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**MANAGEMENT FUNCTION OF SUPPRESSING MOBING**

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**Abstract:** This paper deals with emotional and physical abuse by co-workers or subordinates, as well as negative effects it might have on the personnel and the company performance. We also want to emphasise the role of management in its eliminating and suppressing. The first part explains the terms and the ideas of management and mobbing, including the functions and different levels of management, as well as different kinds of mobbing. The second part deals with the impact mobbing has on workers and business activities, the responsibility of management on suppressing physical and psychical abuse at workplace as well as creating positive working environment. In the last twenty years, workplace abuse has become a particularly significant problem. The first extensive study of this phenomenon was conducted in Sweden under the leadership of Heinz Leymann, who also defined mobbing as psychological terror in the workplace, which refers to unethical and hostile communication by one and / or more persons to the most commonly one person who becomes helpless and unable to defend. Such activities take place at least once a week for at least six months leading to mental and social disorders. It is believed that this problem is on the rise in almost all countries of the European Union and the world, and for this reason laws are being adopted addressing the issue of mobbing both at the national and European Union levels. In addition, numerous associations have been set up worldwide to prevent workplace abuse.

**Keywords:** management, human resources, mobbing, safety at work

**1. INTRODUCTION**

In Serbia, these issues are regulated by the position of the Republic of Serbia, the Law on Obligations, the Labor Law, the Law and the Criminal Code of the Republic of Serbia. The Association for the Support and Education of Mobbing Victims has also been established, which seeks to educate and assist mobbing victims. According to a study by the European Foundation for the Improvement of Living and Working Conditions, 10% of employees, representing 15 million people in the European Union, have experienced some form of workplace abuse. A survey conducted by the International Labor Organization, based on a sample of 21,500 employees in the European Union, found that 2% or 3 million employees were subjected to physical abuse in the workplace, 2% or 3 million employees were subjected to sexual abuse while 9% or 13 millions of employees exposed to mobbing. The same survey found that 15% of employees in Finland are exposed to mobbing, 14% in the UK and the Netherlands, 12% in Sweden, 11% in Belgium, 5% in Spain and 4% in Portugal and Italy. Differences in the percentages of employees exposed to mobbing between different EU countries stem from cultural differences, or perceptions of abuse. For example, in Scandinavian countries and a slight increase in the tone of superiors is considered abuse, while more temperamental communication in the Mediterranean countries is common.

**2. MANAGEMENT DEFINITION**

Management is an activity aimed at achieving certain goals with the help of other people, therefore a manager is a person who, through adequate allocation of human and material resources, achieves goals that have been set in advance. The manager has to perform certain tasks, especially planning the future, making business decisions, making a profit for business owners, organizing work and the entire business, motivating employees and ensuring adequate working conditions.

In the modern business world, special attention is paid to the human potential that becomes a fundamental strategic and competitive advantage of the company. The human factor is unique to every business and, unlike material, cannot be copied. Therefore, the development of the HRM function is significant, which includes human resources needs planning, continuous education and training of employees, high motivation, teamwork, participation in decision-making as well as care for the health and satisfaction of employees. The idea is to create togetherness, trust and a sense that management and employees work together, in a team way, to achieve greater corporate success.

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All company managers perform certain functions, with different classifications of management functions. In most of the literature, the most common division of managerial functions is: planning, organizing, managing human resources, leadership and control. Planning involves choosing a company mission and goals, as well as strategies to help achieve the goals of the company. This management function bridges the gap between what a particular company is and what it wants to be in the future.<sup>31</sup> By planning, the company is focused on the future, and the success of management is reflected in their ability to think long-term and adapt to the changing environment. Organizing involves determining the tasks that certain members of the organization need to execute. Employees work best if they know what to do, and it is through organization that they determine the activities that certain organizational units and individuals within them need to do. Human resources management has become an extremely important function of management in recent years, because each person is unique and the success of the company depends largely on the human factor. For this reason in larger companies there is a need to form a special organizational unit dealing with human resources, whose tasks are related to human resources research, filling vacancies in the company, rewarding and stimulating quality employees, continuous education, training and development of employees, and taking care of employee health and life. The goal of human resources management is to place the right people in the right workplace. Leadership is the process of influencing people so that they can contribute to the goals of the group and the enterprise. It is often called the only true management function because it is the only function not performed in any other organizational unit. The essence of leadership is considered to be following, therefore the leader is a person who can, without coercion.

### 3. ABUSE IN THE WORKPLACE

Harassment in the workplace, ie mobbing or bullying, is a specific form of interpersonal relationships by which one or more persons offend, belittle, intimidate, intimidate or degrade another or other persons. People who have been exposed to the stress caused by mobbing have various psychological and psychosomatic disorders that lead to a lasting change in personality. Often, mobbing victims are tense, exhausted and distrustful of their surroundings. Going to work is a frustration for them, and they often go on sick leave, their motivation to work is reduced and their productivity is reduced, which causes an increase in costs for the company. There are five basic types of abusive behavior: <sup>33</sup>

- 1) changing work tasks in such a way that they are difficult to complete
- 2) social isolation
- 3) privacy attacks, crude and vulgar jokes
- 4) verbal threats, criticism and denigration in public
- 5) physical attacks or threats of such attacks.

Mobbing is usually divided into vertical and horizontal. Vertical mobbing occurs when a superior abuses one or more subordinates, that is, if a group of subordinates abuses a superior, which is less common according to research (only 5%). Horizontal mobbing is a situation where a group of employees usually abuse one of their associates. According to research, 55% of mobbing belongs to vertical mobbing and 45% to horizontal. However, research in Germany, England and Austria has shown that around 70% to 80% of mobbing victims have been subjected to mistreatment by suspected persons.<sup>34</sup> The consequences of vertical mobbing have also been found to be greater than in the case of horizontal mobbing. Emotional abuse in the workplace occurs at certain stages that most often start with conflict. Mobbing itself goes through five developmental stages. In the first phase, the basis of mobbing is the unresolved conflict between co-workers, which results in disruption in interpersonal relationships. The initial cause of the conflict is forgotten while the remaining aggressive tendencies are directed towards the chosen person. In the second phase, repressed aggression escalates into psychoteror. As a result of humiliation, threats, and psychological abuse and torture, the victim loses his or her professional and human dignity and begins to feel less worthy of a subject who, in his or her working environment, loses reputation, support and voting rights. In the third phase, the abused person becomes the "culprit" for all the failures and failures of the collective. The fourth stage is characterized by the appearance of "burnout at work" syndrome, psychosomatic or depressive disorders. In the fifth phase, victims of mobbing suffer from chronic illnesses, leave work, and in extreme cases reach out to suicide. The consequences of mobbing are multifaceted and numerous. They manifest themselves through reduced efficiency, impeded progression, frequency of absenteeism, increased sick leave, leaving work, and ultimately getting fired. The consequences of mobbing can be divided into two main groups, namely the health consequences and the so-called. burn out. Health consequences are reflected through physical disorders (chronic fatigue, insomnia, decreased immunity, increased need for alcohol, sedatives and cigarettes, etc.), emotional disorders (depression, emotional void, loss of sense of life, apathy, impaired adjustment, etc.) and behavioral disorders. symptoms (irritability, non-critical risk behavior, loss of concentration, insensitivity, family problems, divorce, suicide). Burn

out represents the progressive loss of elanism, energy, idealism and meaningfulness of one's own work that employees experience as a result of frustration and stress at work. The term itself cannot be identified with fatigue, as fatigue does not involve changes in attitudes towards business and behavior towards clients. Burn out is associated with many negative emotions such as depression, dissatisfaction, loss of self-esteem, emotional exhaustion that occur as a result of constant and prolonged exposure to stressful situations and depersonalization, ie altered experiences of personal identity.

#### **4. CONSEQUENCES OF MOBBING ON THE BUSINESS OF THE COMPANY**

Mobbing can have very negative effects on the functioning of businesses. The negative effects of mobbing can be conditionally observed through direct and indirect effects. The direct effects are evident in the decrease in labor productivity, increase in absenteeism, errors in work, increase in the possibility of injuries at work, increase in employee turnover, increase in the cost of training new employees, etc. employees as well as the unpredictable behavior of individuals. All this has the effect of reducing the profitability of the company, reducing the opportunities for development and investment, which is manifested through a decrease in competitiveness. All of this, as an extreme consequence, can have the downfall of businesses. Specific research has shown that direct annual mobbing losses in a company range from \$ 30,000 to \$ 100,000 per worker. The loss that the United States economy has as a result of mobbing is estimated at \$ 5 to \$ 6 billion annually.

#### **5. THE ROLE OF ENTERPRISE MANAGEMENT IN CONTRACTING MOBBING**

The orderly functioning of the rule of law presupposes the adoption of laws and regulations that regulate the issue of occupational safety at the state level. Management's task is to ensure, on the basis of these legal acts and internal regulations, working conditions that will enable the smooth running of the business and maximize the safety and satisfaction of employees.

The management of the company should, through a specially organized human resources department, continuously act in order to combat mobbing. The basic measures for combating mobbing are, first of all, prevention, problem recognition and vocational rehabilitation. Those companies that have recognized the harmful effects of mobbing and the importance of human resources in a timely manner have found ways to prevent mobbing, primarily by training executives in communication and conflict resolution techniques, identifying mobbing behaviors and protecting potential victims. Such companies have emphasized their work on developing a positive way of dealing with people, refinement and decency of treatment, emotional intelligence and creating an atmosphere for positive communication. For the successful suppression of mobbing, we believe that it is necessary to establish an interactive relationship between the management of the company and the employees, in such a way that management acts in accordance with the stated norms, and the employees report all possible abuses and incorrect behaviors. In this case, such an atmosphere will be created in the company, which will ensure successful and competitive business, but also greatly increase the safety of all employees.

#### **6. CONCLUSION**

Due to current market trends, increasing globalization, increasing number of competitors, higher demands on employees, certain communication problems arise in the form of conflicts that often escalate into various forms of abuse. A particular form of mental abuse that has been systematically studied in recent years is mobbing. Mobbing is a social-medical phenomenon of moral mistreatment in the workplace that results in various psycho-physical problems in employees, but ultimately has a negative impact on the business of the company. For this reason, companies need to systematically approach the problem of mobbing as well as preventive measures that include creating a positive working climate, connectedness and trust among employees as well as between managers and employees.

Research has shown that in the EU, about 10% of employees have been victims of mobbing. In the US, one in four employees is exposed to abuse, and in Serbia, one in five. There are some differences between countries in the world regarding reported cases of mobbing as a result of cultural differences. These alarming figures indicate the need for greater involvement of all in solving this problem. We believe that it is necessary to pass laws at the state level that will clearly regulate problems of this nature as well as certain sanctions that will punish persons who abuse others. In addition to compliance with legal regulations, company management must be actively involved in ensuring working conditions that will ensure employee satisfaction and safety. The philosophy of human resources according to which people are the main strategic and competitive advantage of the company and as such, must have adequate prevail working conditions.

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