

MOBBING IN ORGANIZATIONS: THE TYPOLOGICAL-STRATEGIC APPROACH

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INTRODUCTION

The dynamics of changes in social relations in Ukraine, despite complaints about their morbidity, inconsistency, slowness, is still accelerating. This leads, among other things, to intensification of competitiveness in the labour market. On the one hand, the objective need for competent specialists able to work in accordance with modern professional requirements grows, and on the other hand, it triggers personal motivation to preserve and enhance own status, prestige, influence on other people, control over own life, etc. Contradictions exists between the interest of society in maximal progressive transformations and enhanced production productivity, as well as in improved state and corporate governance, better education, science, culture, medicine, stronger defence and law enforcement agencies, etc., from one side, and an ordinary citizen's personal, often subconscious, resistance to “start a causal series form him/herself”, his/her naturally predisposed tendency to minimize efforts, from the other side; these contradictions generate tension in the professional environment, leads to conflicts and their non-constructive devolution, such as mobbing¹.

Paradoxically, people encounter mobbing during the most productive period of their lives, when they acquire a profession, gain professional experience and reach the tops of their professional skills, the so-called, acme-period. It is assumed that professional development, as a rule, is synchronized with personal maturity that is characterized by a developed axiological sphere, prosocial behaviour,

¹ Karpenko Z. S. (2012) *Prykladna konfliktolohiia* [Applied Conflictology]: navch.-metod.posib. Ivano-Frankivsk: IFOTsPPK. (in Ukrainian).

ability for civic solidarity and adherence to ethical standards. However, in reality, we can see often de-synchronization of subject-activity (professional) and motivational-value (personal) lines of acme-genesis, which is the significant socio-economic, organizational-industrial and personal problem².

The purpose of this theoretical exploration is to model conceptually the causes of mobbing at labour collectives, to build the typology of mobbing and mobbers, and to classify strategies preventing and counteracting mobbing, inter alia, through the correction of a personal life scenario.

1. Mobbing as a subject of psychological research

Mobbing, which means oppressing, harassment, attacking, is a kind of psychological pressure, during which an employee feels unbearable atmosphere in his/her organization because of claims to his/her work quality or found personal faults. The mobbing ultimate goal is to make the employee leave his/her workplace or, at least, reduce his/her social or professional influence at the organization³. In other words, mobbing is a psychological terror for an employee that

² Varfolomeieva O. (2007) Akmeolohiia yak nauka v interpretatsii rosiiskyykh doslidykyv [Acmeology as a science in the interpretation of Russian researchers]. *Sotsialna psykholohiia* [Social Psychology], no. 4, pp. 27–36. (in Ukrainian) ; Humeniuk U. I. (2011) Kontseptualni osnovy vyvchennia akmeperiodu liudyny [Conceptual bases of study of human acmeperiod]. *Naukovi zapysky. Seriia «Psykholohiia i pedahohika»* [Proceedings. Psychology and Pedagogy Series]. Ostroh: Vydavnytstvo Natsionalnoho universytetu «Ostrozka akademiia», no. 17, pp. 72–82. (in Ukrainian) ; Larchenko N. A. (2015) *Mobbing, ili psikhologicheskoye nasiliye v trudovom kollektive : metodicheskyy material (dlya administratsii, rabotnikov trudovykh kollektivov)* [Mobbing, or psychological violence in the workforce: methodological material (for the administration, employees of work collectives)]. Volgograd. (in Russian) ; Nevskaya D. R. Esli vuzovskiy mobbing sushchestvuyet, znachit, eto komu-to nuzhno [If university mobbing exists, then someone needs it]. Retrieved from: <http://mobbingu.net/articles/detail/18> (accessed 25 May 2018) (accessed 5 November 2019).

³ Babanov S. A. Psikhologiya truda. Mobbing kak patologicheskaya forma professional'nogo destruktivnogo povedeniya [The psychology of labor. Mobbing as a pathological form of professional destructive behavior]. Retrieved from: <http://www.kiout.ru/info/publish/24214> (accessed 25 May 2018).

appears both in the rude, outspoken form (such as constant scoffing, reprimands for slightest missteps and neglect of well-done cases), and in the veiled form, for example, a crooked smile accompanied by a mocking look directed at a colleague, making fun of his/her dressing patterns, used dialect words, physical disabilities or low social background. It is especially grievous when a coalition is created against an undesirable person. The active participants of mobbing, so-called mobbers (it is sometimes some individuals, but, more often, a chasing group) want to disorient their victim, impair his/her mental equilibrium, push to wrong decisions because of prolonged stress; such an aim is achieved by distorted ambiguous messages addressed to the victim, dirty rumours about the employee's personal life that also covers his/her business reputation, etc.

In the review made by S.A. Babanov, he states that the concept of “mobbing” was introduced by K. Lorenz to describe behaviour of several smaller (weaker) animals united against a larger (stronger) enemy. For the first time, the term was used by Swedish physician P.-P. Heinemann in 1972, who noted the meaningful similarity between the behaviour of animals and children abusing their peers. Subsequently, his compatriot H. Leymann extended this concept understanding onto description of destructive relationships at a workplace. The first well-argued psychological study of mobbing was the book of the author team (N. Davenport, R. Schwartz, G. Elliott) published in 1999 in the USA: “Mobbing, Emotional Abuse in the American Workplace”, which examined this phenomenon emergence and dynamics, its consequences and harm to a company, as well as possible ways to prevent it⁴. In particular, three levels of mobbing and their consequences for its victim's physical or mental state are distinguished: at the first level, a victim is able to resist, get through bullying at an early stage, or recover fully at a new workplace; at the

⁴ Babanov S. A. *Psikhologiya truda. Mobbing kak patologicheskaya forma professional'nogo destruktivnogo povedeniya* [The psychology of labor. Mobbing as a pathological form of professional destructive behavior]. Retrieved from: <http://www.kiout.ru/info/publish/24214> (accessed 25 May 2018).

second level, the victim cannot withstand the pressure or flee immediately, suffers mental and / or physical trauma for some time and has difficulties in returning to work; at the third level, the victim is unable to recover his/her ability to work and suffers severe, prolonged mental disorder or physical disability.

The well-argued study of mobbing in Germany was carried out at the same time by D. Zapf⁵. The scientist compared the mobbing qualitative and quantitative characteristics in different European countries and in different industries and justified the economic losses of organizations because of mobbing at workplaces as well as destructive impacts of mobbing on its victims. Later P. Stadler, a fellow countryman of D. Zapf, systematized the causes, consequences, and strategies for mobbing prevention or its stopping in organizations⁶.

In the latest study of mobbing – the monograph presented by the author group and edited by M. Duffy and L. Sperry, mobbing is seen as a form of interpersonal abuse occurring in all main human institutions and organizations such as schools, workplaces, religious organizations, the legal system and the communities where people live, for example, condominiums and homeowners associations. The mobbing victims are portrayed in a negative light to get them out of their organization or to suspect them in something inappropriate if they remain at the organization. The book provides a thorough analysis, which relies on research started in the 1970s, on what is mobbing, on its devastating effects and strategies for individual and organizational recovery and mobbing prevention⁷.

⁵ Zapf D. (1999). Mobbing in Organisationen – "Überblick zum Stand der Forschung. *Zeitschrift für Arbeits- und Organisationspsychologie*, 43, 1–25.

⁶ Stadler P. Mobbing am Arbeitsplatz – Ursachen, Folgen sowie Interventions- und Präventionsstrategien. Retrieved from: Retrieved from: http://www.forschungsnetzwerk.at/downloadpub/Mobbing_am_Arbeitsplatz_stadler.pdf (accessed 3 November 2019).

⁷ Duffy M., Sperry L. (2012). Mobbing: Causes, Consequences and Solutions. Retrieved from: <https://www.oxfordscholarship.com/view/10.1093/acprof:oso/9780195380019.001.0001/acprof-9780195380019> (accessed 3 November 2019).

Recently, E.H. Toytok, a Turkish researcher, introduced to the scientific community the results of his large-scale correlation study of educational workers that proved links between mobbing and so-called organizational depression, which is manifested in the depressing mood because of lost career prospects and refusal to fight for the rights and human dignity⁸.

After these discoveries, purely scientific and psychological interest on mobbing moved into the field of labour law amending at many Western countries, and research results influenced human-resource policies and organizational management of private firms, corporations, and public institutions⁹.

As for the post-Soviet countries, the special studies on mobbing began only two decades later and became the subject of interdisciplinary studies in the fields of jurisprudence, conflict management, economic and organizational psychology, etc. For example, J. Weinhardt, a Lithuanian researcher, describes mobbing as discrimination in employees' relations, as a constant terror that manifests itself in attack frequency and duration. She notes that mobbing victims experience psychological discomfort, mental suffering, and this has a negative impact on the victims' social, professional behaviour. She considers also consequences of this phenomenon for moral and psychological climate at organizations, and for the mobbing victims¹⁰.

But despite certain shifts and gains, a synthetic methodological platform is absent that would allow us to apply the *typological-*

⁸ Toytok E. H. (2017) Perception of Mobbing by Teachers and Organizational Depression: A Correlational Model Study *Universal Journal of Educational Research*, 5(12A): 168–175.

⁹ Patlasov O. YU., Kalmykov I. S. (2016) Tekhnologii protivodeystviya mobbingu personala na rabochem meste [Counter-mobilization technologies for personnel at the workplace]. *Nauka o cheloveke : gumanitarnyye issledovaniya* [Human Science: Humanitarian Studies], no. 1, pp. 234–242.

¹⁰ Vveinhardt J. (2010) The diagnostics of mobbing as discrimination in employee relations aiming to improve the organizational climate in Lithuanian organizations. *Management theory and studies for rural business and infrastructure development*. 21 (2), 173–184.

strategic approach to the interpretation of the studies phenomenon, not only to see in it a destructive threat for employees' self-esteem and a violation of their ego-identity, but also to note in the mobbing situation possible changes, latent opportunities that need to be used as corrections to a person's life scenario. Therefore, mobbing should also be considered as a chance to adjust a person's life path, to re-plan his/her career, including its radical options – professional retraining, participation in psychotherapy groups, emigration, etc.

This study presents the results of the research used qualitative (hermeneutic) methods: phenomenological, discursive, narrative and conversion analysis; the method of long-term included observations, conversations, and discussions in focus groups.

We should note that so-called university mobbing rarely becomes the subject of special studies. D.R. Nevskaya in her well-known study names the distinctive marks of such mobbing in Russia. Given the common post-Soviet heritage, her conclusions can be applied to the Ukrainian academic sphere. These features are:

1) a highly qualified lecturer/researcher, who demonstrates his/her independence, professionalism and passion for work, can cause irritation of his/her managers or less professional colleagues; and this induce mobbing;

2) “ballast” – “odd” employees (inexperienced young lecturers or older lecturers on the retirement age) can become victims of mobbing;

3) mobbing can be initiated by a department head, who encourages confrontation between employees in order to create an impression that he/she is above the quarrels and obtain the right to manipulate his/her subordinates;

4) a leader who is not enough self-confident and hold his position for a long time is inclined to press “free-thinking” to get rid of potential competitors – highly qualified or “non-loyal” employees;

5) a leader suffering professional deformation can abuse his/her power by violations of professional ethics as for his/her colleagues;

6) a quite common cause for university mobbing is banal envy of more successful, talented colleagues, when own achievements

against the background of virtues of such employees are seen meagre; such an unhealthy and aggressive reaction as mobbing can appear as a result such comparison of professional competencies and achievements¹¹.

2. The typology of mobbing and mobbers

The empirical typology of mobbing, proposed by Leymann in 1993, is still very popular. This pioneer in mobbing studies identified 5 varieties of mobbing at different organizations, which together cover 45 actions. Such actions are: limitations of an employee's ability to express him/herself (for example, with constant interruptions, threats, critics, interference into his/her private life, etc.); oppression of an employee in his/her professional environment (mobbers do not talk to the employee, get away from he/her, transfer him/her to work into an isolated room, etc.); undermining of an employee's authority and social status (dissemination of gossips, blames, false information about his/her physical or mental disabilities, ridiculing of his/her manner of speaking or dressing, poking at his/her religious beliefs or ethnicity, indecent suggestions, etc.); creation of conditions that reduce quality of his/her work and life in general (the employee does not obtain any task or is given too complex or meaningless tasks to discredit him/her as a specialist); coercion to harmful work (threat of physical violence of real physical violence, damage of the employee property, sexual harassment, etc.)¹².

The typology proposed by me is based on the idea of the evolutionary advantage of altruistic motivation of personal behaviour, self-actualizing in deeds good for all community in comparison with selfish motivation of a person opposing him/herself to society. Such selfish motivation means a person's desire and ability to impose

¹¹ Nevskaya D. R. Esli vuzovskiy mobbing sushchestvuyet, znachit, eto komu-to nuzhno [If university mobbing exists, then someone needs it]. Retrieved from: <http://mobbingu.net/articles/detail/18> (accessed 25 May 2018) (accessed 5 November 2019).

¹² Leymann H. (1993) Mobbing, Psychoterror am Arbeitsplatz und wie man sich dagegen wehren kann. Reinbek bei Hamburg Rowohlt-Taschenbuch-Verl.

his/her will by force or mental means on other people in order to satisfy his/her selfish interests. Therefore, mobbers are characterized by insensitivity (or low sensitivity) to moral laws, parasitism, the desire for unlimited power and material goods, intrigue, malice, etc.

A mobber, often motivated by purely private goals, uses a variety of manipulative strategies to achieve the mobbing goal – to bring a victim to despair that cuts paths to understanding and status quo restoring. In fact, mobbing is not motivated by the idea to find a true price for everyone (rather, it is revealed over time), but solely to win the right of the strong; this is a narrow selfish interest, determined by the inherent human motivation to *survive* in any circumstances (as a minimum), to win the competition for resources and, even better, to live with a guarantee (maximum). Namely, this “selfish gene” backs human striving for achievements, career development, budget planning and caring for wealth¹³.

However, another, equally natural, motivation exists to *get along well* with people in a group, to share its values and to be involved in solving of its problems and tasks; this motivation includes strive for selflessness and selfless service just as the desire to receive benefits. Moreover, altruism is not a metaphysical, “spiritual” alternative to “animal” selfishness, but is a reasonable, evolutionarily justified counterbalance to selfishness that limits perspectives of human development¹⁴. Mobbing actors do not generally take into account altruistic impulses; they live in a world of exploitation, self-interest, and personal gains. The motivation characteristic for people who are sincere in their service for social good irritates mobbers, because it is something that they forced out and neglected in their inner worlds. Therefore, they direct their aggression of survival and subjugation to those “weaklings” who live in another value system.

¹³ Dokinz R. (2013). *Egoistichnyy gen* [Selfish gene]. Moscow: ACT. (in Russian).

¹⁴ Levit L. (2016) Evdemonizm protiv ekzistentsializma: eshche raz o tsennostyakh i smysle zhizni [Eudaimonism versus existentialism: once again about the values and meaning of life.]. *Psykholohiia osobystosti* [Psychology of personality], vol. 1, no. 7, pp. 33–48. (in Russian).

Who uses mobbing most often?

Thus, there are a totally egoistic, grabbing motivational platform common for all mobbing agents, in general, and a number of characters practicing certain *mobbing types* in accordance with the causes preconditioning this phenomenon, in particular:

1) a witling and *narrow-minded* individual, without clear professional interests and low moral standards, as well as envy for those “who need more than others”; the *primitive* mobbing type;

2) people whose life credo is *avoiding* and to go with flow; the *philistine* mobbing type;

3) *incompetent* employees who have taken their office positions due to corrupt employment schemes; *corrupt* mobbing type;

4) employees with *ambitions* and self-esteem exceeding their real capabilities and achievements; the *narcissistic* mobbing type;

5) *power-seeking* “award collectors”, swollen-headed and walking all over because of their “blue blood” (most often, belonging to the nomenclature or the so-called “new Ukrainians”) who received specific education; the *totalitarian* mobbing type.

The given typology specifies the author’s principle of integral subjectivity, according to which personal formation and development takes place in an ascending teleological perspective: the sub-subjective or relatively subjective (lowest) level of realization (here – destructive fixation) of an employee’s subject-value potential, expressed by the primitive type of a mobber; fixation on narrowly selfish interests and needs – the mono-subjective (here – philistine) type of a mobber; at the poly-subjective level – the levels of internationalized anti-social morality – the corrupt mobbing type and the corresponding mobber appears; at the meta-subjective level of human potential realization, the narcissistic type of mobbing is formed, a mobber seeks for uncritical approval and unrestricted satisfaction of own ambitions by as wide a circle of people as possible, the most influential ones; and the totalitarian mobbing type and a totalitarian mobber correspond to the totally subjective, universal level. Let us note that with the transition to a new, higher mobbing level, mobbers obtain wider opportunities and the harm from their psychological terror toward

colleagues grows. That is why organizations must counterwork against mobbing.

3. Strategies for counterwork against mobbing

Depending on the mobbing (mobber) type, we differentiate strategies to counteract this phenomenon.

1. *Normative-regulatory strategy*. Mobbers belonging to the primitive category detest people who “need more than others” and are unpretentious in their means. They often use coarse swearing, abusive nicknames, mockery, bullying, malicious actions that dishonour an employee in his/her manager’s eyes or worsen his/her business image. In addition to general intolerance to people who are inclined to work with pleasure, strive for better results, exhibit the so-called extra-normative or altruistic actions, primitive mobbers are intolerant to manifestations of individual differences, tastes, preferences, personal autonomy if such manifestations do not correspond their limited (backward-provincial, narrow-traditionalist, etc.) understanding of means for self-expression, self-presentation and self-determination. It is not surprising that fierce ethno- and homophobes, supporters of racist and religious-fundamentalist ideologies appear in such environment. In the latter case, such mobber go out of the narrow frames of primitive mobbing and use other varieties of violent, hostile behaviour, such as totalitarian-dominating mobbing, fuelled by the collective narcissism of groups that believe they are not worthless at the arena of important geopolitical events despite the fact that other people do not share this point of view.

As for counteracting against primitive mobbing, we believe that “the might makes right” approach is pessimistic and provokes a force repulse. It is known from experience that the professional environment must not tolerate aggressive ignorance and moral inferiority. Well regulated scale of rewards and punishments, fairness in assessments of each employee’s individual contribution to the organizational efficiency, valid punitive sanctions concentrate employees’ attention on objective work indicators and encourage labour enthusiasm, initiatives and cooperative work. In fact, the indifference to primitive

mobbing manifestations make non-motivated workers feel unpunished and allows them to go off the reservations against people seeking fulfilment their talents and increasing of own competencies.

2) *Differentiating-analytical strategy*. Mobbing of professionally mediocre people, who consider work solely as a means of life support for their families, is brutal and arrogant but disguised by their position of a victim. Their intention of “do not touch me and I will not engage you!” means their constant willingness to avoid risks, responsibilities, acquisition of new competencies; in the case when their “professional growth” is threatened because a fair competition for a particular work position they show unexpectedly high activities to find influential supporters, powerful patrons who put into the place all imaginary offenders of this “nice in every sense” person.

The only way to counter mobbing from a victim’s position is to differentiate between personal and professional histories, to reject extra-professional arguments and sentiments when the question is on the viability of an organization as a healthy whole organism, consolidated by shared goals and values.

3) *Demonstrative-reflexive strategy*. The incompetent people should be extracted from the web of gossip by the reflecting rays of publicity, where their professional inability become apparent. In this case, a mobbing actor is deprived of doubtful authority as an expert in human qualities, and his/her influence on opinions of the professional group drops to zero. The situation is worse, when incompetent mobbers are backed by their patrons from higher levels of the organizational hierarchy, who remove them every time out of criticism, preventing them from “shining” in a role disadvantageous for their false authority.

4) *Creative-variative, anti-crisis strategy*. Often enough professionally competent workers fall into this category of mobbers. For such mobbers, simple discredit of employees is too small goal (they simply “flex muscles”). Their main purpose is to find a right moment to catch a “bigger fish”, for example, to undermine their leader’s authority and dishonour him/her. Such workers create small coalitions of the “elected people” and attract attention of higher

management in order to convince them in their professional “superiority” (compared to capabilities of their “stagnant” environment) and to achieve a privileged position, for example, as leaders.

This kind of mobbing can have not only negative consequences for the organization and its leaders. Firstly, it can lead to the reorganization of an organizational department or even its liquidation, merger with others sub-divisions, as well as to establishment of new departments, centres, etc. Secondly, a leader, if he/she can withstand emotional burnout and professional distortion, is able not only to restore but also to strengthen his/her own authority in his/her organization or at other institutions. Thirdly, the mobbers receive an opportunity to adjust their self-esteem, to defend and confirm the validity of advances and privileges from senior management, which they received as a reward for combating a former leader as “the evil and the brakes of progress”.

The victim’s strategy in this difficult situation is not to be trolled, to maintain courage in conditions when his/her team is staggered because it doubts in his/her leadership abilities. The mocked leader has several options: to unite the rest of his/her team on the basis of common values, goals and deeds; to demonstrate to the top management that his/her team is an able functional units under his/her leadership; to be fired in the case of insufficient support from top and bottom for other career prospects.

5) *Systemic-corrective strategy*. As for pathological power-seekers, their tyranny can be stopped only by the organized resistance of all employees as a united group, who do not want to submit to his/her high-handedness or even arrogance, absence of democratic principles in their organization, to recognize the under-the-carpet agreements aimed at strengthening of power monopoly and the related advantages of such an official¹⁵. The tacit consent of subordinates and colleagues legitimizes really the self-serving short-legged motive of a

¹⁵ Bondarchuk M. (2007) Nachyzm. Ternopil: Pidruchnyky i posibnyky. (in Ukrainian).

person who abuses his/her powers. As a matter of fact, a careerist-power seeker is a universal mobber, so combating his/her manipulative methods requires civil dignity and professional honour, a willingness to face unforeseen difficulties and to take responsibility for own solutions; this struggle must be systematic and fought at different levels of the organizational hierarchy.

The presented conceptual modelling is not the result of an arbitrary imagination, since it is based on the solid factual base and the recognizable psychological phenomenology. It follows from this fact that mobbing prevention and counteraction requires different measures: the legislative regulation of labour relations, work with the organizational staff, as well as individual reflexive, volitional efforts and creative decisions made by every employs. We talk on the *transactional analysis* of habitual patterns of an individual's behaviour that shape his/her life strategy on the path of a Winner, a Defeated person or some intermediate variant¹⁶. Mobbers, as a rule, tend to elevate above their victim with aggressively manipulative means; in turn, the victim is victimized if he/she uses unproductive forms of psychological protection. In both cases, a negative life experience should be *re-constructed*, its components should be *externalized* and a viable and competitive *narrative personal identity* should be built¹⁷. So, renovated personality will practice kindness instead of hostility, affection instead of suspicion, friendly sympathy instead of envy, work on him/herself instead of hindering their colleague's success. In general, we can say that practically every psychotherapeutic approach has psychological techniques adequate for different situations (and types) of mobbing and capable to assist its potential or real victim.

¹⁶ Mizinova I. A. (2013) ZHiznenny stsenariy lichnosti: osnovne podkhody k rassmotreniyu [Life scenario of an individual: basic approaches to consideration]. *Izvestiya Saratovskogo universiteta. Novaya seriya. Seriya Filosofiya. Psikhologiya. Pedagogika* [News of the Saratov University. New episode. Philosophy Series. Psychology. Pedagogy], vol. 13, no. 4, pp. 59–64. (in Russian).

¹⁷ Berezko I. V. (2014) Kryzova sytuatsiia: bifurkatsiia u zhyttievomu stsenarii [Crisis situation: bifurcation in life scenario]. *Aktualni problemy psikhologii* [Actual problems of psychology], vol. 2, no. 8, pp. 109–122. (in Ukrainian).

M. Bondarchuk provides useful recommendations on counteraction to bossing (a type of vertical mobbing initiated and supported by a boss against his/her subordinates)¹⁸:

– it is important for bossing victims not to retire into themselves or accumulate anger and irritation for the joy of the boss-manipulator, but to resist with all available means, uniting with others in the fight for the fair order;

– dissemination of credible information about intrigues, arbitrariness or frauds of a particular boss narrows the field of his/her activity, warns and equips his/her potential victims;

– actions of state authorities and local self-government bodies should be under the watchful eye of the opposition parties and movements; officials should be under constant control of the public;

– in a broad sense, a clear and strong system of state power together with strong and developed civil society and a legal system fighting power abuse are needed.

On the basis of the analysed current situation with mobbing at workplaces and the analysed foreign legislation protecting employees against mobbing, O.Yu. Patlasov and I.S. Kalmykov propose to implement the following initiatives at organisations:

1) to introduce in organizations of a code of conduct containing the concept of “mobbing”, descriptions of behaviour and actions falling under this definition, as well as the sequence of actions that can be used by an employee suffering or witnessed mobbing, and sanctions that can be applied to mobbers;

2) to monitor the psychological climate in an organization with such means as seminars and webinars aimed at formation of a corporate spirit and explanation of the negative effects of mobbing; to introduce into the practice a “farewell interview” finding reasons for an employee’s dismissal;

¹⁸ Bondarchuk M. (2007) Nachyzm. Ternopil: Pidruchnyky i posibnyky. (in Ukrainian).

3) to form such internal environment in an organization that would facilitate the quick and painless entry of a new employee into the labour collective;

4) to make amendments to the labour legislation concerning the protection of both employees' physical and mental health, as well as the liability of those who violate employees' rights and legitimate interests;

5) the liability for damages caused to a employee must be laid upon his/her employer;

6) to protect legally an employee's right at court examinations concerning his/her dismissal or disciplinary actions, and to provide sanctions against employees giving false information about mobbing for their personal gains¹⁹.

CONCLUSIONS

The mobbing motives, mobber's psychological types, and strategies of counteraction, described in this article, are not defined absolutely clearly, because they are rarely seen in real life in their pure forms. The described types do not create a comprehensive classification of mobbing and its actors; in additions, they are, undoubtedly, culturally determined. There are reasons to expect that mobbing manifestations and its main forms are influenced by peculiarities of national character, dominant social attitudes and stereotypes, moral and psychological state of society, its justice, elaboration and application of the legislative rules as for labour relations in a particular country. On the other hand, there are doubts about possibility to develop strict valid protocols how to eliminate the behavioural violations if such task is applied to mobbers themselves.

Qualified organizational psychologists, trained HR-managers could help in this case, however, despite urgent demand for their work,

¹⁹ Patlasov O. YU., Kalmykov I. S. (2016) Tekhnologii protivodeystviya mobbingu personala na rabochem meste [Counter-mobilization technologies for personnel at the workplace]. *Nauka o cheloveke : gumanitarnyye issledovaniya* [Human Science: Humanitarian Studies], no. 1, pp. 234–242.

they rarely appears in the staff list of organizations²⁰. Another institution, the trade union, as a body protecting the working people rights, is very rarely interested in psychological motives of mobbing and deals mainly with consequences of particularly malignant forms of this phenomenon. Various temporary commissions considering complaints and labour disputes have a palliative effect and influence very little on the formation of a favourable moral and psychological organizational climate. There is a need for special training for organizational administrative staff and heads of structural units as for mobbing prevention and productive conflict resolution. For this purpose, rich international experience can be used²¹.

In general, we talk on the axiopsychological culture based on the humanistic principles of the professional environment (an organization), which can minimize the manifestations of individualistic short-sightedness, defensive suspicion, aggressive defence of “own territory”, attempts to eliminate rivals in their claims for influence and power²².

Respect for people, their differences, experience; focus on fairness, objective assessments of situations and people’s needs, friendly attitude to colleagues; flexible responds to misunderstandings, attempts to reveal causes of meaningful barriers; an integral problem vision with predicted consequences of problem possible solutions; a communication initiative combined with personal responsibility are the basic principles of counteraction against mobbing in the

²⁰ Hrabovska S. A. (2014) *Psykhologichni aspekty komunikatsiinoho menedzhmentu orhanizatsii* [Psychological aspects of communication management of the organization] : navch. posibnyk. Lviv: LNU imeni Ivana Franka. (in Ukrainian).

²¹ People to People Communication – Preventing and Resolving Harassment for a Healthy Work Environment. Retrieved from: <https://www.canada.ca/en/treasury-board-secretariat/services/healthy-workplace/prevention-resolution-harassment/people-to-people-communication-preventing-resolving-harassment-healthy-work-environment.html> (accessed 4 November 2019).

²² Karpenko Z. S. (2009) Biologichne sprychynennia v konteksti psykhologichnoi bezpeky osobystosti [Biological reasoning in the context of the psychological security of the individual]. Proceedings of the *Psykhologichna bezpeka osobovoho skladu sylovykh struktur ta personalu ekstremalnykh profesii* (Ukraine, Kharkiv, November 18, 2009). Kharkiv, pp. 69–72. (in Ukrainian).

professional environment. Only socially optimistic thinking and activities aimed at a common good, empathy with people around, teamwork facilitation and constructive conflict resolutions²³ can be positive means preventing such an abdominal (in the moral-aesthetic sense), deviant (in the socio-psychological sense) and harmful (in medico-psychological sense) phenomenon as mobbing.

SUMMARY

The article substantiates the socio-economic, political, legal, moral and psychological importance of the study on mobbing in professional interactions of employees within their organization. Despite the fact that a person's professional achievements appears at the acme-period, personal maturity does not always appears during this period. The need to compete for a job in the labour market, a weak organizational culture, and employees' individual characteristics supporting unproductive life scenarios lead to appearance of mobbing as harassment and tormenting of a colleague in order to discredit him/her, exclude him/her from society, and forcibly induce him/her to quit the job.

Basing the principle of integral subjectivity, we performed the conceptual modelling of subjective-value behavioural preferences of different mobbing types and mobbers as its actors – primitive, philistine, corrupt, narcissistic, totalitarian – used in an employee's acme-period.

The strategies for mobbing prevention and counteraction are distinguished and characterized, taking into account the psychological profile of the mobbing actors: normative-regulatory, differential-analytical, demonstrative-reflexive, creative-variative, systemic-corrective.

We assume that psychological techniques from the transactional analysis and narrative psychotherapy can help to correct the life scenario of employees involved in mobbing, by building of a resilient

²³ Seligman M. (2006) *Novaya pozitivnaya psikhologiya* [New positive psychology]. Moscow: Sofiya. (in Russian).

and competitive narrative identity, adequate to the changed conditions of professional environment.

In general, social optimism, focus on the common good, empathy with people around, teamwork as cooperation, constructive resolutions of business conflicts are positive means preventing and countering mobbing in the professional environment.

The prospects for the future study are related to experimental confirmation of the developed mobbing (mobbers) typology and strategies for its prevention and elimination, the development of psychological and legal recommendations for professional conflict resolutions in the professional environment and for protection of employees' rights, especially those who are prone to victimization.

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