

Leadership vs mobbing

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Abstract This paper examines the influence of business and personal qualities of a manager on social tensions in the workplace. Our findings ascertain of mobbing in the workplace which provides for instances of activities against some employees, degrading the honor and dignity of the person, the issue. It becomes clear that any work that is well-coordinated calls for a working climate from the group.

We show that success in the actions of an organization that is modern should be determined by cohesion and the reliability of their employees, but also by the mutually beneficial and harmonious connections between employees and management. Moreover, we examine the types of leadership and the relationships between managers and psychological climate in working environment and provide certain recommendations related to these issues.

1 Introduction

In any enterprise during the production process different points of view, opinions, attitudes, interests are encountered. Effective and well-functioning administration assumes the active management of the staff. However, it should be noted that this does not involve an supervision, but the person's feeling of particular independence and support (Truijen et al. 2013).

Effective management suggests that there are no problems in terms of human relations. The good contacts improve a microclimate in a collective as they penalize any misunderstanding between members and highlight all appeared problems, without allowing them to expand in unsolvable contradictions (Marchington 2015; Strielkowski et al. 2016; Strielkowski et al. 2017; or Białowas 2018). In addition, effective management involves taking care of the mental and physical state of subordinates. The leader has to provide a positive reinforcement to the subjects, i.e. she or he has to receive reaction of satisfaction from subordinates. This is very important for ensuring the job satisfaction and effective performance of employees (Koudelková and Svobodová 2014; Čábelková et al. 2015; Strielkowski and Čábelková 2015; or Islami et al. 2018).

However, subordination between subjects is an indication of any management. Any type of an organizational chart is always conflict by its very nature (functional and professional differences of structural divisions, professional and personal distinctions of employees, existence of corporate and individual interests of personnel that cannot be prohibited).

Asymmetry is a characteristic feature of management relations; such affairs promote origin of social interests and form the communicative mechanism of social progress. The administrative vertical is built on the asymmetric relations between the leaders and subordinates. Nevertheless, if in addition to the vertical authorities, the asymmetry is present even when the power is horizontal, it can become the mobbing reason. Horizontal asymmetry is the equality of statuses and inequality of abilities and capabilities of workers in the management team. The boundaries of the departments' heads competence and the central governing body are not sufficiently defined; as a result, information asymmetry arises, related to the lack of knowledge about the power volumes of the organization's divisions (Guliyeva and Rzayeva 2017).

Conceptualization of mobbing in its essence includes the concept of an imbalance of relations among the parties. The present study fills this gap to a certain extent by critically analyzing existing researches on various leadership styles that increase or decrease the probability of mobbing in organizations. To understand the nature of structural conflicts in organizations, it is important to examine precisely their social aspect.

Therefore, the study of such a phenomenon as the relationship of types of managers and mobbing is relevant and necessary (Baron et al. 2000).

This paper focuses in the problems, issues and types of mobbing within the business enterprise. We connect these with the concept of leadership and provide some recommendation and ideas for the managers and business owners.

2 Mobbing and the work environment

Mobbing is becoming notorious and widespread in today's globalized business world that is populated by the international corporations. The word "mobbing" means such behavior of leaders, colleagues or subordinates towards any employee when they periodically, for weeks, months and even years, carry out the targeted prosecutions and attacks that restraining his/her self-respect, hurting reputation and professional competence. The person is directly or indirectly exposed to emotional violence; he is constantly humiliated and often subjected to unfair accusations. Always the psychological trauma and dismissal are result. When it comes to mobbing, management is often implicitly involved in this process. That is why in this case the victim very rarely succeeds in getting help (Demirag et al. 2017).

However, not only the immediate victims (their health and mental state) suffer from mobbing; the consequences of collective psychological terror also have the negative impact on relatives of these people, as well as on the companies in which they work. In 1991, psychologist Brady-Wilson, specializing in the treatment of work-related psychological trauma, wrote: "The mobbing in the organizations leads to huge losses, which are estimated in billions of dollars. The psychological trauma that employees receive as a result of mobbing is a more ruinous factor for the employer than all other stresses taken together" (Wilson 1991).

The modern specificity of professional activity consists in the need for constant updating of knowledge and skills in order to support a high level of professional skills, increase social activity, mobility and the ability of quick and efficient decisions making in states of uncertainty. However, changes in consciousness occur very slowly, the aspiration to the social, cultural and professional improvements are not a mass phenomenon. Highly professional, talented, creative personalities differ significantly from a great bulk of employees in value terms (they more appreciate independence), and on the implemented behavioral strategies (they actively improve qualifications, expand business activity, and are included in innovative activities). Often, employees striving for emancipation, especially those who have created a certain "know-how" during their work in the organization, have biased attitude both from the management, and from colleagues (Kirilmaz et al. 2016).

3 Leadership styles and organizational policy

The team structures, in which the success of subordinates is not encouraged, create intolerable conditions for their work and does not develop. The most effective method of preventing mobbing is the choice of employees not only by professional, but also by human qualities. No less important are the development of leadership skills among managers, as well as the creation of algorithms for obtaining feedback from employees, a clear formulation of official duties and building internal communications. The entire work of the organization depends on the head of the organization, its styles and methods of personnel management, since the socio-psychological climate that has developed in the organization directly affects the incentives and motives of staff.

Based on the analysis of the key competencies of managers, the logic of actions and thinking of some types of leaders that are critical for identifying and preventing mobbing in an organization were identified (Spivak 2012). However, the relationship between the behavior of different leadership styles and mobbing is poorly covered by existed researches (Lewin et al. 1939). This study focuses on management styles that are typical of a leader. Among all the forms of activities used in working with team members, we identified four that are considered through the impact on increasing or decreasing mobbing: transformational, transactional, authoritarian and paternalistic leadership styles.

Transformational leadership is characterized by the ability to make significant changes. The leader of this type introduces changes in the concept of the future development of the organization, in its strategy, culture, production and applied technologies. The transformational leader focuses on "intangible issues": perspectives, common values, new ideas. He was keen to establish cooperation, to make the work of subordinates meaningful and to engage them in the process of change. Transformational leadership is based on personal values, beliefs and qualities:

1. Transformational manager draws leaders from subordinates. Employees are allowed relative freedom so that they can independently control their activities within delineated boundaries. They are involved

in the problem-solving process and learn new ways of working, which contribute to increase of productivity.

2. Transformational leader inspires employees to abandon their personal interests for the sake of the interests of the team. Transformational leaders explain to employees the importance of goals and deliverables and convince them to give up their short-term personal interests for the mission of the organization.

Few modern studies allege that a transformational leader is able to establish such relationships with a team, in which the effectiveness of an activity can exceed any expectations. In this regard, transformational leadership has established itself as one of the most productive ways of interactions, between a leader and subordinates (Yammarino et al. 1997), because transformational managers allow creating a picture of a desirable future for which it is worth overcoming all the difficulties associated with changes. It is generally believed that transformational leaders use non-trivial goals as means of motivating subordinate activities and requiring non-trivial decisions (Politis 2002). Transformational leadership translates the needs of employees from a lower physiological level (safety, reliability) to a higher psychological level (self-esteem, realization of their abilities). It is very important that the needs of the lower level be met through decent wages and good working conditions. However, the transformational leader also provides opportunities for growth and development individually for each subordinate.

Managers from the second group are clustered into the category of transactional leadership. While transformational leaders initiate changes that affect both subordinates and the organization as a whole, transactional leaders seek stability. Executives who prefer transactional leadership rely on control over the activities of group members, and not only on their organization and productivity (Bass and Avolio 1994). The main provisions of transactional leadership are:

1. Execution of instructions and orders of the leader - the main task of subordinates.
2. Employees are motivated by a system of rewards and punishments.

In the research literature, transactional leadership appears to be another type of effective leadership against mobbing (Eagly et al. 2003). In transactional leadership, minimization of mobbing is achieved due to the efficiency of execution of the subordinate orders of the manager. Rules, procedures and standards play a crucial role in this type of leadership. The creative approach of employees to work and the seeking new solutions to problems are not particularly encouraged. Studies have shown that transactional leadership is usually most effective when the problems to be solved are simple and well defined (Sosik and Godshalk 2000).

The next group of leaders focuses on authoritarianism. In most cases, an authoritarian leadership style is characteristic of the traditional organizational model. In most cases, an authoritarian leadership style is characteristic of the traditional organizational model. Very often, within the framework of a traditional corporate culture, a team managed by an authoritarian leader is able to quickly generate solutions, move from words to actions, and manage to complete a larger amount of work in comparison with a democratic style. The authoritarian leadership style implies an emphasis on the central position of the leader who exercises sole directional influence. It is generally understood that mobbing may be supported by an authoritarian leadership style (without excluding methods of suppressing and humiliating subordinates if they are not sufficiently loyal to the organization) (Branch et al. 2012).

However, it should be noted that the authoritarian leadership style is considered as an effective leadership style, if it is applied in the right circumstances and skillfully. The strength of the autocratic style is the ability of the leader to develop a quick solution and move to action in a situation of crisis and chaos. Another undoubted advantage of the authoritarian management style is the personal responsibility of the leader. Since all the power to make and implement decisions is in the hands of one manager, he is fully responsible for the results obtained.

Another "opportunistic style" of leadership that emphasizes the leader's interest in achieving his own egoistic goals is the so-called "paternalistic style", described in a number of historical, sociological and anthropological works as patron-client relations (Bruszt 1988). Paternalistic attitudes are the relations of patronage of stronger and more important persons over weak or subordinate ones. These relationships reproduce the image of a family with a single shared responsibility and experience for each of employees. Such relationships can be in the family (elders, parents over younger ones), in politics (guardianship, patronage of parties and public organizations), in the state system, when the state professes and implements the doctrine of "fatherly care" in relation to the strata and groups of the population, less socially or economically protected.

The perception and effectiveness of a paternalistic leadership style varies across cultures. For example, in Western cultures, which are characterized by individualism and the horizontal construction of power structures with subordinates, leadership's paternalistic behavior can be perceived as exploitative, repressive, authoritarian, ineffective and amoral, and often, like invasion of personal life. At the enterprise, paternalistic

relations are reflected in the form of additional benefits, subsidies and payments at enterprises in order to retain staff, increase productivity, and ease tension.

The paternalistic tendency in the public consciousness more easily triggers the mechanism of "internal incentives" for mobbing employees (Aycan 2006). On the one hand, paternalistic leader has the tools to stimulate workers to more productive work in exchange for taking care of him (free housing, treatment, trips to rest homes and sanatoriums, etc.). On the other hand, it is a type of power relationship that presupposes protection, patronizing leadership in return for loyalty and submission (Cheng et al. 2004). While the first factor prevents mobbing, the second can only increase its likelihood. In particular, creating a healthy workplace minimizes the number of mobbing situations, but the desire for loyalty and respect for subordinates can be positively associated with mobbing.

4 Conclusions

All in all, our findings determine the problem of mobbing in the workplace, which provides for cases of unfriendly actions against some workers, degrading the honor and dignity of the individual. Any well-coordinated work requires a healthy working climate in the team. Success in the activities of a modern company is largely determined not only by the reliability and cohesion of the staff, but also by harmonious and mutually beneficial relations between management and employees.

Our paper discusses four types of managers, since in many respects the negative development of events at the enterprise depends on the management policy. Mobbing in business entities is becoming increasingly common, and the diagnosis of its causes, timely detection and prevention is a necessary tool in the asset of modern managers and leaders.

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