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Mobbing in the working environment of women functioning in the state administration versus the organizational culture

Abstract: Mobbing as a pathological phenomenon poses a significant threat in the workplace. Hostile and unethical behaviors, systematically recurring in various professional relationships, lead to the psychological, psychosomatic, and social exhaustion of the worker (Wyleżałek, 2012). In the subject literature, the most common factors conducive to such behaviors include a low level of organizational culture, an inappropriate work environment, improper social relations, unfair task allocation and performance evaluation of employees, and workload (Kędziora, Śmiszek, 2010; Chodkowski, 2019). Based on these premises, this article focuses on mobbing in the work environment of women functioning in public administration. The issue is examined in the context of organizational culture. The study included 148 women, with 142 correctly completed questionnaires eligible for analysis. The research was conducted using the MDM Questionnaire (Mobbing, Dręczenie, Molestowanie – Mobbing, Harassment, Molestation) and the Organizational Culture Assessment Instrument (OCAI). The analysis of the empirical data revealed a complex interplay between different dimensions of mobbing in the studied professional environment and organizational culture.
Key words: mobbing, professional work of women, state administration, organizational culture.

Introduction to the research

Professional work can be a source of satisfaction for employees due to the possibility of fulfilling their various needs and expectations: material, moral, social, developmental, creative, or stabilizing. However, it can also become a cause of excessive stress and dissatisfaction, stemming from blocked developmental opportunities, experiences of humiliation, harassment, and intimidation, being ignored, subjected to psychological violence, or even psychological terror by superiors or other colleagues. As a result, these behaviors can lead to health impairment, including being a potential source of post-traumatic stress disorder, and can lead to social and occupational dysfunction in victims of psychological violence (Bechowska-Gebhart, Stalewski, 2004; Litzcke, Schuh, 2007; Karney, 2007; Jędrejek, 2011).

This issue has been the subject of numerous research studies and scientific analyses for quite some time, both on an international level (Leyman, 1996; Mikkelsen, Einarsen, 2002; Hirigojen, 2003; Nielsen, Einarsen, 2012; Allen et al., 2015) and on a national level (Bechowska-Gebhart, Stalewski, 2004; Gamian-Wilk, Grzesiuk, 2016; Turska, Pilch, 2017; Bieniek, 2018; Ryś, Dyrła-Mularczyk, 2018; Kucharska, 2019; Maciejewska et al., 2021). Its origins date back to the 1960s when the term “mobbing” emerged, borrowed from ethologist Konrad Lorenz by physician Peter Paul Heineman. At that time, it referred to aggression and persecution among students (Rybak, 2008; Szczepaniak, 2014). On the other hand, Heinz Leyman (1996), a psychologist and psychiatrist, considered various aspects of mobbing in the workplace, defining it as psychological terror at work, characterized by hostile and unethical behavior that systematically repeats and targets one or multiple individuals, leading to the victim’s helplessness and lack of ability to defend themselves. This kind of mobbing behavior, according to Leyman, persists for a long time (statistically at least once a week and for six months). Due to the high frequency and duration of hostile behavior, the result of this mistreatment is psychosomatic and social trauma occurring in the victim (Marciniak, 2006, p. 15). In practice, mobbing aims to inflict psychological suffering on the victim, lower their professional functioning and life satisfaction, destroy their career, push them into helplessness, and eliminate them from the work team.

Marie France Hirigoyen (2003) defines mobbing as moral harassment, considering it a form of violence in small doses that is highly destructive. Each attack, taken individually, is a serious matter, and the cumulative effect of frequent and repetitive micro-aggressions can be harmful. Thus, mobbing is inappropriate behavior that undermines dignity (words, gestures, actions, attitudes), which, through its repetition or systematic nature, violates the psychological or physical integrity of a person, exposing them to job loss or worsening the work atmosphere (Bechowska-Gebhardt, 2004).

Therefore, it is crucial to distinguish mobbing from occasional events, misunderstandings, mutual dislike among coworkers, or typical conflicts (Merecz, 2010). When identifying mobbing, the following aspects should be taken into account: the persecution is continuous and consistent, the harassment lasts for an extended period, it is intentional (although sometimes it may result from the perpetrator's ignorance), it involves psychological torment, and not only a hierarchical but sometimes a "pathological relationship between the perpetrator or perpetrators and the victim." Other characteristics include perfidy and cunningness, isolation and alienation of the victim by creating a barrier between them and their surroundings (Marciniak, 2006).

Heinz Leyman (1996) created a list of mobbing behaviors based on his own research. According to him, experiencing just one behavior from the presented list is sufficient to speak of mobbing:

1. Actions that negatively affect communication processes in the workplace include: a) limiting or obstructing opportunities for expression by superiors or coworkers; b) continuously interrupting speech; c) responding to statements and remarks with raised voices, shouting, insults, and derogatory remarks; d) constant criticism of work performance, professional and personal life; e) harassment via phone calls; f) threats and verbal or written intimidation; g) performing humiliating and offensive gestures, directing emotionally charged negative glances towards the victim; h) using language abundant in various types of allusions, avoiding clear and direct communication.
2. Actions negatively affecting social relationships in the workplace include: a) avoiding conversations with the victim; b) isolating the victim's workplace, imposing restrictions on contacting colleagues; c) forbidding employees from contacting the victim; d) ignoring and deliberately not acknowledging the victim in the work environment, walking past indifferently, treating them "as if they were invisible."
3. Actions influencing negative perception of a person in the work environment include: a) gossiping, spreading rumors, and inventing nicknames; b) attempting to ridicule and discredit the victim in various aspects of their life; c) making jokes about the victim's personal life; d) parodying the victim's way of walking, talking, gestures, and facial expressions; e) attacking political views, religious beliefs, or overall worldview; f) mocking and attacking the victim based on their nationality, skin color, or sexual orientation; g) ridiculing disabilities, deformities, or other characteristic features of the victim; h) suggesting mental illness and directing them for diagnostic tests; i) using vulgar nicknames or other humiliating and degrading expressions towards the victim; j) making sexual propositions towards the victim.
4. Actions impacting the quality of the victim's professional and personal situation include: a) issuing work orders that force the victim to perform demeaning tasks that violate personal dignity; b) providing false evaluations of their

- dedication to work; c) questioning the decisions made by the victim; d) not assigning tasks to the victim to demonstrate their redundancy; e) assigning specific tasks and then taking them away in a demonstrative manner; f) issuing absurd, contradictory, or senseless orders; g) assigning tasks that are either beyond or below the worker's capabilities and skills; h) continually assigning new tasks with unrealistically short deadlines to discredit the victim.
5. Actions causing harmful effects on the victim's health include: a) assigning tasks harmful to health and exceeding the victim's physical capabilities; b) threatening physical violence; c) physical abuse; d) causing the victim to bear costs; e) actions of a sexual nature, sexual harassment; f) causing psychological harm at the workplace or the victim's place of residence (Kucharska, 2019, pp. 7–8; Bechowska-Gebhardt, Stalewski, 2004; Mościcka, Drabek, 2010).

As research results show, the most common mobber is the superior. The phenomenon of mobbing can also occur among employees, where other individuals become the proverbial "scapegoat." Sometimes, too, a work team can mob a young, inexperienced and ambitious supervisor. It turns out that the perpetrator of mobbing is most often a person with a low level of reflexivity, who disregards others and is solely focused on personal goals. This person competes and compares themselves with others to be someone better, which is why they may resort to unethical actions. Thus, they are people who strive for power at any cost, are jealous and envious of someone else's success, and require constant stimulation, hence inflict suffering on others. It should be emphasized that the mobber is also often characterized by insecurity and high levels of anxiety. Victims of mobbing can be any worker, especially those who stand out in some way, such as individuals with distinct beliefs, convictions, skills, commitment, effectiveness, or those who have discovered irregularities within the company (institution). Additionally, individuals facing challenging life situations, such as being the sole breadwinner of the family, having financial obligations like loan repayments, being highly sensitive, prone to frustration, or having low self-esteem, are also vulnerable to mobbing (Gamian-Wilk, 2016; Kucharska, 2019; Maciejewska et al., 2021).

The negative health, social, organizational and economic effects caused by mobbing have led the problem of preventing harassment and violence at work to find legal regulation in many countries. The first countries to legally regulate this issue were Sweden, France, and Belgium, followed by Spain, Germany, and Poland. The European Parliament has also adopted a specific resolution calling on member states to combat mobbing and sexual harassment and to standardize the definition of mobbing (Chakowski, 2011). In the Polish Labor Code, in 2003, an appropriate provision was introduced that defines mobbing as "(...) actions or behaviors related to an worker or directed against an worker, consisting of persistent and long-term harassment or intimidation of the worker, leading to a lowered assessment of professional usefulness, causing or aiming to humiliate or ridicule the worker, isolate them or eliminate them from the team of coworkers"

(Amendment to the Labor Code of 14.11.2003, Article 94). This law has been in effect since January 1, 2004.

It turns out that in the social dimension, the causes of mobbing behavior are most often cultural, economic, or economic factors, as well as poor work organization, lack of transparent rules for employees' functioning, confusion regarding task allocation, delegation, and accountability, an unfair system of promotion and assessment of employees' efforts, ineffective management, ill will of superiors, or sometimes the exercise of power from a position of strength (Szaban, 2008; Turska, Pilch, 2017; Bieniek, 2018; Chodkowski, 2019; Maciejewska et al., 2021). So, these are most often manifestations of low organizational culture. The results of empirical research, including studies by Zych (2007), Jędrejek (2011), Marcinak (2015), Tomczak and Krawczyk-Bryła (2017), indicate that mobbing, as described by Renata Maciejewska et al. (2021), "(...) at an early stage, is most quickly recognized in those countries that use a high organizational culture, while in other countries, including Poland, the phenomenon is only recognized when it takes an extreme form" (p. 77).

As is commonly believed, organizational culture constitutes a system of informal rules that inform people how they should typically behave, thus exerting a significant influence on their actions. These are commonly held beliefs, attitudes and values that exist within an organization. That is, according to Armstrong (2010), it is "the way we act" (p. 150). The elements of culture strongly influence the members of the organization, who consider them as valuable "tools" for solving many problems, not only their own but also those of the company as a whole. Employees internalize the appropriate way of perceiving, thinking, and experiencing work-related issues and integrate themselves with their work team and the company. According to M. Przybyła (2001), organizational culture constitutes a "system of values, norms, and symbols typical for a given organization, evolving at a given time, resulting in patterns of behavior for the entire institution and an appropriate hierarchy of values" (p. 32).

From the analysis of the literature, it follows that there are different concepts and methods of describing organizational culture (Cameron, Quinn, 2003; Sikorski, 2009; Aniszewska, 2007; Schein, 2010). For our research, we adopt the model developed by Cameron and Quinn (2003), who define organizational culture as "a set of values that are taken for granted, assumptions that are not talked about, shared expectations, and elements of collective memory. Culture reflects prevailing beliefs, defines a sense of identity, provides unwritten, and often unconscious rules of conduct in the workplace, and reinforces the stability of the social system" (p. 24). The authors, while analyzing various companies, identified two polar dimensions that are opposed and competing with each other: a) flexibility and freedom of action versus stability and control; b) internal focus and integration versus external orientation and differentiation. As a result of the intersection of these axes, they obtained four quadrants corresponding to opposing

types of organizational culture: hierarchy culture, market culture, clan culture, and adhocracy culture.

The first of these, hierarchy culture, is highly formalized and hierarchical. Leaders are the coordinators and organizers of activities and the organization as a whole is supposed to be predictable, sustainable and effective.

The second one, referred to as market culture, pertains to an organization that focuses on external matters and building its position in the environment, based on values such as competitiveness and efficiency. A defined goal and an aggressive strategy will lead to profit and increased productivity.

Next is clan culture, where the most important aspect is a family-like atmosphere, teamwork, a sense of worker engagement, and the adherence to common goals and values. Collaboration in work teams is very well-established, and the leader acts as a mentor and caretaker.

In contrast, adhocracy culture of is the fastest to respond to changes in the market. Its core values are creativity and the use of innovative solutions, flexibility, entrepreneurship and dynamism. A leader must be a visionary and not afraid of risky decisions.

In our research project concerning the work environment of women in public administration, the above-mentioned dimensions of organizational culture will be of interest to us.

Assumptions of empirical research

The theoretical context of the conducted research allowed us to outline the subject of empirical analysis. The description of mobbing in the workplace of women functioning in state administration is considered in the context of organizational culture, which includes: hierarchy culture, market culture, clan culture, and adhocracy culture. Thus, the ongoing research project is about answering the following question: Does it occur, and if so, what is the relationship between mobbing in the workplace of women functioning in state administration and organizational culture?

A working hypothesis assuming a significant relationship between the researched variables was adopted. The nature of this relationship will depend on the intensity of the analyzed variables (Ryś, Dyrła-Mularczyk, 2010; Bieniek, 2018; Warszewska-Makuch, 2019; Maciejewska et al., 2021). Solving this problem and testing the working hypothesis requires posing further specific questions (issues):

1. What is the scale of mobbing in the workplace among the surveyed women in the vertical and horizontal dimensions?
2. What is the organizational culture in the workplace of the surveyed individuals?
3. What is the relationship between the variables studied?

The first research problem concerning the scale of mobbing (dependent variable) will be solved by using the MDM Questionnaire (Mobbing, Harassment, Molestation) developed by Mościcka, Drabek, and Merez. It assesses the frequency of mobbing and hostile behaviors in the work environment. The MDM Questionnaire consists of 32 diagnostic items and 24 additional items. When answering the questions, the respondent selects 2 responses – one (out of 6 available) to determine the frequency of the behavior and one (out of 4 available) to determine the duration of the behavior. The items in the questionnaire fall into 2 categories:

- describing behavior toward the respondent by superiors (MDM Boss),
- describing behavior toward the respondent by colleagues (MDM Colleagues).

The results can be assigned to 2 categories – hostile behavior or mobbing. The criterion that distinguishes hostile behavior from mobbing is the duration and frequency of the behaviors listed in the items. For a particular phenomenon to be classified as mobbing, the following criteria must be met: the frequency of occurrence must be at least once a week, and the duration must be at least 3 months. Based on the results of the questionnaire, there are 6 categories of data – 2 general and 4 specific.

In turn, the Organizational Culture Assessment Instrument (OCAI) was used to describe the organizational culture (independent variable). The questionnaire consists of 6 diagnostic questions that identify four dimensions of organizational culture. Each question contains 4 answers, and the respondent's task is to distribute 100 points, depending on how strongly the answer reflects the situation in their institution. Analysis of the points will help determine the dominant type of culture in the given institution. The questionnaire consists of two parts – in the first part, the participant defines the current state in the organization, and then, answering the same questions, they refer to the desired state that would improve their workplace. The author distinguishes 4 types of culture, such as clan culture, adhocracy culture, hierarchy culture and market culture (Cameron, Quinn, 2003).

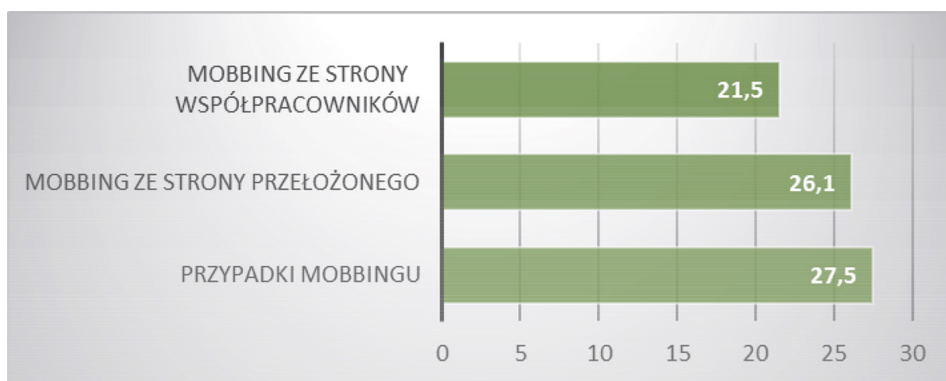
In the conducted analyses, mediating independent variables were also taken into account, such as: age, place of residence, professional experience, and job position – managerial or executive. In turn, to solve the third specific research problem, elements of correlational statistics were applied: the Mann-Whitney U test, Wilcoxon signed-rank test, Student's t-test, and Pearson's chi-square test.

The basis for the conducted analyses is the empirical material collected through a diagnostic survey method, implemented using a questionnaire technique in state administration institutions in the Lubelskie and Podlaskie voivodeships. Purposive random sampling method was selected. Thus, 148 people were surveyed, of which 142 questionnaires properly completed were qualified for analysis. The average age of the respondents was 26.3 years. Among them, 45.7% were aged up to 23 years, 28.1% were between 24 and 27 years old, and 26.1% were above 28 years old. More than half of the respondents lived in cities (54.9%), while the

remaining individuals (45.1%) lived in rural areas. It was determined that the average seniority for the respondents was 4.1 years. 54.9% of the respondents had seniority of up to 1 year. Executive positions were held by 95.1% of respondents. Only 4.9% of the respondents held managerial positions. Thus, the study included relatively young, short-tenured people in executive positions.

Analysis of the research results

When diagnosing the phenomenon of mobbing in the workplace of women functioning in public administration, the aim was to determine the frequency of mobbing behaviors. This phenomenon was analyzed in two dimensions: vertical and horizontal. The first priority was to establish the supervisor-worker relationship, and factors such as actions from the supervisor affecting the professional position, actions affecting the worker's image, and actions affecting social relations were analyzed. The frequency of occurrence of these phenomena is presented in Chart 1.



Explanations: MOBBING ZE STRONY WSPÓŁPRACOWNIKÓW – MOBBING FROM CO-WORKERS; MOBBING ZE STRONY PRZEŁOŻONEGO – MOBBING FROM THE SUPERIOR; PRZYPADKI MOBBINGU – CASES OF MOBBING.

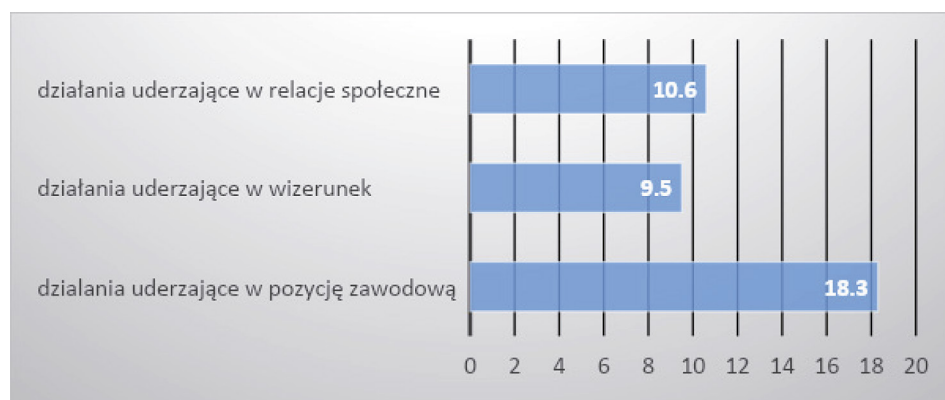
Chart 1. Scale of mobbing in the work environment of the surveyed women (data in %)

It should be noted that the data does not sum up to 100% because individual parameters under investigation are independent of each other, meaning that a surveyed individual may fall into the group of employees experiencing mobbing in one or several factors.

The obtained data indicates that in the studied work environment of women employed in public administration, a serious problem consists of actions or behaviors from both superiors and other colleagues, involving persistent and long-lasting harassment or intimidation of certain individuals. It was found that a total of 39 individuals, representing 27.5% of all respondents, experienced

various forms of mobbing behaviors. Victims of psychological violence from their superiors amounted to 37 individuals (26.1% of the respondents), while 31 individuals (21.5% of the respondents) experienced mobbing from other colleagues. As revealed by statistical analysis, women with longer work experience are more often victims of mobbing from their superiors ($p < 0.017$). A similar tendency was observed in the worker and co-worker relationships. It was found that individuals who have been employed longer in the institution are more frequently victims of mobbing from other colleagues compared to the younger individuals who are at the beginning of their career ($p < 0.040$).

As shown in Chart 2, it appears that superiors, when engaging in mobbing behaviors, tend to target the professional position of the surveyed individuals most often, followed by social relationships, while relatively less frequently attempting to harm their subordinates' image.



Explanations: Działania uderzające w relacje społeczne – Actions affecting social relations; działania uderzające w wizerunek – Actions affecting image; Działania uderzające w pozycję zawodową – Actions affecting professional position.

Chart 2. Mobbing factors in the superior-worker relationship (data in %)

According to the analysis of empirical data, 26 individuals (18.3%), or more than one in five respondents, experience mobbing in the vertical dimension of their relationship with their superiors. This mainly involves criticism of their work, being ignored or disregarded in various professional situations, and being forced to give up rights that the worker is entitled to. Moreover, they are assigned menial and humiliating tasks that are not commensurate with their formal qualifications, knowledge, skills, and professional experience. Superiors may also suggest terminating the employment of these individuals. It was found that the evaluation of these behaviors is influenced by the work experience of the respondents ($p < 0.021$). Employees with longer work experience more frequently experience mobbing targeting their professional position compared to

those who are just starting their careers in public administration. However, there is no statistically significant correlation between the evaluation of these behaviors and the respondents' age ($p > 0.185$), position held ($p > 0.222$), or place of residence ($p > 0.237$).

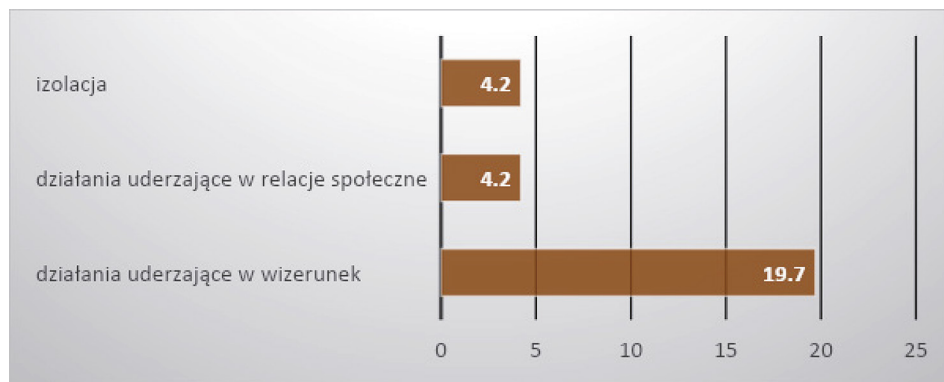
In addition, 15 female employees in the public administration (10.6%), or approximately one in ten, are victims of their superiors, who aim to disrupt the social relationships of these subordinates and isolate them from other employees. Superiors make efforts to hinder their contact with other colleagues, omit them from organizing meetings and official consultations, violate their privacy, assign tasks that go beyond their competencies and qualifications, discredit their work in front of others (employees or clients), and neglect their promotion while humiliating them in the presence of others. No statistically significant correlations were found between the evaluation of these mobbing behaviors by the respondents and their age ($p > 0.991$), place of residence ($p > 0.857$), work experience ($p > 0.863$), and job position ($p > 0.763$).

Furthermore, 13 individuals out of the group of surveyed employees in public administration (9.5%), or approximately one in eleven, experienced actions that targeted their image. They were subjected to malicious comments or remarks from their superiors, false accusations, unlawful inspection of correspondence, spreading rumors, and even threats of termination. The results of the statistical analysis indicate that the evaluation of these behaviors by the female employees in public administration, which target their image, correlates with their work experience ($p < 0.007$) and job position ($p < 0.012$). It turns out that individuals with longer work experience and those holding executive positions are more likely to experience these negative behaviors from their immediate superiors. However, age ($p < 0.991$) and place of residence ($p > 0.875$) do not differentiate the evaluations of the surveyed individuals.

The subsequent analyses focused on mobbing in the relationships between a worker and co-workers. The study encompassed behaviors that targeted the worker's image, actions that affected social relationships, and actions aimed at isolating the worker from others in the work environment.

The obtained results (Chart 3) indicate that 28 female employees in public administration, or one in five respondents (19.7%), experience various actions from other individuals in their work environment aimed at discrediting their person.

Individuals with longer work seniority more frequently experience such behaviors compared to those who are just starting their professional careers ($p < 0.050$). These behaviors mainly involve various types of slander, rumors, insinuations, insults, and backbiting, as well as undermining the professional competencies of the victim. Colleagues at work disregard the tasks carried out by the mobbing victim, tasks that the victim is very familiar with. The targeted individual is also the subject of malicious remarks and jokes by other colleagues, spread within the work environment. Important information is withheld from the victim,



Explanations: izolacja – isolation; działania uderzające w relacje społeczne – actions affecting social relations; działania uderzające w wizerunek – actions affecting image.

Chart 3. Mobbing factors in the worker-co-worker relationship (data in %)

and materials are taken away from them to hinder their use of necessary resources and to demonstrate their alleged indolence. As the work seniority increases, the number of individuals experiencing social isolation also rises ($p < 0.040$).

While many hostile and harmful mobbing behaviors are not directly articulated within the work environment of the surveyed women, but rather disseminated behind their backs, aggressive behaviors affecting social relationships and forms of psychological violence resulting in social isolation only sporadically occur. Various aspects of the victim's private life are also the subject of derision. Six individuals (4.2% of the surveyed) are affected by such incidents. They experience various manifestations of vulgar behavior directed towards them, public accusations or suggestions that they are mentally ill. The same number of individuals (6) and percentage of respondents (4.2%) are victims of social rejection and a kind of exclusion from the work team. Mobbed individuals usually experience a lack of usual kindness and empathy, and others avoid or hinder contact with them and with other individuals. It is also important to note that the mobbed individuals feel a strong sense of aversion shown to them by other colleagues, making it difficult for them to engage in even informal work-related conversations.

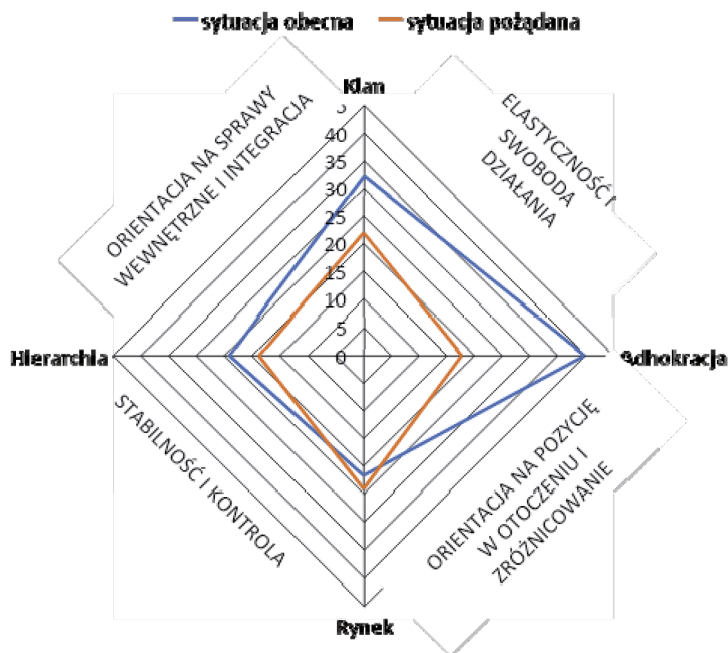
The hitherto observed mobbing behaviors towards women employed in public administration, both from superiors and other colleagues, point to numerous cultural factors within the organization that underlie hostile, unethical, and harmful behaviors. Therefore, to determine the prevailing organizational culture in the researched environment, a tool was used that allows for diagnosing both the current state and the desired state of organizational culture (Table 1).

Table 1. Organizational culture in the work environment of the surveyed women – current state and desired state

Current state of organizational culture	Descriptive statistics			
	Valid N	Mean	Median	Standard deviation
Clan culture	142	32.3	31.7	14.681
Adhocracy culture	142	39.8	38.3	13.055
Market culture	142	21.7	20.8	7.374
Hierarchy culture	142	24.0	24.2	6.937
Desired state of organizational culture	Valid N	Mean	Median	Standard deviation
Clan culture	142	21.9	21.3	9.977
Adhocracy culture	142	17.7	16.7	7.681
Market culture	142	24.1	24.2	11.343
Hierarchy culture	142	18.7	19.2	7.627

From the presented set of data, it can be concluded that in the researched work environment of women employed in public administration, the adhocracy culture currently dominates ($M = 39.8$). This culture is characterized by a dynamic and creative work environment. Employees are willing to take risks, and leaders introduce innovative solutions. The clan culture ranks second ($M = 32.2$), indicating a generally pleasant work atmosphere, where the supervisor is seen as a leader and mentor. The next culture is the hierarchy culture ($M = 24.0$), where the work environment is formalized and highly structured. The market culture is least prevalent in the surveyed work environment ($M = 27.1$), signifying a focus on task accomplishment, achieved results, and effective work execution within the organization. The superior should be tough and demanding to effectively overcome competition.

The next step in the research procedure was to analyze the desired state of organizational culture in the surveyed work environment of women employed in public administration. It turned out that the most desired culture is the market culture ($M = 24.1$), followed by the clan culture ($M = 21.9$). Only then did respondents indicate the hierarchy culture ($M = 18.7$), and the least desired culture was the adhocracy culture ($M = 17.7$). The chart illustrating the differences between the current organizational culture and the desired culture is presented in Chart 4.



Explanations: sytuacja obecna – current situation; sytuacja pożądana – desired situation; Klan – Clan; Rynek – Market; Hierarchia – Hierarchy; Adhokracja – Adhocracy; Orientacja na sprawy wewnętrzne i integracja – Focus on internal affairs and integration; Elastyczność i swoboda działania – Flexibility and ease of operation; Stabilność i kontrola – Stability and control; Orientacja na pozycję w otoczeniu i różnicowanie – Focus on position in the environment and variety

Chart 4. Current state and desired state of organizational culture in the work environment of the women surveyed

The conducted comparison using the t-Student test for dependent samples of the analyzed cultures – current and desired – shows that the largest statistically significant difference exists between the current and desired adhocracy culture ($t = 13.376$; $p < 0.000$). This indicates that there is currently an excessive dynamism of changes in the work environment of the surveyed women, a tendency to introduce new solutions and take inadequate risks in the context of potentially assumed effects aimed at improving the quality of organizational functioning.

Further differences were observed in relation to the current and desired clan culture ($t = 5.30$; $p < 0.000$). In this case, there is an excessive preference for a family atmosphere, teamwork, and the supervisor is seen as a leader and mentor. Success is mainly considered in terms of caring for people, a good atmosphere within the organization, teamwork, and agreement. Individualization of work takes a back seat.

The last statistically significant difference pertains to the current and desired hierarchy culture ($t = 5.284$; $p < 0.000$). It turns out that in the analyzed work environment of the surveyed women, principles, regulations, and procedures dictating to employees what and how to do are excessively applied, and chances for promotion are primarily based on their excellent knowledge and precise compliance. Individual abilities are of secondary importance. The management maintains excessive control over the organization, which in these assumptions is meant to be stable and efficient.

As determined in the research, only the current state of the market culture in the surveyed work environment of women is consistent with the desired state. No statistically significant differences were found here ($t = -1.744$; $p > 0.083$). Therefore, it can be concluded that there is no need for changes in the market culture to make it more desirable from the perspective of employed women in the surveyed work environment.

In solving the next research problem, correlations were made between both the overall assessment of the occurrence of mobbing by the surveyed women functioning in state administration in their work environment and its individual factors in the relation of superior-worker and worker-co-worker, with the current state of organizational culture and its desired state. The first correlation involves the surveyed women's overall assessment of the incidence of mobbing and the current and desired organizational culture (Table 2).

Table 2. Mobbing in the respondents' work environment vs. the current and desired state of organizational culture

Current organizational culture	Mann-Whitney U test Mobbing in the working environment	
	Z adjusted	p
Clan culture	3.916	0.000
Adhocracy culture	-0.238	0.812
Market culture	1.725	0.0845
Hierarchy culture	-0.332	0.740
Desired organizational culture	Z adjusted	p
Clan culture	-3.244	0.001
Adhocracy culture	0.082	0.934
Market culture	-2.980	0.003
Hierarchy culture	0.666	0.506

As a result of the conducted statistical analysis, only a significant difference was noted in the assessment of the current state of the clan culture between the

surveyed individuals who experience different forms of mobbing and those who are not victims of these negative behaviors ($p < 0.000$). Higher ratings of the clan culture were found in the group of individuals not experiencing mobbing. The average assessment of the clan culture in this group is $M = 34.95$, with a median $Me = 35.00$, compared to the group of psychologically harmed individuals ($M = 25.23$; $Me = 20.83$).

Regarding the correlation of the desired organizational culture in the current workplace by the surveyed women, a statistically significant relationship was found between the organizational culture in terms of the clan culture ($p < 0.001$) and market culture ($p < 0.002$) and the victims of mobbing ($M = 26.15$ with $Me = 24.17$) and individuals not experiencing this form of violence ($M = 20.37$ with $Me = 19.17$). It turns out that victims of psychological violence are more in favor of the desired clan culture than individuals without this negative experience. A similar situation is observed in the second correlation. Individuals experiencing mobbing desire the market culture more than those who have never experienced psychological harassment at work (respectively: $M = 8.29$ with $Me = 30.00$ and $M = 22.55$ with $Me = 23.17$).

Further analyses aim to verify the relationship between individual mobbing factors and various dimensions of organizational culture. The results of the correlation between actions taken by supervisors affecting the professional position of the surveyed women and the current state of organizational culture are presented in Table 3.

Table 3. Actions taken by the superior that affect the professional position of the worker vs. current and desired organizational culture

Assessment of organizational culture	Mann-Whitney U test Superior's actions affecting worker's position	
	Z	p
Clan culture	2.567	0.010
Adhocracy culture	2.095	0.036
Market culture	0.264	0.792
Hierarchy culture	-0.967	0.334
Desired organizational culture	Z	p
Clan culture	-2.821	0.005
Adhocracy culture	-1.822	0.068
Market culture	-1.367	0.172
Hierarchy culture	-1.175	0.240

The conducted analyses allow us to conclude that there is a statistically significant difference in the assessment of the current organizational culture in terms of clan culture ($p < 0.010$) and adhocracy culture ($p < 0.036$) between those who experience mobbing targeting their professional position and those without this unpleasant experience. Higher ratings of clan culture were observed in the group that does not experience mobbing from supervisors (mean clan culture score $M = 33.7$, with a median $Me = 33.75$) compared to individuals who are victims of psychological harassment and persecution aimed at depreciating their professional position ($M = 25.42$; $Me = 28.33$). A similar tendency is observed in the case of the second correlation. People who have never been victims of psychological violence from their superiors have a more positive assessment of the organizational culture associated with the existence of a dynamic and creative work environment focused on risky and innovative solutions ($M = 40.99$; $Me = 40.42$) compared to individuals experiencing mobbing targeting their professional position ($M = 34.65$; $Me = 35.42$).

Analyzing the relationship between the desired organizational culture by the surveyed women employed in state administration and mobbing from supervisors targeting their professional position, only one statistically significant correlation was found. It turns out that the victims of mobbing by their superiors, who take various actions affecting their professional position, are more inclined to desire a clan culture, which assumes the existence of a friendly atmosphere where the leader is recognized as a mentor ($M = 26.63$; $Me = 24.14$), compared to respondents who have not experienced these unpleasant incidents.

The relationships between mobbing from supervisors targeting the worker's image and the current and desired organizational culture are presented in Table 4. Due to the small number of women in the group experiencing mobbing, the U statistic was used for these analyses.

The conducted analyses showed that there is a statistically significant difference in the assessment of organizational culture in the dimension of clan culture ($p < 0.000$) and adhocracy culture ($p < 0.031$) between the victims of mobbing from supervisors targeting their image ($M = 20.64$; $Me = 20.00$) and individuals who do not experience these negative behaviors ($M = 33.43$; $Me = 34.17$). Respondents who are not victims of mobbing value the culture present in their work environment, which is associated with a friendly atmosphere and a leader recognized as a mentor, more highly than those who have experienced mobbing behaviors. In the case of adhocracy culture, a similar tendency was observed. People who do not experience mobbing from their superiors, which would target their image, significantly value the existence of a dynamic and creative work environment and risky actions more than individuals who have experienced negative actions from their supervisors, such as false accusations, threats of dismissal, and the spread of various rumors and allegations.

Table 4. Mobbing actions by the superior that affect the image of the worker vs. current and desired organizational culture

Current organizational culture	Mann-Whitney U test Superior's actions affecting worker's image	
	U	p
Clan culture	381.5	0.001
Adhocracy culture	535.5	0.031
Market culture	824.0	0.922
Hierarchy culture	632.0	0.146
Desired organizational culture	U	p
Clan culture	350.5	0.000
Adhocracy culture	603.0	0.097
Market culture	605.5	0.099
Hierarchy culture	803.5	0.807

Moreover, when correlating mobbing from supervisors targeting the worker's image with the organizational culture, one statistically significant relationship was found ($p < 0.000$). It turned out that respondents who were victims of actions affecting their image by their superiors ($M = 30.83$; $Me = 34.17$) desire the desired clan culture, which is associated with a friendly work atmosphere and a mentor-like supervisor, more than non-mobbed individuals ($M = 21.06$; $Me = 20.00$).

In the case of further correlations involving mobbing from supervisors targeting social relations with various dimensions of the current and desired organizational culture in the work environment of the surveyed women employed in state administration, two statistically significant dependencies were found in each area (Table 5).

A statistically significant difference was observed in the assessment of the current organizational culture in the dimension of clan culture ($p < 0.004$) and adhocracy culture ($p < 0.037$) between the participants who experience hostile and unethical actions from their supervisors affecting social relations ($M = 22.61$; $Me = 18.33$) and those who do not experience such mobbing ($M = 33.40$; $Me = 33.33$). Higher ratings of clan culture were noted among the group that does not experience mobbing, compared to the victims of mobbing actions. Similarly, the same pattern was observed in the assessment of the current adhocracy culture (respectively, mobbed: $M = 32.20$; $Me = 31.67$ and non-mobbed: $M = 40.70$; $Me = 40.00$). Individuals who were not victims of mobbing hold higher regard for various aspects of the culture associated with a dynamic and creative work environment and leaders introducing innovative solutions, compared to those who experienced negative actions from their supervisors affecting social relations.

Table 5. Actions by the superior that affect social relations vs. current and desired organizational culture

Current organizational culture	Mann-Whitney U test Superior's actions affecting social relations	
	U	p
Clan culture	527.5	0.004
Adhocracy culture	640.0	0.037
Market culture	825.0	0.403
Hierarchy culture	885.0	0.660
Desired organizational culture	U	p
Clan culture	373.0	0.000
Adhocracy culture	590.0	0.015
Market culture	869.5	0.585
Hierarchy culture	781.0	0.259

Further interesting data is provided by the next statistical correlations of the analyzed variables, concerning the verification of relationships between mobbing actions affecting employees from other colleagues and the dimensions of organizational culture considered here: actions affecting the worker's image, actions affecting social relations, and actions causing social isolation of the worker.

When examining the relationship between actions of colleagues affecting the image of the surveyed women and the organizational culture, it was found that there is one statistically significant correlation between these actions and the current clan culture in their work environment ($p < 0.003$) (Table 6).

Higher scores in the assessment of clan culture were found in the group of respondents who do not experience mobbing ($M = 33.88$; $Me = 34.17$) compared to the victims of psychological violence actions, which involve spreading various rumors about them, ridicule, using vulgar nicknames, attempting to discredit them by questioning their professional competence or social functioning in the workplace ($M = 25.65$; $Me = 20.42$).

However, when correlating mobbing behaviors from colleagues, which involve targeting the employee's image, with the desired organizational culture, it was found that there is only one statistically significant difference related to the assessment of the desired clan culture ($p < 0.000$). The obtained data indicate that individuals who do not experience these negative actions are less positively inclined towards further promoting a culture that involves creating a friendly atmosphere and recognizing the supervisor as a mentor ($M = 20.32$; $Me = 19.17$) compared to mobbed individuals who keenly feel the malicious and hurtful opinions spread about them by other colleagues ($M = 28.60$; $Me = 26.67$).

Table 6. Co-workers' actions affecting worker's image

Current organizational culture	Mann-Whitney U test Co-workers' actions affecting worker's image	
	Z adjusted	p
Clan culture	2.933	0.003
Adhocracy culture	0.879	0.379
Market culture	1.886	0.059
Hierarchy culture	-0.236	0.813
Desired organizational culture	Z adjusted	p
Clan culture	-3.583	0.000
Adhocracy culture	-1.093	0.274
Market culture	-1.023	0.306
Hierarchy culture	0.423	0.672

Further analyses aimed to find associations and relationships between mobbing actions from colleagues affecting social relations of the respondents. It turned out that there were no statistically significant differences between the variables being studied. This might be due to the minimal number of individuals being victims of mobbing resulting from avoidance in conversations, ignoring them, passing by indifferently, or treating them “as if they were air” (6 individuals, which constitutes only 4.2%). Similarly, no significant difference was observed between the evaluation of organizational culture by non-mobbed individuals and those who were victims of psychological violence leading to social isolation. As it was established, here too, only a few individuals (4.2%) experienced this kind of harm from their colleagues.

Summary

The conducted analyses have shown that in the workplace of women employed in state administration, there is a phenomenon of mobbing, the scope and intensity of which indicate a significant scale of harassment and psychological violence, both in the relationship between supervisors and employees and among coworkers. These cases are reported by more than one-fourth of the surveyed individuals. They encompass various forms, ranging from negative impacts on communication processes and social relations to actions negatively affecting the employee's perception in the workplace, damaging their image, professional quality of work, and personal situations. It turns out that in the relationship between supervisors and employees, every fourth female respondent was a victim of va-

rious behaviors aimed at their professional position, and every tenth experienced actions directed at their image or social relations. In turn, among coworkers, every fifth female respondent was a subject of malicious comments and jokes spread in the workplace, important information was kept from them, and their materials were taken to hinder the use of necessary resources and demonstrate their indolence. However, only a few individuals experienced negative actions targeting their social relations or were victims of social isolation.

As established, the prevailing culture in the workplace of the surveyed women is adhocracy culture, characterized by a dynamic and creative work environment with many risky actions and generally accompanied by a friendly atmosphere. To a lesser extent, there is a hierarchical culture with a formalized and highly structured work environment, and the least present is the market culture focused on task accomplishment and high work efficiency. Surveyed individuals, when comparing the current state and the desired state of organizational culture, indicated significant discrepancies concerning the excessively favored culture associated with high work dynamics, risky actions, and excessive familiarity that tends to be superficial and does not prevent various negative phenomena in social relations. It was also emphasized that there is an excessive presence of hierarchical culture elements in their workplace, causing rigid structures and limited flexibility in operation. However, no significant differences were observed between the current and desired situations regarding the market culture, i.e., behaviors allowing for building one's position in the environment, based on competitiveness and efficiency.

The conducted analyses confirmed the hypothetical assumptions about the relationship between mobbing and organizational culture in the workplace of the surveyed women employed in state administration. It turned out that victims of mobbing advocated for the current and desired clan culture and the desired market culture more frequently than individuals who did not experience psychological violence at work. A similar tendency was noted in the case of analyzing actions taken by supervisors targeting the employee's professional position, image, or social relations, as well as actions taken by coworkers affecting the employee's image. Furthermore, it was found that women who experienced psychological harm in the workplace from supervisors and coworkers rated the adhocracy culture, which indicates a dynamic and creative work environment, higher than non-mobbed respondents. Thus, the obtained data indicate that mobbing victims value the organizational culture most, wherein a friendly work atmosphere prevails, and the supervisor acts as a leader and mentor, being demanding but ensuring success. Meanwhile, employees are focused on task accomplishment and achieved results, with a desire to function in a creative and flexible environment where innovative solutions are introduced.

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