefits them. Their hidden agenda was not only to get additional money at the cost of remaining 95 per cent, but also make employment unattractive to the expatriates.

During 2005-06, there was an intense lobbying by the President of the Staff Union who organized a series of meetings to sell this groups idea of changing the policy. There was stiff

opposition from all the staff, including locals at every meeting. However, these people using their position in the Council have colluded and managed other members of the Council and changed the housing policy in 2006 to the benefit of them as well as the university at the cost of entire staff. The new policy adopted, shed the responsibility of the University to provide housing accommodation to the staff and in lieu, marginally increased salaries. The university houses will be rented to the staff, if they wish, at the determined market rent value! As a result, the staff had to incur an additional expenditure of F\$400-1000 depending on their level.

The worst hit victims with this new policy were expatriates with an additional expenditure of F\$600-1000 if they chose to rent university house and a severe security threat and loss of mental peace if they move out. In the case of the first author itself, the salary increase from July 2007 was F\$520 p.m. and the rent fixed unilaterally to the house he was staying was F\$1350 with a net loss of F\$830 (16% of net salary). Therefore, he and many more expatriates have chosen to move out by risking their safety. The easy and major target of burglars and criminals in the town is the expatriates' house and several expatriates' houses were looted subsequently! The expatriates were living in terror and sleepless throughout the night with frequent dog barks in the streets! Even when they were at work, they had to worry about what might be happening at their houses and when get back, were checking around before entering into the house. It looks funny for those born and brought up in such environment, but it is a real nightmare for the expatriates!

Restructuring and staff redundancies:

There exists blatant discrimination of expatriates in declaring and dealing with staff redundancy. When the present Vice Chancellor who belongs to an articulate local migrant community has reassumed office in 2007, many problems have started for the expatriates. He viewed expatriates as a major reason for his not getting promoted from the Acting VC to the VC position before and for his exile from the university and launched multifarious attack on expatriates by using his position as well as his group of 'henchmen' at the University. Even his predecessor and two Deans, all three from USA, were compelled to resign by launching aggressive attacks by his 'henchmen – led by a man and a woman', who were unduly rewarded on his arriving back from the exile! There is a widely held opinion among the university staff and student community that it is not UPS, it is ABC (A+B=C) university, it is an acronym used for the group using first letters in their names. That has resulted in clandestinely planning and declaring a mass redundancy by this group targeting the expatriates under the banner of economy measures. This will serve triple purpose for him, i.e., reducing the salary bill and impress the Council that he has achieved the surplus, taking revenge on prominent expatriates who opposed his becoming VC before, and replacing expatriates in senior positions with locals from his community in junior positions (pl. refer back to Table 1).

It is also quite apparent from the Table 2 below that at the Faculty of Science, Technology and Environment alone, where he has abnormally promoted his friend from Senior Lecturer to Dean, 9 out of 10 were expatriates in the hit list and in the case of 1 local, decision was withdrawn later. Apart from the ten staff from FSTE, another 7 from the Faculty of Arts, Languages and Education (FALE) were also declared redundant. Of which 4 were expatriates. In all 12 staff lost jobs on account of workload related redundancy. All these positions were of renewable nature.

Table 2: Staff declared redundant at the Faculty of Science, Technology and Environment (FSTE) at the end of 2008.

Status	Citizen	Age	Position	Dept.	Length of Contract/s	Period lost	Reason	Outcome
Expat	N.A.	52	L	Biology	9 yrs.	10 m.	workload	Lost job
Expat	India	58	SL	Biology	9 yrs.	nil	WL/PP	Continued
Expat	N.A.	N.A.	L	Chem.	6 yrs.	12m.	workload	Legal/lost
Expat	India	60	AP	Chem.	16 yrs.	9 m.	WL/PP	Lost job
Expat	N.A.	N.A.	N.A.	N.A.	New appt.	3 yrs.	workload	Lost job
Expat	India	50	SL	Chem.	6 yrs,	18 m.	workload	Legal/lost
Expat	India	62	AP	Physics	12 yrs	12 m.	workload	Voluntary
Expat	Australia	60	SL	Physics	9 yrs.	2 m.	WL/PP	Lost job
Expat	India	56	L	Statistics	6 yrs.	24 m.	WL/PP	Lost job
Local	Fiji	54	SL	Statistics	20 yrs.	nil	workload	Continued
Expat	India	62	SL	Math.	6 yrs.	24 m.	WL/PP	Lost job

Another list of 35 staff members was also prepared by the administration for declaring redundancy based on a criterion of above 60 years of age, but was abandoned due to the Union pressure. However, daunted by fear psychosis, around 30 of them have opted voluntary retirement or differed renewal of contracts and left jobs. Of the total 35 in the hit list, an overwhelming majority (24) is expatriates and only 11 were locals. The Union was silently supporting redundancies when the first list of 17 was out and it has vehemently opposed when the second list was declared since eleven locals were targeted! This has resulted in losing subsequent election by the hooligan union leaders belonging to a migrant local community and the regional expatriate has become the President.

In all, more than 30 expatriates were directly hit by employment discrimination while declaring redundancies or in offering renewal of contracts that resulted in their losing of jobs. Alarmingly, Indians were worst hit with 9 job losses (almost 25 per cent), followed by 5 each from the USA and Australia who were considered as a major threat to the VC and his coterie. Of the remaining, 2 each from UK, Canada, New Zealand, Sri Lanka and one each from Western Africa and Tonga. The expatriates have undergone lots of mental agony and trauma during the case trials that went on for more than six months. Even in some cases longer, when they fought legal battle.

The case of one Indian expatriate was very pathetic. The poor person came from one of the very prestigious world class institutions in India, i.e., Indian Institute Technology, Roorkee by obtaining lien and joined as Senior Lecturer at the University with lots of expectations on his foreign career. His first three years contract went well and upon his good performance, his contract was renewed for another term of three years by the University and his Head of School has also assured him of subsequent renewals. After joining the new contract, he went India and tendered resignation to his permanent position at IIT and came back.

Unfortunately, within a couple of months, he got a rude shock when the University declared the discreetly prepared list of staff redundancy where his name was found. The person was crying like anything and ran around to catch Union officials, but of no use since the administration and the then Union leaders (a gang made up of dominant migrant local community) was colluded. He

fought vehemently through a series of long legal battles at the University Advisor's level, in the High Court and subsequently in the Labor Court. At last, after more than one and a half years, he won the case by incurring huge expenditure but lost courage to continue with the University since all people at the helm of affairs were ganged up against him. Ultimately, he has opted for voluntary redundancy and severance pay and joined another local university.

Workload and courses allotment

There exists wide ranging discrimination in the allotment of workload to the expatriates in terms of excess workload, major courses with large number of students and constant change of courses every semester to destabilize and demoralize the expatriates. We can have more insight on this in the survey data analysis part under the types of harassment. There has been a widely held attitude among the local Heads that if we could teach, why we bought you here? If you want to do research and publish papers or do consultancy, do it for me or with me, otherwise I will not allow you and overload with more teaching assignment. It is discernible in all their publications where an expatriate is a co-author. Almost all major courses with large student numbers are assigned to the expatriates and only minor courses with very few students are taught by the Heads and their local associates. This issue has become a big controversy every semester and many expatriates were raising grievances and disputes that led to the university appointing a Committee to evolve 'internal workload model'.

Just as an example, at one School in FBE, one local senior lecturer who became Head later, has been managing to survive his entire career by just teaching only one course with only around ten students in one semester and in another semester, a research project course by catching a couple of his student friends and awarding them grades! Nobody ever saw those project reports. At another school in FBE, a local Head was allocating one course for himself, but never entered the classroom in his entire career and his Tutors were handling the lectures. One of his expatriate colleagues had to fight injustice in the workload allotment at the university level and ultimately in the court of law and won the case. But, he is victimized by not renewing his next contract! However, both these Heads got promotions for their rich contributions to the university administration!

Another important dimension in the workload allotment is allocating different courses in different specialization areas in different semesters to the expatriates in order to see that they do not stabilize in any area and concentrate on research. For example, at FBE one expatriate has been allotted twelve different courses in eight years in five distinct specialization areas at different levels as a matter of revenge for not falling in line and prove his inefficiency some how. But ultimately their mission has been failed since he has proved his metal and excelled in all the courses allotted and won students' admiration.

Performance evaluation and grant of increments and promotion

The performance evaluation system lacks scientific character, where there is a high scope for manipulation, arbitrary treatment and discrimination in granting of increments and promotion and it is more daunting for the expatriate staff. With the devolution of powers to the Head and the Dean to determine whether a staff member got good performance or not, they became very

autocratic. According to the performance management policy, every staff member is expected to give good performance. If any got very good performance, they will be granted with an incremental promotion and for excellent performance, they will be promoted to the next higher position. But, almost more than fifty percent of the academic staff got even no single increment during their entire career at the university. Career stagnation and frustration is a common phenomenon at the university. When we see a local staff member's report, it says 'wow' his contribution to the university administration and society are awesome and granted with promotion. Where as, in the case of majority expatriates, it says "your performance is very good in teaching and research, but need to contribute more to the administration and society and thus your request for incremental promotion is differed"!

The classic example for this is, there were two Senior Lecturers, one is the local and the other is an expatriate. One taught nothing but was the then President of the Union and member of the University Council and was using his positions to roam around the nation and appearing in the press. The other was allotted with high workload every semester and taught twelve different major courses with a student strength of 200-500 in five distinct areas in eight years and undertook research, conducted training workshops for senior government and the national trade union officials, gave key note addresses at national trade union congresses, presented invited papers at four international conferences and published three papers. The one became quickly Associate Professor, Professor and the Dean in a short span of four years. Where as, the other one do not get a single increment in eight years. That's how expatriates are treated by the university in awarding increments and promotion. If a local write 'something' in local press, that is considered as awesome one. Where as, they starts questioning the validity when an expatriate publish in a refereed international journal. One expatriate, who hails from the same department where a local brat was abnormally promoted as Dean, was compelled to file a case in the High Court to prove the international character of the journal where he has published paper.

An overwhelming majority of the expatriates do not get any increment during their entire career at the university. It is proved true by the survey results, wherein 62.5 per cent (20/32) expatriates did not get any increment in their entire career. Tampering of performance evaluation report after it has been shown to the staff members for their response before submitting it to the Staff Review Committee is also a practice at the university. In the case of one expatriate, there was a 'very good' rating when it was shown to him for response and HOS recommended for an increment. But, to deny increment, those pages were removed and fresh report was added with only 'good' rating and submitted to the Committee by cutting staff member's signature from the original report and pasting it on new one. This tampering of records and signature forgery was realized by the staff member, when he has approached the HR Manager for the increment letter where he has queried by him that "why you have cut and paste your signature on the report instead of signing"? Then the expat has filed a forgery case with the then Acting VC, who is now VC. Since the person did forgery was local, the VC was sitting on the file for six months. It was only after the matter was reported in the students news paper, the VC has called for a meeting and extended an apology to the staff member on behalf of the culprit by stating that they could not identify who has done it. Ultimately, the expatriate had to forego the increment.

It is not out context to mention here the opinion expressed by one respondent that "there exists a common practice at the university that most of the Heads, Deans and the academic staff, those

persons belongs to a local migrant community unduly favors their befriended students and staff to satisfy their sexual needs since most of them are still singles and forced singles! For example, at FBE alone, almost seventy per cent staff belonging to that community is still 'singles' in the age group of 40-65, that has resulted in their hectically abusing of authority to fetch 'purely temporary' partners. Initially, they award better grades to students to make friendship and subsequently appoint them as graduate assistants and tutors and help them progress quickly in the career ladder". If any expatriate oppose these practices, they are eliminated from the selection committees, harassed and victimized. Even they use their weekend girlfriends to file fake complaints on expatriates. This situation has compelled the university to adopt revised policy on 21st July 2011 to deal with 'sexual relationship between staff and students and between members of staff' (HR Handbook, 5.22.11). Of course, who cares?

Leave and benefits administration

The expatriates have been experiencing gross discrimination in granting of annual leave, sick leave, sabbatical and conference leaves. The university annual leave policy states that "given the nature of academic work, the university has given approval for annual leave to be taken at a mutually convenient time during the calendar year. It is expected, however, that academic staff will normally take annual leave during the semester breaks. The staff member's wishes on the timing of the leave will be met wherever it is reasonable and practicable to do so but, except by arrangement with the Dean/Head, such absence should be outside of teaching periods.

This policy gives rise to arbitrary decisions by the Heads while granting annual leave to the expatriate academics. The cases of discrimination are galore, even when the expatriate academics apply for annual leave to fulfill their family obligations at their home country. Even they were denied their leave due, on important occasions like their daughter's marriage and docked their salary (in one case, one week salary docked for 4.5 days of denied leave period). Since these persons at the helm of affaires do not have any 'family', it is quite natural that they can't understand the family obligations!

The policy states that "the normal maximum leave accruable over the contract period is 60 days, being 15 days from the 1st year + 15 days from the 2nd year + 30 days from the 3rd year. The staff member's last day of actual work will be deemed to be the resignation date and any annual leave entitlements owing at that time will be paid out to the staff member" (HR Handbook). Expatriates are widely discriminated here also. One classic example for this is, one expat at FBE will be having an accrued leave of 43 days by the end of his contract and need to be paid out salary for that period when he leave the university. But, on the advice of the Head concerned, the Dean has instructed the expatriate to take 'leave due' during the last days of his contract in order to deny payment for the period of leave owing. But the expat, being fully aware of the rule position, has strongly challenged the Dean's authority to compel him to take leave. When the Dean was still forcing the expat, he sought clarification from the Dy. Director, Human Resources whether the Dean got powers to compel any staff to avail leave. The 'bullheaded' official told that yes, he can! However, the expat kept silent and chosen not to apply for leave and ultimately got payment for that period of leave due when he left the university. The cases of discrimination experiencing by the expatriates galore even in the case of granting Sabbatical and Conference leave entitlements.

Grievance and discipline procedures

The grievance and discipline procedures become very arbitrary and discriminatory while handling the cases of expatriates. Even, several fake disciplinary cases they float to harass expatriates that includes complaints from the students by using their personal connections with the students and their union leaders, those who want to pass the courses just by manipulation and personal favors. Examples for this situation are galore. They blatantly violate the policy and procedures and the Ordinance in handling grievances and disputes at every stage not due to their ignorance but only due to the racial discrimination and vindictiveness towards expatriates. Even, the 'double jeopardy' is also a common phenomenon in many expatriates' cases.

For an example, in the case of one expatriate, there were four issues over a period of two years where the Head of Department has taken decisions arbitrarily against the stipulated policies to disadvantage the expatriate. Even though, the expatriate being fully aware of violations, kept silent in order not to precipitate matters and loose mental peace. After two years, at the advice of the Head, the Dean has served a 'charge sheet' to the expatriate by pooling all four closed matters together as 'Allegations of Misconduct'. The expatriate, being aware of the illegality of the proceeding as well as in no single issue he was at fault, has written a strong response challenging the illegal charges. When it went to HR, they were confused with what to do with this illegal act of the Dean, who is very powerful (member of the senior management group) and just 'kept silent'. This will certainly result in lot of anxiety and stress an expatriate experience. In this regard, the expatriate wrote to the Vice Chancellor that;

“Due to the continued workplace harassment and discrimination since more than two years (see list attached) and the confirmation of no possibility of getting justice even after every effort, I have already decided to go back at the end of this contract. But, it seems they are bent upon putting unethical pressure and demoralize me to resign immediately. Because, I have openly challenged them that ‘you people can not touch me as long as I am ‘honest’ in my job and whatever you people are doing is illegal and against the principles of natural justice’ while submitting my response to a charge sheet – ‘Allegations of Misconduct’, issued by the Dean in collusion with our HOS by pooling together all (4) closed issues. The decision on it is still pending with HR since FOUR months. In each of these issues, it was blatantly clear that I was discriminated and victimized (pl. see exhibit 3)” (confidential HR records).

In another classical example where the disciplinary proceedings were initiated against an expatriate on a false charge, the administration has erred at every stage of dispute settlement and the expatriate was never given an opportunity to present himself. Any how, ultimately the charges were silently withdrawn by the university after subjecting him to harassment for more than six months. In this regard the expatriate wrote the Director HR and with a copy to the DVC and the VC that:

“The University not only erred in referring the complaint to the Committee of Enquiry as has been recently concluded by the Staff Conduct Committee, it has also deliberately erred at every stage of the dispute settlement process till date as I have been reminding

you time and again. Even if the Line administration is ignorant or conceited in adhering to the procedures, one will wonder why the HR has failed in discharging its professional responsibility. The manner in which the administration has intimidated and harassed me through a series of blatant violations of the Policy and the Ordinance since last FOUR MONTHS, is a clear testimony of administrative vindictiveness and conspiracy against me. At all the stages, my right to be heard under the principles of natural justice has been deliberately denied by the administration. -----I am really wondering why the University administration do not have minimum respect for the laid down policy, procedures and the Ordinance and the principles of natural justice. It is a misconception on the part of the University administration that it can trouble an expatriate very easily in whatever way it want and force them to resign. It is a respectable regional university, a public institution, and hence any arbitrary administrative decisions and the acts of racial discrimination are highly deplorable and illegal (confidential HR records).

In both the cases, since the concerns of the expatriates were of serious nature and the violation of human rights, any sensible administration has to call for a meeting with the expatriate and clarify the issues or rectify the mistakes. Instead, the administration kept silent and withdrawn the case which is not a remedy at all for the torment beard by the expatriate for an undue period of trial.

3.2 Discrimination of expatriates as an individual – survey data analysis

As has been discussed earlier at the last paragraph of the introduction, there were 32 responses to the questionnaire served to the expatriates at the selected university that constitutes an overall 39 per cent of the total expatriates (32/82). However, it may not be true representative since there was no or limited response from certain nationals who were a major target of recent redundancies. Since the survey is carried out recently after a lapse of one year of concluding the said restructuring and redundancies and well stabilized staff positions now, we may expect a reasonably true picture on the workplace violence in terms of discrimination and harassment experiencing by the expatriates at the selected university. The following analysis sheds light on various issues pertaining to the workplace violence and will prove or disprove the earlier discussion under 3.1. Since the details presented in the following multi-variable tables are very much self explanatory and the respondents are small in number, the discussion will be limited to the drawing important inferences only.

Nationality and workplace violence

The prevalence of workplace harassment varies greatly, with figures ranging from 1 per cent at the lowest level to above 50 per cent at the highest level, dependent upon the applied measurement strategy, occupation or sector, as well as country (Martino et al., 2003). Quine's (1999) study reveals that there is a prevalence rate of 38 per cent. O'Moore (2000, ref. in Martino et al., 2003) study of Irish sample found a prevalence rate of 17 per cent, whereas a Spanish sample revealed an occurrence of 16 per cent (Piñual & Zabala, 2002, referred in Martino et al., 2003). Correspondingly, British studies have found that about 30 per cent of employees report that they are faced with negative behavior (Rayner & Keashly, 2005). These prevalence numbers seem extremely high. If bullying exists at such a level, one may ask whether the organization or department is able to continue functioning under such extreme social stress

(cf. Hoel et al., 2002). Against this backdrop, the details of the status, nationality of the expatriates and their experience of workplace violence and comparison with locals have been presented in Table 3.

Table 3: Status and nationality of the respondents and the experience of workplace violence

Status	Race / Nationality	Experienced Violence						Not experienced		Total	
		Last 12 months		Entire career		Total experienced		No.	%	No.	%
		No.	%	No.	%	No.	%				
Expatriate	American	2	100	-	-	2	100	-	-	2	100
	Asian	12	90	-	-	12	90	2	10	14	100
	Australian	2	25	2	25	4	50	4	50	8	100
	European	-	-	2	100	2	100	-	-	2	100
	Regional	-	-	6	100	6	100	-	-	6	100
	Total	16	50	10	31	26	81	6	19	32	100
Local *	Academic	4	8	16	31	20	39	32	61	52	100
	Clerical	18	28	8	13	26	41	38	59	64	100
	Total	22	19	24	21	46	40	70	60	116	100
Grand Total		38	26	34	23	72	49	76	51	148	100

*Local staff information is taken from the earlier study by the first scholar and his students.

It is amply clear from the Table 3 that there exists a pathetic situation at the selected university since an overwhelming majority (81 per cent) of the expatriates had experienced the workplace violence and as many as 50 per cent experienced even during the last 12 months. Where as, in the case of local staff it is only 39 percent for the academic and 41 per cent for the clerical cadres. The hit rate is consistently very high for all expats, except Australian nationals. May be it is due to the reason that the university is getting major funding from Australia. Therefore, it can be inferred that the expatriates are more targeted for violence than the locals. However, the overall situation at the university is also alarming since almost 50 per cent of the entire staff has been facing the harassment. Comparing with the earlier studies referred above, the extent of workplace violence is disastrous at the selected university.

Degree of variance in workplace violence between expats and locals

The details on Faculty and gender-wise perception of the respondents on the degree of variance of workplace violence faced by the expatriates and locals are presented in Table 4.

When we looks at the perceptions of the respondents at Table 4 on the degree of workplace violence experiencing by the expatriates as compared to that of locals, it is clear that the 38 per cent of the total respondents have felt that the expatriates are experiencing more harassment than locals to a great extent, 15 per cent felt it is to a significant extent and another 8 per cent felt it is to some extent. All put together, it is 61 per cent respondents who felt expatriates are experiencing more workplace violence than the locals. However, there exists some variance at different faculties, that too in case of females only who might have seen other local females also experiencing due to their close gender association with them.

Table 4: Faculty, Gender and General opinion of the respondents on workplace violence facing by the expatriate academics compared to that of local staff

Faculty	Gender	Whether expatriates experiencing more workplace violence compared to that of locals										Total no. of respondents	
		To a great extent		To a significant extent		To some extent		To the same extent		To a lesser extent			
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
FALE	Male	-	-	-	-	-	-	-	-	-	-	-	-
	Female	-	-	-	-	-	-	6	100	-	-	6	100
	Total	-	-	-	-	-	-	6	100	-	-	6	100
FSTE	Male	2	50	2	50	-	-	-	-	-	-	4	100
	Female	-	-	-	-	-	-	-	-	-	-	-	-
	Total	2	50	2	50	-	-	-	-	-	-	4	100
FBE	Male	6	60	2	20	2	20	-	-	-	-	10	100
	Female	2	33.3	-	-	-	-	2	33.3	2	33.3	6	100
	Total	8	50	2	12.5	2	12.5	2	12.5	2	12.5	16	100
Grand Total		10	38	4	15	2	8	8	31	2	8	26	100

Gender, rank and workplace violence

The earlier studies suggest that there is no universal pattern across different countries and industries regarding the gender as an influence on harassment. As per one group of studies, gender differences with regard to the probability of being exposed to bullying, seem to exist since in most workplace studies of bullying the targets of bullying are about one-third men and two-thirds women (Zapf et al., 2003). However, other studies have found that the gender is not an important factor in experiencing workplace violence since both men and women do not differ significantly in facing violence (Ståle Einarsen & Anders Skogstad, 1996). The gender differences in the Scandinavian countries regarding prevalence of bullying are minor. No significant gender differences were found in a major study by Einarsen, Raknes, & Matthiesen (1994).

Our study also confirms this phenomenon since there is a high incidence of experiencing workplace violence by both men and women with only a minor variance at the selected university. Where as, regarding the rank of the victims of violence, lower positions are more susceptible to the violence than the academics at the higher ranks like Associate Professors and Professors (see Table 5).

Table 5: Gender and Rank of the respondents and their experience of workplace violence

Gender	Rank	Experienced Violence						Not experienced		Total	
		Last 12 months		Entire career		Total experienced		No.	%	No.	%
		No.	%	No.	%	No.	%				
Male	Professor	-	-	-	-	-	-	-	-	-	-
	Asso. Prof.	2	50	-	-	2	50	2	50	4	100
	Sr. Lecturer	4	67	-	-	4	67	2	33	6	100
	Lecturer	4	100	-	-	4	100	-	-	4	100
	Asst. Lecturer	-	-	2	100	2	100	-	-	2	100
	Tutor	-	-	2	100	2	100	-	-	2	100
	Total	10	56	4	22	14	78	4	22	18	100
Female	Professor	-	-	-	-	-	-	-	-	-	-
	Asso. Prof.	-	-	-	-	-	-	-	-	-	-
	Sr. Lecturer	2	50	2	50	4	100	-	-	4	100
	Lecturer	4	40	4	40	8	80	2	20	10	100
	Asst. Lecturer	-	-	-	-	-	-	-	-	-	-
	Tutor	-	-	-	-	-	-	-	-	-	-
	Total	6	43	6	43	12	86	2	14	14	100
Grand Total		16	50	10	31	26	81	6	19	32	100

Age, gender and workplace violence

The details on gender and age of the respondents and their experience of workplace violence are presented in Table 6.

Table 6: Gender and Age of the respondents and the experience of workplace violence

Gender	Age	Experienced Violence						Not experienced		Total no. of respondents	
		Last 12 months		Entire career		Total		No.	%	No.	%
		No.	%	No.	%	No.	%				
Male	< 40 yrs.	-	-	-	-	-	-	2	100	2	100
	41-50	2	50	2	50	4	100	-	-	4	100
	51-60	6	75	2	25	8	100	-	-	8	100
	61-65	2	50	-	-	2	50	2	50	4	100
Female	< 40	-	-	2	50	2	50	2	50	4	100
	41-50	4	100	-	-	4	100	-	-	4	100
	51-60	-	-	4	100	4	100	-	-	4	100
	61-65	2	100	-	-	2	100	-	-	2	100
Total		16	50	10	31	26	81	6	19	32	100

It can be clearly seen from the Table 6 that the both male as well as female respondents in the age groups of 41-50 and 51-60 are more prone to the workplace harassment since all of them

have experienced workplace violence. Thus, it can be inferred that competition regarding career positions, progression and rewards is the real impetus for this phenomenon where these issues becomes prominent at this age for academics. The beginning of academic career by the female at a later age (due to marriage and child birth) might extend this phenomenon to the end of their careers. It is evident from the above table where 100 per cent of women had experienced harassment even at their age of 60-65 years.

Faculty, gender and workplace violence

The Faculty-wise distribution of respondents, their gender and experience of workplace harassment has been presented in Table 7.

Table 7: Faculty and Gender of the respondents and the experience of workplace violence

Faculty	Gender	Experienced Violence						Not experienced		Total no. of respondents	
		Last 12 months		Entire career		Total experienced		No.	%	No.	%
		No.	%	No.	%	No.	%				
FALE	Male	-	-	-	-	-	-	-	-	-	-
	Female	2	33	4	66	6	100	-	-	6	100
	Total	2	33	4	66	6	100	-	-	6	100
FSTE	Male	4	100	-	-	4	100	-	-	4	100
	Female	-	-	-	-	-	-	-	-	-	-
	Total	4	100	-	-	4	100	-	-	4	100
FBE	Male	6	43	4	29	10	72	4	29	14	100
	Female	4	50	2	25	6	75	2	25	8	100
	Total	10	46	6	27	16	73	6	27	22	100
Grand Total		16	50	10	31	26	81	6	19	32	100

It can be clearly discernible from the Table 7 that the workplace violence is more pronounced at the Faculty of Arts, Languages and Education and the Faculty of Science, Technology and Engineering where in all the respondents, irrespective of their gender, have experienced workplace violence. It is also a very significant phenomenon at the faculty of Business and Economics where only 27 per cent were spared from harassment. The first two Faculties have undergone massive course restructuring and declared large number of redundancies, whereas, it has not directly affected the third Faculty. Therefore, it can be inferred that the prevailing uncertainty about jobs is an important reason for the occurrence of work place harassment. It confirms the discussion and observations made at 3.1.

Length of service and workplace violence

The details of length of service of the respondents and their experience of workplace violence are presented in Table 8.

Table 8: Length of service of the respondents and their experience of workplace violence

Length of service	Experienced Violence						Not experienced		Total no. of respondents	
	Last 12 months		Entire career		Total experienced		No.	%	No.	%
	No.	%	No.	%	No.	%				
< 1 yr.	4	75	-	-	4	75	2	25	6	100
1-3 yrs.	6	60	2	20	8	80	2	20	10	100
3-6 yrs.	-	-	4	67	4	67	2	33	6	100
> 6 yrs.	6	60	4	40	10	100	-	-	10	100

The data presented in Table 8 makes it clear that the percentage of academics experienced harassment during their first contract period of 3 years is very high (75%-80%), it is still high during second contract (67%) and became extremely high (100%) in the third contract. This scenario can be interpolated with the career expectations of the expatriates and the local boss response. Normally, the expatriates very rarely experience harassment till the completion of one Semester of teaching and then the negative minded authoritative local bosses in collusion with other local staff and sometimes with non-locals, start aggression on the expatriates till the end of their first contract. If the expatriate withstand aggression, consolidate his position and could get renewal for another term of 3 years, the aggression reduces in its coverage and intensity. When expatriate emerge as successful and competent and gets renewal for the third contract, they will be very aggressively attacked by the entire locals as a gang seeing danger for their existence.

Thus it can be inferred that the racism or nationality based discrimination is a major reason for the harassment of expatriates during the initial period of service and the fear of competition and loss of jobs and positions (Head/ Dean) is the major reason from the third contract onwards, where they are more likely to become HoDs.

Nationality and workplace violence

The details of race of victims and their experiences of workplace violence in terms of how long, who was targeted and solo or several harassers are presented in Table 9.

In next page

It is clearly discernible from the table 9 that the victims from USA, Asia (India, China, Malaysia, and Sri Lanka) and Europe (France and Germany) have been persistently attacked by the harassers. Whereas, it is mostly sporadic in case of Australia and Regional Countries, one is a major donor country and others are member countries in the university and whose government representatives' presence in the university council might have reduced the intensity of attacks. In most of the case (64%) there was only a solo harasser. However, in the case of American and Asian victims, several local harassers ganged up and targeted the victims. Since they generally feel a threat to their positions and suffer with inferiority complex due to the superior knowledge and competence possessed by the victims.

Table 9: Race of victims and their experiences of workplace violence in terms of how long, who was targeted and solo or several harassers

Race	How long	Who was targeted for harassment						Solo or several				Total	
		I was Singled out		Some other expats		Some other locals		Solo harasser		Several ganged up			
		No.	%	No.	%	No.	%	No.	%	No.	%		
American	Sporadic	-	-	-	-	-	-	-	-	-	-	-	-
	Persistent	2	100	-	-	-	-	-	-	2	100	2	2
Asian	Sporadic	-	-	-	-	2	100	2	100	-	-	2	2
	Persistent	-	-	10	100	-	-	4	33	6	67	10	10
Australian	Sporadic	2	50	2	50	-	-	4	100	-	-	4	4
	Persistent	-	-	2	100	-	-	2	100	-	-	2	2
European	Sporadic	-	-	-	-	-	-	-	-	-	-	-	-
	Persistent	2	100	-	-	-	-	2	100	-	-	2	2
Regional	Sporadic	4	67	2	33	-	-	4	67	2	33	6	6
	Persistent	-	-	-	-	-	-	-	-	-	-	-	-
Total		10	36	16	57	2	7	18	64	10	36	28	28

Note: Two respondents, who were not victims also answered as observed from now onwards.

Gender, age and rank of victim vs. harasser

The data on the gender, age and rank of the victims compared to that of harassers is presented in Table 10.

Table 10: Comparison of victim's gender, age and rank with that of harasser

Victim Gender	Harasser Gender				Harasser Age						Harasser Rank					
	Male		Female		Higher		Lower		Same		Higher		Lower		Same	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Male	10	60	6	40	6	38	6	37	4	25	12	80	2	10	2	10
Female	8	67	4	33	4	34	4	33	4	33	10	90	2	10	-	-
Total	18	64	10	36	10	36	10	36	8	28	22	79	4	14	2	7

The data presented in table 10 shows that, an overwhelming majority (64%) of harassers are male. Of course, it may be a sheer coincidence that the majority of the Heads of the Divisions, Departments and the Faculties are local men. Again, if we look at the gender of the victim and the harasser, both male and female victims were predominantly harassed by the male. However, female harassers also attack male and female almost equally. Hence it can be inferred that, the gender, either of the victim or the harasser is not a determining factor. Similarly, the age of the victims as well as the harassers is also not found as significant factor since harassers are almost equally falls under three categories. However, rank of the harassers matters much since an overwhelming majority (79%) of the harassers is in the higher ranks than the victims who ranges from the Heads of Departments to the Vice Chancellor.

Gender and types of workplace violence

The data on the gender and the different types of workplace violence experienced by the expatriate victims are given in table 11.

Table 11: Different types of workplace violence experienced by the victims and their gender

Sl. No	Type of mistreatment	Male	Fem.	Total
1	Verbal abuse, e.g., shouting, swearing, name calling, malicious sarcasm	8 (57)	4 (33)	12 (42)
2	Behaviors/actions, e. g., that were threatening, intimidating, humiliating, hostile, offensive, cruel conduct	12 (86)	4 (33)	16 (54)
3	Interference with work performance, e.g., sabotage, ensuring failure, undermining, excess workload allotment	12 (86)	4 (33)	16 (54)
4	Abuse of authority, e.g., undeserved evaluations, denial of advancement, stealing credit, tarnished reputation	8 (57)	8 (67)	16 (54)
5	Destruction of workplace relationships, e.g., with coworkers, bosses, or customers	-	6 (50)	6 (19)
6	Isolation, e.g., withholding information, freezing out, ignoring, unfair denial of leave, training, or promotion	4 (29)	4 (33)	8 (27)
7	Destabilization, e.g., persistent shifting of course allotments, attempts to demoralize, undervaluing of efforts	8 (57)	4 (33)	12 (42)
8	Threat to professional status, e.g., persistent attempts to belittle and undermine work, unjustified criticism, persistent attempts to humiliate, intimidating use of discipline or competence procedures	10 (71)	6 (50)	16 (54)
9	Threat to personal standing, e.g., undermining personal integrity, making inappropriate jokes, persistent teasing	6 (43)	4 (33)	10 (37)
10	Total number of respondents	14 (100)	12 (100)	26 (100)

It is evident from the above table 11 that all the victims have experienced multiple types of violence simultaneously since they have indicated on an average five by male and four by the female. Among the male victims, an overwhelming majority (86%) of the victims are facing violence in terms of behaviors and actions and the interference with work performance, which is followed by threat to professional status (71%), abuse of authority, verbal abuse and destabilization, all with 57 per cent experienced.

Where as, in the case of women victims, three prominent types of harassments are abuse of authority (67%), destruction of workplace relationship and threat to professional status with each experienced by 50 per cent victims. Whereas, in the case of victims as a whole, the four prominent types of harassments are behaviors/actions, interference with work performance, abuse of authority and the threat to professional status with each one of them experienced by 54 per cent victims. Therefore, it can be inferred that the workplace violence is multifaceted and multifarious and is aimed at destabilizing the expatriates' career.

Reasons for workplace violence

Zapf (1999) provided support for the view that bullying is associated with a negative work environment. Therefore, there were thirty two reasons for mistreatment listed in the questionnaire to identify right one/s in their case by the victims. However, for the purpose of identifying the dominant reasons for harassment, only top ten reasons have been selected here and presented in Table 12.

Table 12: Gender and Top 10 specific reasons indicated by the victims for their mistreatment

Sl. No.	Victim specific reasons for the mistreatment	Male		Women		Total	
		No.	%	No.	%	No.	%
1	Discrimination due to racial, nationality, ethnicity	12	86	4	33	16	62
2	Envy	10	71	-	-	10	38
3	Organizational climate	14	100	4	33	18	69
4	Inappropriate performance evaluation criteria	12	86	-	-	12	46
5	They wanted to push me out	6	43	4	33	10	38
6	Organizational politics	8	57	6	50	14	54
7	Authoritative nature of the aggressor	8	57	10	83	18	69
8	Poor empathic skills and emotional balance of aggressor	6	43	6	50	12	46
9	Self interest driven power play and politics	10	71	6	50	16	62
10	Because I am outspoken and inquisitive	6	43	6	50	12	46
11	Total respondents	14	100	12	100	26	100

As can be seen from the above table 12, the victims have indicated multiple reasons for their becoming target similar to what they have indicated under the types of harassment. On an average, male victims have indicated seven reasons and female four reasons and the victims as a whole five reasons. Thus it can be inferred that there operates multiple reasons simultaneously in victims facing the harassment. The prominent reason indicated by all the male victims (100 per cent respondents) was organizational climate, and it is followed by the discrimination and inappropriate performance evaluation criteria both with 86 per cent and then the envy and self interest driven power play and politics with each 71 per cent. In case of women victims, the single dominant reason stated by the 83 per cent victims is the authoritative nature of the aggressor. This lends support to the discussion under 3.1, i.e., the 'single' marital status of most of the migrant locals who are in positions and who always crave for satisfying their needs and if not harass!

Victims as a whole, an overwhelming majority of the victims (69%) have indicated the organizational climate and the authoritative nature of the aggressor are the major reasons for their mistreatment, which are followed by discrimination and self interest driven power play and politics with each indicated by the 62 per cent victims. Therefore, it can be inferred that the un-conducive organizational climate at the university with its authoritative and self interest driven

leadership resulting in discriminating the expatriates and harassing them. It is also supported by the earlier studies that a highly stressful and competitive environment, troubled with interpersonal conflicts and a lack of a friendly and supportive atmosphere, undergoing organizational changes and managed through an authoritarian leadership style are the reasons for harassment (Seigne, 1998).

Intensity of worrying by the victims

The information on how intensely the victims of violence have worried due to facing of workplace violence is presented in Table 13.

Table 13: Gender of the victim and how intensely they have worried

Gender	Nature	How intense were the victim worried										Total	
		Nothing		Little		Moderate		Very much		Extremely			
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Male	Sporadic	-	-	-		2	50	2	50	-	-	4	100
	Persistent	-	-	2	17	2	17	4	33	4	33	12	100
	Total	-	-	2	12	4	25	6	38	4	25	16	100
Female	Sporadic	-	-	2	25	2	25	2	25	2	25	8	100
	Persistent	-	-	2	50	2	50	-	-	-	-	4	100
	Total	-	-	4	33	4	33	2	17	2	17	12	100
	Gr. Total	-	-	6	21	8	29	8	29	6	21	28	100

It is clear from the table 13 that the intensity (very much and extremely) of worrying due to the harassment by the male victims is more than the female. It is due to the fact that the majority (12/16) of the male victims has been experiencing the harassment persistently. Since most of the male victims might be the single bread earner, this might cause them to intensely worrying when they face harassment that might ultimately result in their losing of jobs, either through the forced resignation or unjustified redundancies. It is evident from the discussion on staff redundancies at 3.1. Still five more such cases are pending in the Industrial Tribunal since last couple of years as reported by the Vice Chancellor to the Council. He states that “in the case of the five academic and comparable staff, the hearing by the Tribunal took place on 19-21 July 2010. One of the cases has been settled, two are still being negotiated, and two others will be heard by the Tribunal in November. I am optimistic that this matter will be resolved soon” (VC’s Report to the Council, 2011).

Personal and health problems facing by the victims

It is evident from the Table 14 below that on an average the male victims have faced five types of personal and health problems, but it only three types for the female victims. Thus, there is a greater correlation between the number of harassment types, the number of various reasons there for and the intensity of worrying and the various types of personal and health problems experiencing by the male as well as female victims (it can easily be established with statistical tests). Strikingly, all the male victims have experienced the problem of career frustrations and at the same time an overwhelming majority of them (86%) have experienced the problem of

strained relationship supervisor and lost interest in continuing with the organization. Another seventy one per cent have suffered with stress and related illness.

Table 14: Gender of the victims and their experiencing of personal & health problems

Sl. No.	Type of personal problems victim experienced	Male		Female		Total	
		No.	%	No.	%	No.	%
1	Stress and related illness	10	71	8	67	18	69
2	Loss of sleep and appetite	8	57	6	50	14	54
3	Dependency on alcohol to relax	4	29	2	17	6	23
4	Using medicines to cope	2	15	-	-	2	8
5	Problems with relationship with spouse	2	15	-	-	2	8
6	Problems with relationship with colleagues	8	57	2	17	10	38
7	Problems with relationship with supervisor	12	86	2	17	14	54
8	Problems with relationship with clients	-	-	-	-	-	-
9	Problems with relationship with friends	-	-	-	-	-	-
10	Career frustrations	14	100	6	50	20	77
11	Don't like your type of work	-	-	4	33	4	15
12	Feel like leaving the organization	12	86	4	33	16	62
Total Number of Victims		14	100	12	100	26	100

Where as in the case of women victims, the important problems they have experienced includes stress and related illness (67%), loss of apatite and career frustrations with each 50 per cent experienced. In the case of victims as a whole, the prominent problems they are facing includes career frustrations (77%), stress and related illness (69%), feel like leaving the organization (62%) and the loss of sleep and appetite and the problems of relationship with supervisor each with 54 per cent.

From the above analysis, it can be inferred that the problems facing by the expatriate victims leads to high academic staff turnover. It is found true in the light of the concerns shown by the 'Review Sub Committee of the Council' (Draft Consultative Report, 2010, p.75). That says:

“The University makes an enormous investment in recruiting and developing its staff and it is vital that this investment is fully realized by retaining them. In recent years in particular, there has been a high level of staff turnover. This can result in the loss of corporate memory and skills and lead to an erosion of the knowledge capital of the institution”.

Even the Vice Chancellor himself admitted this in his recent report to the Council that “The University still continues to face some difficulties in making timely and good quality appointments especially at the higher levels” (VC's Report to the Council, 2011).

Race, gender and conflict handling strategies

It is evident from the below Table 15 that all the victims, male as well as female from Asia have adopted 'competing' as a conflict handling strategy since the majority of them have been facing

harassment persistently. Where as, the victims from other nationalities have adopted different other strategies also. The dominant strategy adopted by the victims as a whole is ‘competing’ with 54 per cent. It is followed by collaboration (18%), and compromising (11%).

Therefore, with this trend it can be inferred that the gravity of the problem of workplace harassment is very acute at the selected university that resulted in adopting aggressive attitude by the victims by risking their careers and jobs.

Table 15: Race and Gender of the victims and the adoption of conflict handling strategies

Race	Gender	Conflict handling strategy											
		Unassertive		Avoiding		Accommo.		Compro.		Competing		Collabo.	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
American	Male	-	-	-	-	-	-	-	-	-	-	-	-
	Female	-	-	-	-	-	-	1	50	-	-	1	50
Asian	Male	-	-	-	-	-	-	-	-	10	100	-	-
	Female	-	-	-	-	-	-	-	-	2	100	-	-
Australian	Male	2	100	-	-	-	-	-	-	-	-	-	-
	Female	-	-	2	50	-	-	-	-	2	50	-	-
Regional	Male	-	-	-	-	1	25	2	50	-	-	1	25
	Female	-	-	-	-	-	-	-	-	-	-	2	100
European	Male	-	-	-	-	-	-	-	-	-	-	-	-
	Female	-	-	-	-	-	-	-	-	1	50	1	50
Total	Male	2	12.5	-	-	1	6	2	12.5	10	63	1	6
	Female	-	-	2	17	-	-	1	8	5	42	4	33
Grand Total	28	2	7	2	7	1	4	3	11	15	54	5	18

Current status of the harassment

It is clear from the following Table 16 that the current status of the problem is alarming since in 50 per cent of victims, the problem is still continuing and in another 21 per cent cases the victim was forced to resign, and in 14 more per cent cases victims left the organization. Thus, in a total of 85 per cent cases the problem has been of a continued nature.

Table 16: Gender of the victim and the current status of the mistreatment

Sl. No.	Current status	Male		Female		Total	
		No.	%	No.	%	No.	%
1	Not stopped, still continuing	8	50	6	50	14	50
2	Harasser transferred or terminated	2	12.5	2	12.5	4	14
3	Harasser stopped after sanctions	2	12.5	4	37.5	6	21
4	Target transferred	2	12.5	-	-	2	7
5	Target left the organization	4	25	-	-	4	14
6	Target was forced to resign	6	37.5	-	-	6	21
7	Total	16	100	12	100	28	100

Note: Response 1 and 5 & 6 are multiple responses

Race, gender and complaining by the victims

As can be seen from the Table 17 that an overwhelming majority of the victims, both men and women have complained to the higher authorities about the harassment they are facing. This situation reveals that the problem of workplace harassment is so intensive and extensive where the victims were compelled to lodge an official complaint to the higher authorities.

17. Race, Gender of the victims and their complaining or taking legal action

Race	Gender and whether complained or not											
	Male				Female				Total			
	Yes		No		Yes		No		Yes		No	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
American	-	-	-	-	2	100	-	-	2	100	-	-
Asian	10	100	-	-	2	100	-	-	12	100	-	-
Australian	-	-	2	100	4	100	-	-	4	50	2	50
European	-	-	-	-	-	-	2	100	-	-	2	100
Regional	4	100	-	-	-	-	2	100	4	67	2	33
Total	14	87.5	2	12.5	8	67	4	33	22	79	6	21

Responses of employer's representatives to resolve the complaints

The details relating to the response of the employer's representatives to resolve the complaints lodged by the victims are presented in Table 18.

Table 18: Responses of the different employer's representatives to resolve the complaints

Response to complaint by	Resolved/ Attempted		Did nothing		Retaliated/ Caused ret.		Not complained		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Head/Dean	8	36	6	28	8	36	-	-	22	100
H. R. Dept.	-	-	14	64	-	-	8	36	22	100
DVC/VC	-	-	10	44	6	28	6	28	22	100
Total	8	12	30	45	14	21.5	14	21.5	66	100

If we look at the responses of different authorities to the complaint lodged by the victims, it is disheartening to note that in a large number of cases (36%), the Head of the Department or Dean did retaliate or caused retaliation instead of healing the problem since they themselves are the perpetrators of harassments in majority cases and they did nothing in another 28 per cent cases. The Human Resources Department did nothing in all the fourteen cases that were reported to it since, the devolution of powers to the line authorities; HoDs and Deans made the HR Department helpless! In the case of matters complained to the DVC/VC, they have chosen either not to do anything leaving the matter to the mercy of the HoDs and Deans or supported them by

retaliating, which are pathetic. For example, an expatriate has obtained appointment of the DVC one day in advance and on the day of scheduled meeting, the Secretary to the DVC rang him one hour in advance of meeting time and informed to attend meeting immediately. Then the expat went running to the DVC's office with a lot of hope of getting his problem solved. But, to his dismay, after waiting for half-an-hour in the visitors lounge with due information to the Secretary, some messenger came out from DVC's office and informed the expat to again go back to the Dean and discuss the problem who is the very source of his frustration. The expat responded with grief that "if the perpetrator can solve the problem, why I had to come all the way here?" and left the place!

Impact of harassment on job satisfaction

As can be seen from the Table 19 below, the impact of workplace violence is pervasive and many ramifications for the employees. On average male victims expressed of having four types of impact, whereas it is only 2.7 types by the female. The morale decline and feel like leaving the job are the two prominent types of impact the majority (75%) of the male victims have indicated. These are followed by lost work time worrying about and work team disruption with 62.5 per cent. Whereas in the case of women victims an overwhelming majority of 83 per cent faced the problem of morale decline that is followed by work-team disruption. Victims as a whole the type of impacts most victims have had are morale decline (79%), work-team disruption and feel like leaving the job each with 57 per cent. Thus it can be inferred that, the impact is severe that affected the team work and resulted in morale decline that ultimately compelling them to leave the job which is evident from high academic staff turnover rates at the university as referred earlier.

Table 19: Gender and impact of workplace violence on job satisfaction of the victims

Sl. No.	Type of impact on job satisfaction	Men		Women		Total	
		No.	%	No.	%	No.	%
1	Excessive absenteeism	-	-	-	-	-	-
2	Work team disruption	10	62.5	6	50	16	57
3	Drop in productivity	8	50	4	33	12	43
4	Morale decline	12	75	10	83	22	79
5	Employees sabotage	4	25	2	17	6	21
6	Lost work time due to worrying about	10	62.5	4	33	14	50
7	Lost work time avoiding the instigator	6	37.5	2	17	8	29
8	Changed jobs to avoid instigator	4	25	-	-	4	14
9	Feel like leaving the job	12	75	4	33	16	57
Total number of victims		16	100	12	100	28	100

The rate of job satisfaction among the victims

It can be seen from the Table 20 that, the degree of job satisfaction is very low among both the male and female victims after their experience of workplace violence. Certainly, this situation prevailing at the selected university is very alarming having wider consequences for the learning-teaching process and may also result in losing of the valued academics as well as the student

numbers to the rival institutions. It is evident from the joining of many academics at rival institutions in the country after resigning from this university in recent times.

20. Gender of the victims and their rate of job satisfaction after the incidence of violence

Gender	Degree of job satisfaction of target after the incidence 1 very low ----- 5 very high										Total	
	1		2		3		4		5			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Male	14	87.5	2	12.5	-	-	-	-	-	-	16	100
Female	6	50	2	12.5	4	37.5	-	-	-	-	12	100
Total	20	71	4	14.5	4	14.5	-	-	-	-	28	100

Impact of violence on the organization

It can be clearly seen from the below Table 21 that the victims have indicated several types of impact on the organization due to the prevailing violence. On an average male indicated six types and female 2.5 types of impact on the organization, whereas the victims as a whole have indicated four types of impact. An absolute majority of male victims (87.5%) have indicated recruitment problems and morale decline are the two prominent types of impact which are followed by lost work time worrying and damaged employer reputation each with 75 per cent indicated. Whereas, the dominant impact identified by 83 per cent female victims is morale decline. Victims as a whole the very important impact is morale decline (86%) which is followed by damaged employer reputation (64%), dropping productivity, recruitment problems, high turnover with each 50 per cent victims indicated.

Table 21: Gender and the impact of violence on the organization as observed by the victims

Sl. No.	Type of impact on organization	Male		Female		Total	
		No.	%	No.	%	No.	%
1	High turnover in affected units	10	62.5	4	33	14	50
2	Excessive absenteeism	-	-	-	-	-	-
3	Work team disruption	8	50	4	33	12	43
4	Recruitment problems	14	87.5	-	-	14	50
5	Drop in productivity	10	62.5	4	33	14	50
6	Morale decline	14	87.5	10	83	24	86
9	Discrimination complaints	12	75	-	-	12	43
10	Employees sabotage	-	-	-	-	-	-
11	Damaged employer reputation	12	75	6	50	18	64
12	Lost work time worrying about	12	75	2	17	14	50
13	Positive impact	-	-	-	-	-	-
14	None	-	-	-	-	-	-
Total number of victims		16	100	12	100	28	100

Suggestions given by the victims to overcome the problem

As can be seen from the below Table 22 that majority of the male respondents (75%) felt that special training in communication to be given to the organizational members as well as stringent actions on perpetrator should be taken to reduce the problem of workplace violence. They also felt that there is a need to involve union officials more and give training in managing violence. Whereas, majority of women victims (66%) preferred to raise awareness, stringent actions and rendering support to the persons violating discipline. The four important suggestions given by the victims as a whole are stringent actions on perpetrators, special training in communication, raising awareness on workplace dignity and encouraging the role of union officials. However, strikingly two women victims (7%) have indicated that nothing will solve the problem since the entire administration has been ganged up and discriminating and harassing the expats.

Table 22: Top 4 suggestions of respondents on how employer should reduce workplace bullying

Sl. No.	Employees' top 4 suggestions to reduce the incidence of workplace violence	Men		Women		Total	
		No.	%	No.	%	No.	%
1	Introduce policies to manage dignity	10	62.5	4	33	14	50
2	Special training in communication	12	75	4	33	16	57
3	Training in managing of violence	10	62.5	2	17	12	43
4	Train staff to manage stress	2	12.5	-	-	2	7
5	Support staff who had been violated	2	12.5	8	66	10	36
6	Raise awareness on workplace dignity	8	50	8	66	16	57
7	Stringent actions on perpetrator	12	75	8	66	20	71
8	Encourage the role of union officials	10	62.5	4	33	14	50
9	Others (nothing works when admin. involved)	-	-	2	17	2	7
Total		16	100	12	100	28	100

4. Important Observations

In the light of the above discussion on workplace violence facing by the expatriates as a group under 3.1 and expatriates as an individual under 3.2, it is clear that the workplace violence in terms of discrimination and harassment facing by the expatriate academics at the selected university is widely prevalent, pervasive, multifaceted and multifarious since 81 per cent of the respondents had become the victims. But in the case of local staff, only 40 per cent of them were affected.

The important observations of the paper include:

- It has been triggered since 2007-08 when a native migrant Vice Chancellor has assumed office and introduced many draconian policies that humiliate, marginalize and eliminate the expatriate staff.
- It is widely ranged from simple bullying at day-to-day work life to the workload allotment, performance appraisal and rewards, contract renewals and promotions, housing policy, leave and benefits administration, grievance and discipline handling, faculty

restructuring and the massive undue redundancies announced targeting the expatriates, to name a few.

- The major reasons for this situation are the envy and racism of one of the local migrant community which is seizing all the fruits of development in the country. All the ruling positions at the University were captured by them since 2007. The hidden agenda of the intellectual class of that particular community is to establish their hegemony over all the three higher educational institutions in the Country and establish their cultural hegemony over the original natives. They see expats as a major threat to their hegemony.
- Other reasons being, the devolution of powers from HR to Deans and HOSs to decide all human resource matters, increased competition in higher education with the advent of two new Universities, university restructuring and re-restructuring (dwindling down) and the weak Council consisting of twelve member countries representatives who lacks competence and ownership feeling and the political turmoil in the nation and in some member countries.
- The negative impact of the prevailing widespread workplace discrimination and harassment of expatriate staff is pervasive on staff wellbeing, morale, productivity and turnover. Turnover rates are very high in recent years due to the push factors fuelled by discrimination and harassment of expatriate academic staff.
- It is also a fact that the local staff belongs to the iTaukei (natives) race and other regional countries are also facing this problem as can be seen from their meager existence in the university.

5. Conclusion

To combat this problem, the University needs to revitalize its policies and procedures and transfer back the HR functions to the HR Department, since there is a full-fledged HR Department with professionally competent staff. Need to involve staff union in every aspect of human resource decisions where there exists scope for discrimination and complaints of harassment. There is also a need for strengthening the Council competence, commitment and vigilance on the internal affairs of the university. However, as long as racism and envy are the essence of the organizational culture there is no scope for improving the workplace dignity at the selected university.

The paper concludes that, apart from regional variations, the globalization, racism, increased competition and loss of job security have triggered the various forms of workplace violence experiencing by the expatriate employees and there needs a widespread research in its intensity and magnitude across various countries and sectors in order to develop understanding and combat the problem and promote workplace dignity, which is fast eroding during the 21st Century.

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