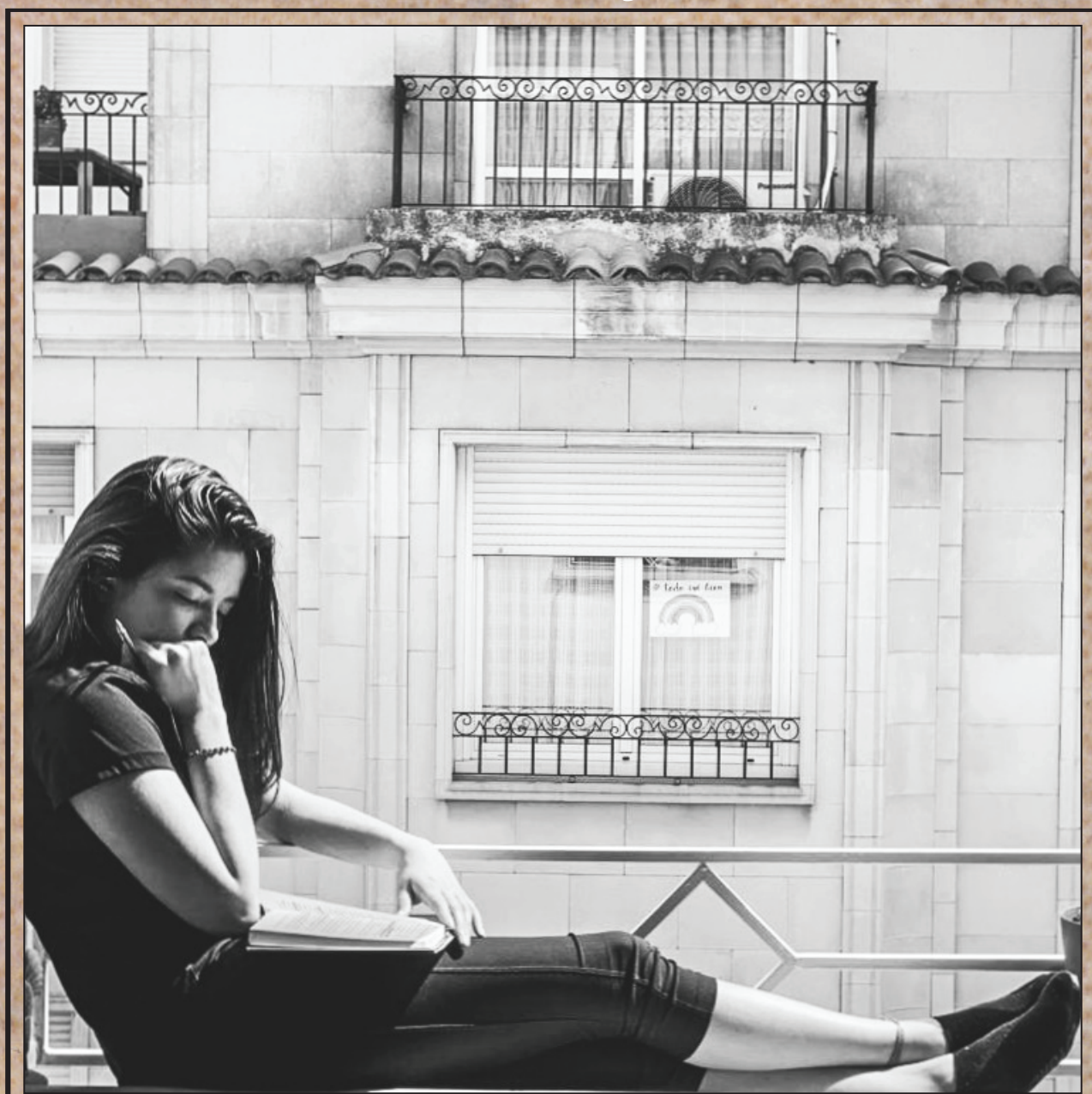


ANNALES

Anali za istrske in mediteranske študije
Annali di Studi istriani e mediterranee
Annals for Istrian and Mediterranean Studies
Series Historia et Sociologia, 31, 2021, 3





ANNALES

Anali za istrske in mediteranske študije
Annali di Studi istriani e mediterranei
Annals for Istrian and Mediterranean Studies

Series Historia et Sociologia, 31, 2021, 3

**UREDNIŠKI ODBOR/
COMITATO DI REDAZIONE/
BOARD OF EDITORS:**

Roderick Bailey (UK), Simona Bergoč, Furio Bianco (IT), Alexander Cherkasov (RUS), Lucija Čok, Lovorka Čoralčić (HR), Darko Darovec, Devan Jagodic (IT), Vesna Mikolič, Luciano Monzali (IT), Aleksej Kalc, Avgust Lešnik, John Martin (USA), Robert Matijašič (HR), Darja Mihelič, Edward Muir (USA), Vojislav Pavlović (SRB), Peter Pirker (AUT), Claudio Povolo (IT), Marijan Premović (ME), Andrej Rahten, Vida Rožac Darovec, Mateja Sedmak, Lenart Škof, Marta Verginella, Špela Verovšek, Tomislav Vignjević, Paolo Wulzer (IT), Salvator Žitko

**Glavni urednik/Redattore capo/
Editor in chief:**

Darko Darovec

**Odgovorni urednik/Redattore
responsabile/Responsible Editor:**

Salvator Žitko

Urednika/Redattori/Editors:

Urška Lampe, Boštjan Udovič, Gorazd Bajc

Prevajalci/Traduttori/Translators:

Petra Berlot (it.)

**Oblikovalec/Progetto grafico/
Graphic design:**

Dušan Podgornik, Darko Darovec

Tisk/Stampa/Print:

Založništvo PADRE d.o.o.

Založnika/Editori/Published by:

Zgodovinsko društvo za južno Primorsko - Koper / *Società storica del Litorale - Capodistria*© / Inštitut IRRIS za raziskave, razvoj in strategije družbe, kulture in okolja / *Institute IRRIS for Research, Development and Strategies of Society, Culture and Environment / Istituto IRRIS di ricerca, sviluppo e strategie della società, cultura e ambiente*©

**Sedež uredništva/Sede della redazione/
Address of Editorial Board:**

SI-6000 Koper/Capodistria, Garibaldijeva/Via Garibaldi 18
e-mail: annaleszdjp@gmail.com, **internet:** https://zdjp.si

Redakcija te številke je bila zaključena 30. 10. 2021.

**Sofinancirajo/Supporto finanziario/
Financially supported by:**

Javna agencija za raziskovalno dejavnost Republike Slovenije (ARRS), Mestna občina Koper

Annales - Series Historia et Sociologia izhaja štirikrat letno.

Maloprodajna cena tega zvezka je 11 EUR.

Naklada/Tiratura/Circulation: 300 izvodov/copie/copies

Revija *Annales, Series Historia et Sociologia* je vključena v naslednje podatkovne baze / *La rivista Annales, Series Historia et Sociologia è inserita nei seguenti data base / Articles appearing in this journal are abstracted and indexed in:* Clarivate Analytics (USA): Arts and Humanities Citation Index (A&HCI) in/and Current Contents / Arts & Humanities; IBZ, Internationale Bibliographie der Zeitschriftenliteratur (GER); Sociological Abstracts (USA); Referativnyi Zhurnal Viniti (RUS); European Reference Index for the Humanities and Social Sciences (ERIH PLUS); Elsevier B. V.: SCOPUS (NL); Directory of Open Access Journals (DOAJ).

To delo je objavljeno pod licenco / *Quest'opera è distribuita con Licenza / This work is licensed under a Creative Commons BY-NC 4.0.*



Navodila avtorjem in vsi članki v barvni verziji so prosto dostopni na spletni strani: <https://zdjp.si>.
Le norme redazionali e tutti gli articoli nella versione a colori sono disponibili gratuitamente sul sito: https://zdjp.si/it.
The submission guidelines and all articles are freely available in color via website http://zdjp.si/en/.



VSEBINA / INDICE GENERALE / CONTENTS

- Pavel Jamnik, Bruno Blažina, Borut Toškan, Slavko Polak & Draško Josipovič:** Uršnja luknja v Podtaborski steni pri Šembijah. Ostanki moustérienskega planega tabora, naplavljeni v jamo z drobirskim tokom 367
La grotta Uršnja luknja nella parete di Podtabor presso Šembije. Resti di un accampamento del musteriano trasportati nella grotta da un flusso di detriti
The Uršnja luknja Cave in the Podtabor Wall at Šembije. Remains of a Mousterian Open-Air Site Washed into the Cave by Debris Flow
- Ana Konestra, Paula Andoić Gračanin & Fabian Welc:** Burialscapes of Rab Island (North East Adriatic): The Role of Sepulchral Evidence in the Reconstruction of Roman and Late Antique Rural Settlement Pattern 391
Paesaggi sepolcrali dell'isola di Arbe (Adriatico Nordorientale): il ruolo dell'evidenza sepolcrale nella ricostruzione del modello insediativo romano e tardo antico
Grobiščna krajina otoka Raba (severovzhodni Jadrana): vloga grobišč pri rekonstrukciji rimskega in poznoantičnega podeželskega modela poselitve
- Ladislav Placer:** Kulturno in zgodovinsko sporočilo Milanje – 2. del: Sv. Jurij v Ilirski Bistrici in Sv. Marija v Knežaku 413
Messaggio culturale e storico di Milanja – parte 2: San Giorgio a Ilirska Bistrica e Santa Maria a Knežak
Cultural and Historical Significance of the Milanja– Part Two: St George in the Town of Ilirska Bistrica and St Mary in the Village of Knežak
- Chrysi Rapanta, Leandro Madrazo, Maria Irene Aparicio, Nuno Fonseca, Rosalice Pinto & Špela Verovšek:** Assessing the Quality and Social Impact of Creative Placemaking Practices 427
Valutare la qualità e l'impatto sociale delle pratiche di "placemaking" creativo
Vrednotenje kreativnih praks ustvarjanja prostora skozi s preminjanje vrednot in vpliv na družbeno-fizične podobe prostora
- Aurora Saidi, Matija Svetina & Tadeja Zupančič:** Memorable Impressions as Significant Descriptors of the Qualities of a House: Exploring the Experiential Qualities of the Traditional House in Tetovo 441
Impronte di memoria quali descrittori significativi delle qualità di una casa: esplorare le qualità esperienziali della casa tradizionale a Tetovo
Bivalne izkušnje kot pomembni opisovalci lastnosti hiše: raziskovanje izkustvenih lastnosti tradicionalne hiše v Tetovu
- Nada Bulić & Ante Matan:** *Josephi Schneider "Carminum libri octo". La Mors, componente essenziale dell'espressione poetica di Joseph Schneider* 465
Joseph Schneider "Carminum Libri Octo". The Mors, Essential Component of Joseph Schneider's Poetic Expression
Josephi Schneider "Carminum libri octo". Mors, bistvena prvina pesniškega izraza Josepha Schneiderja

Ana Toroš: Marisa Madieri, Jan Morris and Irena Žerjal: English, Istrian Triestine and Slovene Literalisation of Trieste and the Surrounding Area at the End of World War II 475 <i>Marisa Madieri, Jan Morris e Irena Žerjal: Letteratura inglese, triestina istriana e slovena sulla Trieste e dintorni alla fine della seconda guerra mondiale</i> <i>Marisa Madieri, Jan Morris in Irena Žerjal ter angleška, istrskotržaška in slovenska literarizacija Trsta in tržaškega prostora ob koncu druge svetovne vojne</i>	Rok Smrdelj: Research on Migration on Slovenian Media: The "Other" in the Period of "Crisis" 519 <i>Il tema delle migrazioni nei media sloveni: "gli altri" nel periodo di "crisi"</i> <i>Raziskovanje migracij v slovenskih medijih: "drugi" v obdobju "krize"</i>
Tatjana Vujović: Perception and Coping With Mobbing towards Women in Montenegro 487 <i>La percezione del mobbing sulle donne sul posto di lavoro in Montenegro</i> <i>Percepcija in soočanje z mobbingom nad ženskami v Črni gori</i>	Vladimir Prebilič & Simona Kukovič: Cooperation Between Local Communities and the Civil Protection in Overcoming the Covid-19 Crisis: <i>Ad omnia parati sumus</i> 535 <i>Cooperazione tra le comunità locali e la protezione civile per superare la crisi relativa al covid-19: Ad omnia parati sumus</i> <i>Sodelovanje lokalnih skupnosti in civilne zaščite v premagovanju covid-19 krize: Ad omnia parati sumus</i>
Aleksej Kalc: O vzpostavitvi izseljenske zakonodaje v Kraljevini Srbov, Hrvatov in Slovencev 507 <i>Sull'introduzione della legge sull'emigrazione nel Regno dei Serbi, Croati e Sloveni</i> <i>Regarding the Introduction of the Emigration Law in the Kingdom of Serbs, Croats and Slovenes</i>	Kazalo k slikam na ovitku 545 <i>Indice delle foto di copertina</i> 545 <i>Index to images on the cover</i> 545

PERCEPTION AND COPING WITH MOBBING TOWARDS WOMEN IN MONTENEGRO

Tatjana VUJOVIĆ

University of Montenegro, Faculty of Philosophy Nikšić, Department of Sociology, 81 400 Danila Bojovića bb
e-mail: tanja_vujovic@yahoo.com

ABSTRACT

Previous research shows the frequency of various forms of mobbing in the workplace, especially in women. Different strategies for coping with this stressor have not been explored so far. Therefore, the aim of this research was to examine the types of mobbing, as well as ways of coping with mobbing among women employed in the public and private sector in Montenegro. The research included a total of 170 respondents: nurses (N = 90) employed at the Clinical Center of Montenegro and employees (N = 80) of the Telecommunications Company – Telekom. The respondents ranged in age from 20 to 59 years. When it comes to the nurses' perception of mobbing, the method of factor analysis Principal Component Analysis yielded four factors that were interpreted as an attack: on work activity, attack on personality, sexual harassment, and humiliation in front of the superior. Discriminant analysis showed that there is a statistically significant difference between these two groups when it comes to offensive jokes, offensive comments related to religious and party affiliations, exclusion and isolation.

Keywords: mobbing, women, private sector, public sector, prevention

LA PERCEZIONE DEL MOBBING SULLE DONNE SUL POSTO DI LAVORO IN MONTENEGRO

SINTESI

La ricerca precedente mostra la frequenza di segnalazione di forme di mobbing nei luoghi di lavoro, specialmente sulle donne. Le diverse strategie per far fronte allo stress da mobbing non sono state ancora studiate. Pertanto, lo scopo di questa ricerca era di indagare i tipi di mobbing sulle donne nel settore pubblico e privato. In questa ricerca, le infermiere (N = 90) che lavoravano presso il Centro clinico del Montenegro e le dipendenti (N = 80) della società di telecomunicazioni – Telekom. Le rispondenti avevano un'età compresa tra 20 e 59 anni. Quando si tratta della percezione del mobbing da parte delle infermiere, con il metodo dell'analisi fattoriale Principal Component Analysis sono stati estratti quattro tipi di attacco che sono descritti come un attacco all'attività lavorativa, un attacco sulla personalità, umiliazione di fronte al superiore e molestie sessuali. L'analisi discriminativa ha mostrato che esiste una differenza statisticamente significativa tra questi due gruppi quando si tratta di battute offensive, commenti offensivi riguardanti l'appartenenza religiosa e politica l'esclusione e l'isolamento.

Parole chiave: mobbing, donne, settore privato, settore pubblico, prevenzione

INTRODUCTION

In order to be able to define mobbing as a specific phenomenon in the working environment it is crucial that we look into some of the pioneering research that began in the 20th century. The framework of mobbing research sprouted from the groundwork of research on harassment in the workplace. In 1976, American psychiatrist Carroll M. Brodsky in his book *The Harassed Worker* gave a detailed description of negative actions at work which by their nature went beyond the then known concepts such as sexual harassment and discrimination. Brodsky wrote about “light teasing” such as making inappropriate jokes and mocking and “severe teasing”, such as torturing and severely abusing a person. In the same book, Brodsky describes the way in which various forms of “teasing” and other forms of psychological pressure are used within the work context to make it clear to the employees that they are not part of the group (Brodsky, 1976, 19).¹

Although the professional and scientific public learned from the description of various cases of abuse in this book that employees may be exposed to physical and verbal abuse, which are not necessarily sexual in nature, this concept did not arouse wider interest,² until the first theoretical and empirical papers of a Swedish psychologist and psychiatrist of German origin, Heinz Leymann. Thus, this topic was officially introduced to the research scene of occupational psychology only in 1984 with first exploratory study on harassment at work, which was published in Swedish by Heinz Leymann and Annelie Gustavsson (Leymann & Gustavsson, 1984; Zapf & Leymann, 1996). Leymann is believed to have been the first to use the term “mobbing” to describe aggressive behaviour among employees (Leymann, 1990). However, this term has somewhat longer history.³ The term “mobbing” is used in Europe in parallel with the term “bullying” to describe a specific form of attack in the workplace (Petrović et al., 2014, 188). The reason for the existence of the two parallel terms to describe the same phenomenon is that both have the shortcomings

that made it difficult for researchers to accept one and reject the other (Leymann, 1990, 120; Petrović et al., 2014, 188).⁴

A more intensive study on mobbing began in the early 1990s (Samnani, 2013; Einarsen, 2000; Einarsen et al., 2009). The topicality of harassment at work is growing along with continuous accelerated technological development and frequent economic turbulences which contribute to business world and work environment becoming more stressful than before. Modern society is characterized by numerous changes. High competition in the market, privatization, the economic crisis, job insecurity and expectation of flexibility from the workers have led to an increase in frequency of mobbing (Kostelić-Martić, 2005, 7; cf. Ćurčić, 2015, 20; cf. Vulekić, 2015, 50).

Women in Montenegro are legally equal to men. Formally legally, they have equal rights when entering employment, in achieving social security, in earnings, in receiving education. However, practical exercise of these rights is significantly hampered, so that the overall social status of women is less favourable than that of men. Well-paid jobs and decision-making positions are less available for women, even though women are usually more educated. The conditions in which women work are often worse than the conditions in which men work. Although women in some sectors make up more than 60% of employees, their salaries are 20% lower than men’s. (European Movement in Montenegro, 2011). A specific problem is mobbing and sexual harassment, to which the system does not have an adequate response. There is a very small number of court proceedings and first the insensitivity of the judiciary is noticed, and then of other institutions. The results of the research conducted by the European Movement in Montenegro about the socio-economic position of women in 2013 show that women are predominantly recognized as victims of harassment at work among the population, but also among employers. A significantly higher number of women (63%) compared to men (53%) believe that victims of harassment at work are most often women.

1 The goal of these actions is to exclude the employees from the collective, either by deciding to leave it due to unbearable pressure or by being fired at the very end of the process in which he exhausts all his work resources (Vulekić, 2015, 6). By emphasizing the psychological nature of harassment at work, its negative consequences for the health and well-being of employees and specific dynamics of the phenomenon that puts the victim in an inferior position, Brodsky’s work can be considered as pioneering in this field (Einarsen et al., 2011, 7; Einarsen et al., 2008; cf. Vulekić, 2015, 6).

2 The reason for this may lay in the fact that Brodsky was not particularly interested in a direct or separate analysis of this phenomenon which he treated equally as other sources of stress in the work environment such as exhaustion due to shift work and accidents at work (Leymann, 1996).

3 It is believed that Leymann has taken it from doctor Hyneman who used it in order to describe aggressive behaviour of a group of schoolboys who attack a lonely peer (Matthiesen, 2006, 5). However, the term mobbing is for the first time related to the book by Konrad Lorenz “On aggression” (1966). In that book, a famous ethologist describes the behavior of social animals (small birds) which join together in order to be able to send away a lonely predator from their territory who jeopardizes their safety. Similar behavior of people in work environment was named mobbing by Lemann’s scientific references, we can find different terms to mark the behaviors by which colleagues, superiors or subordinates maltreat the employees in the workplace (Petrović et al., 2014, 188).

4 Similar terminology can be found in other studies on this phenomenon (Zapf, 1999, 70; Einarsen et al., 2011, 15; Karabulut, 2016, 5).

DEFINING MOBBING

Mobbing is defined as an unfriendly communication which is directed from one or several individuals towards, mainly, one individual who, due to mobbing, finds himself in a position where he/she is helpless and unable to defend himself/herself, and held in it by constant mobbing activities (Leymann, 1990, 120; Leymann, 1996, 2; Einarsen et al., 2011, 15; cf. Karabulut, 2016, 5). Those activities are performed with high frequency (at least once a week) and for longer period (at least 6 months) (Leymann, 1990, 120; Kostelić-Martić, 2005, 11; Akar et al., 2011, 179). Frequency and duration are two crucial dimensions of mobbing (Leymann, 1990, 120; Zapf & Einarsen, 2003, 246; Akar et al., 2011, 179), and due to high frequency and longer duration, bullying can result in significant mental, psychosomatic and social consequences (Leymann, 1990, 121; Vartia, 2001, 66; Demirag & Ciftci, 2017, 2; Tatar & Yuksel, 2019, 57).

CAUSES OF MOBBING

Some of the causes of mobbing are interpersonal conflicts at work which are related to inappropriate organization and process of work, conditions in the work environment, inappropriate methods, uncertainty regarding job prospects, frequent changes in working conditions, frequent assignment to other duties, lack of support and inappropriate work environment (Rodić, 2015, 9). Mobbing can also arise from pointing out the illegality of the employer's work, i.e. pointing out corruption, which causes the employer's reaction in the form of mobbing. Mobbing also occurs as the consequence of disturbed interpersonal relations, namely it arises from unresolved conflict among the employees, inadequate work organization, as well as due to a collective labour dispute between the employees and their organizations and the employer (management). In a certain way, the growth of mobbing is conditioned by the processes of globalization and liberalization, i.e. by undermining the values of European social model of which the concept of social market economy and the concept of socially responsible management are an integral part. Especially in the conditions of transition in the countries of the former socialist system, unfavourable preconditions are created for the spread of mobbing, a cruel, inhumane, socially irresponsible managerial policy in order to

force employees to terminate employment contracts, whereby the employer avoids legal obligations in collective redundancy and payment of severance pay (Lubarda, 2008a, 5).

FORMS OF MOBBING

Mobbing is exclusively related to social interactions among employees, independently from their hierarchical level (Šimić et al., 2015, 306).⁵ Mobbing occurs in two basic forms, according to Branko Lubarda, horizontal and vertical mobbing, with many varieties. Horizontal mobbing comes from an employee or employees directed against another employee in the same or similar workplaces, where there is no subordinate relationship between the mobber and the mobbing victim (Lubarda, 2008a, 9). Very often it occurs as a result of unfair professional competition accompanied by envy, jealousy and similar human weaknesses (Rodić, 2015, 16; Arnejčić, 2016, 241; Karabulut, 2016, 7; Demirag & Ciftci, 2017, 2). According to Vesna Rodić, horizontal mobbing manifests itself in milder forms, such as constant jokes, ridicule at the expense of speech, posture, gait, clothing, private life etc. (Rodić, 2015, 11). However, it can also appear in more severe forms, such as spreading slander regarding professional and private life (e.g. fabricating sexual intrigues), continuous interruption in speech, avoiding socializing during work breaks, not inviting to social activities (Leymann, 1990, 120; Cornoiu & Gyorgy, 2013, 709; Arnejčić, 2016, 241; Demirag & Ciftci, 2017, 2).

Vertical mobbing comes, according to Beno Arnejčić, from the immediate superior (lower or senior management, rarely from the executive director himself or main executive director – general director, where mobbing is executed by more employees who are given certain benefits by the management (promotion at work, professional training, etc.). Vertical mobbing can occur as a covert vertical mobbing, where it is hidden behind horizontal mobbing (Arnejčić, 2016, 241–242). Vertical mobbing occurs in the form of increased control of an employee's presence at work, in performance of job tasks, exposure to constant criticism from superiors due to (the alleged) omissions, through disparagement of professional competences, frequent assignment to other duties (with no justified reason), interruption in speech or an attempt to give explanations or dispute criticism, up to professional

⁵ It is important to stress that some authors only discuss mobbing at the hierarchical level (Rissi et al., 2016, 356; Kostelić-Martić, 2005, 16).

„ostracism“, avoidance or isolation of the employee⁶ (Rodić, 2015, 12; cf. Karabulut, 2016, 8; cf. Arnejčić, 2016, 240).

METHODS AND TYPES OF MOBBING

The situations in which employees are subjected to negative behaviours by their clients and parties do not fall into the realm of this phenomenon. Some of the methods of harassment and abuse in the workplace are: spreading malicious gossips, insults, ridicule, publishing personal information, giving work tasks to someone who is known not to be able to perform them, failing to invite to meetings (Hillard, 2009, 47; Arnejčić, 2016, 247; Demirag & Ciftci, 2017, 2). Dieter Zapf, in his study *“Organisational, work group related and personal causes of mobbing/bullying at work”*, distinguishes seven types of mobbing: organizational, social isolation, attacks on the private sphere of life, verbal and physical aggression, spreading of rumours (Zapf, 1999, 71).

Mobbing also occurs in the form of provocation of the mobbing victim’s reaction, in order for the mobbing victim to violate the Code of Conduct, i.e. to initiate disciplinary proceedings against the employee for insult, or even to provoke a quarrel or resort to violence at work (Rodić, 2015, 13). Mobbing also occurs in a number of other varieties, where mobbing techniques are usually less subtle towards the employees with lower qualifications but subtler (harder to grasp) towards the employees with high or expert qualifications, which can be explained with a phrase *“the better the job, the subtler the terror”* (Koić et al., 2003, 14; cf. Cornoiu & Gyorgy, 2013, 711). Mobbing goes so far in the practice that there is the case where the employer, through his associates, subordinates, organizes to find some compromising material on the desk in the office of the employee, a mobbing victim, which should present the employee as an unprofessional or immoral person (Lubarda, 2008b, 6). Having said this, the mobbing as a process can be divided into stages or phases.

MOBBING PHASES AND CONSEQUENCES OF MOBBING

There are several classifications of mobbing phases (Leymann, 1990, 122; Leyman & Guvstasson 1996; Ege, 2000). However, they are mostly based on initial

Leyman’s classification (Leymann, 1990, 122) which is the reason for using this particular classification as groundwork also for this research.⁷

Phase 1: The Original Critical Incident

As regards the investigated situations, it is known that the triggering situation most often observed is a conflict (usually over work); but not much is known in detail about critical incidents and other probable triggering states in working life. Hypothetically, this phase is very short and the next phase commences as soon as the focused person’s workmates and management reveal stigmatizing actions. In Leymann’s case study, was envy over his wages (Leymann, 1990, 122).

Phase 2: Mobbing and Stigmatizing

Many of the communicative actions which can be observed occur fairly often in everyday life. But within the framework of the harassment phenomenon, they have an injurious effect, as these actions are used consistently and systematically over a long period, with the intention of causing damage (or putting someone out of action). All the observed actions have the common denominator of being based on the desire to “get at a person” or punish him/her. Thus, manipulation is the main characteristic of the event. What is shown to be manipulated is:

1. The victim’s reputation (rumour mongering, slandering, holding up to ridicule).
2. Communication toward the victim (the victim is not allowed to express him/herself, no one is speaking to him or her, continual loud-voiced criticism and meaningful glances).
3. The social circumstances (the victim is isolated, sent to Coventry).
4. The nature of or the possibility of performing in his/her work (no work given, humiliating or meaningless work tasks).
5. Violence and threats of violence (Leymann, 1990, 122).

However, during this second phase, the victim is quiet or is kept quiet about the mobbing at the work-

6 The studies show that there are two syndromes linked to vertical mobbing. The first is the syndrome of an “empty desk”– when an employee is denied to perform the tasks or he is given the tasks below his own professional level in order to violate his professional dignity. The second syndrome is reverse, namely “full desk”– when the employee is given too much work, which cannot be successfully incompleted during working hours (so he or she stays to work overtime, without being paid for that), which leads to excessive fatigue at work (Lubarda, 2008a, 5; Rodić, 2015, 12).

7 The same classification of mobbing phases is used also in recent studies (Arnejčić, 2016, 245; Cornoiu & Gyorgy, 2013, 71).

place,⁸ which makes it hard to detect the existence of mobbing (Arnejčić, 2016, 245; cf. Demirag & Ciftci, 2017; cf. Khoo, 2016, 61–67). The victim tends to become isolated; their performance and quality of service drops and they experience stress, several psychosomatic disorders⁹ and burnout (Ćurčić, 2015, 25).

It happens that the victim of mobbing unjustifiably suspects or complains to other employees (who are not involved in mobbing), which causes stress to other employees. The victim of mobbing tries to eliminate mobbing by flattering the employer, as a kind of a defence mechanism (fight or flight mode), thus contributing to the loss of self-esteem and dignity. Due to mobbing, communication in the work environment becomes unfriendly (Niedl, 1996). Mobbing gradually leads to weakening of motivation, fatigue, i.e. exhaustion (burn-out syndrome), which is reflected in productivity at work, absenteeism (Einarsen, 2000, 387; Riethof & Bob, 2019, 382; Cornoiu & Gyorgy, 2013, 711; Petrović et al., 2014, 186), counter-productive behaviours such as destruction of the organization's assets, deliberate sabotage of work tasks (Ayoko et al., 2003, 85), and drop in productivity (Einarsen, 2009, 387).

Phase 3: Personnel management

When management steps in, the case becomes officially a "case." In the research mentioned above it has been shown that, during this phase, people can be confronted with serious violations of justice. Management tends to take over the prejudices of the victim's workmates. This is one of the outcomes of the mobbing situation, which turns the person into a marked individual. Those around regularly assume that the cause of the problem lies in the deviant personality of the victim (that is, one observes the victim's defensive

behaviour and from that draws the conclusion that the victim is suffering from a personality problem).¹⁰ The situation is complicated since personnel administration is governed by different working environment legislation in different countries, with the notion of what constitutes a violation varying according to the applicable law (Leymann, 1990, 122).

Phase 4: Expulsion

As far as the mobbing scenario at workplaces is concerned, one knows quite well what social circumstances people end up in, when they have been expelled from working life. In the Scandinavian countries, the most dangerous situations that give rise to further stigmatizing are long-term sick leave, no work provided (but still employed), relocation to degrading work tasks, and psychiatric treatment. The subject in Leymann's case study suffered from psychosomatic problems because of his treatment, went on the sick leave, defended himself aggressively against his assailants, became a *persona non grata* and ended up in a situation where it became increasingly difficult for him to find new work, as staff departments usually ring each other to obtain references about applicants for jobs.¹¹ (Leymann, 1990, 122).

Within the case studies, greater research attention has been paid to individual consequences of mobbing than organizational ones (Sperry & Duffy, 2007; Hoel et al., 2011; Høgh et al., 2012). Recent studies indicate that the connection between exposure to harassment at work and personal well-being indicators is somewhat lower than correlations between the harassment and indicators of work behaviours that are rather detrimental to the organization (Zapf & Einarsen, 2003; Einarsen et al., 2009; Akar et al., 2011; Petrović et al., 2014).

8 The studies have shown that in companies run by dictators, employees show two types of reactions: some accept that they are victims of mobbing while other develop certain forms of ingratiation, a kind of a defence mechanism. Both groups tend to develop health disorders. In such an atmosphere, productivity drops, and capable ones and employees with new ideas are the most common target of mobbers (McCord & Richardson, 2001, 2; Petrović, 2014, 91; Demirag & Ciftci, 2017, 2).

9 Studies within social psychology have identified psychological reactions to mobbing, as well as very biological reactions such as an increase of adrenaline in the body. Mobbing results in developing the sense of frustration, as well as inability to solve problems at work, i.e. inability to find the answers in order to eliminate mobbing, which also causes the sense of helplessness, particularly because the consequence of mobbing is a certain loss of professional reputation and a sense of deep damage to personal integrity and dignity (Deluga & Masson, according to Koić et al., 2003, 14–15).

10 An individual's experience suggesting that harassment at work is tolerated and accepted in some organization can be a consequence of the existence of a specific, negative work climate that implicitly sends the message to the individual that he or she must either adapt or leave (Salin, 2003, 1220; cf. Richman et al., 2004, 18; cf. Larrazabal et al., 2019, 9; cf. Cortina, 2015, 1). In that way, such a harassment is not only an isolated incident, but a signal that such behaviours are accepted, taken as usual and that they will not be addressed. It is hard to say where the attacker's desire to cause harm begins and where the ruthlessness of the employer who sees the situation as a common method of achieving work efficiency, ends (Parzefall & Salin, 2010, 764). In such organizations, harassment at work is also treated as part of a culture in which aggressive behaviour is awarded and an attempt to characterize that behaviour as harassment, i.e. to report it, is seen as a reflection of disloyalty (Salin, 2003, 1221; Cortina, 2015, 1).

11 The consequences of mobbing can be disastrous for both the victim and the collective. The studies show that intrigue, undermining and humiliation with the aim of eliminating the undesirable one from the collective consumes more energy than the work itself (Nielsen et al., 2012, 42; Tatar & Yüksel, 2019, 60).

Abuse at work leaves consequences which are visible in work context, in order for them to be later extended to other spheres of life of an individual. Leymann's research relates the first phases of abuse to the conflicts and stigmatization in work environment and the latest phases of abuse sees in disabling of the individual professional and personal resource and finally its exclusion from labour market. The victim through negative treatment in work organization and out of it (family, social and health services) develops the feeling of incompetence, and thus due to stigmatization that accompanies some other consequences of abuse, and those are: many periods of sick leave over the years, discreditable transfers to other work, social isolation, employment without any real work to do, as well as ignominious psychiatric examinations and diagnoses (Leymann, 1990, 122).

Consequences of mobbing for an individual can be of health, psychological, psychosomatic, economic, social and legal nature. Most frequent consequences of mobbing are burnout syndrome, reactive depressive states of post-traumatic stress disorder (Nielsen et al., 2012, 42; Tatar & Yüksel, 2019, 60; Riethof & Bob, 2019, 382). The results of these research are compatible with results of more recent studies (Tuckey et al., 2010; Ciby & Raya, 2014; Bonde et al., 2016).

Negative consequences of mobbing at work are expressed and they affect also partners and children due to the ripple effect, and take a toll on family relations. Mobbing leads to the impairment of social position, reputation ("social misery"), it also has direct wider harmful social consequences, since it leads to the impairment of the value system and ethical standards in social relations, and it jeopardizes family cohesion as well (Sperry & Duffy, 2007, 400; Gyorgy & Cornoiu, 2013, 711). The consequences of mobbing are also reflected in social relations of mobbing victims (Khoo, 2010; Sperry & Duffy, 2007, 400). Victims very often withdraw and isolate themselves which results in the loss of friends (Khoo, 2010, 64). Also, friends cannot listen about the same problem day in day out. Possible dismissal leaves the victim with no income, and searching for a new job can last for a long time due to the poor health condition of the victim. Economic consequences of mobbing are manifested in the damage that the employer (company) suffers due to the costs of payment of benefits during the temporary inability to work – sick leave (Lubarda, 2008a, 9–10; Rodić, 2015, 22; Gyorgy & Cornoiu, 2013, 711; Szarek & Szarek, 2018, 256). Directly, employer suffers damage due to reduced productivity of work of the employee that was the target of mobbing, reduction of motivation at work, loss of innovating motivation or other initiatives of the victims of mobbing (Akar et al., 2011). Paid sick

leave due to illnesses caused by mobbing has its financial consequences to the health system and pension and disability insurance system (Hoel et al., 2001; Davenport et al., 2003, 146–148).

RECENT STUDIES ON MOBBING THAT MOTIVATED THIS RESEARCH

In recent studies, there has been a tendency for research into mobbing to expand beyond the records of its factors and consequences in order to gain insight into its complex dynamics and thus achieve a better understanding of this phenomenon. In that regard, researchers began examining mobbing within the known models of aggression at work and data analysis (Brees et al., 2013; Douglas et al., 2008; Samnani et al., 2013), by exploring the ways of experiencing abuse or negative actions (Rodríguez-Carballeira et al., 2010; Vie et al., 2011), reviewing previously valid and widely accepted methodology (Nielsen et al., 2013; Notelaers & Einarsen, 2013, 670–682), or by trying to understand the difference between harassment at work and similar phenomena by analyzing defining characteristics of abuse (Hershcovis, 2011).

The studies carried out in different countries show variations in the frequency of mobbing which are the reflection of differences in tolerance to different forms of abuse. In 2002, in Croatia, a greater study on mobbing was carried out by the company "Media Metar" among city population of Zagreb. The sample included 700 respondents (49% female and 51% males). The study was carried out by the survey method, and a significant percentage of the respondents (from 15,4% to 53,4%) recognized the existence of this problem in the workplace and they attributed to it a feeling of mental (from 37,7% to 54,8%) and physical fatigue (from 30,5 % to 79,4%) (Koić et al., 2003, 108). Despite numerous studies, we cannot yet say with certainty why frequency of mobbing activities is higher in some organizations than in some others. There seems to be a higher risk in organizations dealing with administrative tasks than in manufacturing companies, which can be explained by the fact that in manufacturing activities, work tasks and roles are more clearly defined.

Studies also confirm higher frequency of mobbing in healthcare institutions, educational institutions and non-profit sector (Ozturk & Yilmaz, 2008). In the healthcare sector, nurses are exposed to mobbing more than other professionals (Ozturk & Yilmaz, 2008, 38). The growing competitiveness of health workers, changed dynamics of work and the "macho management" style in the healthcare system create a culture of behaviour that is favourable for the development of mobbing (Field, 2003;

cf. Beganlić et al., 2009). The results of the study carried out by the authors Aytolan and Dilek (2007, 1446) on a sample of 505 nurses show that feelings of fatigue and stress, headache, gastrointestinal symptoms and different emotional reactions are most common reactions to mobbing, while about 22% of nurses and technicians that have experienced mobbing have used sick leave to reduce the stress. In order to avoid mobbing, 72,1% of nurses work harder and put a lot of effort, while about 10% of them sometimes think about suicide due to their mobbing experience, however health status of a person could depend on variation of strategies of facing with this stressor (Aytolan & Dilek, 2007, 1450).

A study on the impact of mobbing on the inability to work in nurses was conducted in Serbia in 2009. The case study was carried out on a sample of 300 respondents of paramedical staff. And it showed that most common somatic symptoms included nausea, headache and fatigue. All the somatic symptoms in those who reported mobbing were statistically significantly different from the symptoms of those who have not. Most common mental symptoms were decrease in motivation (59 %), feeling of rage/anger (49%) and loss of confidence (41%). Study was carried out by Azijada Beganlić and associates and it points out that more than a half of nurses and technicians were exposed to mobbing, while 24% were persistently exposed to this form of harassment (Beganlić et al., 2009, 1–6).

Another study, carried out by Franka Krajnović and associates in 2007, was conducted on a sample of 1.354 nurses and technicians employed in health care institutions of various types, in 21 counties in Croatia. It showed that half of the respondents complained about negative experiences at work. The most frequent negative behaviour they reported was humiliation, yelling, insulting, giving privileges to certain members of the team within distribution of tasks, ignoring opinions and attitudes. The results obtained also indicate that negative behaviours result from stressful working conditions and organizational problems, as well as deficient communication skills (Krajnović et al., 2007, 70).

In Serbia, the research on mobbing began after democratic changes in 2000, thanks to the engaged professionals from the trade union. The union's efforts resulted in the enactment of the law on the harassment at work in 2010 (*Law on the Prevention of Harassment at Work*, "Off. Gazette of RS", no. 36/2010). Systematic study of this phenomenon by using standardized (comparative) methodol-

ogy in Serbia begins in 2009 (Čizmić & Vulekić, 2010; Petrović et al., 2014). The popularity of this concept throughout the world is reflected in its presence on the Internet, both in the documents on Internet pages that are available to general public, and in those reserved for researchers and scientists. The EMIC Association - Educational, Marketing, Information Centre was founded in late 2011 with the aim of examine this, very negative phenomenon in society (in the workplace), to draw public attention, with the ultimate goal to eradicate it.¹²

It is difficult to obtain precise data on the prevalence of this phenomenon in Montenegro. In Montenegro, there is only one study on mobbing that was carried out by Public Opinion Research Agency "Damar" from Podgorica,¹³ that was financed by the Ministry of Labour and Social Welfare. The study was carried out on a sample of 503 employees and employers in 2017. As results show, 58,5% of respondents stated that personal experiences of mobbing affected the loss of their work motivation. Furthermore, 52,8% reported that the main reasons for the occurrence of mobbing are mobbers' personal characteristics. As the state is the largest employer, over 90% of cases of the so-called vertical mobbing (when superior abuses subordinate worker) occurs in the state administration and public revenues bodies.¹⁴ However, recent studies indicate that the mobbing is more frequent in private sector as opposed to the public sector (Lubarda, 2008a, 5).

THE RESEARCH OF PERCEPTION AND COPING WITH MOBBING IN WOMEN OF MONTENEGRO

The main aim of the research was to examine perception of different types of mobbing and coping with mobbing among women employed in private and public sector in Montenegro. In line with the aim of the research, the following hypotheses have been set:

- **Hypothesis 1:** It is assumed that within the groups there is a statistically significant correlation between years of service of female respondents and perception of mobbing by the part of superior.
- **Hypothesis 2:** It is assumed that attitudes of nurses on mobbing will be so structured that one can talk about certain types of mobbing.
- **Hypothesis 3:** It is assumed that groups examined will be significantly different in their perception of types and frequency of mobbing.

¹² <https://mobing.rs/udruzenje-stop-mobing/> (last access: 19. 12. 2019).

¹³ www.damar.co.me (last access: 19. 12. 2019).

¹⁴ www.minradiss.gov.me mobing u Crnoj Gori Ministarstvo rada i socijalnog staranja (last access: 19. 12. 2019).

Table 1: Perception of mobbing by the superior and years of service: Questionnaire amongst the employees of Telekom.

Years of service	Perception of mobbing by the superior				Total	
	Yes		No			
	f	%	f	%	f	%
Up to 10 years	23	65,71	32	71,11	55	68,75
10 to 20 years	10	28,57	8	17,77	18	22,5
More than 20 years	2	5,72	5	11,11	7	8,75
Total	35	100	45	100	80	100

Sample of respondents

The research was carried out between June and December 2019. The study included 170 female respondents aged from 20 to 59 and it was carried out on two independent samples, more precisely: the sample of nurses employed in the Clinical Centre of Montenegro¹⁵ and a sample of 80 female employees in the private sector, i.e. telecommunications company – Telekom.¹⁶

The sample of nurses consisted of 90 nurses employed at the Clinical Centre of Montenegro (KCCG). It was a two-stage stratified sample. First-stage sampling units were individual departments. Three departments were randomly selected: the orthopaedic ward, the ophthalmology and internal medicine wards. In the second phase, the nurses working in these departments were randomly selected.

The sample of employees in Telecommunications Company – Telekom consisted of 80 women. The company was divided into 4 sectors in 2019. The sampling units of the first stage were all four sectors. Two sectors were randomly selected for research, namely: the commercial sector and IT sector and then 80 female employees were randomly selected from these two sectors.

Measuring instrument

The main measuring instrument of this study was a non-standardized questionnaire (see *Appendix*) which was constructed to examine mobbing and manners of dealing with mobbing. Questionnaire was filled out by respondents of different ages and length of service. As an auxiliary instrument for development of the

questionnaire, we used the Questionnaire for mobbing diagnosis (ISS – Questionario per la rilevazione del fenomeno "Mobbing") that was constructed by members of the Committee of mobbing investigation at the Public Health Institute of Rome.¹⁷ The task of the respondents was to assess the frequency of mobbing on a scale of 5 degrees (from 1 – never to 5 – very often). Higher result refers to experiencing more negative forms of behaviour in the workplace.

Procedure

After obtaining consent from competent institutions, the survey was carried out on several occasions in the premises of Clinical Centre in Podgorica and in the telecommunication company - Telekom. Head nurses of individual departments were asked to help conduct the research. Having explained the purpose of the survey, guaranteed discretion and motivated the respondents to cooperate, we moved on to the implementation of the instrument. The questionnaire was filled in independently, in the conditions of group testing. To ensure anonymity, questionnaires were distributed in envelopes. Survey in private sector was carried out in the premises of telecommunications company Telekom.

Methods of data analysis

In accordance with the goal and research hypotheses, there were several univariate and multivariate statistical-mathematical methods were applied. For the purpose of examining the structure of risk factors, Principal-components method of factor analysis was applied. Univariate and discriminant analysis was applied to examine structural differences between groups in the type and frequency of mobbing, there was applied discriminative analysis. Statistical and mathematical data analysis was performed using SPSS programme, version 17.0.

RESULTS

In order to examine whether there is a statistically significant correlation between the years of work experience and the perception of mobbing by superiors, we applied the statistical method of correlation. For this purpose, female respondents were divided into three groups. The first group consisted of respondents whose total length of service is less than 10 years, the second group were those whose total length of service is 10 to 20 years. Length of service of the third group was longer than 20 years.

¹⁵ There were in total 2300 employees in the Clinical Centre of Montenegro in 2019.

¹⁶ There were 548 employees in Telekom in 2019.

¹⁷ http://old.iss.it/binary/cpf_m/cont/ATTACH_15_Questionario_Mobbing.pdf (last access: 19. 12. 2019).

Table 2: Perception of mobbing by the superior and years of service: Questionnaire amongst nurses of Clinical Centre of Montenegro.

Years of service	Perception of mobbing by the superior				Total	
	Yes		No			
	f	%	f	%	f	%
Up to 10 years	13	26	17	42,5	30	33,4
10 to 20 years	18	36	11	27,5	29	32,2
More than 20 years	19	38	12	30	31	34,4
Total	50	100	40	100	90	100

When it comes to female respondents employed in private sector, the majority of them, i.e. 65,71% whose length of service is up to 10 years more frequently perceive mobbing by a superior than respondents who have a longer work experience. ($R = -0,85$, $p = 0,000$). (Table 1)

When it comes to female respondents employed in public sector, i.e. nurses, there is a statistically significant correlation between years of service and perception of mobbing. Respondents whose years of service was over 20 years, namely 28,57% of them most often perceived mobbing by the superior ($R = 0,322$, $p = 0,000$), followed by those whose length of service is from 10 to 20 years ($R = 0,52$, $p = 0,000$), while respondents with the smallest number of years of service perceived mobbing most rarely ($R = 0,18$, $p = 0,000$) (Table 2).

In order to examine correlation between nurses' attitudes about the perception of certain types of mobbing, we have applied factor analysis. Extracting latent dimensions (factors) enables the observation of several aspects at the same time. Factor analysis was applied to the sample of nurses. A scale of 21 variables (questions 10–30 from the questionnaire) describing the perception of mobbing was subjected to the factor analysis *Principal Components Analysis*. By scale factorization we wanted to examine whether the attitudes are structured in such a manner that we can speak about specific dimensions of mobbing, or the attitudes are poorly related so that no specific structural features can be singled out. Factor analysis yielded four factors that together exhaust 64,989% of the total variance. Based on 20 manifest variables (particles) there were 4 factors extracted of which first two factors are particularly interpretable and more significant (Table 3).

Conventionally, we have determined statistically significant factor loadings, those above 0,500.

Table 3: Characteristic roots and the variance percentage.

Characteristic values $\lambda \geq 1$	Percentage of common variance	Cumulative variance
9,706	37,715	37,534
2,539	9,867	49,149
1,358	9,806	58,326
1,159	6,188	64,989

In that way, we wanted to obtain a simpler factor structure. Of all the four factors that have set aside, the first factor has the largest number of variables with loadings above 0,500.

Table 4 shows the structure of 4 factors extracted by the principle of the size of characteristic values $\lambda \geq 1$.

The first factor points to the structural connection of those claims that refer to personality attacks and ridicule. This factor is called "a personality attack". ('They refuse to cooperate with me', 'they send me offensive comments', 'they act as if I don't exist'). This factor explains 37,534% of the total variance. On the first factor with the load above 0,800, 4 claims were singled out, more precisely: 43 rejections to cooperate (0,744); offensive comments (0,722); 42 – they act as if I don't exist.

The second factor is composed of variables relating to attacks on work activity. This factor was called "the attack on work activity" ('I am assigned meaningless tasks', 'Given my actual work performance, my work has been judged unrealistically badly'). This factor explains 49,149% of the total variance. The structure of the second factor suggests that nurses perceive direct attacks on work more frequently.

The third factor is presented by variables that refer to exposure to constant unsubstantiated criticism and humiliation in front of a superior. This factor was called "humiliation in front of the superior". In case of this factor with highest saturations, there were two statements that set aside. ('I am exposed to constant unsubstantiated criticism', 'They humiliate me in front of the superior').

At the fourth factor with a load over 0,600, only one variable, which involved verbal sexual harassment and unwanted sexual attention, was singled out and thus is called "sexual harassment" (e.g. 'They touch me unnecessarily', 'They suggest having sexual intercourse', 'They invite me to dating', 'They stand too close to me'). This factor only explains 6,188%. We came from the assumption that this was a sensitive subject, so the respondents didn't talk much about these issues.

Table 4: Matrix of factor model.

Variable	Factor 1	Factor 2	Factor 3	Factor 4
Refusing to cooperate	0,854	-0,297		0,102
Offensive comments	0,820	-0,222	0,229	0,159
They act as if I don't exist	0,819	-0,211	0,322	
Ridicule	0,817	-,263		
Not including in social activities	0,781	-,201		
Offensive jokes	0,775	-,213		
Exclusion and isolation	0,760	-,250	-0,271	
Comments related to religious and party affiliations	0,750	-,176	0,231	0,192
Physical isolation with no possibility for communication	0,737	-0,123	-0,176	0,126
Humiliation in front of the superior	0,693	-0,118	0,524	0,134
Ridicule of family members	0,676	0,285	-0,405	
Assigning meaningless tasks	0,637	0,554	0,118	
Attributing my merits to others	0,628	0,567	0,188	
Exposure to constant, unsubstantiated criticism	0,615		0,586	0,104
Performance appraisal is unrealistically poor	0,612	0,424	0,174	
They look into my phone calls	0,603	0,462		0,236
Assigning tasks inappropriate to health condition	0,569	0,347	0,126	0,416
Mobbing by the superior	0,542	0,575	0,141	0,116
Suggesting intimate contacts	0,444	0,574	0,290	0,806
Unnecessary touching	0,195	-0,104	0,148	0,806

Table 5: Characteristic roots and the variance percentage.

Function	Characteristic value	Variance percentage	Canonical correlation	Wilks' Lambda	Chi-square	df	Significance
1	0,82	100,0	0,526	0,724	21,322	4	0,000

Results of discriminant analysis

In order to examine whether there was a statistically significant difference between the groups regarding their perception of forms and frequency of mobbing, we conducted a discriminant analysis. The analysis included 21 variables from the research questionnaire (questions 10 to 31 of the questionnaire). Discriminant analysis was applied to both samples from our study. As our research involves two independent samples, we set aside one common discriminant function. By analyzing common discriminant function, we found that it completely separated the group of nurses from the group of women employed in private

sector. One common discriminant function of extremely high discriminant power and levels of significance has been shown to be obtained ($p=0.000$) (see Table 5).

The height of the characteristic root $\lambda = 8,487$. Canonical correlation between the set of variables and variable of grouping is high and it is $R = 0,946$. High value of the coefficient of canonical correlation speaks about high discriminant power of the function mentioned. Wilks' Lambda is 0,105. Significance of Wilks' Lambda is evaluated by Chi-square test $\chi^2 = 569,37$ (Table 5). The difference between the group of nurses and the group of women employed in telecommunication company is at the extremely high level of statistical significance which

Table 6: Matrix of the structure of canonical discriminant function.

Variable	* Function 1	** Function 1
Offensive jokes	0,510	0,704
Offensive comments related to religious and party affiliations	0,467	0,465
Exclusion and isolation	0,498	0,573
Ridicule of family members	0,398	0,977
They act as if I don't exist	0,310	0,090
Physical isolation with no possibility for communication	0,291	-0,928
Refusing to cooperate	0,267	0,147
Offensive comments	0,221	-0,590
Humiliation in front of the superior	0,214	0,249
Ridicule	0,171	-0,396
Not including in social activities	0,153	0,267
Looking into my phone calls	0,153	-0,454
Tasks inappropriate to health condition	0,122	-0,120
Exposure to constant, unsubstantiated criticism	0,118	0,225
Performance appraisal is unrealistically poor	0,110	0,095
Attributing my credits to others	0,084	-0,202
Assigning meaningless tasks	0,057	0,034
Mobbing by the superior	0,053	0,034
Touching	-0,034	-,267
Proposing intimate contacts	-0,062	0,203

* Standard coefficients of canonical discriminant function

** Correlation coefficients of variables and common discriminant functions

can be observed from the matrix¹⁸ of the structure of common discriminant function (see Table 5.)

The results obtained by the discriminant analysis show that overall discrimination of variables is high. In further analysis we wanted to examine which individual variables discriminate the groups best. Conventionally, we have determined the values above 0,500 as statistically significant loads in the matrix of discriminant function structure (Table 6).

The variables that best discriminate the groups are:

- Offensive jokes (0,590)
- Offensive comments related to religious and party affiliations (0,513)
- Exclusion and isolation (0,487).

Four variables have set aside on a common discriminant function (Table 6). The least discriminant power

was found with the following variables: mobbing of female colleagues and touching. On the basis of the loads presented in discriminant factor analysis we can conclude that nurses differ from respondents employed in private sector by the fact that they significantly more often perceive offensive jokes, offensive comments related to religious and party affiliations, as well as exclusion and isolation.

DISCUSSION

The goal of the study was to examine perception of type and frequency of mobbing in nurses employed at the Clinical Centre of Montenegro and female employees in the telecommunications company – Telekom. The first hypothesis concerned the expectation that there will be statistically significant positive correlation between the years of service of female respondents

¹⁸ Discriminant function is here more freely interpreted as a discriminant factor.

and the perception of mobbing by the superior. This hypothesis is partially confirmed, only when it comes to nurses. The results obtained showed that nurses with 10 to 20 years of service experience mobbing by a superior more frequently than respondents with less than 10 or more than 20 years of service. The results obtained are compatible with the results of the research conducted by Krajnović and his associates (Krajnović et al., 2007; Šimić et al., 2015, 313) who showed that nurses with 11 to 30 years of service more frequently experience yelling, insulting, as well as the privileges of individual team members in their work environment. Weaker perception of mobbing in case of female respondents with shorter years of service can be explained by the fact that they also experience attacks in their working environment, but they consider it an integral part of their job and thus they are more tolerant than their older colleagues. Having in mind that they are at the beginning of their work career and on the other hand there is a fear from losing the job, they are not sincere in their answers. Our findings are not consistent with the results of some studies (Zapf & Einarsen, 2005, 237–270; Yildirim, 2009; Einarsen & Skogstad, 1996) showing that nurses with shorter work experience are more likely to be directly attacked and negatively treated in their work environment, because due to the excessive workload, time constraints, and insufficient experience, they are not able to perform their tasks professionally and on time.

The second hypothesis of the study concerned the expectation that the attitudes of nurses on types of mobbing will be so structured that they make certain types, which as such have a predictive importance in occurrence of mobbing as such. We have confirmed this hypothesis by analysing data through a multivariate statistical method of factor analysis. Four factors that are of great importance in the prediction of mobbing have been extracted by factor analysis, namely: a personality attack, attack on work activity, humiliation in front of the superior and sexual harassment. The factor of personality attack has the greatest significance in the prediction of mobbing. The results obtained show that respondents from our sample most often perceive the attack on personality, which is in consistency with previous research results (Leymann, 1996; Vulekić, 2015, 125; Spector, Zhou & Che, 2014), but they accept such actions that can be explained even by the specific characteristics of our cultural milieu. Because of a specific manner of socialization, women are more prone to accepting the role of a victim. Women judge those actions as personally more difficult, but they are better in accepting them than men. The results obtained are consistent with the results of the Volakis's research (Vulekić, 2015, 125), which indicate that employees judge direct attacks on personality and physical integrity as the most difficult, least controllable and least acceptable in the work environment. The results our

study obtained also show that nurses are exposed to constant unsubstantiated criticism and humiliation. When it comes to sexual harassment, the respondents from our sample perceive physical and verbal sexual harassment and unwanted sexual attention, such as: unnecessary touching, proposing intimate contacts, and offensive jokes with sexual connotation. The obtained data are in accordance with the data in the literature (Valente & Bullough, 2004; Locke, 2019). Our findings show that 52.8% of nurses were sexually abused by doctors, 33.4% by colleagues, and 13.8% by patients, which is in consistency with the results of a study by Kahsay et al. (2020). These authors point out in their study that 41.12% of nurses were sexually abused by doctors. Montenegrin culture is characterized by high collectivism, high distance of power, restraint, and intolerance of insecurity. Professional relationships are often treated as familiar, hierarchy is strictly respected and thus the superiors are not expected to justify their decisions and behaviours, regardless of whether they are ethical or unethical.

The third hypothesis of the study concerned the expectation that statistically significant differences between public and private sector respondents with regard to the perception of the types of mobbing will be shown. The third hypothesis was confirmed by the analysis of data through discriminant analysis. Discriminant function has been shown to significantly separate groups. It is defined by the dimension of offensive jokes and there is a significant difference between the groups examined. In addition to this dimension, groups are significantly discriminated by the following variables: offensive comments related to religious and party affiliations, exclusion and isolation. These negative behaviours obtained by the study can be attributed to stressful work conditions, teamwork, lack of communication skills, racing for privileges of some team members within tasks distribution.

The results of the study show that respondents from the public sector are significantly more exposed to negative actions at work than those employed in private sector, which can be explained by the fact that nurses work more often in stressful conditions, in a team, with a lack of communication skills, racing for privileges of some team members within tasks distribution. This finding is consistently shown in the studies (Zapf et al., 2011, 163; Šimić, et al., 2013, 510). Employees in the telecommunications sector, unlike public sector employees most often perform their work independently in specific working and market circumstances in which their competences are rather highly valued. Some studies show that employees from private organizations are significantly more exposed to negative work practices than employees from public sector (Đorđević, 2013; cf. Vulekić, 2015, 4; Čizmić & Vulekić, 2010; Einarsen, 2000). This is explained by different regulations dealing with employment in private companies (short-term

employment contracts), a lower representation of Labour union with a protective function, and a different way of rewarding and promoting employees (Vulekić, 2015, 31).

The constraint of this study is also that the study was carried out on samples of female population and thus the results obtained are constrained by gender. The question remains if men perceive mobbing in some different way. Further studies should verify whether men cope with this stressor in the same or some other manner. On the other hand, studies have also shown, that the abusers use mobbing as a form of “exhaust valve” by which they conceal some kind of helplessness in some other sphere of life of the employer – superior who thus creates around him a group in which he demonstrates his power and importance at the expense of the employee – victim of mobbing.

There is also a need to construct factor analysis of the measuring instrument to be controlled and measured on bigger samples of subject groups. When it comes to healthcare workers, mobbing should be examined also in departments with severely ill patients, as the severity of illnesses must also influence the stressors and perception of mobbing amongst the employees.

Factor structure of the constructed measuring instrument, in addition, should be verified on bigger samples of respondents. Multimodal approach in studying mobbing which includes and integrates different methods (e.g. interview, observation techniques, focus groups formation) (Cowie et al., 2002) could be a new approach in future scientific studies, as well as in clinical practice to detect the problems of mobbing in organizations. Future qualitative studies may be recommended for the detailed exploration of mobbing in the light of the descriptive data from our study.

CONCLUSION

The aim of the study was to examine perception of the type and frequency of occurrence of mobbing in female population in Montenegro. The results obtained have shown that there are statistically significant differences in perception of the types of mobbing when it comes to women employed in private and public sector. By factorization of scale it was shown that attack on personality, attack on work activity, humiliation in front of the superior and sexual harassment are the most significant dimensions of mobbing that have the highest predictive significance in occurrence of mobbing. The results obtained have shown the differences in experiencing different forms of mobbing with respect to the total years of service. The study shows that examination of the perception of mobbing is rather important for studying this phenomenon and has important implications to the development of the existing methodology. The involvement of organizational factors (e.g. organizational culture and climate) into future studies of the perception of mobbing would be of particular importance. Based on the results obtained from this research, it is possible to plan more complex and comprehensive research into the phenomenon of mobbing. The resulting differences between the groups examined point to the need of creating specific approaches to prevention and treatment of these problems. It is extremely important to address these issues in Montenegro through scientifically based prevention activities which include a continuous implementation of etiological studies, developmentally suitable, as well as the implementation of evaluation of the performance of implemented preventive interventions. A more successful prevention of this problem requires research that examines those factors which reduce the likelihood of occurrence of these problems.

Appendix

QUESTIONNAIRE

You are being asked to honestly answer all the questions. The questionnaire is anonymous. The information will be used exclusively for scientific purposes. None of the information will be used in a manner that would reveal your identity. This is why you are asked not to sign below.

Institution in which the questionnaire is used:

1. Gender: 1. Male 2. Female

2. Age: _____

3. Occupation:

4. Education level: _____

1. Primary education
2. Lower secondary education
3. Upper secondary education
4. Post-secondary non-tertiary education
5. Short-cycle tertiary education
6. Bachelor or equivalent
7. Master or equivalent

5. Marital status

1. single
2. married
3. divorced / separated
4. widowed
5. extramarital partnership

6. Work place title:

7. Years of service (in total):

8. Type of occupation at your current workplace:

9. Do you deem that you have been a victim of mobbing at your work place

1. Yes 2. No

	Very often	often	sometimes	rarely	never
10. I am being excluded and isolated at workplace					
11. I experience physical isolation and lack of communication with colleagues					
12. I am not being included in social activities and contacts					
13. Colleagues refuse too collaborate with me					
14. Colleagues act as if I do not exist					
15. I am being ridiculed at my workplace					
16. I am being the target of insulting comments					
17. I am being humiliated in front of colleagues and supervisors					
18. I am receiving offensive comments on accounts of my religious, political and sexual orientations					
19. I am a target of offensive jokes					
20. Members of my family are being ridiculed					
21. My telephone calls and my mail are being investigated					

22. What is the frequency of your work tasks being inappropriate for your health condition?

1. very often
2. often
3. sometimes
4. rarely
5. never

23. I am a target of unsubstantiated criticism.

1. very often
2. often
3. sometimes
4. rarely
5. never

24. Realistically considering my work efficiency, my performance is evaluated as extremely poor.

1. very often
2. often
3. sometimes
4. rarely
5. never

25. Other colleagues take credit for my work.

1. very often
2. often
3. sometimes
4. rarely
5. never

26. I am being assigned meaningless tasks.
1. very often
 2. often
 3. sometimes
 4. rarely
 5. never
27. Have you experienced mobbing from the superior
1. Once
 2. Several times
 3. Constantly
 4. Never
28. What type of inappropriateness was in question?
1. Physical
 2. Psychological
 3. Sexual

I have been a victim of sexual advancements	Very often	Often	Sometimes	Rarely	Never
29. I am being touched inappropriately					
30. I am being proposed sexual intercours					
31. I am being invited out					
32. They stand too close to me					

33. Have you experienced mobbing form your colleagues?
1. Once
 2. Several times
 3. Constantly
 4. Never
34. Does the mobbing effect your work activity and productivity?
1. Very often
 2. often
 3. sometimes
 4. rarely
 5. never
35. What is the most frequent reason you do not report mobbing:
- I am afraid of sanctions due to lack of legal protection
 - Nothing would change
 - I have no one to report the mobbing
 - I am afraid things would get worse
 - Other
36. Did the mobbing make you feel:
- Humiliated
 - Devalued
 - Degraded
 - I am nervous
 - I am losing my professional reputation
 - I am chronically tired
 - Other

PERCEPCIJA IN SOOČANJE Z MOBBINGOM NAD ŽENSKAMI V ČRNI GORI

Tatjana VUJOVIĆ

University of Montenegro, Faculty of Philosophy Nikšić, Department of Sociology, 81 400 Danila Bojovića bb Črna gora
e-mail: tanja_vujovic@yahoo.com

POVZETEK

Cilj raziskave je bil preučiti pecepcijo različnih oblik mobinga, njegove pogostosti in pojavnosti nad žensko populacijo v Črni gori. Dobljeni rezultati so pokazali, da obstajajo statistično pomembne razlike v percepciji različnih oblik mobinga nad ženskami zaposlenimi v privatnem in javnem sektorju. Rezultati raziskave so pokazali, da so anketiranke, zaposlene v javnem sektorju, bolj izpostavljene negativnim dejavnikom na delovnem mestu, v primerjavi z ženskami, zaposlenimi v privatnem sektorju. S faktorizacijo lestvice je prikazano, da so napad na osebnost, delovno sposobnost, nespoštovanje v pričo nadrejenega in spolno nadlegovanje najbolj pogostedimenzije mobinga, ki imajo najvišjo prediktivno vrednost pri pojavu mobinga. Ugotavljamo, da je raziskovanje percepcije mobinga pomembno za proučevanje tega pojava in ima pomembne implikacije za razvoj obstoječe metodologije. Na osnovi rezultatov študije se lahko načrtuje kompleksnejše pregledne študije o pojavu mobinga. Razlike v percepciji mobinga med raziskovanima skupinama žensk kažejo na potrebo po specifičnih pristopih za preventivo in odpravljanje mobinga. Zelo pomembno je, da se v Črni gori začnemo soočati z mobingom in vrednotenjem te problematike, s pomočjo znanstveno osnovanih preventivnih aktivnosti, ki bi vključevale znanstveno implementacijo razvojno primernih etioloških študij, kot tudi implementacijo evalvacije uspešnosti že implementiranih preventivnih ukrepov.

Ključne besede: mobing, ženske, privatni sektor, javni sektor, preventiva

SOURCES AND BIBLIOGRAPHY

- Akar, Y. N. & Anafarta, N. & F. Sarvan (2011):** Causes, Dimensions and Organizational Consequences of Mobbing: An Empirical Study. *Ege Academic Review*, 11, 1, 179–191.
- Arnejčić, B. (2016):** Mobbing in Company: Levels and Typology. *Organizacija*, 49, 4, 240–250.
- Aytolan, Y. & Y. Dilek (2007):** Mobbing in the Workplace by Peers and Managers: Mobbing Experienced by Nurses Working in Healthcare Facilities in Turkey and its Effect on Nurses. *Journal of Clinical Nursing*, 16, 8, 1444–1453.
- Ayoko, O. B., Callan, V. J. & C. E. Härtel (2003):** Workplace Conflict, Bullying, and Counterproductive Behaviours. *International Journal of Organizational Analysis*, 11, 4, 283–301.
- Beganlić, A., Pranjić, N., Brković, A., Batić-Mujanović, O. & S. Herenda (2009):** Učinci mobinga na privremenu spriječenost za rad u medicinskih sestara – tehničara. *Sigurnost*, 51, 1, 1–9.
- Bonde, J. P., Gullander, M., Hansen, A. M., Grynderup, M., Persson, R., Høgh, A., Wilert, M., Kaerlev, L., Ruguhies, R. & H. A. Kolstad (2016):** Health Correlates of Workplace Bullying: a 3-wave Prospective Follow-up Study. *Scandinavian Journal of Work Environment & Health*, 42, 1, 17–25.
- Brees, J. R., Mackey, J. & M. J. Martinko (2013):** An Attributional Perspective of Aggression in Organizations. *Journal of Managerial Psychology*, 28, 3, 252–272.
- Brodsky, C. M. (1976):** The Harassed Worker. Lexington, Lexington Books.
- Cowie, H., Naylor, P., Rivers, I., Smith, P. K. & B. Pereira (2002):** Measuring Workplace Bullying. *Aggression and Violent Behavior*, 7, 1, 33–51.
- Cornoiu, T. S. & M. Gyorgy (2013):** Mobbing in Organizations. Benefits of Identifying the Phenomenon. *Procedia – Social and Behavioral Sciences*, 78, 708–712.
- Cortina, L. M. (2015):** Workplace Harassment: Examining the Scope of the Problem and Potential Solutions. In: *Proceedings of the Task Force Meeting*, Washington.
- Ciby, M. & R. P. Raya (2014):** Exploring Victims' Experiences of Workplace Bullying Grounded Theory Approach. *Vikalpa*, 39, 2, 69–82.
- Čizmić, S. & M. Vukelić (2010):** Ispitivanje maltretiranja na radnom mestu upitnikom o negativnim postupcima na uzorku zaposlenih iz Srbije. Rad predstavljen na XVI Naučnom skupu Empirijska istraživanja u psihologiji, knjiga apstrakata, Beograd, Filozofski fakultet. Available at: <http://www.empirijskaistrazivanja.org/KnjigaRezimea.aspx> (last access: 1. 12. 2019).
- Čurčić, M. (2015):** Profesionalno sagorijevanje. Magistarski rad. Brčko, Evropski Univerzitet, Distrikt Bosne i Hercegovine.
- Davenport, N., Schwartz, R. D. & G. P. Elliott (2003):** Mobbing. Öner Toy O.C., İstanbul, Sistem Yayıncılık.
- Deluga, R. J. & S. Masson (2000):** Relationship of Resident Assistant Conscientiousness, Extraversion, and Positive Affect with Rated Performance. *Journal of Research in Personality*, 34, 225–235.
- Demirag, S. & S. Ciftci (2017):** Psychological Intimidation at Workplace (Mobbing). *Journal of Psychology & Psychotherapy*, 7, 305.
- Douglas, S. C., Kiewitz, C., Martinko, M. J., Harvey, P., Kim, Y. & J. U. Chun (2008):** Cognitions, Emotions, and Evaluations: An Elaboration Likelihood Model for Workplace Aggression. *Academy of Management Review*, 33, 2, 425–451.
- Đorđević, M. (2013):** Povezanost izloženosti maltretiranju na radnom mestu sa karakteristikama organizacije i sociodemografskim karakteristikama zaposlenih. Magistarski rad. Beograd, Filozofski fakultet, Odeljenje za psihologiju.
- Einarsen, S. (2000):** Harassment and Bullying at Work: A Review of the Scandinavian Approach. *Aggression and Violent Behavior*, 5, 4, 379–401.
- Einarsen, S., Hoel, H. & G. Notelaers (2009):** Measuring Exposure to Bullying and Harassment at Work: Validity, Factor Structure and Psychometric Properties of the Negative Acts Questionnaire-Revised. *Work & Stress*, 23, 1, 24–44.
- Einarsen, S., Matthiessen, S. B. & L. J. Hauge (2008):** Bullying and Harassment at Work. In: Cartwright, S. & C. L. Cooper (eds.): *The Oxford Handbook of Personnel Psychology*. Oxford, Oxford University Press, 464–495.
- Einarsen, S., Hoel, H., Zapf, D. & C. L. Cooper (2011):** The Concept of Bullying at Work. The European Tradition. In: Einarsen, S., Hoel, H., Zapf, D. & C. L. Cooper (eds.): *Bullying and Harassment in The Workplace: Developments in Theory, Research*. London, Taylor & Francis, 3–40.
- Einarsen, S. & A. Skogstad (1996):** Bullying at Work: Epidemiological Findings in Public and Private Organisations. *European Work and Organizational Psychologist*, 5, 2, 185–201.
- Ege, H. (2000):** Il terrore psicologico sul posto di lavoro e le sue conseguenze psicofisiche sull'individuo. *Leadership Medica*, 3. Available at: http://www.edscuola.it/archivio/antologia/mobbing/mob_hege.htm (last access: 29. 12. 2019).
- European Movement in Montenegro (2011):** Gender Differences in Personal Income and Receipts. Podgorica, European Movement in Montenegro.
- European Movement in Montenegro (2013):** Socio-ekonomski položaj žena u Crnoj Gori. Podgorica, European Movement in Montenegro.
- Field, T (2003):** Workplace Bullying. *British Medical Journal*, 326, 776–777.

- Hoel, H., Sparks, K. & C. L. Cooper (2001):** The Cost of Violence/Stress at Work and the Benefits of a Violence/Stress-free Working Environment. Report commissioned by the International Labour Organization. Manchester, University of Manchester.
- Hoel, H., Sheehan, M. J., Cooper, C. L. & S. Einarsen (2011):** Organisational Effects of Workplace Bullying. In: Einarsen, S., Hoel, H., Zapf, D. & C. L. Cooper (eds.): *Bullying and Harassment in the Workplace: Developments in Theory, Research, and Practice*. Boca Raton, CRC Press, 129–148.
- Hillard, H. (2009):** Workplace Mobbing: Are They Really Out to Get Your Patient? *Current Psychiatry*, 8, 4, 45–51.
- Høgh, A., Mikkelsen, E. G. & A. M. Hansen (2012):** Impact of Bullying on Workers. In: Tehrani, N. (ed.): *Workplace Bullying: Symptoms and Solutions*. London, Routledge/Taylor & Francis Group, 21–34.
- Hershcovis, M. S. (2011):** "Incivility, Social Undermining, Bullying...oh My!": A Call to Reconcile Constructs within Workplace Aggression Research. *Journal of Organizational Behavior*, 32, 3, 499–519.
- Kahsay, W. G., Negarandeh, R., Nayeri, N. D. & M. Hasanpour (2020):** Sexual Harassment against Female Nurses: a Systematic Review. *BMC Nursing*, 19, 58. Available at: <https://doi.org/10.1186/s12912-020-00450-w> (last access: 29. 12. 2019).
- Karabulut, A. T. (2016):** Bullying: Harmful and Hidden Behaviour in Organizations. *Procedia – Social and Behavioral Sciences*, 229, 4–11.
- Khoo, S. B. (2010):** Academic Mobbing: Hidden Health Hazard at Workplace. *Malaysian Family Physician*, 5, 2, 61–67.
- Kostelić-Martić, A. (2005):** Mobing: psihičko maltretiranje na radnom mjestu. Zagreb, Školska knjiga.
- Koić, E., Filaković, P., Mužinić, L., Matek, M. & S. Vondraček (2003):** Mobing. *Rad i sigurnost*, 7, 1, 1–19.
- Krajnović, F., Šimić, N. & S. Franković (2007):** Identifikacija, opis i analiza uzroka nekih negativnih ponašanja u radnom okruženju medicinskih sestara. *Medica Jadertina*, 37, 3–4, 63–72.
- Larrazabal, J. P., Lopezdelallave, A. & G. Topa (2019):** Organizational Tolerance for Workplace Harassment: Development and Validation of the POT Scale. *Sustainability*, 11, 15, 4078.
- Leymann, H. (1990):** Mobbing and Psychological Terror at Workplaces. *Violence and Victims*, 5, 2, 119–126.
- Leymann, H. (1996):** The Content and Development of Mobbing at Work. *European Journal of Work and Organizational Psychology*, 5, 2, 165–184.
- Leymann, H. & B. Gustavsson (1984):** Psykiskt våld i arbetslivet. Två explorativa undersökningar Psychological violence at workplaces. Two explorative studies. Undersökningsrapport 42. Stockholm, Arbetsarkivstyrelsen.
- Leymann, H. & A. Gustafsson (1996):** Mobbing at Work and the Development of Post-Traumatic Stress Disorders. *European Journal of Work and Organizational Psychology*, 5, 2, 251–275.
- Locke, T. (2019):** 'Truly Shocking': Medscape UK Nurses' Sexual Harassment Survey Results. Medscape report.
- Lorenz, K. (1966):** *On Aggression*. New York, Harcourt, Brace & World, Inc.
- Lubarda, B. (2008a):** Mobing/Buling na radu. Available at: <https://pdfslide.net/documents/lubarda-branko-2008-mobing-buling-na-radu.html> (last access: 26. 12. 2019).
- Lubarda, B. (2008b):** Socijalna pravda i dostojanstvo na radu, Radno i socijalno pravo. *Časopis za teoriju i praksu radnog i socijalnog prava*, 6–8.
- Matthiesen, S. B. (2006):** *Bullying at Work Antecedents and Outcomes*. Doctoral dissertation. Bergen, The University of Bergen.
- McCord, L. B. & J. Richardson (2001):** Are Workplace Bullies Sabotaging your Ability to Compete? Learn to Identify and Extinguish Problem Behavior. Available at: <http://gbr.pepperdine.edu> (last access: 14. 1. 2019).
- Niedl, K. (1996):** Mobbing and Well-Being: Economic and Personnel Development Implications. *European Journal of Work and Organizational Psychology*, 5, 2, 239–249.
- Nielsen M. B., Hetland J., Matthiesen S. B. & S. Einarsen (2012):** Longitudinal Relationships between Workplace Bullying and Psychological Distress. *Scandinavian Journal of Work, Environment & Health*, 38, 1, 38–46.
- Nielsen, M. B., Glasø, L., Matthiesen, S. B., Eid, J. & S. Einarsen (2013):** Bullying and Risk-Perception as Health Hazards on Oil Rigs. *Journal of Managerial Psychology*, 28, 4, 367–383.
- Notelaers, G. & S. Einarsen (2013):** The World Turns at 33 and 45: Defining Simple Cut-Off Scores for the Negative Acts Questionnaire–Revised in a Representative Sample. *European Journal of Work and Organizational Psychology*, 22, 6, 670–682.
- Ozturk, H. & F. Yilmaz (2008):** Measuring Mobbing Experiences of Academic Nurses: Development of a Mobbing Scale. *Journal of the American Academy of Nurse Practitioners*, 20, 435–442.
- Parzefall, M. R. & D. M. Salin (2010):** Perceptions of and Reactions to Workplace Bullying: A Social Exchange Perspective. *Human Relations*, 63, 6, 761–780.
- Petrović, I. B., Čizmić, S. & M. Vukelić (2014):** Workplace Bullying in Serbia: The Relation of Self-Labeling and Behavioral Experience with Job-Related Behaviors. *Psihologija*, 47, 2, 185–199.
- Petrović, A. (2014):** Upravljanje sukobima u cilju sprečavanja pojave mobinga na radnom mjestu. Magistarski rad. Beograd, Univerzitet Singidunum.

- Richman J. A., Rospenda K. M., Flaherty J. A. & K. Zlatoper (2004):** Perceived Organizational Tolerance for Workplace Harassment and Distress and Drinking Over Time [Harassment and Mental Health]. *Women & Health*, 40, 4, 1–23.
- Rodríguez Carballeira, Á., Solanelles, J. E., Vinacua, B. V., García, C. P. & J. Martín-Peña (2010):** Categorization and Hierarchy of Workplace Bullying Strategies: A Delphisurvey. *Spanish Journal of Psychology*, 13, 297–308.
- Riethof, N. & P. Bob (2019):** Burnout Syndrome and Logotherapy: Logotherapy as Useful Conceptual Framework for Explanation and Prevention of Burnout. *Frontiers in Psychiatry* 10. Available at: <https://dx.doi.org/10.3389%2Ffpsyt.2019.00382> (last access: 20. 12. 2012).
- Rissi, V., Monteiro, K. J., Ceconello, W. W. & E. G. Moraes (2016):** Psychological Interventions against Workplace Mobbing. *Temas em Psicologia*, 24, 1, 353–365.
- Rodić, V. (2015):** Mobing kao radno pravni i radno sociološki fenomen. Magistarski rad. Banjaluka, Univerzitet u Banja Luci, Fakultet za poslovni inženjering i menadžment.
- Salin, D. (2003):** Ways of Explaining Workplace Bullying: A Review of Enabling, Motivating and Precipitating Structures and Processes in the Work Environment. *Human relations*, 56, 10, 1213–1232.
- Samnani, A. K., Singh, P. & S. Ezzedeen (2013):** Workplace Bullying and Employee Performance: An Attributional Model. *Organizational Psychology Review*, 3, 337–359.
- Samnani, A. K. (2013):** The Early Stages of Workplace Bullying and How it Becomes Prolonged: The Role of Culture in Predicting Target Responses. *Journal of Business Ethics*, 113, 1, 119–132.
- Spector, P. E., Zhou, Z. E. & X. X. Che (2014):** Nurse Exposure to Physical and Non-Physical Violence, Bullying, and Sexual Harassment: A Quantitative Review. *International Journal of Nursing Studies*, 51, 1, 72–84.
- Szarek, S. & E. Szarek (2018):** Economic Effects of Mobbing and Violence in the Workplace. *Przedsiębiorczość i zarządzanie*, XIX, 3, II, 255–269.
- Šimić, N., Vukelić, M. & V. Đorđević (2013):** Samopredstavljajanje u „neodgovarajućim“ radnim biografijama: primer iz Srbije. *Sociologija*, 55, 4, 503–518.
- Šimić, N., Rupić, L., Gregov, L. & M. Nikolić (2015):** Percepcija i suočavanje sa mobingom kod medicinskih sestara različite dobi i radnog iskustva. *Sigurnost, časopis za sigurnost u radnoj i životnoj okolini*, 57, 4, 305–318.
- Sperry, L. & M. Duffy (2007):** Workplace Mobbing: Individual and Family Health Consequences. *The Family Journal*, 15, 4, 398–404.
- Tatar, B. Z. & S. Yuksel (2019):** Mobbing at Workplace – Psychological Trauma and Documentation of Psychiatric Symptoms. *Noro Psikiyatri Arsivi*, 56, 1, 57–62.
- Tuckey, M. R., Dollard, M. F., Saebel, J. & N. M. Berry (2010):** Negative Work Behavior: Temporal Associations with Cardiovascular Outcomes and Psychological Health Problems in Australian Police. *Stress and Health*, 26, 5, 372–381.
- Valente, S. M. & V. Bullough (2004):** Sexual Harassment of Nurses in the Workplace. *Journal of Nursing Care Quality*, 19, 3, 234–241.
- Vartia, M. (2001):** Consequences of Workplace Bullying with Respect to the Well-Being of its Targets and the Observers of Bullying. *Scandinavian Journal of Work Environment & Health*, 27, 1, 63–69.
- Vie, T. L., Glasø, L. & S. Einarsen (2011):** Health Outcomes and Self-Labeling as a Victim of Workplace Bullying. *Journal of Psychosomatic Research*, 70, 1, 37–43.
- Vulekić, M. (2015):** Razumijevanje zlostavljanja na radu kroz analizu doživljaja negativnih postupaka. Doktorska disertacija. Beograd, Filozofski fakultet Univerziteta u Beogradu.
- Zapf, D. (1999):** Organisational, Work Group Related and Personal Causes of Mobbing/Buylling at Work. *International Journal of Manpower*, 20, 1–2, 70–85.
- Zapf, D. & S. Einarsen (2003):** Individual Antecedents of Bullying: Victims and Perpetrators. In: Einarsen, S., Hoel, H., Zapf, D. & C. L. Coopers (eds.): *Bullying and Emotional Abuse in the Workplace. International perspectives in research and practice*. London, Taylor & Francis, 165–184.
- Zapf, D. & S. Einarsen (2005):** Mobbing at Work: Escalated Conflicts in Organizations. In: Fox, S. & P. E. Spector (eds.): *Counterproductive Behavior. Investigations of Actors and Targets*. Washington, American Psychological Association, 237–270.
- Zapf, D. & H. Leymann (1996):** Foreword. *European Journal of Work and Organizational Psychology*, 5, 2, 161–164.
- Zapf, D., Escartín, J., Einarsen, S., Hoel, H. & M. Vartia (2011):** Empirical Findings on Prevalence and Risk Groups of Bullying in the Workplace. In: Einarsen, S., Hoel, H., Zapf, D. & C. L. Cooper (eds.): *Bullying and Harassment in The Workplace: Developments in Theory, Research, and Practice*. Boca Raton, CRC Press, 75–105.
- Yildirim, D. (2009):** Bullying among Nurses and its Effect. *International Nursing Review*, 56, 4, 504–511.