

Lack of managerial skills conflict resolving

Conflict management skill is one of the most wanted competences within the management sector at today's labour market and the most important ESG area to be looked after.

The phenomenon of mobbing exists, where employees are treated instrumentally, are subject to expressing opinions, outsource more tasks to be performed than a person can perform, gives tasks below the requirements that customers must meet, especially in a homogenic environment with women only.

Nowadays, various groups of people might face significant difficulties in finding a job. The employer may be inaccessible, may start to dictate the conditions, may demand more and more, may do not submit comments on employee rotation, may apply wrong decisions, may say, that people / human resources may be replace each time.

People who are looking for a job and know some companies with a tense atmosphere, terror and employee but with a vacancy, are in a very difficult situation, a conflict, as the question arises: do I pay the price by working for this company? Or maybe they say: this time will be different; I am strong enough to draw the boundaries... Are you really?

On the one hand, people want to work, on the other they don't want to have a bossy manager who will bully employees at workplace.

Mobbing has an impact on the recession in the economy - costs are reduced to a minimum, and care about the mental state of the employees comes to the background. These negative processes are also where management ignores the growing conflicts or, on the contrary, participate in them, becoming one of the parties.

The spiral that winds up the phenomenon of persecution is sometimes the concentration of too much power in the hands of different people, and the situation is exacerbated by the fact that it is often not formalized and regulated at workplace.

Organizations that support victims of mobbing in the organization have stated that for the abovementioned activities to be considered as mobbing must last a minimum of six months continuously and are not a one-time incident.

Mobbing activities have been divided into certain phases.

1. **Conflict** - The supervisor is the first to use mobbing, then is joined by colleagues who become part of a group abusing another person or group of people, or vice versa. In this phase, the conflict is not resolved correctly or not at all. The causes of the conflict can be different, from a bad atmosphere in the workplace, through a feeling of confusion, uncertainty and typical mobbing activities. It begins to undermine employee competences, slander, ridicule, and finally comes to alienation and reduced self-esteem. At the end of the first phase, the " attack line " is quite strongly marked by the mobber. The persecuted person feels defeated and cannot find support and help in the work environment. Self-esteem

decreases, and 'further attempts to use reasonable arguments, and some people defend themselves by reacting with aggressive behavior to the psychological violence used against them. As a result of mobbing, the victim begins to feel worse, fear becomes an inseparable element of her life, before going to work she is overly nervous, restless, feels unnatural nervous tension. There are visible signals sent out by the body, which are signs of stress, neurosis, depression, anxiety, isolation, tiredness. The symptoms may also include: headache, stomachache, excessive sweating, , fear, chest pain, esophageal neurosis, loosing or gaining weight, drinking more alcohol and smoking more cigarettes to reduce the stress. After some time, alarm signals such as insomnia, problems with concentration, high blood pressure, vomiting accompany the victim repeat too often. This stops the individual from having a 'normal' in life. Often, the victim begins to abuse alcohol, sedatives or sleeping pills or reaches for other drugs.

2. **Stable mobbing** - The victim was marked in the group and became a 'scapegoat'. For a conflict to arise, all it takes is a different view of the matter, conflicting lines of action, a feeling of use, different views, cultures, religions, personalities, interpersonal, and intrapersonal experience.

3. **PTSD (Post Traumatic Stress Disorder)**- In this case, the situation is dramatically worse. A person affected by bullying can no longer function efficiently in a social and family professional environment.

Awareness of the hopelessness of the situation in which the victim stays; the threat of unemployment, livelihood and lowering of living standards causes various somatic diseases. It can also cause uncontrolled outbursts of aggression or rage that are directed against superiors or colleagues. For objective reasons, further employment of the employee is pointless. However, sometimes the mediator alongside with a manager try to transfer the victim to another position, try to convince the person to contact GP to get information how to be referred for the counseling.

The disease described by psychiatrists as posttraumatic stress disorder (PTSD) is compared to the condition of people who have undergone a concentration camp experience. Every tenth employee has suicidal thoughts at the advanced stage of mobbing, and every hundredth attempts suicide. Specialists from the European Union, after conducting research in Spain, estimate that every fifth suicide committed in this country was caused by psychological violence at the workplace.

Where we have people, we have a potential conflict. We need to be open about that, as only being prepare for any types of conflict beforehand, will let employers and also employees to be prepared to manage the situation with a positive outcome. As for the phenomenon of mobbing, a conflict arises in a particular individual, a group of people, where the possibility of resolving the conflict by agreement or mediation is not possible.

A conflict that is not resolved on an ongoing basis affects the overall work and relationships prevailing in the organization. At present, when conflicts that are not controlled, there is a significant increase in costs arising in organizations due to staff rotation. It is estimated that in more than 65% of cases, the decrease in productivity and quality of work is caused by

tensions in relations between employees, and not by a lack of qualifications or motivation to work. In contrast to the conflict, which is managed wisely, it can be a constructive phenomenon, motivating further actions, positively influencing the development of an organizational unit, and often motivating parties to a conflict.

Mobbing has one purpose. It is humiliation, stripping of dignity and eliminating the victim from her position. Why? Because the bully is a person who has unnaturally exaggerated self-esteem and ego. The person considers himself/herself as someone, who can literally do anything and has all the powers.

Bully cannot accept criticism from colleagues and believes that the knowledge and skills will not be caught up by others, because no one can be as smart as this person. Often, mobber through activities such as psychological abuse over others, such as bullying, liveliness on colleagues, is really trying to hide his own imperfections.

By humiliating other people, mobber tries to show a power, which she/he does not actually have. The tormentor is constantly angry, cannot accept criticism, reacts with anger. No one can have a different opinion, and all manifestations of " insubordination " lead to intimidation and harassment of employees. Every employee is treated as a potential enemy. Mobber has no friends, usually is a lonely person who does not work out in private life and transfers all frustrations to a professional background. The boss expects acceptance from each of them individually, but despite the fact that the mobber seems to have his supporters, doesn't trust them anyway.

This leads to a situation where workers stop trusting each other. Mobber believes that there is no friendship at work, and every employee should take care of themselves and work only on their own account. Teamwork has no right to exist, because all manifestations of the organization in the organization are immediately " suppressed in the bud ".

By this, mobber tries to mark the highest position, showing that people should not trust anyone, because the must be a control of people and messages of people who report to him/her at the workplace.

As a result, the atmosphere becomes very tense, envy and jealousy, employees have low self-esteem, become less efficient, and even those who tried not to participate in the conflict, 'break' and through this superior mobber regains a splendor and becomes the most important, what the mobber meant from the beginning.

Mobber knows no other way to show his great position except by bullying, humiliating and oppressing colleagues. Usually, employees do not respect their supervisor, they think that the person has no interpersonal skills, empathy and is a bad manager. But they are afraid to express real truth and scared not to lose their job. Mobber does not feel remorse and is convinced of the rightness of what has been done. The person believes, that, whatever has been done, it has been done for the best interest of the company too.

Social causes of mobbing

Mobbing as a definition does not indicate the stimulus, to which intimidation, harassment or harassment of the employee / subordinate occurs. These actions often have no reason to occur. This is how the bully acts. There are certain groups of people who may be more vulnerable and be subject of bullying at work due to different reasons.

1. Social reasons - includes the threat of losing a job, losing a job, long-term unemployment, forcing employees to carry out orders, tasks incompatible with the labor code, with an employment contract, going beyond the employee's obligations, hiring employees under a mandate contract, a contract of the work despite the fact that the work performed has the features of a permanent job, where the employee should have an employment contract; part-time employment despite the fact that the employee works full-time, by hiring for a limited period of time the employee has no sense of security, stability or confidence, 0 hours contract.

2. Competences of the manager - it often happens that the supervisor is a person whose sense of value is greatly exaggerated. This can be especially seen outside of Poland. Team leaders, leaders, and supervisors who are Poles living and working in the UK, who speak a very little English, but speak enough to communicate with their line managers, who are with the company from the beginning and went through a ladder of 'promotion', and perform their current function by 'presiding'.

They have no education at the level at which newcomers have them, their English is often at a very basic level, because they command a group of Poles (production companies, greenhouses), where knowledge of a foreign language is not necessary, and on the other hand there is no possibility to learn due long working house, but firstly, they feel appreciated at work and unreplaceable which of course is not true.

People who came to the UK after Poland joined EU 2004-2005), often do not have the level of education that new comers (2011-2013) have. When a person with a higher education, with a fluent English joins a group of employees, a person to whom everyone is 'clinging', the supervisor begins to harass such people, and it can be clearly said that in this case, for some superiors, the harassment of an employee is way of diverting attention from one's incompetence. Very common within Polish uneducated women who came to the UK between 2004-2006.

3. Ethnicity - The third group concerns the special social position of the victim of mobbing - usually a different skin color, different origin, different sexual orientation, different religion or political views are enough to become a potential victim. More often, people with disabilities, women in men's occupations or men working in a feminized environment may be persecuted, immigrants who can't speak English, Roma.

Favorable conditions for mobbing can be seen in those organizations where there is a strong hierarchy; police, army, universities, factories, warehouses, production lines. Lack of empowerment or collegiality in decision making can also be a factor conducive to the phenomenon of mobbing.

The causative factor creating favorable conditions for mobbing phenomena is a high level of unemployment. Low self-esteem, poverty, low education, a sense of hopelessness, a lack of opportunities to find a better and often any job causes that people agree to psychological coercion in the workplace. Certainly, management has an impact on this, because often do not notice the problem, or instead of helping victims of mobbing, directs all the accusations against the victim.

This further aggravates the problem. Both in Poland and abroad, ambitious people who has a self-esteem on a healthy level, are intelligent and assertive, they may be exposed to mobbing too. Usually, however, such people are able to defend themselves and, despite the fact that work is very important to them, they are not afraid to give up if they feel insecure at work at any level. Research also shows that mobbing often affects people who perform their duties diligently and for whom work is extremely important or this is their first job / a dream job too.

Social structures that are too rigid, are considered as a cause of mobbing; power is exercised through the use of force. This is particularly evident in the too rigid social structure, where the management method is highly hierarchical. Lack of order, incompetent management method, incompetent and inconsistent way of managing the organization is the foundation for the phenomenon of mobbing.

Negative features occurring in the organization are issuing orders that make no sense, over-burdening, short period of time to carry out orders, limiting employee competences, and underestimating employees' work.

There is a tense atmosphere in the workplace, victims cannot get support from colleagues or superiors, the employee feels threatened, insecure, stress almost always accompanies him, feels abused, works under pressure.

Actions, that are repeated systematically, several times and for a longer period may be called mobbing. When it comes to situations in which freedom of speech, thought is constantly limited, there is interruption of expression, constant criticism, screaming, criticism not only of professional but also private life may have the features of mobbing.

This also includes activities such as bullying by emails, telephone, letters, degrading gestures, treating employees as air, using activities that distort the employee's image, for example, spreading false information about him, ridicule, slander behind the person's back, suggesting diseases (including psychological) without any justification or evidence, making fun of a disability, mocking physical disability (disability), making fun of a way of moving, speaking, gestures to ridicule an employee, mocking political views, professed faith, personal views and life situation.

These activities also include outsourcing tasks that violate human dignity, which are incompatible with employee beliefs or values, questioning decisions made, origin, family,

education, using obscene nicknames or those aimed at humiliating individuals, jokes to offend employee's sexual orientation for example through sexual suggestions and phrases. In general, these are all activities that have a negative impact on the health of the person affected by mobbing.

Types of mobbing

Mobbing causes endemic stress in almost every organization. The consequence of this is the loss of organizational correctness, which makes employees not to complete the tasks given properly and efficient. The work is becoming more and more frustrating. People in constant tension often strive for conflict with other people. Hostility may increase towards one person for a long period of time causing a mobbing situation.

There is horizontal mobbing, where 'employee acts against colleague'. It is hostile action by a group of colleagues towards a person whose difference becomes the object of attacks (a woman among men, a man among women, racial, religious or social separateness, homosexuality etc., 'old' employees towards new employee).

Sometimes the source of harassment is jealousy of someone who has something that others do not have, e.g. youth, education, wealth, beauty. The role of the manager is difficult in this type of mobbing, as too often the leader does not know how to behave, often does not take any steps, not wanting to be accused by mobbers of favoring a person harassed or terrorized by colleagues.

Another type of psychological harassment is a vertical mobbing. It occurs when the subordinate acts against the superior. The superior becomes harassed by the subordinates. Subordinates try to compromise their supervisor, for example to take his place.

The last type is sloping mobbing. Occurs in the workplace most often. The supervisor abuses a professional position. This type occurs when the supervisor is against a subordinate. The most common form. This phenomenon intensifies especially in times of recession, the situation on the labor market and unemployment causes that the employee agrees to everything, wanting to keep a place of employment. Often, it can also take place when the supervisor is afraid that a workplace will be taken by someone younger, more educated, with greater charisma and life energy or by a person who speaks the language better.

Help and conduct in the case of mobbing

The phenomenon of mobbing is a type of pathology that consists of many factors. Fighting it, opposing it, eliminating symptoms or mental harassment activities requires taking actions specified in legal regulations. Organizations in which the profit and loss statement of mobbing activities has not been carried out may condemn any attempts to combat this type of pathology in the organization.

Mobbing has excellent conditions for development where there are rigid, hierarchical, authoritarian power structures, and individuals concentrate excess power in their hands. Some anti-mobbing activities in the workplace are undertaken by:

- employer,
- works council,
- employee councils.

Those are:

- proceedings to prevent the occurrence of psychological violence in the workplace
- proceedings in the event of a specific case of mobbing at the workplace.

Executives who are able to detect and eliminate all mobbing attempts in the bud, help to prevent and combat psychological violence in the workplace. Executives wishing to prevent mobbing in the workplace must create at the workplace:

- a clear and explicit range of competences,
- clear to all ways and ways of making decisions,
- information flow in the workplace,
- clear dependence system but without repressive system,
- constructive methods of conflict management (mediation),
- establishing as fair rules for fair play between employees ".

In crisis situations, the selection of the best management system for an enterprise is determined by fair, objective and clear rules. If harassment and bullying occur, the management needs to diagnose how far it has gone. Anyone who manages the organization and detects the phenomenon of mobbing in the workplace must oppose it, because this is their legal duty.

It is very important to not remain indifferent to this type of behavior. A mediator (independent person) should be appointed to help eliminate and resolve the growing conflict. If mobbing is diagnosed and occurs in an advanced stage, the costs are even higher. Unfortunately, it often happens that the victim, the persecuted person, cannot get out of the situation by himself. Professional help is then needed, the victims often feel like there is no way out, unable to make any changes to the workplace, weak, vulnerable, hopeless.

People subjected to the phenomenon of mobbing often need a dedicated mental health support. They cannot act by themselves. Stress, fear, and feeling of powerlessness lead them to the frustration that reflects on their personal and professional life. The harassed individual should be able to get advice and help and inform the that the person is seeking support or advice.

Generally speaking, the phenomenon of mobbing is a relatively a new issue due to the open borders and migration. Counteracting this pathology is also not fully systematized and available to such an extent as, for example, counseling centers for people addicted to alcohol. Due to a language barrier, new environment, the victims feel isolated and hopeless. In many countries around the world, specially trained staff is appointed, to develop optimal prevention methods to reduce the risk of pathologies in the workplace, including the phenomenon of mobbing or different types of harassment. Most professionals dealing with this issue are of the opinion that any intervention limiting the likelihood of any form of violence at work is also an anti-mobbing intervention. " The World Health Organization draws

attention to certain types of activities that should combat the phenomenon of mobbing.

Those are:

primary prevention

secondary prevention

tertiary prevention

Primary prevention aims to reduce or completely eliminate any phenomena of aggression by creating such working conditions that can ensure a significant level of employee safety with a holistic approach. Therefore, these are all actions taken at the workplace that aim to reduce the chance of mobbing or harassment on a preventative stage.

Secondary prevention occurs when an employee knows how to cope, when finds himself in a mobbing situation, in the event of a conflict or aggressive behavior that is often unavoidable. Here, the skills to mitigate conflicts and negotiation skills are also pointed out.

Certain procedures are being set up that allow managers to monitor or revise legal organization's regulations that should protect workers/staff/ employees from bullying.

Tertiary prevention are those activities that help employees who have already become victims of pathology in the organization. Their health deteriorated significantly, they suffer from depression and neurosis caused by mobbing in the workplace, they suffer from anxiety due to this type of abuse. This issue also concerns the creation of regulations, clear procedures allowing complaints by persons affected by mobbing.

Bullying and harassment in the UK is behaviour that makes someone feel intimidated or offended. Harassment is unlawful under the Equality Act 2010. You will find all information needed on <https://www.gov.uk/workplace-bullying-and-harassment>

Examples of bullying or harassing behaviour include:

- spreading malicious rumours
- unfair treatment
- picking on or regularly undermining someone
- denying someone's training or promotion opportunities

Bullying and harassment can happen:

- face-to-face
- by letter
- by email
- by phone

The law

Bullying itself is not against the law, but harassment is. This is when the unwanted behaviour is related to one of the following:

- age
- sex
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity

- race
- religion or belief
- sexual orientation

What employees should do if they're bullied or harassed

Employees should see if they can sort out the problem informally first. If they cannot, they should talk to their:

- manager
- human resources (HR) department
- trade union representative

If this does not work, they can make a formal complaint using their employer's grievance procedure. If this does not work and they're still being harassed, they can take legal action at an employment tribunal.

They could also call the Acas (Advisory, Conciliation and Arbitration Service) helpline for advice:

Acas helpline

Telephone: 0300 123 1100

Textphone: 18001 0300 123 1100

Monday to Friday, 8am to 6pm