

The Model of Managerial Intervention Decisions of Mobbing as Discrimination in Employees' Relations in Seeking to Improve Organization Climate

Pranas Zukauskas, Jolita Vveinhardt

Vytautas Magnus University
Daukanto str. 28, LT-44246, Kaunas, Lithuania
e-mail: p.zukauskas@evf.vdu.lt, j.vveinhardt@evf.vdu.lt

The process of mobbing as discrimination in employees' relations, which touches organization climate, directly involves an organization manager, who faces a complex problem – to envisage mobbing within a conflict and as a participant he / she has to take efficient decisions. The article draws trajectories of improvement of managerial decisions, and organization climate; it discusses the structure of diagnostics dysfunctional relations of employees, prevention and intervention of conflicts.

The article refers to the works of P. F. Drucker, H. A. Simon, J. F. Yates, K. Tafel-Viia, R. Alas, C. Seydl, B. Meschkutat, M. Stackelbeck, G. Lagengoff, A. Valackiene, P. Zakarevicius, P. Zukauskas, J. Vveinhardt and other works. As a brief review of the researches performed in Lithuania and abroad on mobbing, organization's commitment, a manager's role, the sequence of actions that should guarantee positive influence upon organization climate is presented. In emphasising the complexity of the phenomenon, it pointed out that attention is hardly paid to managerial decisions on conflicts' mobbing.

In solving any problem it is very important to specifically diagnose, to formulate and to assess it. The model of managerial intervention decisions of mobbing as discrimination in employees' relations, designed by the authors of the article, presents certain, specific interrelated stages. The field of the first decision discloses the factor of information about dissemination of the phenomenon of mobbing, which separates into: understanding of the phenomenon by society, trade unions and their pressure; decisions of manager's will that involve understanding of the phenomenon and its interconnection to organization's activity. The field of the second decision reveals the importance of the solution of problems in human resource management, i.e. variety of workforce. It involves the policy of minorities that are understood at the level of every person with individual differences; of procedures of employment, involvement and discharge; of career, stimulation and reward; of internal communication, of competition; of conflict resolution; organization climate, culture development. In the field of the third decision two stages are distinguished. The first stage seeks to fix employees' claims; to operatively and objectively react to them as well as to evaluate the situation in question. Having performed the evaluation, in the second stage the rulebook, code of work ethics, as well as abilities of personnel to resolve conflicts are integrated.

The article suggests the corrections of structural system of activity organization settled in Lithuania.

According to J. F. Yates (1990), managers understand their responsibility in making good decisions, but only few of them perceive that a manager does not avoid a role of decision manager. P. F. Drucker states that organizations are more and more based on trust, though the trust does not mean that people like each other; thus it is necessary to absolutely take responsibility for interrelationship at work, and the responsibility for relations is the duty of the employees. The authors of the article follow the attitude that main responsibility for the expression of mobbing as discrimination in employees' relations goes to an organization's manager.

The composed structure-gram helps organizations to envisage the process and character of intervention decisions of mobbing as discrimination in employees' relations. Thus, when solving the problem of mobbing as discrimination, responsibility of organization's employees and prevention of the phenomenon as well as development of intervention system.

Keywords: *interpersonal relations, discrimination, mobbing, organization climate, intervention, managerial decisions, model.*

Introduction

A lot of factors, among which one of the most important is organizing organization's activity, and to be more precise – manager's decisions and their efficiency, condition emergence of mobbing within organizations. The data of the researches performed in 2008 and 2009 (more in: Vveinhardt, 2009) show significant expression of dysfunctional employees' relations at Lithuanian organizations. At present scientific literature pays great attention to the research of: problems of employees' interrelationship (Zukauskas, Vveinhardt, 2009a, 2009b; Tafel-Viia, Alas, 2009; Zukauskas, Vveinhardt, 2010, etc.), motivation of employees (Srivastava, Kakkar, 2008; Palidauskaite, Segaloviciene, 2008; Bakanauskiene, Ubartas, 2009; Buciuoniene, Skudiene, 2009; Ciutiene, Adamoniene, 2009, etc.), employees' identification at an organization (Valackiene, 2009, etc.), career (Petkeviciute, 2001, 2007; Zuperkiene, Zilinskas, 2008; Sakalas, 2008; Zakarevicius, Zukauskas, 2008, etc.), development of competences (Grundey, Varnas, 2006; Savaneviciene, Stukaite, Silingiene, 2008; Sakalas, 2008; Zakarevicius, Zuperkiene, 2008; Kersiene, Savaneviciene, 2009, etc.),

competitive excellence (Kazlauskaitė, Buciušienė, 2008, etc.), organizational obligation (Brooks, 2002; Maxwell, G., Steele, 2003; Petkevičiūtė, Kalinina, 2004; McKenna, 2005; Urbonienė, 2007, etc.), as well as guarantee of employees' long-term relation with an organization (Buciušienė, Skudienė, 2009, etc.); however managerial intervention decisions of mobbing as discrimination in employee relations in order to guarantee good state of organization climate are hardly identified. Thus, the **research problem** is as follows: how to guarantee good state of organization's climate by invoking managerial decisions of intervention when mobbing is identified within an organization.

The research object – model of managerial decision intervention.

The research aim – is to form the model of managerial decisions of intervention of mobbing as discrimination in employees' relations in order to improve organization's climate.

Research methods: analysis of scientific literature by systemising, synthesizing, generalizing, comparing and modelling.

Managerial intervention decisions

People who experience discrimination in interrelations at organizations are subject to suffer for a long time; this gives reference to latent processes as well as to certain formed culture, which ignores the damage of the phenomenon for an organization. Researches revealed an ambivalent problem: people who suffered mobbing as discrimination in employees' relations face difficulties in getting professional psychological help; outcomes of the conflict are diagnosed only when they gain the form of disorder of observable psycho-somatic functions of an organism. Peculiarities of Lithuanian mentality complicate diagnostics of mobbing as discrimination in employees' relations at initial phases; however, direct and / or indirect symptoms of organization's climate show its possibility: the symptoms are observed through the character of communication, verbal and / or non-verbal contacts of organization's members, etc.

The organizations providing psychological and other services of professional activity care and observation, as well as in the field of educational management conflicts have already been established in Lithuania. However, a rather high price of the services determines the risk that consultation of specialists for single persons who suffer from escalated conflicts can be not available, and at an organization's level can be assigned to dispensable or even unnecessary expenditure. This risk also grows because the practice of consultations for solving problems of organization's climate as well as employees' interrelationship has not been formed at Lithuanian organizations yet. In addition, most managers consider organization's culture moral ethical values and business as not interrelated subjects. This is partly determined by Soviet heritage and stereotypes of viewpoint to business. Western business ethics is still the guide to be achieved by Lithuanian organizations. Yet it is necessary to assert the importance of organization's social responsibility as well as implementation and support of ethical norms because

this is not enough understood at the level of organization's managers.

They performed researches have limited only in the levels of organizations and their subdivisions. It is necessary to point out that due to wide extent of the problem not only managerial decisions within an organization are important; this is the problem of society and government. The decisions taken at a particular organization are inseparable from the environment that influences directions of internal policy. Nevertheless organizations differ both in culture and in organizational as well as human resource structures. Thus the corporate model of decisions, which enables solution of a problem at individual, group, organizational and meta-organizational levels, should be projected by considering results of diagnostics.

Referring to H. A. Simon (1960), organizations are blamed in all social diseases, including widespread 'alienation' of employees against their work and society, the result of which is 'bureaucracy' and organizational inefficiency. The author distinguishes the following stages of managerial decision-making: identification of reasons for decision-making, detection of possible directions of activity as well as the choice among the directions of activity. Decisions are commitments to act so that a result of the activity would satisfy the parts related to certain activity. In solving any problem it is very important to specifically diagnose, to formulate and to assess it.

Decision-making is an inseparable part of every manager's work, which involves identification, assessment of possible alternatives of a decision and choice of an optimal alternative; this is the setting and choice of the direction of actions for solution of a particular problem (Simon, 1960; Yates, 1990; Bakanauskienė, 1995, etc.). The authors who have analysed managerial decisions (Wales, Nardi, Stager, 1986; Simon, 1987; Heirs, Farrell, 1987; Arkes, Hammond, 1992; Levin, 2006; Facione, Facione, 2007, etc.) seldom mention the importance of managerial intervention in managing a particular mobbing process within an organization. The authors who analyse mobbing point out intervention tools (Meschkutat, Stackelbeck et al., 2002; Kolodej, 2005; Litzcke, Schuh, 2005; Seydl, 2006a, 2006b, etc.). The model of managerial decisions being presented involves three blocks of decisions: dissemination of information about the phenomenon of mobbing (society, trade unions, managers of organizations); human resource management (variety of workforce); the system enabling to register roots of conflicts. In her previous researches the author of the article did not aim to identify the level of mobbing cognition as well as understanding of the problem in society; however, the tendency – that in Lithuania the phenomenon is not known enough, analysed and discussed – has been disclosed. Thus, the first block of decisions would involve the increase of problem's cognition at different levels of an organization; especially that corporate intolerance against mobbing as discriminating relations in work environment prevents development of a conflict.

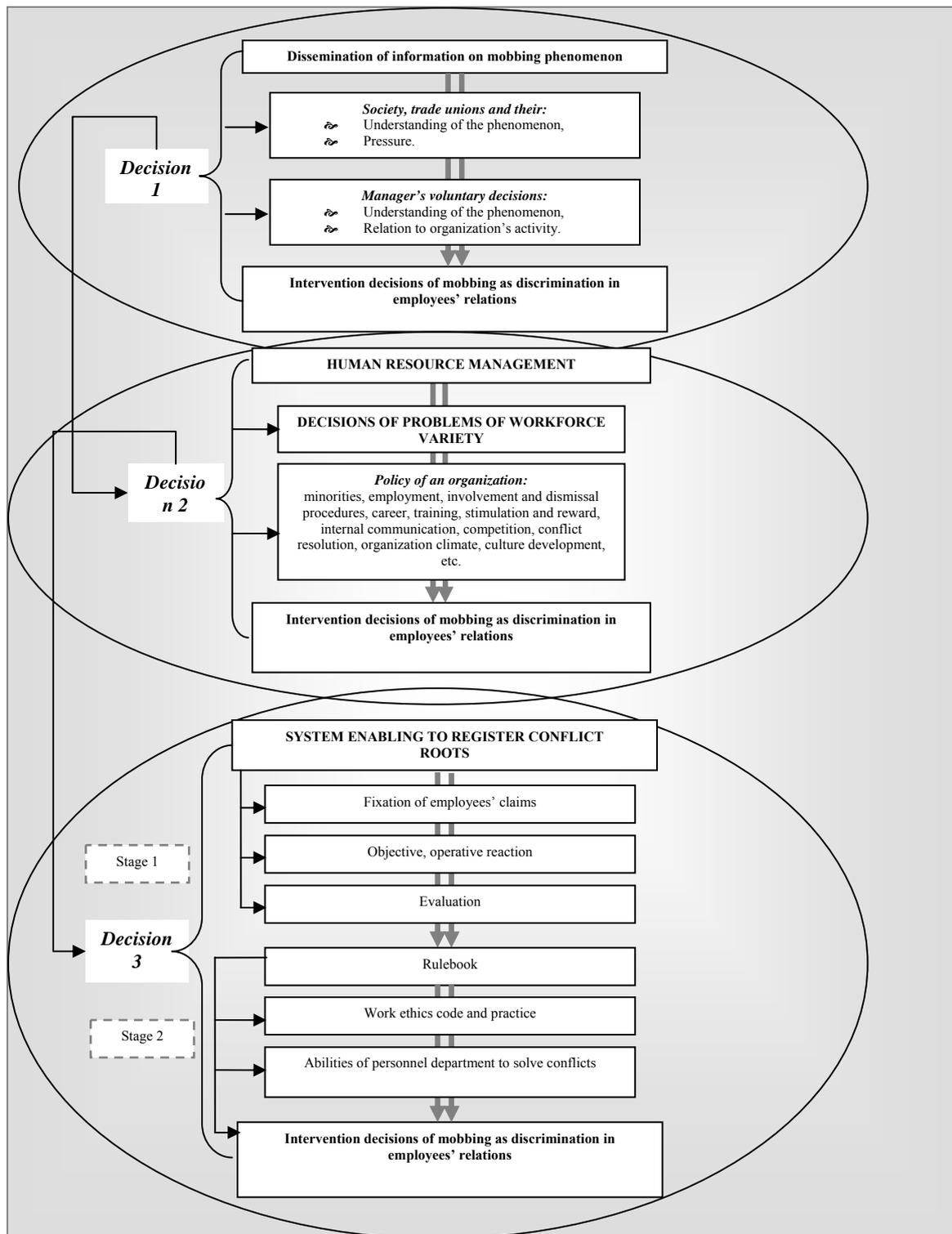


Figure 1. The model of managerial decisions of intervention of mobbing as discrimination in employees' relations

Source: developed by the authors.

Thus, dissemination of the phenomenon's cognition should be a complex part of the decisions forming organization's climate. Anti-discriminatory law acts, which influence the policy of human resources being formed within organizations, function in Lithuania. The variety in the aspect of mobbing as discrimination in employees' relations extends traditional framework and it is understood as any, especially professional

particularity / difference of an individual and / or individuals, which provokes an attack. This viewpoint obligates a manager to evaluate employees as personalities. Thus, management of the variety in work environment should involve what could be relatively called management of individual differences. Managers often have to resolve different conflicts of employees; and in the case being discussed the policy of decisions

should be formulated at a strategic level. At modern organizations the competition, which inevitable guards are conflicts – both rational and dysfunction, is stimulated. In evaluating dynamics of globalisation and competition, the tendency of conflict intensity growth, which obligates more responsive reaction to conflicts emerging within an organization, is presumptive. Mobbing as discrimination in employees' relations distinguishes from other conflicts also in that interpersonal conflict of employees outgrows into a conflict of a person and a group as well as a conflict of a person and a manager as representative of a subdivision or organization. Thus, the system of identification and registration of conflict roots at its early stages is necessary. This system has to be based on openness and support founded on the policy of organization culture formation; and the policy of ethical principles implementing publicity and relations is employed (Figure 1).

Several reasons, which directly converge to manager's will, can influence managerial decisions within an organization. In large part a solution of a

problem depends on how a manager understands and relates it to effectiveness of the organization's activity. Another reason can be the pressure of society and trade unions. Thus, it is important that the damage of mobbing as discrimination in employees' relations would be understood by society, that enough dissemination of information about the phenomenon being discussed would be guaranteed. In other words, internal processes have to be influenced by external environment of an organization as well (Figure 2).

Intervention of mobbing as discrimination in employees' relations is an inseparable part of management of organization's human resources, as well as solutions of workforce variety problems. Managerial decisions are influenced by the policy of minorities; procedures of employment, involvement and discharge; career; training; stimulation and reward; internal communication; competition; conflict resolution; organization climate; culture development and other factors being formed by an organization (Figure 3).

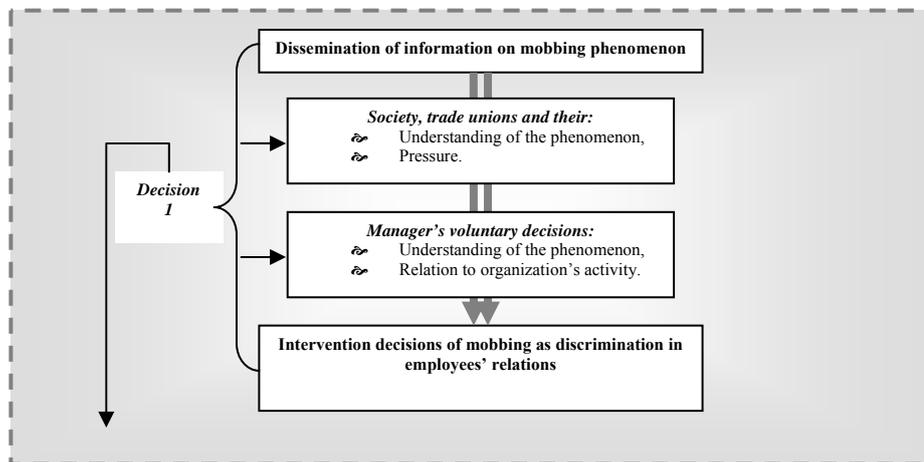


Figure 2. Internal and external fields of will influencing managerial decisions

Source: developed by the authors.

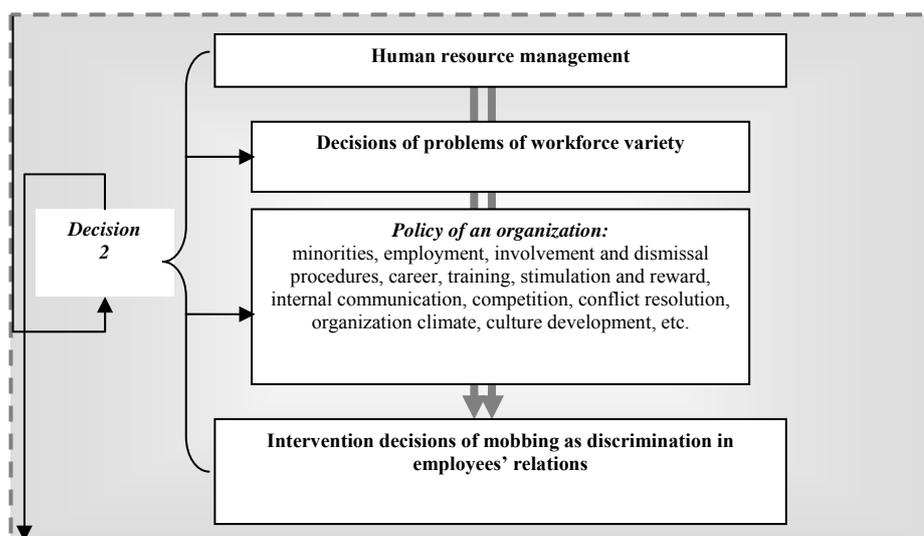


Figure 3. The entirety of decisions in variety management

Source: developed by the authors.

All above-mentioned and most other circumstances greatly influence the intervention of managerial decisions by applying mobbing as discrimination in employees' relations in improving specifics and problems of climate at Lithuanian organizations. Particular actions begin when the wide spectrum of a problem is being realized and understood. Then the system, which enables to register conflicts at their primary stages by involving employees' claims, to objectively and with expedition react, to assess and to make decisions is created (if it does not exist) or is developed. This system is inseparable from the rulebook and norms of ethics in employees' interrelationship.

Western principles of organization activity postulate that personnel office is responsible for healthy climate of an organization. Actually special attention falls to personnel office, its readiness and instruction to solve the conflicts emerging in work environment. Responsibility falls to personnel office for diagnostics of organization climate and mobbing as discrimination in employees' relations as well as for application of intervention (Figure 4). However, the problem is that in Lithuania personnel offices traditionally are not the structure of an organization, which would create and implement the policy of formation of organization culture and climate. Functions of a personnel office are very often entrusted for one specialist, not necessarily a professional of the field. Thus, a person making decisions within an organization or an institution (the Board, the Board of Observers, etc.) has to solve a problem of creation and effective functioning of a personnel office as well as system of personnel management. This system involves: registration of employees' claims; their analysis; their evaluation; recommendations for the authority making decisions.

In order to avoid conflicts and to rationally solve the problems of hostility emerging in work environment, the following means are necessary:

- the rulebook that schedules not only material but also moral responsibility as well as individual responsibility for interrelationship by relating it to development of organization activity, success and liability;
- the system of employees' professional and interrelationship ethics;
- development of abilities of the structure responsible for organization's personnel to solve discriminating conflicts of mobbing.

In forming the strategy of intervention of mobbing as discrimination in employees' relations in order to improve the climate, an organization has a task to choose an optimal alternative from a range of alternatives (e.g., by applying a tree of decisions, etc.).

The first group of alternatives – gives a possibility to assess outcomes and to decide which decisions would essentially change a situation or to leave the situation for its ride, the presumptive result of which is victim's retreat from the organization and flashpoints of conflicts, which decrease effectiveness of organization's activity and its competitiveness in markets (Table 1).

In creating the strategy, an organization has two alternatives. The first alternative – is to solve it themselves, the second one – is to hire professional activity keepers and observers, psychologists, consultants of mobbing, jurists or

managers. Both alternatives are related to additional expenditure. In the first case – it is for employment of specialists at personnel office (if it exists), in the second case – expenditure to pay consultations. In any case mobbing as discrimination in employees' relations is too complicated phenomenon that it could be managed without appropriate preparation.

In order to make the efforts efficient, assistance of specialists is necessary in solving emerged problems as well as in training the personnel of an organization. When applying intervention, an organization chooses: to act at organizational or individual level. In both cases active performance of organization's authorities is inevitable; however, if organization's level is ignored, the risk of dissemination of mobbing as discrimination in employees' relations and the decline of the state of organization climate increases.

Having identified the main features of mobbing in Lithuanian organizations, the following managerial decisions should be applied (Table 2):

- *preventive decisions*: development of publicity culture; clear framework of responsibility; clear assignments; uniform system of assessment, stimulation.
- *intervention decisions*: practice and control of work ethics code; general intolerance; penalties for mobbing actions; specialist's assistance.

Particular tactical decisions are conditioned by settled correlation relations of mobbing as discrimination in employees' relations and factors of organization climate. The most efficient managerial decisions are those, which determine changes within an organization by forming favourable climate of work environment that is based on the culture of openness, inter-confidence, and tolerance. Important features of the culture are development of perception of workforce variety value and moral system. The model of managerial decisions of intervention of mobbing as discrimination in employees' relations discloses that successful functioning of an organization (in the analysed case – organization climate) depends on managerial decisions; thus the expression of mobbing as discrimination in employees' relations decreases by improving the climate.

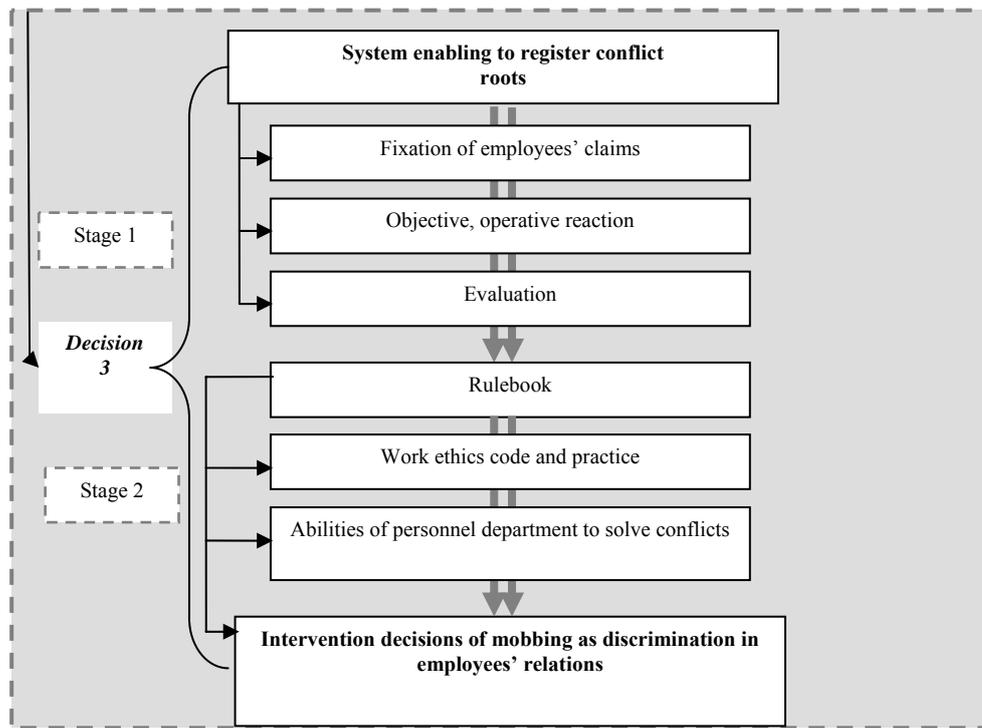


Figure 4. The scheme of prevention of conflicts enabling two-stage intervention

Source: developed by the authors.

Table 1

Strategic decisions and outcomes of prevention of mobbing as discrimination in employees' relations in order to improve its climate

Strategic decisions	Outcomes of decisions
– to evaluate outcomes of mobbing as discrimination in employees' relations and to resolve decisions..	– the state of organization climate changes essentially.
– to let the situation of mobbing as discrimination in employees' relations ride.	– a victim retires from the organization. – flashpoints of conflicts decrease effectiveness organization's activity and its achievements in competitive markets.

Source: developed by the authors.

Table 2

Managerial decisions and fields of their influence

Features of mobbing	Managerial decisions and fields of their influence						
	Preventive decisions			Intervention decisions			
	Development of publicity culture	Clear range of responsibility, clear assignments	Uniform system of evaluation, stimulation	Assistance of a specialist	Practice and control of work ethics code	General intolerances	Penalties for mobbing actions
Responsibility of managers (of different levels)	+	+		+	+	+	
Isolation of a victim; lack of assistance	+	+		+	+	+	
Attack in social and work levels		+	+	+	+	+	+
Unhealthy conflicts and long-term stress.	+	+		+	+	+	+
Nag at workplace				+	+	+	+

Source: developed by the authors.

Conclusions

Mobbing as discrimination in employees' relations exists in Lithuanian organizations and negatively influences their climate; however, it is analysed not enough as a managerial problem. Society hardly knows the phenomenon. Notoriety presupposes the pressure of society or trade unions to make decisions. Decisions incorporate the responsibility of both a manager and organization's members; thus dissemination of information about the phenomenon becomes an important condition. The increase of the knowledge about the phenomenon should be a complex part of decisions forming organization's climate. The policy of variety; procedures of employment, involvement and discharge; career; training, stimulation and reward; internal communication; resolution of competition conflicts; organization climate; culture development and other factors. In the context of mobbing as discrimination in employees' relations the variety should be treated as possession of any peculiarities – physical, psychological, cultural, work and professional, which distinguishes an individual from other individuals as well as causing or being able to cause attacks. This viewpoint obliges a manager to evaluate employees as personalities. Thus, decisions, which are related to variety management in work environment, should also involve what relatively could be named as management of individual

differences. Organizations that traditionally arrange their activity need structural changes in developing a personnel office and emphasising responsibility for maintenance of organization climate state.

Creation and development of the system enabling to register conflicts' roots at their primary stages is a complex part of decisions oriented to the improvement of organization climate. The system of identification and registration of conflicts' roots at early stages as well as the policy development of organization culture based on openness and assistance is necessary. In the context of the improvement of organization climate the activity of a manager involves two alternatives: to take preventive and intervention decisions against mobbing as discrimination in employees' relations, which would improve the climate; to let conflicts and climate's state ride. It should be stated that organizations are not ready enough to independently resolve mobbing conflicts; thus, assistance of outside specialists is necessary. Two groups of decisions should be distinguished and be applied in complex: preventive decisions (development of publicity culture; clear range of responsibility, clear assignments; uniform system of assessment, stimulation); intervention decisions (practice and control of work ethics code; general intolerance; penalties for mobbing actions; assistance of specialists; groups of mutual assistance).

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Pranas Žukauskas, Jolita Vveinhardt

Vadybinių mobingo kaip diskriminacijos darbuotojų santykiuose siekiant gerinti organizacijų klimatą intervencijos sprendimų modelis

Santrauka

Organizacijos klimatą pažeidžiantis mobingo kaip diskriminacijos darbuotojų santykiuose procesas tiesiogiai įtraukia organizacijos vadovą, kuriam kyla kompleksinė problema – vykstant konfliktui išvelgti mobingą ir kaip dalyviui priimti veiksmingus sprendimus. Šiame straipsnyje nagrinėjami vadybiniai sprendimai, organizacijos klimato gerinimo kontekste, aptariama disfunkcinių darbuotojų santykių diagnozavimo, konfliktų prevencijos ir intervencijos struktūra.

Straipsnyje remiamasi P. F. Drucker, H. A. Simon, J. F. Yates, K. Tafel-Viia, R. Alas, C. Seydl, B. Meschkutat, M. Stackelbeck, G. Lagengoff, A. Valackienės, P. Zakarevičiaus, P. Žukausko, J. Vveinhardt ir kt. autorių darbais. Glaustai apžvelgiant užsienyje ir Lietuvoje atliktus mobingo, organizacijos išipareigojimo, vadovo vaidmens tyrimus, pateikiama veiksnių seka, kuri turėtų užtikrinti teigiamą poveikį organizacijos klimatui. Įvertinant reiškinio sudėtingumą akcentuojama, kad Lietuvoje dar per mažai dėmesio skiriama vadybiniam mobingo konfliktų sprendimams.

Tyrimo problema keliama klausimu: kaip užtikrinti gerą organizacijos klimato būklę, remiantis vadybiniais intervencijos sprendimais, kai organizacijose aptinkamas mobingas?

Tyrimo tikslas – suformuoti vadybinių mobingo kaip diskriminacijos darbuotojų santykiuose siekiant gerinti organizacijų klimatą intervencijos sprendimų modelį.

Tyrimo objektas – vadybinių intervencijos sprendimų modelis.

Tyrimo metodai – mokslinės literatūros analizė sisteminant, sintetinant, apibendrinant, lyginant ir modeliuojant.

Sprendžiant bet kokią problemą, be galo svarbu ją tiksliai diagnozuoti, suformuluoti ir įvertinti. Šio straipsnio autorių sudarytame vadybinių mobingo kaip diskriminacijos darbuotojų santykiuose intervencijos sprendimų modelyje pateikiami tam tikri, specifiniai tarpusavyje susiję etapai. Pirmojo sprendimo lauke išryškintas informacijos apie mobingo reiškinį sklaidos faktorius, kuris skaidomas į: visuomenės, profesinių sąjungų reiškinio suvokimą ir spaudimą; vadovo valios sprendimus, apimančius reiškinio suvokimą ir susiejimą su organizacijos veikla. Antrojo sprendimo lauke išryškinama skirtas žmogiškųjų išteklių valdymo, t. y. darbo jėgos įvairovės problemų sprendimo reikšmė. Jis apima mažumą, kurios suvokiamos kiekvieno individualių skirtumų turėtojo lygmeniu, priėmimo, įtraukimo ir atleidimo procedūrų, karjeros, mokymo, skatinimo ir atlygio, vidinės komunikacijos, konkurencijos konfliktų sprendimo organizacijos klimato, kultūros vystymo politiką. Trečiojo sprendimo lauke išskiriamos dvi stadijos. Pirmoje stadijoje siekiama fiksuoti darbuotojų nusiskundimus, operatyviai ir objektyviai reaguoti į juos bei vertinti susidariusią situaciją. Atlikus vertinimą antroje stadijoje, apjungiamos vidaus darbo tvarkos taisyklės, darbo etikos kodeksas ir jo praktika, personalo tarnybos gebėjimai spręsti konfliktus.

Straipsnyje siūlomos struktūrinės tradiciškai Lietuvoje nusistovėjusios veiklos organizavimo sistemos korekcijos.

Anot J. F. Yates (1990), vadovai suvokia savo atsakomybę priimant gerus sprendimus, bet tik nedidelę jų dalis suvokia, kad vadovas neišvengia *sprendimų vadovo* vaidmens. P. F. Drucker teigia, kad organizacijos vis didesniu mastu grindžiamos pasitikėjimu, tačiau jis nereiškia, kad žmonės, patikdami vieni kitiems turi absoliučiai prisiimti atsakomybę už tarpusavio santykius darbe; tai reiškia, kad atsakomybė už santykius yra pačių darbuotojų pareiga. Straipsnio autoriai laikosi nuostatos, kad pagrindinė atsakomybė už mobingo kaip diskriminacijos darbuotojų santykiuose raišką tenka organizacijos vadovui.

Sudaryta struktūrograma padeda numatyti organizacijoms mobingo kaip diskriminacijos darbuotojų santykiuose intervencijos sprendimų eigą ir pobūdį. Todėl sprendžiant mobingo kaip diskriminacijos problemą svarbiu uždaviniu tampa organizacijos darbuotojų atsakomybės bei reiškinio prevencijos bei intervencijos sistemos plėtojimas.

Raktažodžiai: *tarpasmeniniai santykiai, diskriminacija, mobingas, organizacijos klimatas, intervencija, vadybiniai sprendimai, modelis.*

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