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MOBBING: CAUSE OF ACCIDENTAL RISK IN ORGANISATIONS

Abstract: *Since each organisation creates specific corporate culture that defines behaviour of the employees, it also creates rules and procedures of internal communication. Therefore, company management should define internal communication security procedures to ensure security their employees on all levels. Efficient procedures can help employees avoid mobbing and conflicts that might have negative influence on company results*

Key words: mobbing, occupational risk, accidents, risk.

INTRODUCTION

Mobbing is a specific type of behaviour in the workplace, when an individual or a group of individuals systematically psychologically (morally) abuses another individual with the purpose of ruining his/her reputation, honour, dignity and integrity in order to force the victim out of the workplace. The abused individual is often helpless and unable to defend him/herself.

The term mobbing¹ was coined twenty years ago, when the results of the research conducted by a psychologist Konrad Lorenz² were made public. Lorenz described the type of animal behaviour when members of a group team up against one member of the group, attack and force the member out of the group. Systematic research of mobbing began twenty years ago and in 1984 a psychologist Heinz Leymann³ first defined mobbing as a specific type of behaviour in the workplace, i.e. psychic terror carried out by an individual or a group who systematically psychologically (sometimes physically) abuses and humiliates another individual with the aim of damaging his/her reputation, honour, human dignity and integrity and ultimately driving the victim to quit the job. (Kuhn: 2002). Mobbing is manifested in hostile and unethical communication with the targeted victim, who is thereby pushed in a subordinate position, which makes him/her defenceless before the abuser(s).

The definition of mobbing in the French Social Modernisation Act from 2002 is closest to what has been recognised in every day working life: "Mobbing is psychic abuse which occurs in repetitive activities with the aim or consequence of degrading the employee's working conditions and can lead to an assault and inflict damage to human rights and dignity as well as harm physical or mental health or compromise professional future of the victim." (Leymann: 1996)

Consequences of mobbing for companies are huge and fatal because the employee who is subjected to psychic violence is not motivated, so his/her working abilities are diminished significantly.

Mobbing can be displayed horizontally and vertically. Vertical mobbing is displayed when a superior abuses a subordinate employee or one subordinate employee after another until he/she destroys the whole group, or when a group of employees abuses their superior (which happens in 5% of the cases). Horizontal mobbing occurs among the employees of an equal hierarchical status. According to the research 55% of the cases are vertical and 45% horizontal mobbing (Leymann: 1996). It had been regarded in the past that mobbing was exclusively vertical. However, a high number of cases of horizontal mobbing shows that the employees like to use inhumane methods, especially when they help humiliate a colleague of equal rank or prevent him/her from being promoted.

The victim is constantly exposed to criticism, accused of doing mistakes which objectively have not been done by the victim, but are the consequence of a deliberate elimination or damage done by the perpetrator. The abusers unjustly underestimate the results of the targeted victim and deprive him/her of important information. The targeted victim is laughed at and his/her way of speaking, posture, walking, dressing, private life, nationality, gender, race, etc. The abusers spread rumours and slander in the attempt to humiliate the victim. They engage in sexual intrigues, threaten with physical and sexual harassment, terrorise the victim with telephone calls and in the case of perpetrator's mistake, the victim is denied an apology.

The most common consequence of mobbing is the unconditional resignation by the victim so he/she is allowed (forced) to leave the company. Hospitalisation of the victim is also not rare, often in a psychiatric ward. However, if the victim is physically, mentally and/or politically empowered, the situation changes. The abuser might calm down, choose another victim, or provoke an overt conflict resulting in an unexpected incident which can put the company performance in danger.

¹ mob - a disorderly or riotous crowd of people

² Konrad Zacharias Lorenz (1903-1989), Austrian psychologist who studied negative human behavior and published the results in the book *About Aggression* (1966).

³ Heinz Leymann (1932.), German psychologist who lives in Sweden

Stages of mobbing

Mobbing process usually occurs in five stages which might overlap. At the first stage, it is possible that an unsolved conflict among co-workers results in damaged human relations. At this stage, victim's capacity to communicate well is judged and aggressive tendencies are directed towards the target.

At the second stage, the suppressed aggression escalates to psychic terror. Pulled into the web of intrigue, humiliation and psychological abuse the victim loses his/her professional and human dignity, starts to feel inferior and loses his/her reputation, support and the right to speak. At this stage, the victim's ability to maintain social relations is judged.

At the third stage the abused target becomes the "punching bag" and the "whipping boy", blamed for all the mistakes or failures of the group. This is when his/her personal reputation and performance are judged.

The fourth stage is characterised by an attack on victim's health and his/her desperate "battle of survival", which can cause the burnout syndrome⁴) and psychosomatic or depressive disorders.

At the final, fifth stage, often after the long-term abuse, the victims get ill and start suffering from chronic diseases and disorders, leave work or opt for suicide (Petar, Marjanović, Laušić: 2008).

The consequences of mobbing in the workplace for the company are reduced efficiency and absenteeism due to sick leaves and for the victim physical disorders (chronic fatigue, digestive problems, over- or underweight, insomnia, different pain syndromes, decreased immunity, increased alcohol consumption, need for tranquilizers or cigarettes), emotional disorders (depression, burn-out syndrome, emotional void, loss of the sense of the meaning of life, anxiety, loss of motivation and enthusiasm, apathy or hypomania, adjustment disorder), behaviour disorder (unreasonable risk behaviour, loss of concentration, forgetfulness, anger outbursts, rudeness, hypersensitivity to exterior stimuli, insensitivity, rigidity, being constantly preoccupied with his/her work).

Majority of the people are insufficiently familiar with the term public mobbing. However, the majority of respondents are exposed to systematic psychological abuse in their workplace. The research "Mobbing in Croatia" (conducted via the portal www.posao.hr in 2005 on 812 respondents aged 25-44) shows that even 97% of respondents think mobbing is not discussed sufficiently, although every fourth individual in Croatia

is exposed to it. The question of whether they have ever found themselves in the position to be psychologically abused by their superior or their colleagues was answered positively by 84% of the respondents.

82% of the respondents identify their abusers among their superiors, hence the type vertical mobbing, whilst 17% report suffering from horizontal mobbing. Only 1% believes the abusers are commonly their subordinate associates. If the abuse continued over a longer period, 54% would put up with it, simultaneously searching for a new job, 27% would resign and consecutively look for a new job. No less than 12% would take the abuse without looking for a new position and only 7% would report the abuse to the institutions in charge. Such a small percentage shows that employees do not trust the institutions and perceive them as inefficient and badly organised.

The influence of mobbing on the (business) results of the individual and the company

The research which was carried out on the sample of 700 individuals (49% of the respondents were women and 51% were men) shows that about half the urban population (53.4%) have experienced some form of mobbing in their workplace. This has been well illustrated by the sector where human relationships should be especially valued. The preliminary results of the research "Types of Negative Behaviour as a Possible Source of Stress in the Workplace", carried out by the Croatian Nurses Association (CNA), show that more than half of the nurses in Croatia complain about abuse in the workplace.

The results show that nurses complain about being belittled (39%), yelled at (39%), insulted (31%), about their opinion being ignored (28%), particular members of the team being favoured when allocating tasks (28%), their private life being commented about (23%), etc. Immediate superiors are thereby identified as the most common abusers (40%) as well as the colleagues in their immediate work environment. The researchers emphasize that these are the institutions where teamwork is imperative, i.e. both in the profession and in the whole healthcare system. (Petar, Marjanović, Laušić: 2008)

Who are mobbers?

"A typical mobber" in the workplace is described as the individual who feels inadequate, incompetent and who, due to fear of being exposed, wants to be dominant. Mobbers abuse others out of fear that they would not be appreciated or that they would become victims themselves. Some abusers do this deliberately, with the intent to harm the victim or to force him/her out of the job, e.g. when they feel threatened (regarding their own career) or when there is a surplus in workers and the head office devises ways to downsize (e.g. transfers the employees to jobs far from their homes without covering their commuting costs).

Typically, mobbers are less capable but powerful individuals incapable of love, joy, play, creativity,

⁴ *burn-out* is a progressive stress- and work-related loss of idealism, energy and purpose of own work experienced by people in service professions. Burnout is related to numerous negative emotions, e.g. depression, lack of energy, dissatisfaction, fear, inadequate quality of life, hopelessness, loss of confidence, incapability of clear judgment and decision-making, emotional exhaustion, lack of emotional control due to continuous, long-term exposure to stressful situations, depersonalization - pathologically altered perception of own identity.

giving and sharing. They are easily joined by unstable individuals who, for fear of becoming victims themselves, take the abuser's side. Mobbers hide their inadequacy in other life aspects (most commonly in their private life, marriage or family), by gathering a group of supporters they can prove their power and importance to, at the expense of the victim. Usually, the abusers feel inferior, but by mobbing somebody else, they ensure their dominant position or eliminate the one who stands in their way of success.

RESEARCH ON HARASSMENT (MOBBING) AND VIOLENCE AT WORK AND LEGISLATION

Framework Agreement on Harassment and Violence at Work [9]

“Mutual respect for the dignity of others at all levels within the workplace is one of the key characteristics of successful organizations. That is why harassment and violence is unacceptable.”

Those are introductory words of *Framework Agreement on Harassment and Violence at Work*, published on 26th of April 2007 by BUSINESSEUROPE, UEAPME, CEEP and ETUC which condemn harassment and violence in all their forms. According to the institutions mentioned above, EU directives and national law should define the employers' duty to protect workers against harassment and violence in the workplace (Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin; Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation; Directive 2002/73/EC of 23 September 2002 amending Council Directive 76/207/EEC on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions; Directive 89/391/EEC on the introduction of measures to encourage improvements in the safety and health of workers at work).

Creators of the Framework consider it is a mutual concern of employers and workers to deal with this issue, which can have serious social and economic consequences. In that manner, the Framework identifies a few key points about harassment and violence which can affect workplaces:

- The basic forms of harassment and violence are: physical, psychological and/or sexual
- It can be one of the incidents or more systematic patterns of behavior
- It can be amongst colleagues, between superiors and subordinates or by third parties such as clients, customers, patients, pupils, etc.
- It can range from minor cases of disrespect to more serious acts, including criminal offences, which require the intervention of public authorities.

The European social partners recognize that harassment and violence can potentially affect any workplace and any worker, irrespective of the size of the company, field or activity or form of the employment contract or relationship. However, certain groups and sectors can be more at risk. In practice not all workplaces and not all workers are affected.

Framework Agreement on Harassment and Violence at Work entitles a few essential arguments:

- Harassment and violence at work arise due to unacceptable behavior
- Harassment and violence at work can take many forms, some of which may be more easily identified than others
- The work environment can influence people's exposure to harassment and violence
- Harassment occurs when one or more worker or manager are repeatedly and deliberately abused, threatened and/or humiliated in circumstances relating to work
- Violence occurs when one or more workers or managers are assaulted in circumstances relating to work
- Harassment and violence may be carried out by one or more managers or workers, with the purpose or effect of violating a manager's or worker's dignity, affecting his/her health and/or creating a hostile work environment

Raising the awareness and organizing appropriate trainings for managers and workers can reduce the likelihood of harassment and violence at work. Enterprises need to have a clear statement outlining that harassment and violence will not be tolerated. This statement will specify procedures to be followed where cases appear. A suitable procedure will be underpinned by, but not confined to the following:

- It is in the interest of all parties to proceed with the necessary discretion to protect the dignity and privacy of all
- No information should be disclosed to parties not involved in the case
- Complaints should be investigated and dealt with without undue delay
- All parties involved should get an impartial hearing and fair treatment
- Complaints should be backed up by detailed information
- False accusations should not be tolerated and may result in disciplinary action
- External assistance may help
- The victim(s) will receive support and, if necessary, help with reintegration.

Pan-European opinion poll on occupational safety and health [7]

The document mentioned presents research findings from 2011. The research was conducted by Ipsos MORI Social Research Institute at the request of the European Agency for Safety and Health at Work (EU-OSHA). EU-OSHA commissioned Ipsos MORI to develop and conduct a survey of the general public about occupational health and safety. Ipsos MORI carried out surveys in 36 European countries (27 EU member states, 3 EEA countries (Iceland, Liechtenstein, Norway), and 6 candidate and potential candidate countries (Albania, Croatia, FYR of Macedonia, Montenegro, Serbia, Turkey), conducting a total of 35,540 interviews between 24th October 2011 and 17th January 2012.

Below, we summarize the findings from the survey across Europe:

- NEW AND EMERGING RISKS IN OCCUPATIONAL SAFETY AND HEALTH

Around 8 in 10 of the general public across Europe think that the number of people who will suffer from stress over the next 5 years will increase (77%), with as many as 49% expecting this to "increase a lot". While not directly comparable, the ESENER survey similarly found that 79% of managers who think stress is an issue.

- IMPORTANCE OF OCCUPATIONAL SAFETY AND HEALTH FOR ECONOMIC COMPETITIVENESS AND HELPING PEOPLE WORK LONGER

Most Europeans agree that good occupational safety and health practices are necessary for economic competitiveness (86% across Europe agree; 56% "strongly agree"). Views are similar among the active (working) and inactive population (86% agree and 85% agree respectively). Among the general public, there is some variation by age, with 61% of those aged +55 "strongly agreeing" compared to 49% of those aged under 35.

There is a broad consensus that good occupational health and safety practices are important to help people work longer before they retire (87%, including 56% who say they are "very important"). This high level of agreement is evident across all age groups and types of employment. Regional differences are not particularly apparent, although there are some noticeable national differences within the regions. Iceland has the highest proportion of people who consider good occupational health and safety practices as "very important" to help people work longer before they retire (77%), and Hungary was the lowest (37% say it is "very important").

- WORKING TOGETHER FOR RISK PREVENTION

On the whole, workers feel confident that an occupational health and safety problem raised with a supervisor would be addressed (74%, including 40%

"very confident"), although again a significant minority are not confident about this (23%, including 7% "not at all confident"). Employees in small companies are less likely to feel confident that those in larger companies. Regional patterns are evident in Nordic countries and North Western Europe most likely to feel confident that a health and safety problem raised would be addressed and the South Eastern and Southern European countries least likely.

Generally Europeans consider themselves well informed about occupational health and safety (67%, but a significant minority say they are not informed (27%, including 8% "not at all informed"). 82% of employees are "very well informed" compared to half of those who do not work (50% informed). Organization size also appears to affect the extent to which employees feel informed. 42% of those who work in large organizations (with 250+ employees) consider themselves "very well informed" compared to only 28% in companies with less than 10 employees. Among the general public, younger and older people are more likely to feel not informed (29% of 18-34 years olds and 31% aged 55+ compared to only 22% aged 35-54). (As in the 2009 poll, men feel better informed than women on health and safety risks at the workplace (70% vs. 64%). Similar regional differences are apparent with the Nordic countries and those in North Western Europe most likely to feel "very well informed" and South Eastern and Southern European countries the least. The proportion of people who feel "very well informed" about occupational health and safety has increased since the 2009 survey (from 20% to 26% for EU countries).

What were the findings in candidate and potential candidate countries (Albania, Croatia, FYR of Macedonia, Montenegro, Serbia, and Turkey)? In all countries mentioned above, the interviews were carried out by telephone with adults aged 18+, and they were nationally representative samples with quotas set by gender, age, type of area (rural/urban), region and education level.

Figure 1. shows that job-related stress is expected to increase in those 6 countries over next five years, and numbers are similar with those found in the rest of EU countries. General public of those countries also thinks good health and safety practices play a very important role in economic competitiveness and raise the retirement age. But, it is quite interesting that Croatia shows the lowest results on both topics in comparison with the rest candidates and potential candidate countries.

The employees (in all 6 countries) are mostly confident that health and safety issues will be addressed in their workplace, but they are less confident than the employees in most European countries (the exception is Turkey whose workers are much closer to the European results at this matter). The sense of being informed about health and safety in the workplace showed significant differences between those 6 countries and

EU countries (Albanian public does not feel informed about health and safety in the workplace (76%)). The rest of the countries are split almost evenly between those who feel themselves informed and those who do not (app. 50-50%). On the contrary, the European average is two thirds (67%) of the subjects who feel informed about health and safety risks in the workplace.



Figure 1. Candidate and potential candidate countries findings on occupational safety and health in comparison with European average

Research on violence, harassment and discrimination in the workplace in EU [8]

National working conditions surveys in recent years have highlighted a trend towards the increasing incidence of psychological health problems cited as the basis for work related health problems significant factors contributing to psychological ill-health and stress may include bullying or harassment, violence or the threat of violence, as well as various forms of discrimination. Research shows that, if left unchecked, these forms of behavior can have damaging effects, not only on the individual well-being and performance of the person targeted but also on the collective psychosocial work environment and overall organizational and economic performance.

The small percentages reported for all of these issues reveal them to be an exception rather than the norm in the working lives of Europeans. One in 20 workers reports having been exposed to bullying and/or harassment in the previous 12-month period and a similar proportion reports having been exposed to violence, only about one worker in 100 reports experiencing discrimination in relation to religion, ethnic origin or sexual orientation. It should be pointed out, however, that selection bias may lead to underreporting for many of these categories. For instance, it could be the case that many workers subjected to serious instances of abuse (physical or psychological) or discrimination are no longer working and hence do not appear in the target population group „persons in employment“.

It is also the case that certain forms of discrimination – for example, those related to religion, ethnic origin, sexual orientation and nationality – may only realistically apply to very limited subgroups from the survey sample belonging to specific minority

groupings. The low overall incidence of these forms of discrimination tends to conceal a much higher incidence in the groups potentially affected. Therefore, the figures relating to discrimination should be interpreted with caution.

In terms of trends, the incidence of various forms of violence, harassment and discrimination at work has remained broadly stable over the last 10 years, although the levels of exposure to violence appear to be increasing (from 4% to 6% over the period 1995-2005, in the EU only).

Physical violence

Physical violence at work affects just a small proportion of overall workforce: one in 20 workers (5%) overall reports having been personally subjected to violence either from fellow workers or from others. Higher-than-average levels are reported in the Netherlands (10%), France and the UK (both 9%) and Ireland (8%). In general, there is a higher reported incidence of exposure to violence, as well as to threats of violence, in the northern European Member States and a lower reported incidence in the southern Member States.

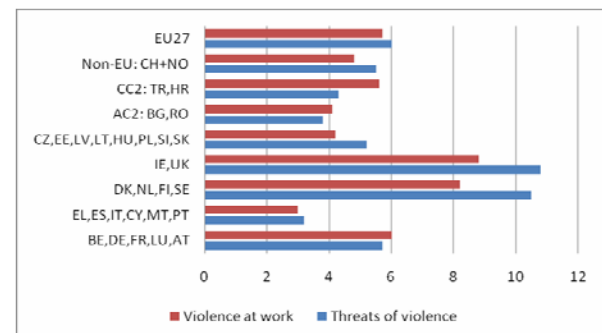


Figure 2. Workers subjected to violence or threats of violence, by country group (%)

Neither sex nor employment nor contractual status appears to have a significant impact on exposure to violence, although there are substantial occupational and sectorial variations. In contrast to standard workplace physical risk exposures, white collar workers are somewhat more exposed than blue-collar workers to risk related to violence, harassment and discrimination (6% compared to 4%).

Harassment

Two forms of harassment are examined in the survey: bullying and/or harassment and sexual harassment (“unwanted sexual attention”).

Around one in 20 (5%) workers reports having been subjected to bullying and harassment in the workplace in 2005. However, this low average figure conceals wide variations between countries, ranging from 17% in Finland and 12% in the Netherlands to 2% in Italy and Bulgaria. Such differences may reflect different levels of cultural awareness of, and sensitivity to, the issue as much as differences in actual incidence. Despite the change in wording of this question, it is

worth noting that Finland and the Netherlands were also the two countries with the highest reported incidence of “intimidation” in the 2000 survey, at 15% and 14% respectively.

Women are more subject to bullying and harassment (6%) than men (4%) and younger women are at greatest risk (8% of those under 30 years old).

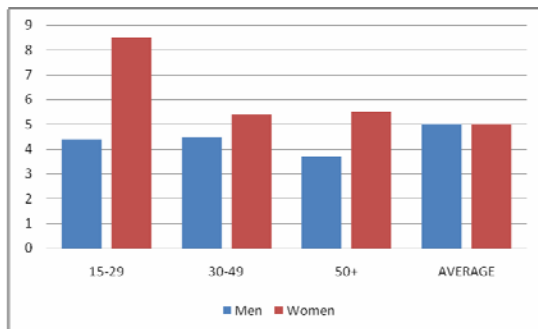


Figure 3. Bullying and harassment, by sex and age, EU 27 (%)

Employees (6%) are more susceptible than self-employed people (3%), while there are no notable differences according to the employment status. There are substantial differences in the incidence of bullying and harassment by company size: those working in larger establishments (over 250 workers) report the highest levels (8%).

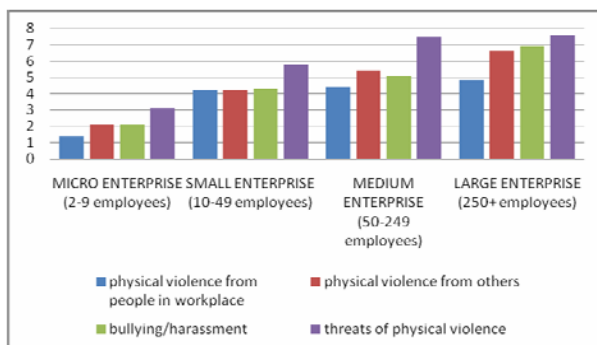


Figure 4. Violence and harassment, by company size, EU27 (%)

Sexual harassment

The incidence of sexual harassment, or unwanted sexual attention, is reported by fewer than 2% of respondents overall but affects three times as many female workers as male. Women in the Czech Republic (10%), Norway (7%), Turkey, Croatia (6%), Denmark, Sweden, Lithuania and the UK (5%) are the most affected, while in some southern European countries the phenomenon is barely reported at all. Italy, Spain, Malta, Cyprus all have incidence of less than 1% overall.

Again, the group most at risk is young women (under 30 years old), where the incidence rises to 6%. The rate is higher for employed workers than for self-employed, and in terms of contract status, women on fixed-term

contracts or temporary agency workers report higher levels (5%) than those on indefinite contracts (2%).

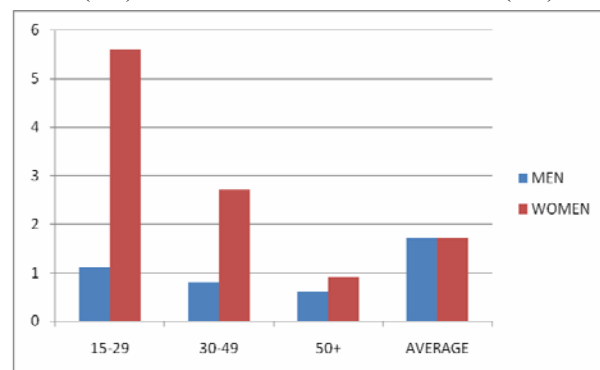


Figure 5. Sexual harassment, by sex and age, EU 27 (%)

Incidence of violence and harassment by sector and occupation

The survey reveals major sectorial differences in the incidence of violence and harassment. In many sectors where physical risks are high – agriculture, construction and manufacturing – relatively low levels of violence and harassment are reported. The reverse is also true: in sectors where physical risks are low, high levels of exposure to psychosocial risk factors are reported. Workers in the health sector are eight times more likely to have experienced the threat of physical violence than workers in the manufacturing sector. The risk of experiencing both violence and harassment is greatest in the education and health sectors, as well as the public administration and defense sectors, with lower but still significantly above average levels in the transport and communication and hotel and restaurant sectors.

Given that the health and social work sector reports the highest incidence of any sector, it is not surprising that, in occupational terms, life science and health professionals and associate professionals (occupational categories including, e.g., doctors, dentists, nurses, dental technicians, etc.) also report high levels of exposure to violence. A high level of occupational skill or specialization does not appear to offer protection in this respect, as professionals are somewhat more affected than associate professionals.

If the figures above are further analyzed, it can be concluded that there are two components of workplace violence: violence from fellow workers and violence from people outside. There are also interesting differences in health and teaching professions between occupational levels. Professionals, those generally holding more senior positions, have a high level of exposure to violence from non-colleagues but comparatively low levels of exposure to violence from colleagues. For associate professionals in both professions, on the other hand, violence is as likely to appear from the people from their workplace as from people outside.

Overall, 6% of public sector workers report having experienced bullying or harassment compared to 4% of those working in the private sector. One reason why public sector workers are more affected by violence or the threat of violence at the workplace may be the higher level of interaction with people other than colleagues. (Around half of the public-sector workers surveyed (50%) reported that their job involves dealing directly at least three quarters of the time with non-colleagues (i.e. customers, students, patients, clients, etc.) compared to just 38% of private sector workers.

Impact of violence and harassment in the workplace

Those affected by violence or harassment in the workplace tend to report higher levels of work-related ill-health. What is especially noticeable from the survey is that the proportion of workers reporting symptoms of psychosocial factors, such as sleeping problems, anxiety and irritability, is nearly four times greater among those who have experienced violence or bullying and harassment as among those who have not. However, the negative impacts are not exclusively psychological or mental. It is also the case that a higher incidence of psychological symptoms, notably stomach ache, is reported by those subjected to bullying and harassment.

Anxiety and irritability are mental states suffered by employees and may serve as the potential trigger for "returning the blow", and cause damage to the company which "allowed" the abuse. Incidents which can arise range from verbal outbursts (loud complaining about the company at work, during meetings with business partners), absenteeism (frequent sick leaves increase the company's expenses), spreading slander in public, assaulting managers or even provoking incidents which can put employees' and clients' (business partners') lives in danger.

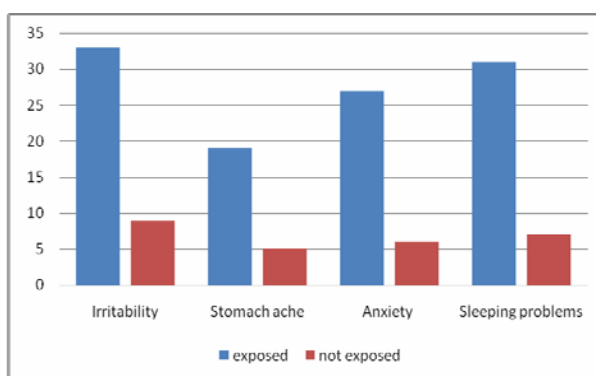


Figure 6. Health problems associated with bullying and harassment, EU27 (%)

Higher levels of stress are also reported, although the proportionate increase is not as great as for the four symptoms indicated in the figure above. In each case, anxiety, irritability, sleeping problems and stomach ache are among the symptoms with the highest

proportionate increase in incidence if compared to those not exposed.

Overall, 23% of workers report having been absent from work in the 12 months prior to the survey as a result of health problems. Taking into account only those who attribute at least a proportion of such absences to work-related causes (as distinct from general health problems unrelated to work), this percentage falls to 7%.

SAFETY AS A BUSINESS EFFICIENCY FUNCTION

Safety of the business system is a multidimensional probability function of random variables. It describes and quantifies the current state of the system or its parts.

Therefore, it is possible to define the safety of the business system as follows:

$S(t) = V(t) * U(t) * Pr(t)$, respectively:

$S(t)$ – safety for the system at a random point in time,

$V(t)$ – vector for negative influences on the safety

$U(t)$ – matrix or the vector for in-company influences on the safety

$Pr(t)$ – vector for safety characteristics of the business system

Vectors $V(t)$, $U(t)$, and $Pr(t)$ are multidimensional random values of the condition, which can range from 0 to 1 or from 0 to 100%. This means that safety of a business system is a random probability value which can also range from 0 to 1.

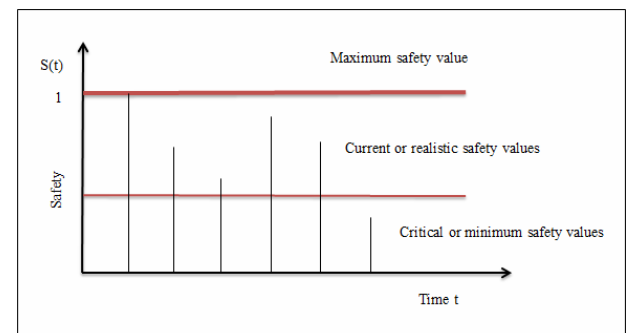


Figure 7. Values of the safety function in time

As defined above, safety function shows as follows:

- At any given point in time there is a certain probability of the negative influence from the elements of the system (employees) on the safety of the system
- Safety as a complex function of the total condition achieves its wanted or estimated values both simultaneously with and connected to environment factors $V(t)$, inner safety factors $U(t)$ and, of course, the characteristics of the business system itself $Pr(t)$.
- If any of the safety components equals zero, the safety of the whole system is zero

It is often necessary to define the critical or minimum safety level in business processes and it has to meet legal and other requirements. In other words, corporate regulations have to be devised so as to provide employee safety and prevent negative reactions of both mobbers and employees subjected to mobbing. Positive financial indicators under the conditions of low safety level provide little comfort.

The companies which are unable to ensure the safety of their business activities are too often unable to gain trust from their clients as well, and soon also from their employees. Unless the employees are safe and protected from the tyranny imposed by a mobber, the company which permits the development of a negative corporate culture will sooner or later experience the negative effect of this on its financial results.

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Saša Petar was born in Samobor, Croatia, in 1962. He is an author of 21 business books. His business background includes more than 25 years of various management positions. He is a lecturer in Business school UTILUS, Zagreb and many other business schools in Croatia. He led business trainings in management, communication, problem solving and motivation, change and crisis management, and business safety in numerous companies in Croatia and abroad.



MOBING: UZROK SLUČAJNIH RIZIKA U ORGANIZACIJAMA

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Rezime: *Svaka organizacija stvara posebnu korporativnu kulturu koja oblikuje ponašanje zaposlenih, a takođe oblikuje i pravila i procedure interne komunikacije. Stoga, menadžment organizacije treba da definiše procedure koje bi osigurale sigurnost komunikacije zaposlenih na svim nivoima. Efikasne procedure mogu pomoći zaposlenima da izbegnu mobing i sukobe koji mogu imati negativni uticaj na poslovne rezultate organizacije.*

Ključne reči: mobing, profesionalni rizik, akcidenti, rizik.