El mobbing entre congéneres en las instituciones educativas

Mobbing Between Congeners in Educational Institutions

Mobbing entre congêneres em instituições de ensino

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Resumen

El propósito de este documento es presentar mediante el análisis documental reflexiones sobre el acoso moral o *mobbing* en los entornos universitarios por mujeres hacia sus congéneres. El estudio cualitativo, exploratorio y descriptivo surge de dos preguntas: ¿Qué las motiva a acosar moralmente a otra mujer? ¿El acoso de la mujer es similar al del varón? La respuesta es compleja debido a la escasez de fuentes e investigaciones centradas en la mujer acosadora moral, y a la falta de casos registrados en las instituciones educativas en donde los protocolos de denuncia están dirigidos exclusivamente al acoso sexual.

El objetivo de la investigación se centra en exponer este fenómeno que se está incrementando debido a la invisibilidad de la mujer como acosadora producto del discurso actual, en donde generalmente es víctima de la violencia; sin embargo, cuando ejerce el rol contrario es aún más efectiva en paralizar y destruir de una forma sutil y silenciosa, disfrazándose en la amistad (Prieto, Carrillo y Castellanos, 2016).

La investigación es documental de enfoque cualitativo. Utilizando la metodología de caso, se acompaña de un análisis hermenéutico, al igual que de la aplicación de la entrevista a informantes clave y de la observación directa como instrumentos de recopilación de datos. El método de interpretación fue la triangulación de datos, lo cual generó las reflexiones expuestas.

Las conclusiones, por tanto, establecen nuevas líneas de investigación, ya que en los casos presentados el líder del acto está oculto y utiliza a la mujer como arma para el acoso y destrucción de sus congéneres, lo que sugiere el desarrollo de nuevos patrones de violencia con la finalidad de evadir la normatividad y los protocolos de detección. Asimismo, a partir del análisis de las fuentes se sugiere que, aunado a que es escasa, la poca investigación existente de agresiones alternativas se encuentra escondida en las publicaciones académicas, ya que la cultura machista ridiculiza la agresión de las mujeres como algo poco femenino, oculto y, a consideración de los investigadores, de poco valor.

Palabras clave: acoso, educación, institución de enseñanza, mujer y desarrollo, relaciones entre pares.

Abstract

The purpose of this document is to present through the documentary analysis reflections on the moral harassment or mobbing in university settings by women towards their peers. The qualitative, exploratory and descriptive study arises from two questions: What motivates women to morally harass another woman? Is the harassment of women similar to that of men? The response is complex due to shortages of sources and investigations centered on moral harassing women, and the lack of cases recorded in educational institutions where reporting protocols are directed exclusively to sexual harassment.

The objective of the research focuses on exposing this phenomenon that is increasing due to the invisibility of women as a bully in the current discourse, where she is generally a victim of violence; however, when she exercises the opposite role, she is even more effective in paralyzing and destroying in a subtle and silent way, disguising herself in the clutches of friendship (Prieto, Carrillo and Castellanos, 2016).

The research is a qualitatively focused documentary. It is accompanied by the results of the hermeneutic analysis of cases documented in a case study obtained from the interview. The method applied for data interpretation was triangulation method, which generated the reflections presented.

The findings, therefore, establish new lines of inquiry since in the cases presented the leader of the harassment is hidden and uses the woman as a weapon for the harassment and destruction of her congeners, suggesting the development of new patterns of violence with

the purpose of evading the regulations and detection protocols. Likewise, from the analysis of the sources it is concluded that, together with the fact that it is scarce, the limited existing research of alternative aggression is hidden in academic publications as macho culture ridicules the aggression of women as something unfeminine, hidden and in consideration of low-value researchers.

Keywords: mobbing, education, educational organizations, women and development, peer relationship.

Resumo

O objetivo deste documento é apresentar, por meio de análise documental, reflexões sobre assédio moral ou assédio moral em ambientes universitários por mulheres em relação a seus pares. O estudo qualitativo, exploratório e descritivo surge de duas perguntas: O que os motiva a assediar moralmente outra mulher? O assédio às mulheres é semelhante ao dos homens? A resposta é complexa devido à escassez de fontes e pesquisas voltadas para a mulher que assedia moral, e à falta de casos registrados em instituições de ensino onde os protocolos de denúncia são direcionados exclusivamente ao assédio sexual.

O objetivo da pesquisa é expor esse fenômeno que está aumentando devido à invisibilidade das mulheres como produto perseguidor do discurso atual, onde geralmente são vítimas de violência; No entanto, quando desempenha o papel oposto, é ainda mais eficaz em paralisar e destruir de maneira sutil e silenciosa, disfarçando-se de amizade (Prieto, Carrillo e Castellanos, 2016).

A pesquisa é um documentário com abordagem qualitativa. Utilizando a metodologia do caso, é acompanhada de uma análise hermenêutica, bem como a aplicação da entrevista aos informantes-chave e a observação direta como instrumentos de coleta de dados. O método de interpretação foi a triangulação dos dados, que gerou as reflexões apresentadas.

As conclusões, portanto, estabelecem novas linhas de investigação, uma vez que, nos casos apresentados, o líder do ato está oculto e utiliza as mulheres como arma para assédio e destruição de seus companheiros, o que sugere o desenvolvimento de novos padrões de violência. para evitar regulamentos e protocolos de detecção. Da mesma forma, com base na análise das fontes, sugere-se que, além de escassa, oculte-se nas publicações acadêmicas a pouca investigação existente sobre agressões alternativas, uma vez que a cultura machista

ridiculariza a agressão à mulher como algo não feminino, oculto e, para a consideração dos pesquisadores, de pouco valor.

Introduction

This paper is a documentary review with a qualitative and descriptive approach, taking into account relevant sources on the abuse of power, specifically with regard to mobbing or moral harassment by women against their counterparts in educational institutions. The purpose of this study is to define and understand mobbing. Although this dynamic is apparently more subtle and undetectable, in addition to the little information on the issue of harassing women, it has increased due to harassment detection policies and protocols. This issue leads us to three primary considerations: 1) Is the stalker covering up in the manipulation of women? 2) Is the role of the stalker woman not relevant to scholars of the subject? and 3) does stigmatization of the stalker male influence the acceptance of this practice in women? While these are questions that derive from documentary analysis, the results point to new practices of harassment and covert violence.

Mobbing: characteristics and identification

The first definition of mobbing is attributed to Professor Heinz Leymann, who focuses on describing severe forms of harassment in organizations. The author understands by mobbing "repeated and clearly negative actions that are directed against employees in an offensive manner and that can lead to their marginalization of the community in the workplace" (cited in Hirigoyen and Valls, 2001, p. 155) . Moral harassment is characterized by abusive attitudes that occur continuously and permanently; It is degrading and has a devastating effect on personal integrity. However, what makes it imperceptible is that the abuser directs these actions in a subtle but destructive way in small doses aimed at the victim quitting his job through a hostile environment. The specific mode of aggression, in the words of Hirigoyen and Valls (2001), varies according to socio-cultural media. The more we climb

the hierarchy and the socio-cultural scale, the more sophisticated, perverse and difficult to notice are the aggressions.

Along the same lines, Cárdenas and Trujillo (2007) make a historical review of mobbing since the 1990s. This pair of authors report that the first studies of Wyatt and Hare (1997) exposed this phenomenon in the workplace, which, in addition, was characteristic of advanced societies, and that later researchers in psychology and psychiatry (Rivera, 2002) were They focused on analyzing the repercussions of this type of aggression on the victims.
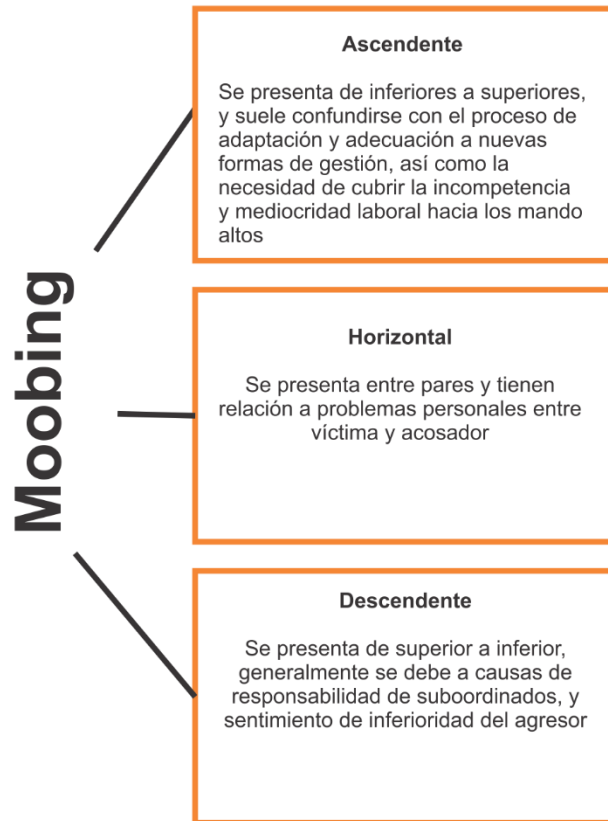
However, in the words of Edreira (2003), moral harassment or mobbing in the workplace is intended to intimidate, reduce, intimidate and emotionally and intellectually consume the victim, and seeks to expel her from the organization without economic costs. The origin of moral harassment can be based on two aspects: of the organization or of an individual with psychopathic tendencies that sustain his need to attack, control and destroy another colleague. Leymann (cited in Hirigoyen and Valls, 2001, p. 155) provides a fundamental consideration: it is always the result of a professional conflict that has been poorly resolved.

Mobbing has its differences in the type of harassment. Returning to Leymann (1996), this author mentions that he is characterized by causing psychological, psychosomatic and social suffering: an individual is harassed by one or more people almost daily and for prolonged periods, which leads the person to the loss of his job . Even, as Marín and Castro (2014) point out, in some cases it will cost him his life. Edreira (2003) points out that "it is a clean violence, there are no tracks, the witnesses see nothing" (p. 133).

This perverse vertical, horizontal or mixed practice (in relation to the ascending, descending or peer hierarchy) is based on a power relationship, and is aimed at victims who are considered weak. This act also has the particularity of integrating participants, who can be active or observers of harassment. In this regard, Edreira (2003) mentions that "when the stalker comes from the superior hierarchical structure through strategies of seduction, corruption or instruction recruits accomplices in what he calls the victim's lynching" (p. 134).

Following this time Vartia (2002), mobbing has a taxonomy regarding the motivation of the stalker, which is presented as follows in Figure 1.

Figura 1. Tipos de *mobbing* en relación a la motivación del acosador

Moobing

Ascendente

Se presenta de inferiores a superiores, y suele confundirse con el proceso de adaptación y adecuación a nuevas formas de gestión, así como la necesidad de cubrir la incompetencia y mediocridad laboral hacia los mando altos

Horizontal

Se presenta entre pares y tienen relación a problemas personales entre víctima y acosador

Descendente

Se presenta de superior a inferior, generalmente se debe a causas de responsabilidad de suboordinados, y sentimiento de inferioridad del agresor

Fuente: Elaboración propia con base en Vartia (2002)

Edreira (2003, pp. 136-137) specify the characteristics of the stalker, which are described in Table 1 below.

Tabla 1. Características de acosador

Característica	Descripción
Falta de empatía	Insensibles, incapaces de deprimirse y de experimentar auténticos sentimientos de duelo o tristeza. Ven al otro como a una amenaza, les falta humildad para enriquecerse y aprender de los demás, viven atemorizados por las capacidades de las personas que los rodean.
Irresponsables y carentes de sentimiento de culpa	Tienen dificultades para tomar decisiones en su vida diaria y necesitan que otras personas asuman esa responsabilidad.
Mentirosos compulsivos	Suelen llevar una doble vida y rehacen su vida privada con facilidad porque se hacen pasar por víctimas.
Megalomanía y discurso mesiánico	Discurso moralizante, exhiben valores morales irreprochables, se presentan como personas religiosas o cívicas.
Encanto personal	Tienen capacidad de seducción.
Vampirismo y estilo de vida parasitario	Siente una envidia muy intensa hacia los que parecen poseer cosas que ellos no poseen, sobre todo hacia los que gozan de la vida. Son muy pesimistas y la vitalidad de los demás le señala sus propias carencias.
Paranoia	El perverso narcisista toma el poder mediante la seducción; el paranoico por la fuerza. Manipulación premeditada: El psicópata organizacional tiene un objetivo meditado y deliberado: el poder.

Fuente: Elaboración propia con base en Edreira (2003, pp. 136-137)

Continuing with Edreira (2003) and its valuable contributions, the phases of the mobbing process are highlighted, which are explained in figure 2.

Figura 2. Las cuatro fases del proceso del *mobbing*
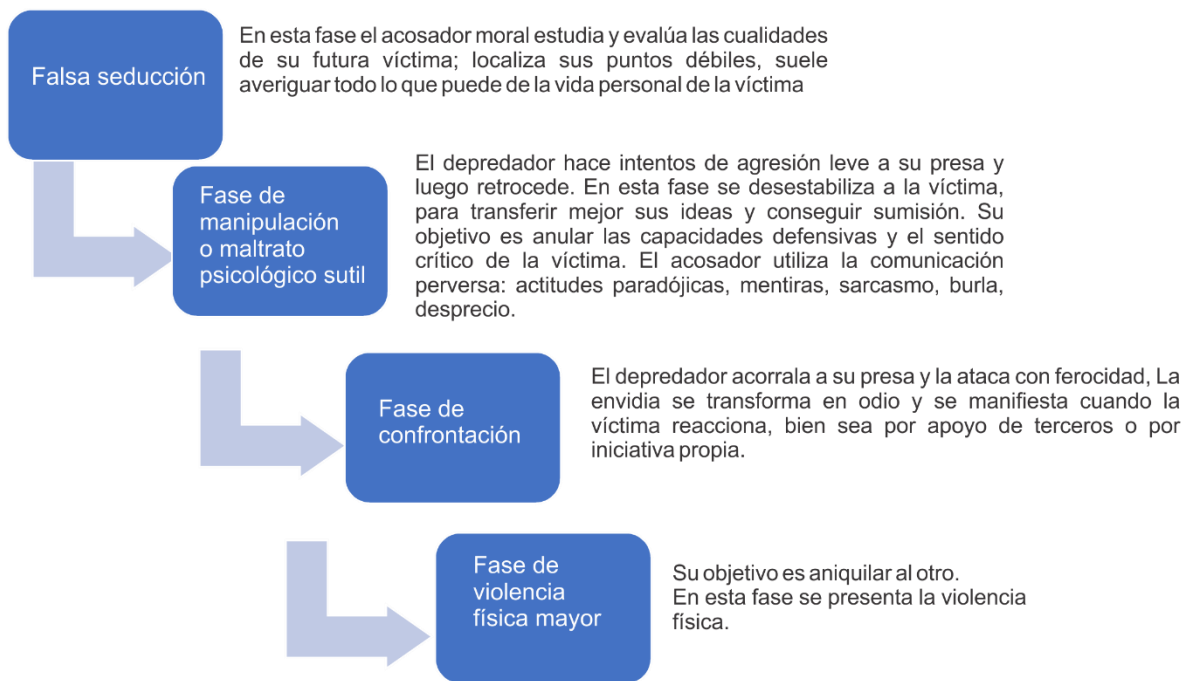
Fuente: Elaboración propia con base en Edreira (2003, pp. 139-143)

However, one issue that is being presented in organizations is that sometimes it is rewarded and promoted mobbing, as is the case of educational institutions, although this means a high cost in the reward of participants, since it is collective . In Mexican university spaces, harassment is generally disguised as conflicts between people based on personality, grid or struggle for power, which has been normalized and tolerated (Edreira, 2003).

Other studies analyze how the university is an institution where an adverse environment towards women is generated, that is, it is a space where social control permeates institutional behaviors and practices characterized by force, coercion, abuse or silencing (Osborne, 1995, cited in Gallego, 2015, p. 15). In the education sector, harassment or harassment specifically towards women limits them in their professional growth and leads them in many cases to make the decision to quit their job for fear of reporting. The person who exercises the violence generally has a higher position than the victim, which intimidates her and chooses to terminate the employment relationship (Lara, Sánchez and Rivera, 2018, p. 2228)

Another issue that relates the university to moral harassment is that stressful environments promote its appearance, mainly due to two conditions: poor communication and lack of recognition in the work of one's professional identity (Hirigoyen and Valls, 2001, p. 157) Although the news currently revolves around a permanent exhibition of numerous cases of violence in educational environments, mobbing is not typified within the harassment and, therefore, also in the design of protocols to detect this crime. This is due in large part to the difficulty of having evidence or evidence, the lack of clarification of responsibility, as well as the inefficient elaboration of operating regulations, which do not have qualified personnel and are honorary positions that hinder prevention, denunciation and solution derived from their ignorance and null specialized training in legal terms. In the investigation by Prieto, Carrillo and Castellanos (2016) it is stated that the practice of this particular harassment is concealed in cultural expressions and emphasizes that gossip in Mexican culture is an effective practice of spreading information that is often false and distorted of the victim whose objective is to damage his integrity.

For their part, Eagly and Mladinic (1994, cited in Delgado, Palma and Rivas, 2015, p. 118) mention that gender stereotypes are responsible for prejudices and gender discrimination in the work context, in addition to belonging to entrenched social beliefs regarding the roles of men and women.

In mobbing it is common for the victim to be exposed to the accused as a stalker by the same perpetrators, who take advantage of the academy's mechanisms to manipulate the members of the committees reviewing the complaint. In this sense, as we have seen, the target by number is lower than the stalkers and it turns out that most of the time far from defending the victim they are charged unduly psychological, administrative, economic and academic costs, in addition to putting Doubt the credibility.

As Almudena Díaz (2013, cited in Aveiga and Ponce, 2019, p. 124) comments, organizations should design forms of individual and collective intervention, such as: a) Strengthening of internal communication aimed at preventing conflicts between employees and managers; b) Personal and professional conciliation focused on reducing stress and absenteeism, as well as the detection of psychosocial factors in the employee; c) Attention of psychosocial risks through trained personnel and case follow-up strategies; d) Socio-labor integration of people at risk of social exclusion and vulnerability, and e) Labor mediation

through negotiation, conflict resolution and application of the internal laws of a company. In this sense, the reason why the institutions refuse to develop and implement effective and consistent policies, not exclusively of prevention and denunciation but the interventions mentioned above, is because they consider it to be expensive, thereby minimizing the labor consequences that In the end they influence the rotation, health and productivity of its employees, and even the competitiveness of the organization.

In addition to the aforementioned, Cárdenas and Trujillo (2007) comment that, from psychopathology, there is also a tendency for "frightened subjects to become docile followers of the aggressor to ensure their survival at work" (p. 5). That is, the practice of this harassment is aimed at having control based on the permissiveness and passivity of employees, since the risk of losing job security is permanently in place.

As for the victims of mobbing, it is important to mention that it not only occurs in the youngest employees who enter their first job, or in those who occupy temporary positions, as is normally thought, but it is also a practice that It has been aimed at workers with seniority and efficiency in the company, derived from certain conditions, for example, retirement pending signing or even officials who are affected by opposing groups of power in organizations (Rojo and Cervera, 2005). Taking into account the above, in the educational institutions changes of political structure are carried out that are not always of the same group but contrary, which enhances the appearance of harassment in the search for unethical strategies to position individuals within key positions of control and decision making.

Materials and method

The objective of the investigation is to identify the factors that promote harassment among female peers in a higher education institution in the state of Guanajuato and the impact it has on the victims. Be part of two research questions:

1) What motivates women to morally harass another woman?

2) Is the harassment of women similar to that of men?

The field research carried out was qualitative, explanatory and descriptive by analyzing seven cases of academic women in a higher level educational institution. The research methods on which the work is based is ethnology and phenomenology, derived from the need to analyze the phenomenon in order to identify nuclei of meanings. The case study

methodology does not pretend generality, but particularity, so it must be understood that this reality prevails in the case study.

The research assumptions are the following: a) mobbing among women is based on motivations of jealousy and envy and b) the leader of mobbing among women is a man of superior hierarchy.

Ethical aspects of research

The ethical aspects were based on confidentiality: professional secrecy was granted to the information of key informants and their privacy was respected, so a consent agreement was drawn up where the name protection was specified, the omission of the name of the institution and jobs, right to know the information collected and the speech transcript.

Methodological framework

The qualitative study aims to consolidate, reduce and interpret the data that people provided, taking into account what the researcher knows, and, therefore, make that data understandable based on the context and the research questions made (Merriam , 1998). Taking into account the above, the methodology used is of a qualitative approach, specifically the case study, so it is essential to point out that it does not represent a sample of a population or universe, but a specific case whose purpose is an analytical explanation, non-statistical, and thereby expand and generalize theories based on three phases of the research process, namely theory, fieldwork and analysis of results.

The selection of this methodological position for the present investigation is based on two arguments:

a) It offers important results and information that cannot be found through quantitative methods, which contributes to decision-making in organizations. In this sense, the intention case study is to identify situations that allow the generation of new explanations to a specific context that corresponds to a specific time, so they are not universal truths (Monge, 2010).

b) It is essential for research that has exploratory, descriptive and explanatory objectives, which allow the construction and development of theoretical perspectives (Bonache, 1999).

The methodology consists of the following phases:

1) Selection of key informants. Participation was by invitation to women who had faced mobbing in their workplace and whose cases had evidence of the process to carry out the analysis by direct observation of the documentation.

2) Design of data collection instrument. For the formulation of the instrument, the contribution of Einarsen (2000, p. 388) was taken into account, who establishes the aspects to be taken into account to identify the causes of mobbing: a) based on the personality of the victim and the stalker; b) depending on the characteristics inherent to human interactions in organizations, and c) in the specific climate and organizational environment of an organization.

The technique used was the semi-structured interview based on three categories: stages of harassment, complaint process and moral damage. The questions of the instrument were the following: What was the reason for the moral harassment ?, Who was the leader of the moral harassment, How many participated in the dynamics of the harassment (participants and observers) ?, What was the dynamics of the harassment ?, Did you have any warning from the collaborators of the situation ?, What was the complaint procedure, if any ?, Did you have expert advice or any academic instance during the process ?, What was the behavior of your top hierarchical boss ?, What was the behavior of your colleagues ?, Do you know the undercover stalker ?, and finally What was the verdict of the instance that reviewed the case?

3) Application of the instrument. An application schedule was determined that consisted of one session per key informant. The stories were collected from questions, and from the authorization of the informants the interviews were recorded for later transcription.

4) Information analysis. The interview analysis process was carried out taking into account the following sections:

a) Speech analysis.

b) Identification of units of meaning.

c) Analysis of similarities and differences.

d) Application of the data triangulation method for the elaboration of results.

To guarantee the reliability and validity of the results, two procedures were followed, which are described below:

- The informants participated in the review of the transcript to avoid any confusion in this regard, which establishes the credibility and veracity of the information (Lincoln and Guba, 1985).

- The responses obtained were categorized from an analysis of semantic nuclei, a comparison analysis (Patton, 2015) and triangulation of data in the discourse and stories in the results of the analysis were subsequently carried out.

Results

The key informants presented their case, expressing confidence and cooperating in the initiative to share their experiences and the conditions that allowed them to continue with their work activity, as well as the challenges they faced during the confrontation process. Table 2 shows the result of the differences and similarities of the experiences reported in the interview.

Tabla 2. Análisis de entrevista por método de semejanzas y diferencias

Pregunta	Semejanzas	Diferencias
P1	57.14 % de los casos coincidieron con celos profesionales.	42.85 % de los casos reportó despido para beneficiar a individuos con bajo perfil
P2	En todos los casos refieren que el líder del acoso fue mujer.	No se presentaron diferencias.
P3	71.42 % de los casos coincidió en tres a cinco miembros. En todos los casos se identificaron participantes y observadores, todos con perfil profesional y educativo inferior al blanco, así como subordinados.	28.57 % de los casos reportó dos miembros.
P4	En todos los casos: sobrecarga de trabajo, bloqueos para la obtención de apoyos extraordinarios, chismes, horarios extensos, difamación en la comunidad académica.	No se presentaron diferencias.
P5	La totalidad no tuvo advertencia, toda la dinámica en el comienzo fue bajo la mesa y a las espaldas.	No se presentaron diferencias.
P6	28.57 % de los casos establece que la denuncia fue puesta por los acosadores, excluyendo a la mujer beta.	71.42 % de los casos dijo que se acudió a instancias jerárquicas superiores, sin embargo, se identificó que entre uno y dos niveles se encontraban observadores e incluso el acosador oculto.
P7	En todos de los casos no obtuvo asesoría institucional, por lo que se solicitó apoyo externo especializado.	No se presentaron diferencias.
P8	En todos los casos hubo indiferencia.	No se presentaron diferencias.
P9	En todos los casos hubo temor y solidaridad pero no abiertamente.	No se presentaron diferencias.
P10	En todos los casos conocía al líder encubierto, pero en un inicio la mujer acosadora tuvo ese rol.	No se presentaron diferencias.
P11	Castigo, omisión, cambio de espacio laboral en la misma institución.	No se presentaron diferencias.

A cada pregunta se le atribuye la nomenclatura de *P*, seguido del número de pregunta.

Fuente: Elaboración propia

Regarding the categories of moral harassment based on the studies by Edreira (2003), the following reflections were obtained:

a) Regarding the stages of harassment: In most cases the phases were three: seduction, subtle psychological manipulation / abuse and confrontation; Only in one case two phases were reported: seduction and manipulation / subtle psychological abuse. The latter corresponds to the occupation of the highest level position within the sample.

b) Regarding the complaint: In cases one, two, three and four, the complaint process before the academic commission gave a negative verdict before the victim, sanctioning it even with the evidence presented. The formation of this commission was unipersonal and the members did not have access to the information in the established period that includes seven business days. In cases five, six and seven, the complaint process before the academic commission was the return to another work space, because the victims took charge of coordination and direction having an active appointment during the process.

c) Regarding the moral damage: In the totality the psychological damage evidenced even by a health specialist is presented; regarding the economic damage: their perceptions decreased significantly up to 50% in six of the cases, and in one of the cases totally, due to the suspension of the payment in six months; and finally, the damage to health: the informants reported problems of depression, gastrointestinal and anxiety episodes, corroborated by the medical history carried out by the medical dependence of the institution.

Discussion

Based on the epistemological foundations reviewed, the following findings are presented:

a) Regarding the comparison of the moral harassment exerted by a man and a woman, it is confirmed that, as Edreira (2003) points out, "stalking women are more active in damaging the name of the person harassed with murmurings and insinuations about their way of dressing, gestures, voice - their physical appearance - and ridicule their private life "(p. 148); so they are perversely effective in physically and psychologically destroying their victim.

b) Moral harassment often occurs between people of the same sex. In all cases presented, it is confirmed that vertical moral harassment acts more strongly than horizontal. In this sense, the macho culture, as Ausfelder (2002) mentions, is a factor that enhances aggressiveness in women, since it is a form of rebellion against the role of submission attributed to gender. This condition explains why the harassing woman employs more harmful and orthodox practices.

c) Regarding the alliance of the beta woman and the undercover stalker, Edreira (2003) mentions that "the alliance of the perverse narcissist with a paranoid collaborator ensures the emergence of physical violence, the paranoid takes power by force, not by seduction "(p. 143). At this point it should be noted that the perverse narcissistic we have called the covert leader stalker, while the paranoid has been related to the beta woman. Returning to the author, the wicked controls the paranoid and their alliance is established by empathy. "A perverse narcissist is recognized for his type of speech, a paranoid for his violent acts, his tyrannical and inflexible attitude and his rigidity of character (Edreira, 2003, pp. 143-144). Prieto et al., (2016) at this point, reference the dynamics of abuse, harassment and emotional abuse among friends; treats "female aggression" as acts of "alternative female aggression" by pointing out that it is not that women feel anger differently from men, but that they show anger differently.

d) The cases shown coincided entirely in the way in which the victims managed to survive the harassment, which consisted of an objective posture, accumulating traces and indications of aggressive activities, forming a containment network with alpha women, distrusting and maintaining a personal limit with co-workers, and finally, confront the beta woman in the third stage. The latter significantly weakened the undercover narcissistic stalker, since in all cases he was a senior manager of senior management who, at the time of seeing his reputation and economic interests compromised, chose to yield to harassment and an apparent benevolent attitude of conciliation.

e) Regarding the type of mobbing, five informants mention that it was descending, and two informants of horizontal type. This coincides with the appointments that they held at that time, since in the downward mobbing they held administrative

commissions, and in the horizontal academic commissions, which is consistent with the taxonomy of Vartia (2002) above.

f) In this work, the woman stalker has been called beta woman by instruction in reference to the beta fish, which is characterized by its aggressiveness and territoriality. In this sense, the theory of role congruence (Eagly and Karau, 2002), oriented towards leadership, attributes masculine qualities that support men as more competent, capable and effective people than women to exercise leadership. It is here that the beta woman has the "obligation" to meet the mandate of a superior to destroy a target that threatens two strategic positions for her: she generally has a position by designation not attributable to her competencies, which generates, consequently, a Correspondence belief towards its designator. The above is demonstrated in the cases analyzed, since the leading stalker is hidden under the beta woman, who, in the first two phases of the harassment process, was perceived in this role; However, it is until the third phase that is discovered thanks to the confrontation. The stalker, therefore, tends to perfect his technique with each of his victims, the experience obtained allows him to have no errors, but he recognizes the importance of having collaborators who hide in most cases the evidence which guarantees that the harassment is brutal (Edreira, 2003).

The investigation has the limitation of the scarce bibliography and the equally few documented cases on violence between congeners, which was verified in the documentary investigation carried out.

Conclusions

Regarding the two research questions that originated the present study, it is determined that the factors that lead the beta woman to harass another woman are oriented to the need for power and recognition, in addition to being manipulated by the perverse narcissistic stalker who in the exposed stories it was hidden and corresponded to the masculine gender.

Regarding the investigation assumptions, two aspects are verified. The first establishes that, according to the results, the coexistence between women prevails specific

patterns of interaction, where violence is filtered in subtle discourses but of a deeply aggressive nature whose purpose is mockery. The motivations that give rise to moral harassment in the present case study are related to four important aspects: envy, which influences individuals to carry out destructive actions; jealousy, derived from the hierarchies of power; rivalry, the result of the rewards system prevailing in peer educational institutions, and finally, fear, which promotes the lack of confrontation.

The second, since gender equity is a social norm, within the educational organizations it is increasingly difficult to exercise it on a woman if this action comes from the man, due to the culture of denunciation that has been reinforced in the present. It is necessary to establish that the beta woman does not act as a glider or execute the action itself; It acts as a consequence of a superior hierarchical mandate, which in the cases reviewed was a male, which leads us to reflect on the theory of role congruence.

Finally, with respect to the scarcity of sources on the violence perpetrated by women, one explanation is that the limited existing investigation of alternative aggressions is hidden in academic publications, since the macho culture ridicules the aggression of women as something not feminine, hidden, and for researchers, of little value.

Given the reality of this alternative violence, women should know how to identify the beta woman, or attend to the signals that, as mentioned, are subtle but that in the view of third parties can be detectable, as well as reserve personal information in the work space. Although harassment is often perceived until the appearance of aggressive actions, it is essential to be aware that there are only two ways to go: the submission that entails the loss of work and considerable psychological costs, or, the objective confrontation preferably in the first and second stage in order to end the cycle of moral violence in the shortest possible time.

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