Violence in and from Projects

Abstract

Despite violence often occurs in projects, project management scholarship lacks clarity about violence in projects as temporary organizations and the linkage to the permanent organization and broader society. In order to investigate this phenomenon, we provide a framework of violence in and from projects. We discuss that projects inherit violent practices from permanent organization, the norms of the industry and broader society, but may also actively engage in developing new violent norms and diffusing them to other projects, organizations, and sectors. Accordingly, suggestions for direction for future studies to expand this field are provided.

Keywords: Violence, temporary organization, permanent organization, stakeholders, society

Introduction

In an era defined by unprecedented global connectivity and rapid technological advancements, the dynamics of project management have evolved to accommodate increasingly complex and diverse challenges. Projects, whether they pertain to construction, software development, public policy, or any other sector, serve as the driving force behind innovation, progress, and change. However, as empirical evidences have unveiled, beneath the glossy veneer of productivity and success, there exists a disconcerting reality that often remains obscured by the conventional paradigms of project management: violence. The notion of violence in projects, while not traditionally associated with this discipline, emerges as a compelling and underexplored dimension that warrants in-depth investigation and analysis.

Violence in project management studies may seem like an unexpected and unusual topic to explore. Traditionally, project management is associated with the principles of organization, teamwork, and achieving objectives efficiently. However, a closer examination of this field reveals that it is not immune to the influence of various forms of violence, which can manifest in subtle yet impactful ways. Reviewing project management scholarship suggests that the concept of violence has seldom been directly discussed by the researchers. In the majority of studies, violence is rather partially addressed as a side matter when the main focus is on collective actions and protests, stakeholder management, ethics, and dark side of the project. These studies also naturally do not draw on or contribute to the extant literature on violence in social science or broader business and management spectrum.

Nevertheless, violence extends far beyond physical harm or confrontations. It encompasses a wide spectrum of behaviors and actions that undermine the wellbeing, effectiveness, and ethical integrity of organizations, including projects and project teams, but also stakeholders. These acts

of violence can manifest as bullying, harassment, exploitation, discrimination, psychological abuse, and various forms of structural violence, ultimately impeding the successful completion of business activities, or inflict sever harm to different groups of individuals. The consequences of violence in projects are profound, resulting in financial losses, compromised stakeholder relationships, damaged reputations, and lasting emotional and psychological scars for those involved. Through a comprehensive examination of this complex issue, we can work towards ensuring that project management is not just about delivering results but also about creating an environment where individuals are treated with dignity and respect throughout the project lifecycle.

Against this background, in this article I aim to provide a structured conceptualization of violence in projects and suggest some potential avenues for future studies focusing on the phenomenon. Rather than doing a comprehensive literature review, my goal is to construct a bridge from violence scholarship in the field of business and management that spurs developing further contributions in project management studies. From a practical perspective, understanding violence in project management is not only crucial for the well-being of individuals but also for the long-term sustainability and effectiveness of project-based endeavors. By addressing these issues proactively, organizations can create an atmosphere where project teams can thrive, creativity can flourish, and productivity can be maximized. Therefore, I pose the question *how do projects inflict violence?*

To respond to this question, in the following sections, I will first delve into the typologies of violence that can emerge in projects. Next, I will examine how violence have been (implicitly) considered in project management scholarship. I will then reconcile violence theory with project management scholarship to propose a multi-dimensional framework about how violence is caused,

manifested and perpetuated in projects. I will conclude by providing some avenues for future studies on violence and projects.

The Nature of Violence

Violence is a multifaceted and complex phenomenon that has drawn significant attention from scholars across various disciplines. Violence is conceptualized as the use of force against an individual (Varman et al., 2021), the denial of rights of the person, or the exploitation of interdependence among individuals (Butler, 2004a). Violence is also often understood as a broad concept that extends from physical coercion. It may include harm performed at the level of existential vulnerability (Butler, 2009), injurious speech (Butler, 1997), denial of representation (2004a), and deprivation (Butler & Athanasiou, 2013).

One of the most straightforward and commonly understood forms of violence is physical violence. Researchers often define violence as the exertion of force, power, or energy with the intent to cause physical harm or damage. This definition encompasses acts such as assault, murder, and war, where the use of physical force results in harm to individuals or destruction of property (Galtung, 1969).

Violence is also understood as a broad concept that extends physical coercion. It may include harm performed at the level of existential vulnerability (Butler, 2009), injurious speech (Butler, 1997), denial of representation (2004a), and deprivation (Butler & Athanasiou, 2013).This perspective emphasizes that violence can be inflicted through words, threats, and actions that cause psychological or emotional distress. Understanding this dimension of violence is vital in the context of bullying, harassment, and domestic abuse (Meyer, 2010).

A more subtle but equally pervasive form of violence is structural violence. This concept was introduced by Johan Galtung (1969) and describes the systemic and institutional conditions that harm individuals by depriving them of basic needs and opportunities. Structural violence often results from social, economic, and political inequalities, as seen in issues like poverty, discrimination, and unequal access to healthcare and education.

Pierre Bourdieu (1991) introduced the notion of cultural and symbolic violence, highlighting how power dynamics can be perpetuated through cultural norms, values, and symbols. This type of violence is evident in stereotypes, media representations, and ideologies that maintain hierarchies and marginalize certain groups. Symbolic violence, is manifested in an imposition of the norms of the group possessing greater social power on those of the subordinate group (Bourdieu & Passeron, 1970; Bourdieu et al., 1999; Varman et al., 2021; Kerr, Robinson & Śliwa, 2022).

Butler (2004a) argues that violence is often normalized and endemic in everyday life. By introducing the concept of normative violence, Butler (2004a) implies that some of the norms can be violent in themselves but also that individuals, organizations, and institutions may use norms to normalize violence against those who are derealized (Joy, Belk & Bhardwaj, 2015; Varman et al., 2021). If so, violence is normalized through the dissemination of narratives that moralize, legalize, and even popularize violence (Haleem, 2019). From this perspective, violence can be woven into the fabric of the social context, as a commonplace and inevitable approach towards others (Kerr, Robinson & Śliwa, 2022).

Resistance against Violence

In response to violence, resistance has emerged as a powerful force for change. This academic piece explores the dynamic phenomenon of resistance against violence, shedding light on the strategies, motivations, and impacts of those who stand up against it.
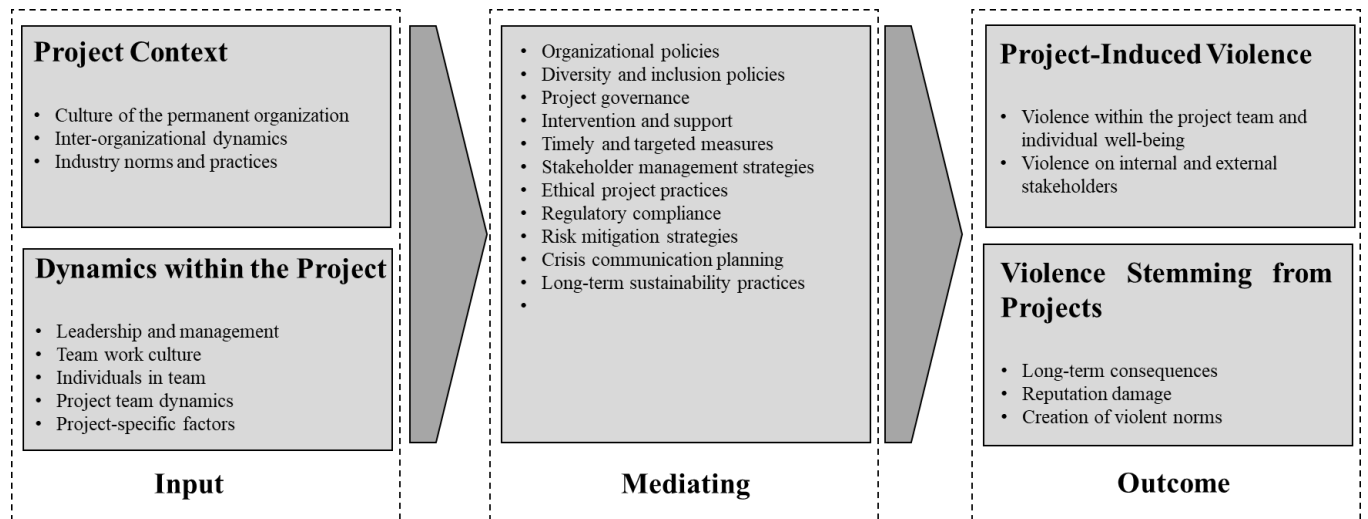
Scholars have used the term resistance to describe a wide variety of actions and behaviors at all levels of human social life (individual, collective, and institutional) and in a number of different settings, including political systems, entertainment and literature, and the workplace. Indeed, everything from revolutions (Goldstone, 1991; Scott, 1985; Skocpol, 1979) to hairstyles (Kuumba & Ajanaku, 1998; Weitz, 2001) has been described as resistance. Given this variation, it is not surprising that there is little consensus on the definition of resistance. The term is defined variously as, for example, "acting autonomously, in [one's] own interests" (Gregg, 1993, p.172); "active efforts to oppose, fight, and refuse to cooperate with or submit to . . . abusive behaviour and. . .control" (Profitt, 1996, p.25); "engaging in behaviors despite opposition" (Carr, 1998, p.543); or simply "questioning and objecting" (Modigliani & Rochat, 1995, p.112).

Accordingly, resistance against violence refers to a range of proactive and reactive actions taken by individuals, groups, and communities to challenge, prevent, or address violent behaviors, structures, and systems. These actions can encompass nonviolent protests, advocacy, education, policy changes, and community mobilization efforts. The essence of resistance against violence lies in the refusal to accept violence as inevitable and the commitment to creating a more just and peaceful world. Resistance against violence employs various strategies and tactics to achieve its goals. These include for instance, nonviolent protests where public demonstrations, rallies, and marches raise awareness and demand change without resorting to violence. Further resistance can

appear as advocacy and lobbying which entails engaging with policymakers, lawmakers, and institutions.

Violence Framework

The violence framework consists of three categories of elements: Input, mediators and outcome (Figure 1).

| **Project Context** |
| • Culture of the permanent organization |
| • Inter-organizational dynamics |
| • Industry norms and practices |

| **Dynamics within the Project** |
| • Leadership and management |
| • Team work culture |
| • Individuals in team |
| • Project team dynamics |
| • Project-specific factors |

Input

• Organizational policies
• Diversity and inclusion policies
• Project governance
• Intervention and support
• Timely and targeted measures
• Stakeholder management strategies
• Ethical project practices
• Regulatory compliance
• Risk mitigation strategies
• Crisis communication planning
• Long-term sustainability practices
•

Mediating

| **Project-Induced Violence** |
| • Violence within the project team and individual well-being |
| • Violence on internal and external stakeholders |

| **Violence Stemming from Projects** |
| • Long-term consequences |
| • Reputation damage |
| • Creation of violent norms |

Outcome

Figure 1. Violence Framework

Inputs

Project Context

Project management scholarship has long approved that "interior processes of a project are influenced by its historical and organizational context" (Engwall, 2003; p.789) and thus project context must be considered in appraising the elements influencing project violence. Project context refers to the broader setting or environment in which a project operates (Blomquist & Packendorff, 1998). It encompasses various factors and conditions that influence or shape the nature and outcomes of the project. There are at least three factors related to project context considered by project management scholarship concerning violence in projects.

First, is the *culture of the permanent organization* or prevailing values, beliefs, and norms within the permanent organization that is executing the project (Cheng et al., 2011; Gu et al., 2014). Permanent organization plays a crucial role in shaping how individuals interact, communicate, and collaborate within the project team (Zheng et al., 2019). Organizational culture can either foster a healthy and supportive working environment (Gu et al., 2014; Al-Swidi et al., 2021) or contribute to tensions and conflicts (Cheng et al., 2011), potentially leading to violence (Das Swain et al., 2020).

The second factor is about *inter-organizational dynamics*. This factor posits that external influences from other organizations may also influence violence within the project (Holmqvist, 2003). The competitive landscape can contribute to stress and tensions, potentially influencing the occurrence of violence (Mascia, Pallotti & Angeli, 2017; Shi, Wajda & Aguilera, 2022; Yu et al., 2022). That is mainly when rivalry for resources, market position, or project opportunities result in an escalation of conflicts (Solan & Shtub, 2019), but also harm stakeholders due to their exploitation (Derakhshan et al., 2019). The nature of collaboration or competition with other organizations can either enhance or strain relationships (Snow, 2015). Effective partnerships may reduce tensions, while conflicts with collaborating organizations could exacerbate violence (Dietrich, Eskerod & Dalcher, 2010; Vourinen & Martinsuo, 2019).

And finally as the third factor, *industry norms and practices* can influence the behavior of organizations. Organizations intentionally or unintentionally learn from each other (Lee & Pennings, 2002; Malherbe, 2022) and mimic each other's behavior resulting in the emergence of a dominating (violent) approach at the industry level. Adherence to or deviation from industry norms may contribute to either a collaborative or a competitive environment.

Dynamics within the Project

The second groups of elements are related to the project itself. Under the project internal dynamics category, there are at least four factors influencing the violence inflicted in projects.

Leadership and management play a pivotal role in the prevention or exacerbation of violence within projects, with project managers and leaders acting as key influencers in shaping the project environment (Zaman et al., 2021). Their effectiveness hinges on a spectrum of competencies in project team members but interestingly also in project managers themselves, ranging from adept communication (Henderson, 2008; Zaman et al., 2021) to astute conflict resolution, team-building skills (Creasy & Carnes, 2017), and work engagement (Xia, Ding & Yuan, 2021). Comparing different leadership styles, extant research suggests that by fostering transparent and open communication channels, leaders can create an atmosphere conducive to collaboration and understanding (e.g., Keegan & Den Hartog, 2004; Turner & Müller, 2005), mitigating the potential for misunderstandings that could escalate into violence. Proficient conflict resolution skills enable leaders to address tensions promptly and constructively, averting the escalation of disputes (Sergeeva & Kortantamer, 2021).

Additionally, research on strategic team-building suggests that such efforts contribute to cultivating a positive and cohesive *work culture*, minimizing the likelihood of internal conflicts and promoting a harmonious project atmosphere (e.g., Ali et al., 2021; Zaman et al., 2021; Ginting et al., 2020). In essence, project management scholarship has widely proved that the leadership and management component serves as the linchpin for cultivating a work environment that not only prevents violence (appearing in forms of bullying, stress and conflict) but also contributes to the overall success and well-being of the project team.

Individual factors influencing violence experienced in projects encompass a spectrum of personal attributes and past experiences that collectively shape the dynamics within a project team. Whether belonging to the project management or project team members, these elements include but are not limited to personality traits (de Moura et al., 2019; Turner & Müller, 2005), demographics such as age (Shore, Cleveland & Goldberg, 2003; Oshagbemi, 2004), gender (Greer & Carden, 2020; Pinto, Patanakul & Pinto, 2017), and educational background, which influence work attitude, diverse perspectives and approaches to problem-solving. Furthermore, research suggests that personality traits play a significant role, as the unique combination of traits within the team can affect communication styles, collaboration, and overall team dynamics (e.g., Piepiora, 2021; Hsu et al., 2011; Mitchell, Lemoine & Lee, 2022). Additionally, the varied past experiences of team members, whether in project management or within different professional domains, contribute to the richness of perspectives but also introduce potential sources of divergence (Hsu et al., 2011; Mishra & Sinha, 2007; Varhelahti & Turnquis, 2021).

Understanding these individual factors becomes imperative as they can influence how team members interpret information, approach challenges, and interact with one another (Cheng et al., 2011; Hsu et al., 2011; de Moura et al., 2019). For instance, diverse demographics and personality traits may enhance creativity and innovation (Jin et al., 2022) but can also give rise to communication barriers or conflicts if not managed effectively (Henderson, Stackman & Lindekilde, 2018). Furthermore, gender wage gap (Greer & Carden, 2020) and the influence of gender in selection of managers (Pinto, Patanakul & Pinto, 2017) are among instances of violence inflicted to project team members or managers.

Project team dynamics encompass the intricate interplay of team members' interactions, relationships, and collaborative efforts, significantly influencing the likelihood and management of violence within the project environment. Team cohesion serves as a cornerstone, reflecting the degree of unity and shared purpose among team members (Mathieu et al., 2008; Pavez et al., 2021). A cohesive team tends to foster a positive working atmosphere, reducing the likelihood of conflicts escalating into violence (Tekleab, Quigley & Tesluk, 2009). Effective communication, another critical element, ensures that information flows transparently and that team members are aligned in their understanding of project goals, roles, and expectations. Clear communication minimizes misunderstandings, a common precursor to conflicts, and establishes a foundation for conflict resolution (Ginting et al., 2020). In effect, project team dynamics act as a pivotal determinant in shaping the overall project environment. A harmonious and collaborative team culture not only reduces the likelihood of violence but also enhances the team's collective capacity to address conflicts effectively when they do arise. Consequently, research suggests that project managers must prioritize the cultivation of positive team dynamics, emphasizing cohesion, clear communication, and collaboration as essential elements for the overall success and well-being of the project team.

Project-specific factors wield considerable influence over the dynamics and success of a project, potentially contributing to elevated stress levels and interpersonal conflicts within the project team. The imposition of tight project timelines often serves as a double-edged sword. While driving efficiency (Bowen et al., 2014), tight deadlines can intensify stress levels among team members (Gällstedt, 2003). The pressure to meet stringent timelines may lead to heightened expectations, increased workloads, and potential conflicts arising from the strain of time constraints. Limited resources, whether financial, human, or technological, pose a recurrent

challenge in project management. Scarcity can trigger competition among team members for essential resources, potentially leading to tensions and conflicts (Laslo & Goldberg, 2008; Wu, Hu & Zheng, 2019). Misalignment of project objectives and conflicting priorities among team members can create friction and hinder progress (Manata et al., 2021). Research discusses that divergent goals may stem from unclear project objectives (Bourne, Bosch-Rekveldt & Pesämaa, 2023), differing stakeholder expectations (Bahadorestani, Naderpajouh & Sadiq, 2020), or changes in project scope (Bourne, Bosch-Rekveldt & Pesämaa, 2023).

Mediating

Whereas the abovementioned factors may cause violence being experienced in and around projects, there are other factors that can mediate such violence. Reviewing extant literature suggests these factors could be relevant to organizational policies, project governance, interventions and support, and stakeholder management.

Organizational policies serve as the foundational framework shaping behavior and decision-making in project environments, crucially influencing the prevention and management of violence. Despite deemed by not being completely sufficient in the realm of violence prevention (Babri, Davidson & Helin, 2021), a robust Code of Conduct sets clear expectations for ethical behavior among project participants, establishing a professional tone within the workplace (Silvius & Schipper, 2020). Conflict resolution protocols, including Formal or Alternative Dispute Resolution Processes and Escalation Procedures, provide structured mechanisms for addressing conflicts, emphasizing fairness and preventing issues from escalating (Chou et al., 2016; Lee, Yiu & Cheung, 2016). Transparent communication guidelines, encouraging openness and honesty, serve to reduce the likelihood of misunderstandings and conflicts, fostering a collaborative work

culture (Di Maddaloni & Derakhshan, 2023). Reporting mechanisms establish accessible channels for team members to report incidents or concerns related to violence (Turner, Heuman & Keegan, 2008), ensuring incidents are addressed promptly and confidentially.

In parallel, *diversity and inclusion policies*, such as Anti-Discrimination Policies and Diversity Initiatives, underscore the organization's dedication to fostering an equitable and diverse workplace (Syed & Ozbiligin, 2019). These policies prohibit discriminatory practices and outline initiatives that celebrate differences, thereby reducing the potential for conflicts arising from diversity-related issues. Finally, training and awareness programs, specifically Violence Prevention Training and Cultural Competence Training, equip team members and leaders with the skills to identify and address potential violence while fostering an understanding and respect for diverse perspectives (Henderson, Stackman & Lindekilde, 2018; Ika et al., 2020).

Project governance plays a central role as a mediating factor in the prevention and management of violence within project environments. At its core, governance structures strategically guide decision-making processes (Müller, Pemsel & Shao, 2015), providing a framework that aligns project objectives with broader organizational goals (Derakhshan, Turner, Mancini, 2019). This strategic alignment acts as a crucial mediator, shaping the overall project environment and influencing decisions that can either mitigate or exacerbate the risk of violence (Bourne, Bosch-Rekveldt & Pesämaa, 2023). The integration of project-specific policies within the overarching organizational framework, orchestrated by governance, ensures not only cohesion and consistency but also serves as a mediator to harmonize project-level regulations with the organizational culture (Müller, Pemsel & Shao, 2015; Toivonen & Toivonen, 2014), minimizing the likelihood of conflicts that may escalate into violence.

Communication channels established by project governance structures become instrumental mediators in the effective dissemination of information (Bourne, Bosch-Rekveldt & Pesämaa, 2023; Turner & Muller, 2004), potentially related to violence prevention and resolution. By facilitating transparent communication, governance structures serve as mediators that promote awareness among project team members, fostering a shared understanding of the strategies in place (Haniff & Galloway, 2022) to prevent violence. Continuous monitoring mechanisms embedded in project governance act as vigilant mediators, assessing the effectiveness of diverse measures in the project (Ul Musavir et al., 2017) including violence prevention measures and mediating adjustments as needed. This adaptability, inherent in governance frameworks, emerges as a vital mediating factor, allowing for ongoing refinement and improvement in response to the dynamic nature of project environments (Bourne, Bosch-Rekveldt & Pesämaa, 2023; Derakhshan, Turner, Mancini, 2019). The role of governance in establishing trust between different project participants as well as project team members have been widely discussed in project management literature (e.g., Ceric et al., 2021; Muller et al., 2013; Derakshan, Turner & Mancini, 2019). Ultimately, by recognizing the distinct role of project governance as a mediating factor, the model underscores its impact in shaping a resilient and violence-resistant project ecosystem.

Intervention and support stand as pivotal mediating factors in the context of preventing and mitigating violence within organizational environments (Wassell, 2009). The availability of resources and support systems for individuals who experience or witness violence becomes a cornerstone in shaping the project's response to potential conflicts (Schat & Kelloway, 2003). As a mediating factor, intervention and support mechanisms act as a safety net, providing a structured framework to address instances of violence promptly and effectively (Wassell, 2009).

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In the realm of intervention, *timely and targeted measures* can serve as crucial mediating factors that interrupt the escalation of conflicts into more severe forms of violence. These measures may include conflict resolution processes, counseling services, or, when necessary, formal disciplinary actions (Wassell, 2009). Furthermore, such measures may introduce new values to the organization or project team (Marrewijk, 2007). By offering clear pathways for addressing violence, intervention mechanisms mediate the impact of conflicts, helping to diffuse tensions and prevent further escalation.

Substantial research has been done in the realm of project management and beyond, suggesting that *stakeholder management* emerges as a powerful mediating force in the intricate landscape of violence and conflict prevention within projects (Derakhshan, 2022; Dufour, Andiappan & Banoun, 2019; Ganson, He & Heinz, 2022; Shou et al., 2023). The stakeholder management approach, encompassing diverse strategies, plays a crucial role in shaping the project environment and mediating potential conflicts that may lead to violence and conflict.

Transparent and inclusive communication channels established through stakeholder engagement act as a mediating bridge between the project and external entities (Derakhshan, Turner, Mancini, 2019; Lehtinen & Aaltonen, 2020). By keeping stakeholders well-informed about project progress and potential impacts, these communication strategies foster understanding and reduce the likelihood of misinterpretations that could lead to conflict (Bundy, Vogel & Zachary, 2018). Additionally, feedback mechanisms provide external stakeholders with a voice, fostering a responsive project environment where concerns are acknowledged and addressed promptly, thus mediating the potential for disputes (Turner et al., 2017).

Violence experienced by the local community is among the most studied in business and management literature (e.g., Derakhshan, 2022; Derry, 2012; Chowdhury, 2021). Research, however, suggests that engaging with local communities through *community consultations* and implementing community benefits programs exemplifies stakeholder management as a mediating force (Baba, Mohammad & Young, 2021). By incorporating the needs and concerns of external stakeholders into project planning and decision-making, these practices foster collaboration and understanding, thereby mediating potential conflicts that may arise from perceived neglect or disregard (Derakhshan, 2022; Di Maddaloni & Davis, 2019).

The development and adherence to *ethical project practices* and guidelines, alongside the implementation of anti-corruption measures, serve as mediating factors by prioritizing the well-being and rights of external stakeholders (Derakhshan, Turner & Mancini, 2019; Lehtinen & Aaltonen, 2020). These measures not only contribute to ethical project practices but also mitigate the risk of conflicts and violence stemming from unethical behavior that could adversely impact external entities.

Regulatory Compliance which entails ensuring strict adherence to legal requirements and transparent permitting processes embodies stakeholder management as a mediating factor. By governing and preventing legal conflicts with external stakeholders, this approach establishes a framework that mediates potential disputes arising from regulatory non-compliance or lack of awareness (Ninan, Mahalingan & Clegg, 2019; Yu et al., 2019). Research on marginalized stakeholders has further elucidated that such mechanisms are not present in all contexts where firms operate (Derry, 2012), and thus relying on them would result in adverse effects of harming disempowered stakeholders ().

In conclusion, stakeholder management, as delineated by the comprehensive approach outlined, assumes a pivotal mediating role in preventing violence within projects. By integrating these strategies, project teams can navigate the complexities of external relationships, fostering a harmonious project environment and minimizing the risk of conflicts that may escalate into violence.

The inclusion of *risk mitigation strategies* within the stakeholder management approach adds a layer of proactive mediation (Sax & Andersen, 2019; Yuan et al., 2021). Conducting comprehensive risk assessments becomes a mediating factor by identifying potential risks that could harm external stakeholders. These assessments serve as a preventive measure, allowing project teams to mitigate risks before they escalate into conflicts or violence (Ganson, He & Henisz, 2022). Additionally, the development of contingency plans is a mediating strategy that addresses unexpected events or emergencies, providing a structured response to minimize negative consequences for external entities. This forward-thinking approach not only mitigates potential harm but also acts as a mediating force in navigating unforeseen challenges, preventing them from spiraling into conflicts.

Crisis communication planning serves as a mediating mechanism during tumultuous project-related incidents. Establishing clear communication protocols becomes a crucial mediating factor, ensuring that external stakeholders are informed promptly and accurately during crises. These protocols act as a bridge, reducing misinformation and the potential for heightened tensions that could lead to conflicts. Moreover, developing reparations strategies is a mediating measure that reflects a commitment to addressing harm promptly. By providing reparations or compensation to external stakeholders in the case of project-related harm, these strategies mediate

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the impact of adverse events, fostering a sense of accountability and ameliorating potential conflicts.

Incorporating *long-term sustainability practices* within stakeholder management showcases a commitment to mediating the lasting impacts of projects on external stakeholders. Integrating sustainability principles into project planning and execution becomes a mediating factor, minimizing the long-term negative effects on external entities. Legacy planning, as part of sustainability practices, takes a proactive approach by considering the enduring effects of the project on external communities. By planning for positive legacies that contribute to their well-being, this mediating strategy ensures that the project leaves a lasting positive impact, reducing the potential for resentment or conflicts associated with long-term adverse consequences.

Incorporating these additional dimensions enhances the stakeholder management approach, showcasing its multifaceted role as a mediating force in preventing and mitigating violence within projects.

Outcomes

The outcome of the model are violence in project and stemming from project. Whether in the project or stemming from the project, violence can appear in different forms and have diverse impacts, as explained below.

Project-Induced Violence

Project-Induced Violence refers to a specific category of violence that manifests within the confines of a project setting. This encompasses various forms of violence that can occur both

internally and externally to the project environment. Importantly, this type of violence remains contained within a defined time-frame and level, specifically at the project level. Unlike broader organizational or inter-project violence, project-induced violence does not extend its impact beyond the boundaries of the individual project, ensuring that its effects are confined to a specific temporal and organizational context.

Violence within the project team and individual well-being encompasses various forms of violence that occur within the project team, directly impacting the well-being of individual team members. Examples include verbal abuse, bullying, harassment, and psychological aggression. Stress and burnout resulting from unrealistic expectations, intense work pressures, or inadequate support mechanisms can also be categorized within this domain. Recognizing and addressing violence within the project team is vital not only for the immediate resolution of conflicts but also for fostering a healthy and collaborative work environment that enhances individual well-being and overall team effectiveness.

Violence on internal and external stakeholders extends beyond the project team to include internal stakeholders such as managers, executives, and support staff within the parent organization. Violence in this context may manifest as power struggles, unfair distribution of resources, or the imposition of unrealistic project goals. Project-induced violence on internal stakeholders can jeopardize relationships, hinder effective communication, and erode trust within the broader organizational structure. Addressing these issues is essential for maintaining a positive organizational culture and promoting collaboration across different levels of the hierarchy. Violence also affects external stakeholders, including clients, suppliers, regulatory bodies, or community members. Violence towards external stakeholders may take the form of exploitation,

unethical business practices, or neglect of social and environmental responsibilities. Such behavior not only damages the project's reputation but also has broader societal implications. Mitigating violence on external stakeholders involves implementing ethical business practices, fostering transparent communication, and incorporating social responsibility into project planning and execution. By prioritizing ethical considerations, organizations can contribute to building positive relationships with external entities and ensuring the sustainability of their projects in the long term.

Violence Stemming from Projects

This type of violence refers to the broader societal and systemic impacts that projects may inadvertently have. This category encompasses the (un)intended consequences of projects that extend beyond the project's immediate boundaries, affecting communities, stakeholders, and the environment in long run but also in another projects or organizations. Violence stemming from projects involves a more extensive and often indirect influence on external entities, highlighting the need for a comprehensive understanding of the social, economic, and environmental repercussions that projects can unleash. Unlike project-induced violence, which is localized to the project setting, violence stemming from projects necessitates a broader examination of the project's systemic impact on the larger socio-cultural and environmental context.

Long-term consequences extend to encompass the long-term consequences of violence stemming from projects, providing a forward-looking perspective. Evaluating the broader societal impact becomes essential, considering how violence stemming from projects may resonate in the larger social context. Simultaneously, assessing environmental impact involves understanding any long-term ecological consequences resulting from violence caused by the project. These outcomes

ensure that organizations not only address immediate concerns but also anticipate and mitigate the lasting effects that may persist beyond the project's completion.

Reputation damage or the impact of violence stemming from projects on the organization's reputation is a critical dimension that influences industry standing and market position. Examining how violence affects the organization's standing within its industry becomes a key outcome, shedding light on the perceptions of peers and competitors. Additionally, assessing the impact on the organization's market position and competitiveness provides insights into how violence may influence customer trust and loyalty. By considering these reputation-related outcomes, the model offers a holistic view of the organizational landscape affected by violence stemming from projects, guiding strategic decisions for reputation management and repair.

Projects can also actively engage in *creation of violent norms*. Similar to project-induced violence, the model recognizes the potential for violence stemming from projects to contribute to the creation of violent norms within the organizational culture. This outcome underscores the importance of addressing not only the immediate consequences but also the lasting impact on the organizational ethos and cultural norms. Harmful norms established within the project can transcend the confines of the specific project, potentially influencing subsequent projects within the organization or even diffusing across the industry. The normalization of violence poses a considerable risk, as it may become ingrained in the organizational fabric, affecting employee interactions, decision-making processes, stakeholder management processes, and overall workplace dynamics. By acknowledging the potential for harmful norms to propagate, the model prompts organizations to critically examine and mitigate the broader implications of violence stemming from projects on their internal dynamics and cultural fabric. This holistic approach

ensures organizations consider the far-reaching consequences of project-related violence, not only within the immediate project context but also in terms of its potential diffusion within the parent organization and the broader industry.

Directions for Future Research

Future studies in business and management can significantly contribute to our understanding of violence induced and stemmed from projects within broader organizational settings by focusing on distinct dimensions: the phenomenon of violence itself, the processes through which violence may disseminate from a project, and the intricate linkages between violence in a project and its impact on the parent organization.

Understanding the Phenomenon of Violence

Future research should delve into a comprehensive exploration of violence within project settings, examining the various forms it takes, its root causes, and the specific contexts that contribute to its occurrence. Studies could adopt a multidisciplinary approach, drawing from organizational psychology, sociology, and conflict resolution theories to develop a nuanced understanding of violence dynamics. This research could also involve examining the impact of project characteristics, such as project size, complexity, and industry type, on the manifestation of violence. By gaining a deep understanding of the nature of violence within projects, scholars can develop targeted interventions and preventative measures to create safer and more conducive project environments.

Processes of Violence Dissemination from Projects

Research focusing on the processes through which violence disseminates from a project to other parts of the organization is critical for developing effective intervention strategies. This involves investigating how violence may transfer from the project team to other internal stakeholders, impacting organizational culture and norms. Additionally, studies can explore how external stakeholders, such as suppliers or clients, may be affected by project-induced violence. Understanding the channels through which violence spreads and the factors that facilitate or impede its dissemination is crucial for developing proactive organizational policies, communication strategies, and training programs aimed at preventing the escalation and diffusion of violence within and beyond the project boundaries.

Linkages between Violence in a Project and the Parent Organization

Another important avenue for future research is to examine the linkages between violence within a project and its repercussions on the parent organization. This includes understanding how project-induced violence may influence the overall organizational culture, employee morale, and the reputation of the parent company. Exploring the transfer of violent norms or behaviors from a project to the broader organizational context is essential for developing strategies to mitigate these effects. Moreover, studies could investigate the role of organizational leadership and management practices in either perpetuating or curbing the dissemination of violence from projects. This research can offer valuable insights for organizational leaders, allowing them to proactively address and prevent the negative consequences of project-induced violence on the parent organization.

Technology and Violence Prevention

As technology continues to play an integral role in project management, future research can explore the potential of technological solutions in preventing and addressing violence in projects. This includes the development and assessment of monitoring systems, reporting platforms, and communication tools designed to detect early signs of conflict and facilitate timely interventions. Exploring the integration of artificial intelligence and machine learning algorithms to predict and prevent violence in project environments represents a promising avenue for innovative research in this field.

Global Comparative Studies

Comparative studies across different regions, industries, and cultural contexts can offer valuable insights into the variations in the prevalence and response to violence in projects. Understanding how cultural, economic, and regulatory factors influence violence dynamics can contribute to the development of context-specific interventions and best practices. Global comparative research can foster a more inclusive and culturally sensitive approach to addressing violence in diverse project environments.

Therefore, the future of research on violence in projects holds exciting possibilities. By embracing a multidimensional approach that explores the intricacies of violence dynamics, examines dissemination processes, investigates parent organization linkages, considers technological interventions, and engages in global comparative studies, researchers can make substantial contributions to the advancement of knowledge in this critical domain. These endeavors have the potential to inform evidence-based practices, promote healthier organizational cultures, and ultimately contribute to the well-being of individuals and the success of projects within broader organizational landscapes.

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