

## **Mobbing - perception, forms and responses**

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Mobbing is a phenomenon that too often remains concealed, although it can occur in any organization and has serious consequences for its victims, their fellow workers and the organization, friends, family members and, ultimately, the entire society. Based on a case study and an empirical research study, the paper presents various forms of mobbing and reactions to it. It describes some of the characteristics of perpetrators and victims, examines the causes of such conduct, analyses its course and its consequences. It also presents the current situation in Slovenia with regard to the findings of a national research study, legislative modifications and the awareness of the general public about these problems.

On the basis of the case study findings on mobbing and an analysis of past research results, the investigators developed a questionnaire for studying the dynamics of relations and the forms of inappropriate behaviour in the workplace within the organization in which the relevant victim was employed. The findings indicate various forms of mobbing, from very refined to violent ones. In terms of the causes of this phenomenon, the respondents highlight bad management of the organization, a high level of workplace stress and limited power of decision making within the organization. Respondents emphasized the importance of interpersonal understanding and a positive approach to solving conflicts. An important role in solving these problems is assigned to the management and labour unions, so it would be useful and efficient to introduce special agents empowered to provide assistance to a victim of mobbing in the organization. In order to improve the current situation, it is essential to inform people about mobbing, to organise appropriate education and training, to make them aware of it and to provide counselling and assistance to victims of mobbing.

**Key words:** mobbing, workplace environment, victim, perpetrator, being informed about mobbing

**UDC:** 349.2 : 331.443