



JOHANNES KEPLER  
UNIVERSITY LINZ

Research and teaching network

# Detouring of Conflicts and Mobbing

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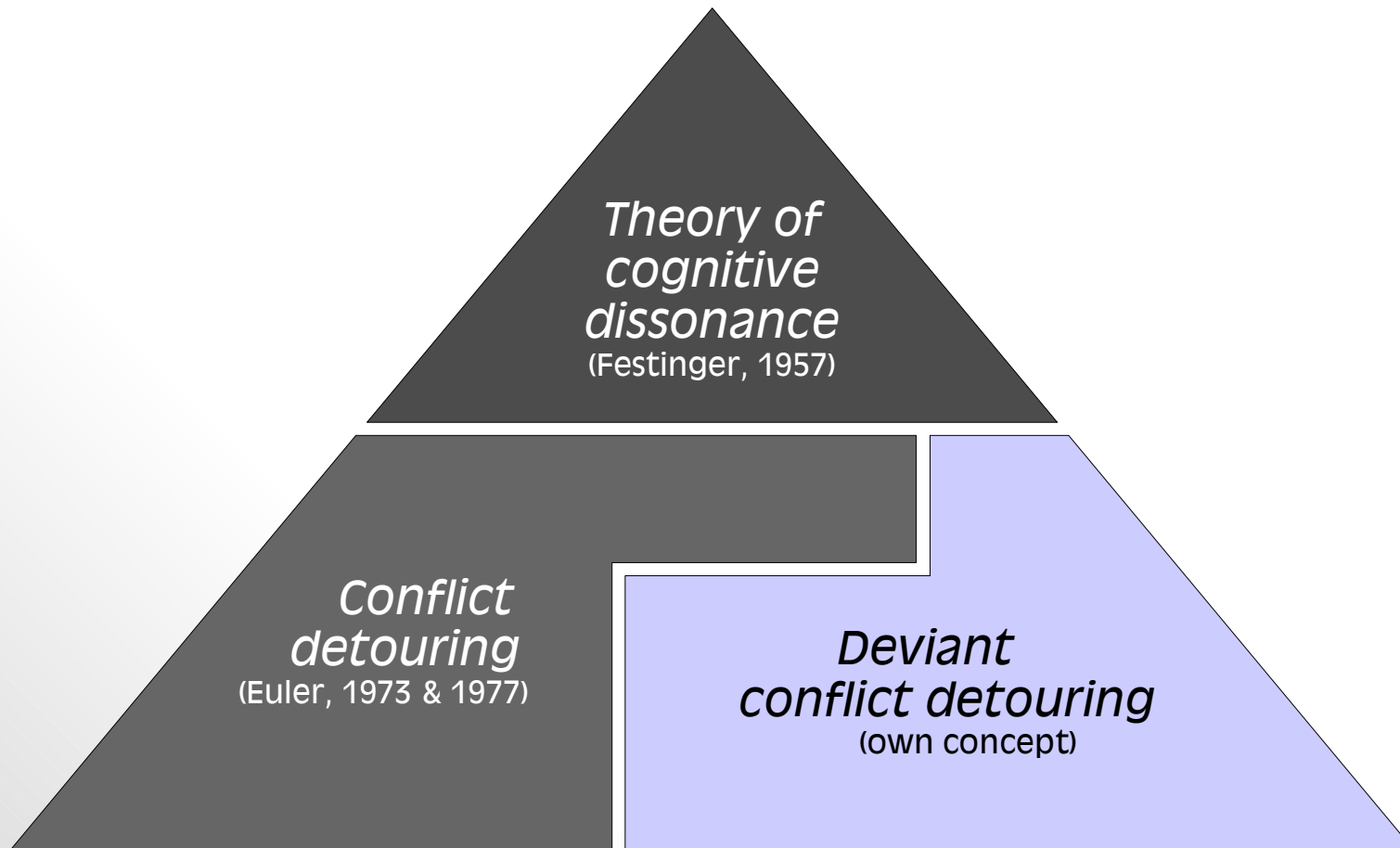
# Definition

## Mobbing is

- an informal process
- beyond customary role expectations
- where one or more single given individuals become victims
- of systematically illegitimate negative sanctioning
- within the sphere of their organisational membership;
- due to a power deficit, the victims have difficulties in controlling the situation and defending themselves

(Own source)

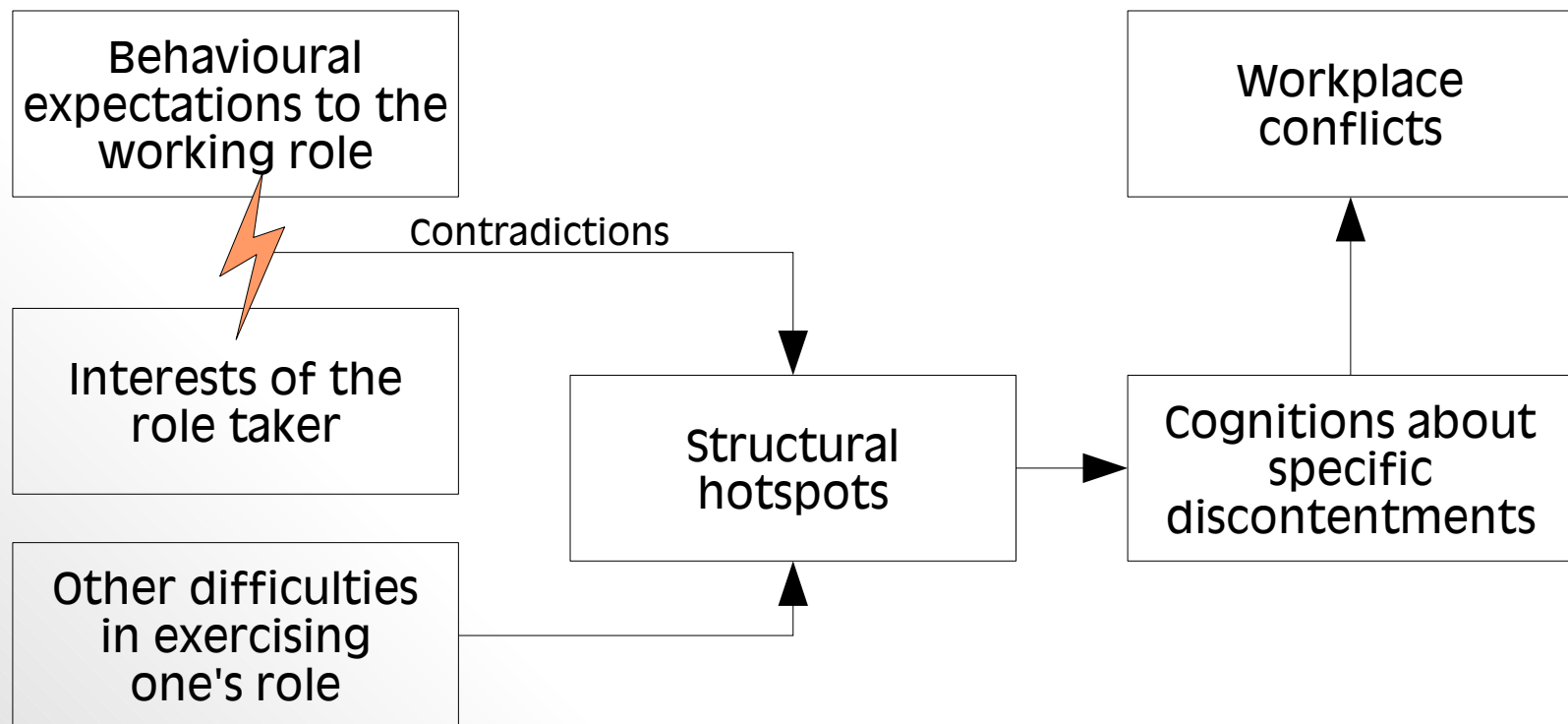
# Theoretical grounding



(Own depiction)

# Fundamentals (1/4)

## Workplace conflicts:



(Own depiction following Euler, 1973, pp. 48ff)

# Fundamentals (2/4)

Basic forms of conflict development:

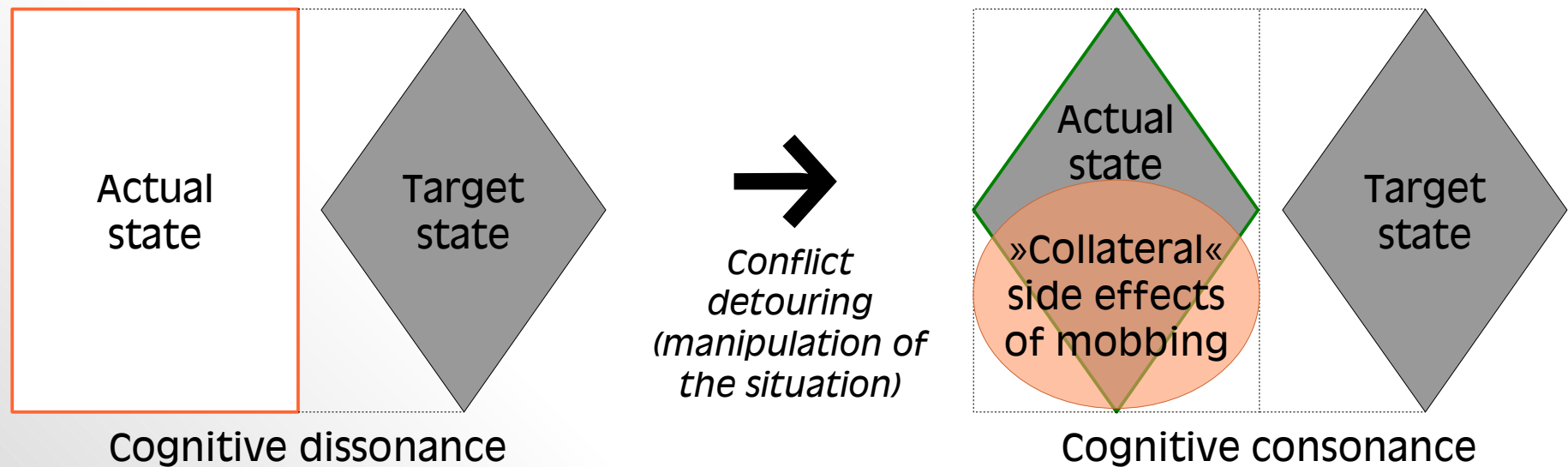
	same addressee	different addressee
same content	direct conflicting	conflict detouring by addressee displacement
different content	conflict detouring by content displacement	conflict detouring by content and addressee displacement

- hierarchical equality of the interaction partner
- high chances for interaction
- relatively easy influence on conflict content

(Source: Euler, 1973, p. 56)

# Fundamentals (3/4)

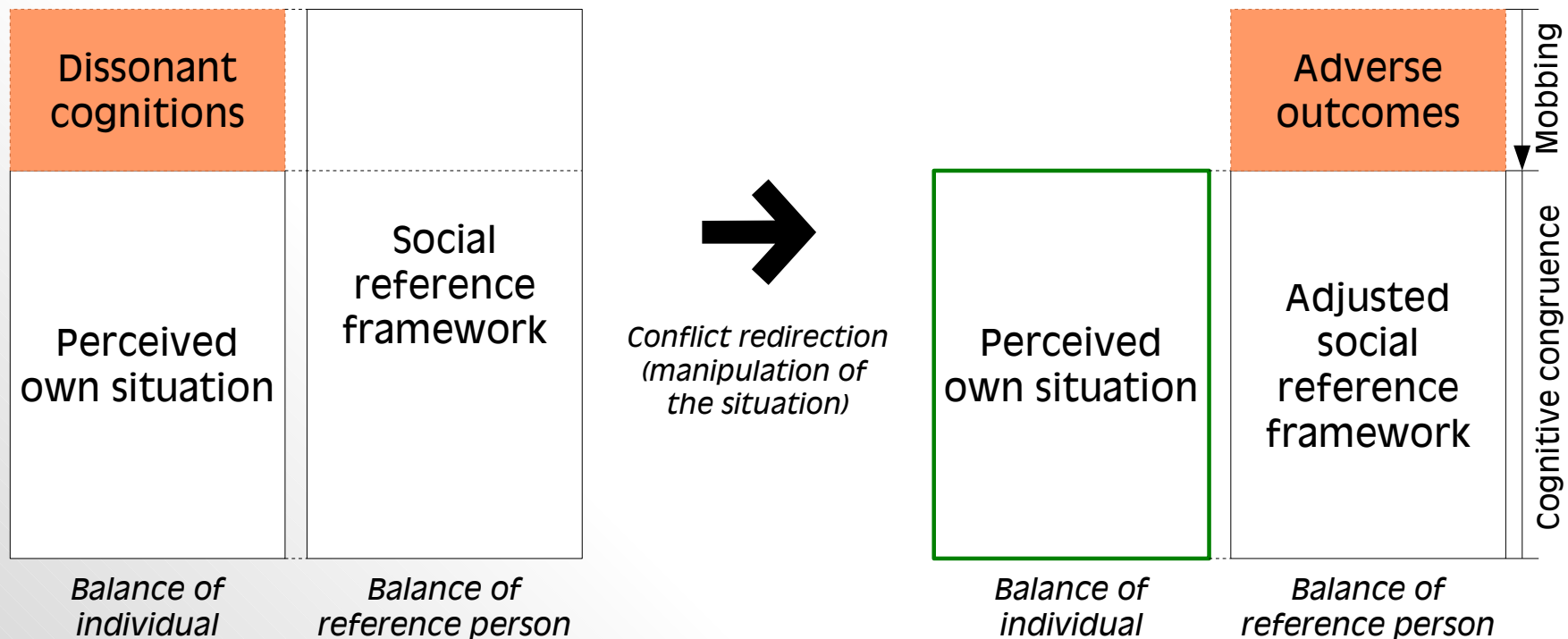
Mobbing as instrumental attempt to establish cognitive congruence:



(Own source)

# Fundamentals (4/4)

Mobbing as attempt to establish a congruent social reference framework:



(Own source)

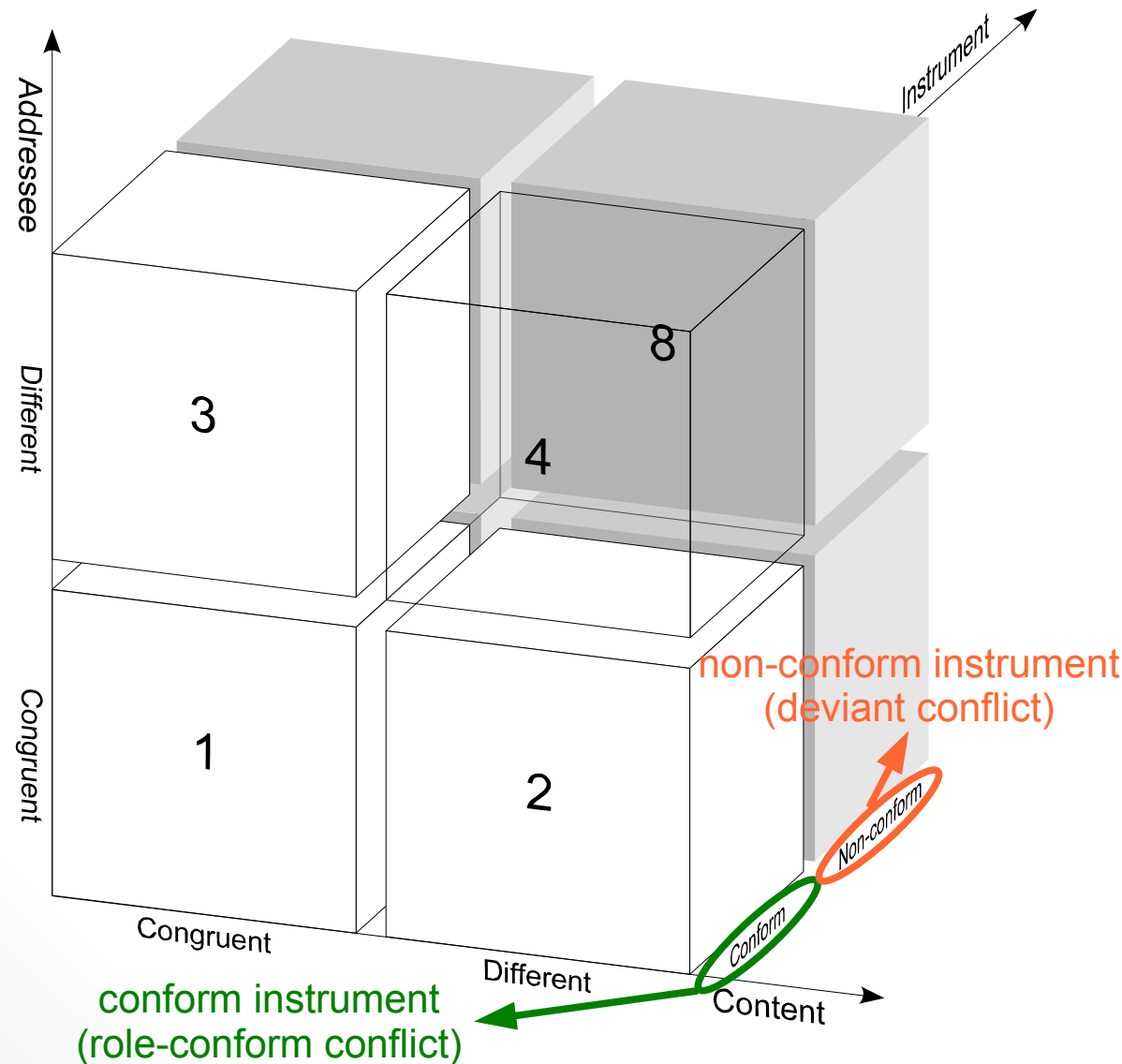
# Extended model about the basic forms of conflict development

## Role-conform conflict:

- 1: Direct conflict
- 2: Conflict detouring by content displacement
- 3: Conflict detouring by addressee displacement
- 4: Conflict detouring by content and addressee displacement

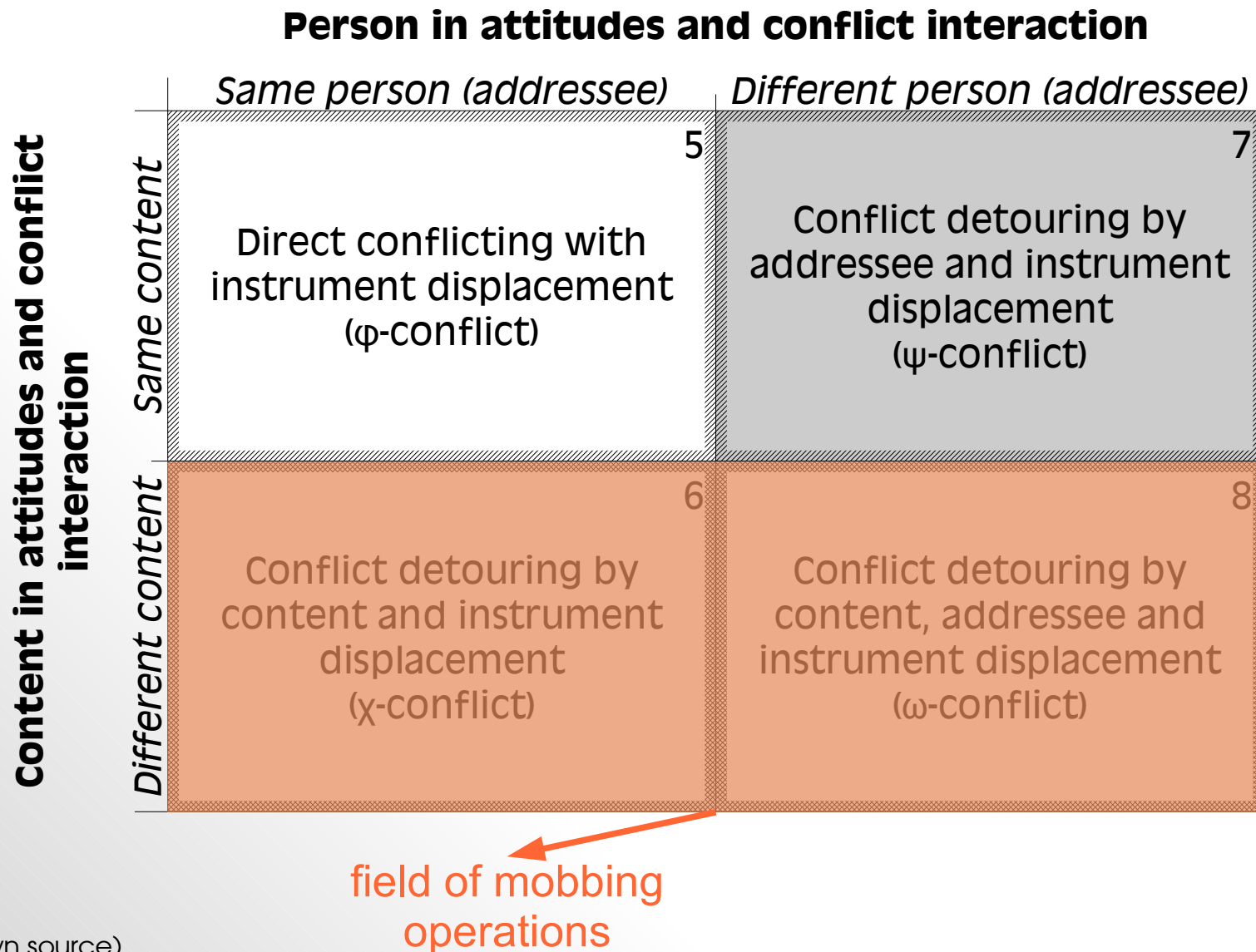
## Deviant conflict:

- 5: Direct conflict with instrument displacement
- 6: Conflict detouring by content and instrument displacement
- 7: Conflict detouring by addressee and instrument displacement
- 8: Conflict detouring by triple displacement



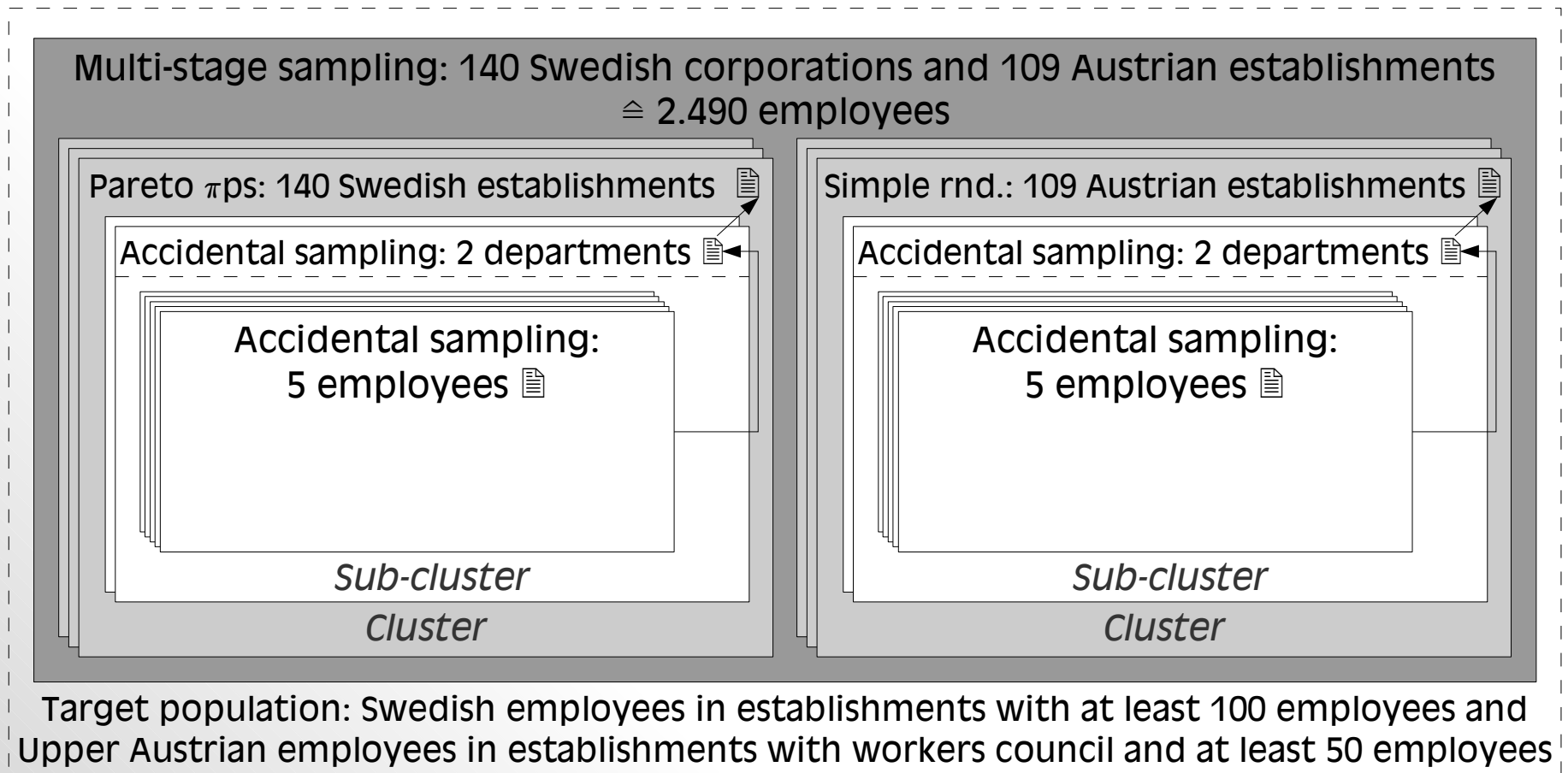
(Own source)

# Mobbing and types of deviant conflict detouring



(Own source)

# Sampling method



(Own source)

# Organisational change in the establishment and mobbing

Item		MSD1	MSD2	MSD3	MO1	MO2
Organisational change, general (filter)	$r_{xy}$	0,040	0,067	0,054	0,086	0,074
	$p(r_{xy})$	0,196	0,070	0,120	<b>0,043</b>	0,051
	N	459	480	480	398	488
Department is going to be closed down	$r_{xy}$	0,071	0,102	0,118	0,136	0,138
	$p(r_{xy})$	0,075	<b>0,017</b>	<b>0,007</b>	<b>0,005</b>	<b>0,002</b>
	N	414	433	433	356	439
People are given notice	$r_{xy}$	0,144	0,075	0,117	0,151	0,150
	$p(r_{xy})$	<b>0,002</b>	0,062	<b>0,008</b>	<b>0,002</b>	<b>0,001</b>
	N	405	426	426	348	433
Fields of responsibility are newly defined	$r_{xy}$	0,100	0,121	0,106	0,156	0,130
	$p(r_{xy})$	<b>0,021</b>	<b>0,006</b>	<b>0,014</b>	<b>0,002</b>	<b>0,003</b>
	N	413	434	434	359	442
New demands to employees	$r_{xy}$	0,072	0,098	0,083	0,086	0,102
	$p(r_{xy})$	0,065	<b>0,017</b>	<b>0,037</b>	<b>0,046</b>	<b>0,013</b>
	N	445	466	466	387	474
Salary decrease for some employees	$r_{xy}$	0,183	0,132	0,205	0,197	0,202
	$p(r_{xy})$	<b>0,000</b>	<b>0,003</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
	N	426	448	448	367	455

(Own survey)

# Leadership and mobbing (1/2)

Item		MSD1	MSD2	MSD3	MO1	MO2
Democratic leadership style (deviation of a medium level of interventions)	$\tau$	0,020	0,024	0,018	0,063	0,085
	$p(\tau)$	0,323	0,284	0,333	0,076	<b>0,020</b>
	N	459	480	480	398	488

Item		MSD1	MSD2	MSD3	MO1	MO2
Absolute level of interventions, Sweden	$\tau$	-0,045	-0,099	-0,048	-0,123	-0,117
	$p(\tau)$	0,211	<b>0,039</b>	0,193	<b>0,015</b>	<b>0,018</b>
	N	243	247	247	226	251
Absolute level of interventions, Austria	$\tau$	0,045	0,004	0,021	0,089	0,108
	$p(\tau)$	0,234	0,470	0,357	0,091	<b>0,034</b>
	N	216	233	233	172	237

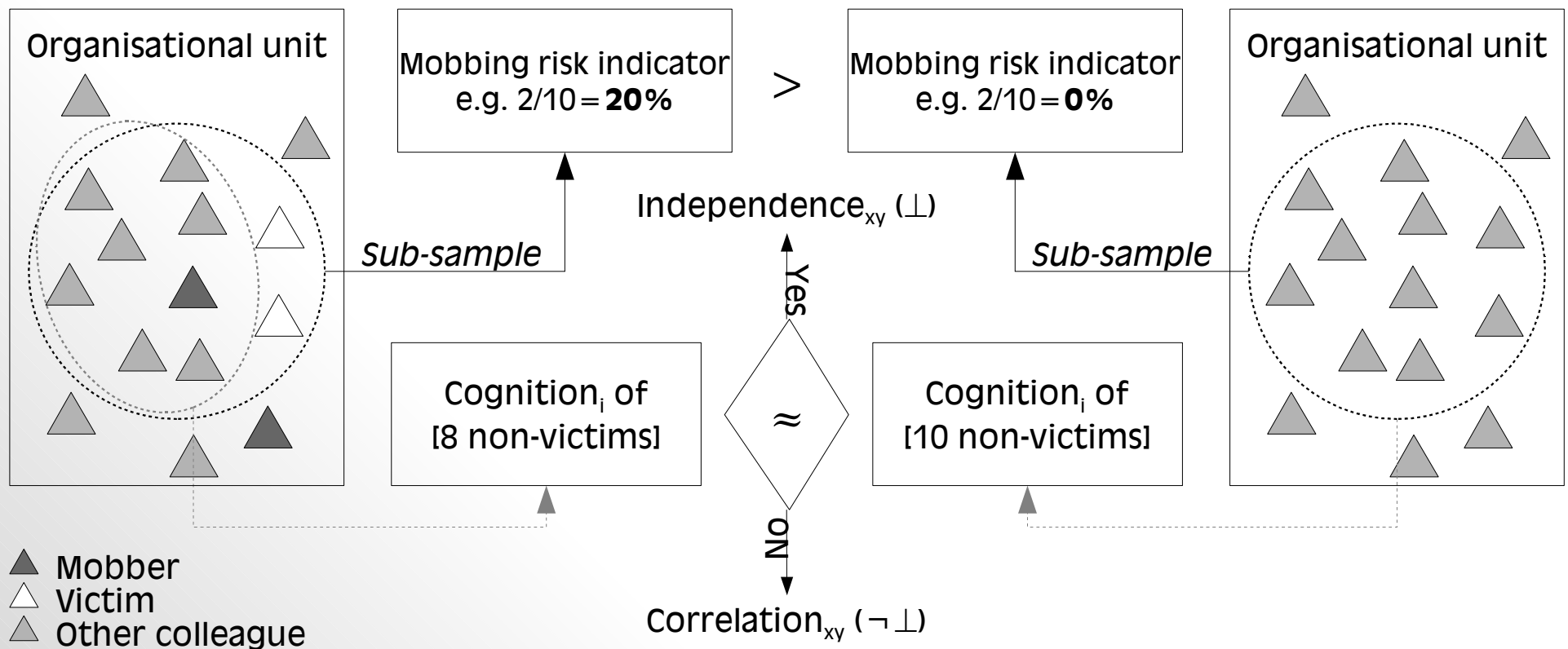
(Own survey)

# Leadership and mobbing (2/2)

Item		MSD1	MSD2	MSD3	MO1	MO2
Open communication with employees	$r_{xy}$	-0,139	-0,104	-0,107	-0,180	-0,209
	$p(r_{xy})$	<b>0,002</b>	<b>0,012</b>	<b>0,010</b>	<b>0,000</b>	<b>0,000</b>
	N	449	470	470	389	478
Cooperation between management and workers' representatives	$r_{xy}$	-0,146	-0,103	-0,116	-0,205	-0,181
	$p(r_{xy})$	<b>0,001</b>	<b>0,012</b>	<b>0,005</b>	<b>0,000</b>	<b>0,000</b>
	N	459	480	480	398	488

(Own survey)

# Getting to know the anonymous mobber



(Own source)

# End

Remarks, questions  
and discussion