



FORMS OF DESTRUCTIVE RELATIONSHIPS AMONG THE EMPLOYEES: HOW MANY ARE THERE AND WHAT IS THE EXTENT OF THE SPREAD?

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ABSTRACT

The article presents various forms of destructive behaviour of employees, briefly introducing their key features. The main idea of this article is to carry out a comparative analysis of studies after discussing the forms of destructive behaviour of employees. Results of quantitative and qualitative research published in 2006-2016 have been compared. Results of studies of destructive relationships between employees in the work environment of organizations providing public services have been reviewed.

Keywords: destructive behaviour of employees, forms of destructive behaviour of employees, mobbing, single cases of harassment, discrimination, nepotism, favouritism, cronyism, social ostracism, organizational cynicism, deviant behaviour, informal social networks, public service



1. INTRODUCTION

Relevance of research. Phenomena of destructive behaviour of employees breach functionality of relationships between employees and have a negative effect on the overall climate of the organization and quality of work.

Studies of destructive relationships of employees carried out at the global level support the effect of the phenomenon by psychological, social and economic costs (AKELLA, 2016; ALIAS; RASDI, 2015; HOLLIS, 2015; YILDIZ; LÜTFİHAK, 2015; HUTCHINSON; JACKSON, 2014; QURESHI et al., 2014; VEGA; COMER, 2005; BENNETT; ROBINSON, 2000).

Several forms of destructive relationships of employees that have received the maximum attention from the researchers are distinguished in the scientific literature. They are mobbing (AKELLA, 2016; PILCH; TURSKA, 2015; ŽUKAUSKAS; VVEINHARDT, 2015; VVEINHARDT, 2012a), discrimination (VASCONCELOS, 2015; VVEINHARDT et al., 2014; ROSENBAUM et al., 2012), nepotism (FU, 2015; ŽULOVA, 2015; JASKIEWICZ et al., 2013; KRAGH, 2012; ARASLI; TUMER, 2008), favouritism (PUČĚTAITĚ, 2016; PUČĚTAITĚ; LÄMSÄ, 2008; ARASLI; TUMER, 2008; HIPPEL, 2008), cronyism (HOLLIBAUGH, 2015; KELEŞ et al., 2011), social ostracism (WU et al., 2016; VVEINHARDT, 2016; ZIMMERMAN et al., 2016; KULKARNI; SOMMER, 2015; O'REILLY et al., 2014; YAN et al., 2014) and social loafing (RECARIO et al., 2015; KARADAL; SAIGIN, 2013; VICKERY, 2013; MEFOK; NWANOSIKE, 2012).

However, in spite of the processes of globalisation and scientific contribution of researchers to the development of research of destructive employees' behaviour, there is a lack of comprehensive research works in the sphere of social services. The studies of destructive behaviour of employees published over the recent decade are more often in work environment of universities, their context is traditionally associated with undergraduate, post-graduate or doctoral study process.

Research problem. In scientific articles deviant behaviour in the work environment is noticed and more broadly studied in the public sector (BUUNK et al., 2016; HUTCHINSON, JACKSON, 2014; MCKAY, 2014; LIU et al., 2010), however, some research in the private sector is found as well (HOLIS, 2015; SALIN, 2003). The number of studies on destructive behaviour of employees is sufficient, but socio-

cultural context, affecting the activities of political, administrative system of a country is focussed more often, therefore, it is appropriate to carry out a detailed analysis of scientific literature and to compare the results of studies carried out in different sectors of social services. It is also important to define clearly the mentioned forms of destructive behaviour of employees, highlighting their specific character. The following problem questions are raised in this research:

(1) what are the most common forms of destructive behaviour of employees analyzed in the scientific sources?

(2) what are the fundamental results of quantitative research of destructive behaviour of employees published over the last ten years?

(3) what are the fundamental results of qualitative research of destructive behaviour of employees published over the last ten years?

(4) what are the studies of destructive behaviour of employees carried out in the work environment of organizations providing public services?

Research subject: forms of destructive behaviour of employees.

The aim of the research is to carry out the comparative analysis of quantitative and qualitative research of the phenomena in order to emphasize the spread of the phenomena in the work environment of organizations providing public services after discussing the forms of destructive behaviour of employees.

The main research objectives are:

(1) to discuss the most common forms of destructive behaviour of employees analysed in scientific sources.

(2) to compare the results of quantitative research of destructive behaviour of employees published in 2006-2016.

(3) to compare the results of qualitative research of destructive behaviour of employees published in 2006-2016.

(4) to review the results of research of destructive behaviour of employees in the work environment of organizations providing public services.

Methods of research: analysis and synthesis of scientific literature, analysis of secondary data, content analysis.

2. LITERATURE REVIEW

Forms of destructive behaviour of employees. Starting from LEYMANN, a number of researchers explored the phenomenon of mobbing (LEYMANN, 1990; 1993, 1995, 1996; BJÖRKQVIST; ÖSTERMAN et al., 1994a, 1994b; ZUSCHLAG, 1994; NEUBERGER, 1994; DIERGARTEN, 1994; KNORZ; ZAPF, 1995; NIEDL, 1995; EINARSEN; SKOGSTAD, 1996; VARTIA-VAANANEN, 1996; EINARSEN; RAKNES, 1997; RAYNER; HOEL, 1997; QUINE, 1999). Many of these scientists have researched mobbing in various aspects: H. Leymann (1990) discussed it as psychological terror at work, K. Björkqvist, K. Österman and colleagues (1994b) as aggression among employees of the university and hidden gender aggression, B. Zuschlag (1994) as harassment and bullying, O. Neuberger (1994) analysed mobbing as “playing bad games” in organizations, M. Vartia-Vaananen (1996) analysed the relationship of mobbing and organizational climate, etc. Mobbing is identified as a long-term, purposeful pressure, intimidation using psychological measures. Characteristics of mobbing are defined by psychological pressure, group participation, long-term, purposeful action. Most researchers emphasize that to detect and recognize such negative phenomena as the cases of harassment, they should be repetitive (EINARSEN; SKOGSTAD, 1996; VARTIA-VAANANEN, 1996; HOEL et al., 2003; SALIN, 2005). H. Leymann (1993) describes mobbing as negative behaviour that lasts for at least half a year, and is repeated at least once a week. This definition is perhaps the best to reflect the aims of the attacker – to create the environment full of permanent fear and threat to the victim.

Nepotism in the work environment can be of two forms (PADGETT; MORRIS, 2005): cross-generational nepotism and paired employees (Table 1). Cross-generational nepotism is based on employment of members of the family (two or more generations), and it usually happens in family-owned companies that relatives or grandchildren are employed. The term “paired employees” is related to the relationship between the husband and wife at work. This form is seen as more controversial in the world of business taking into account the increasing occurrence of the phenomenon, when one of the spouses applies for a position in the same organization where the partner works without knowing this. There are very common conflicts between the partners, who work in the same organization and their relations become strictly subordinated (PADGETT; MORRIS, 2005).

It is also important to review the variants of nepotism: favouritism and cronyism. On the basis of I-Pang Fu (2015), favouritism as well as nepotism and cronyism is identified with deviant behaviour in the business world, based on merit. Since these phenomena are associated with offences and defiance of individual or group norms, the analysis must take into account ethical principles – fairness, critique, supervision and profession (SHAPIRO; STEFKOVICH, 2011). According to Ozler et al. (2011), favouritism means preference for those who are more efficient and competent in individual participation in the labour processes. Favouritism is common in organizations. Ponzo and Scoppa (2010) distinguished group favouritism, which reduces the cost of recruitment. Nadeem et al. (2015) emphasize the positive effect of this phenomenon on the productivity. J. Vveinhardt and L. Petrauskaitė (2013) highlight the genetic context of kinship, characteristic of nepotism, which is uncharacteristic of phenomena of favouritism and protectionism. Favouritism is associated with emotional content – it can occur as benevolence in the absence of any direct or indirect tangible benefit, and protectionism is associated with systematic pursuit of benefit by illegal measures.

Table 1: The most frequently analysed forms of destructive behaviour of employees

Title	Concept	Authors (year)
Mobbing	Direct or indirect aggression in the workplace by one or more employees exercised systematically and for a longer period of time, in the situation where a person suffering from it is experiencing difficulty in defending himself	Buunk et al. (2016); Bergbom et al. (2015); Hollis (2015); Pilch, Turska (2015); Brudnik-Dabrowska (2014); Kostev et al. (2014); Vveinhardt et al. (2014); Qureshi et al. (2014); Brewer, Whiteside (2012); Carnero et al. (2012); Vveinhardt (2012a), Vickers (2009); Martin (2000)
Single cases of harassment	Actions, having the goal to cause mental (and sometimes physical) pain. These actions are directed against one or more persons. Duration and frequency of the actions are not defined.	Akella (2016); Cheung et al. (2016); Hutchinson, Jackson (2014); McKay (2014), Bowen et al. (2011)
Discrimination	Restriction of a person's rights or the provision of certain privileges with regard to the features of gender, age, race, nationality, language, origin, social position, religion, beliefs in the work environment.	Hollis (2016); Vasconcelos (2015); Vveinhardt et al. (2014), Hrast et al. (2013); Berry, Bell (2012); Rosenbaum et al. (2012); Mavin (2008); Trevino, Nelson (2004), Jonsson (2001)
Nepotism	Illegal form of patronage, based on family ties.	Fu (2015); Žulova (2015); Jaskiewicz et al. (2013); Žukauskas, Vveinhardt (2013); Padgett, Morris (2005)

	The problem of business ethics, where work relationships are based on criteria of fellowship, kinship.	Pučėtaitė (2016), Vveinhardt (2012b); D'Cruz, Noronha, (2011); Paliduskaitė (2011); Vosyliūtė (2010); Pučėtaitė et al. (2010); Ralys (2010); Pruskus (2003)
	Nepotism is discrimination as well as exclusion by gender or belonging to an ethnic group, only in this case the discrimination is related to the family, money, interest group and benefit.	Kang, Kim (2016); Sarpong, Maclean (2015); Vveinhardt, Petrauskaitė (2013); Arasli et al. (2006); Mutlu (2000)
	The concept is used in parallel with bribery, protectionism, corruption, tax evasion, electoral bribery.	Yanga, Amoako (2013); Vveinhardt (2012b); Piliponytė (2004)
	Manipulation in staff competitions.	Onoshchenko, Williams (2014); Yanga, Amoako (2013); Pivoras (2012)
Favouritism	Preference to the persons who are more efficient and competent in individual participation in the work process.	Fu (2015); Nadeem et al. (2015); Ozler et al. (2011); Ponzio, Scoppa (2010); Arasli, Tumer (2008)
	Favourable behaviour of the heads of the organization with the employees with whom they have friendly relationships, regardless of their productivity, effort and motivation.	Pučėtaitė (2016), Pučėtaitė, Lāmsā (2008)
Cronyism	Granting high positions, honorary names to friends, often occurring in the public service.	Pučėtaitė (2016), Vasiljeviene (2006), Trevino, Nelson (2004)
Nepotism favouritism cronyism	Patronage in both the public and private sectors, providing exclusively preferential treatment for representatives of a certain social network.	Safina (2015); Vveinhardt, Zygmantaitė (2015); Arasli, Tumer (2008)
Social ostracism	Social exclusion because of the individual characteristics, attitudes in the work environment.	Gkorezis, Bellou (2016); Mok et al. (2016); Wu et al. (2016); Vveinhardt (2016); Zimmerman et al. (2016); Kulkarni, Sommer (2015); Scott et al. (2015); Gamian-Wilk (2013); Leung et al. (2011); Ferris et al. (2008); Kerr et al. (2008), Hitlan et al. (2006)
	This is ignoring one or more persons or exclusion from a group of individuals, which is difficult to identify as it appears as punishment for an individual's behaviour or aggression.	Ogurlu (2015), Thau et al. (2015); Sealey (2015); Scott et al. (2014); Renn et al. (2013); Nezelek et al. (2012);
	It can also be seen as intentional social isolation planned in advance in order to cause negative emotions, reducing the individual's self-esteem.	O'Reilly et al. (2014); Cullen et al. (2014); Yan et al. (2014); Poon, Chen (2014); Zhao et al. (2013); Tambulasi (2009)
Social loafing Other phenomena defining destructive relationships of employees	This is a phenomenon characteristic of persons working a group, when they make less effort to perform a task, and the result depends on the joint efforts of members of the group and the sum of the contributions.	Recario et al. (2015); Karadal, Saigin (2013); Vickery (2013), Mefok, Nwanosike (2012), Van Dick et al. (2009); Liden et al. (2004); Tata (2002); Williams et al. (1981)
	Organizational cynicism is a negative attitude, which consists of the belief to make an influence on the behaviour of other individuals, with a view to united, better work in the organization.	Togonz, Yilmaz (2008)

	Organizational cynicism is a negative attitude to the organization, in which one works. Procedures, processes and organizational management are evaluated negatively, and it is believed that all of this works to the disadvantage of the employee.	Altinkurt, Ekinci (2016); Aslam et al. (2016); Scott, Zweig (2016); Tekiner, Tavas (2016); Yildiz, Şaylıkay (2014); Wilkerson et al. (2008); Naus et al. (2007); Davis, Gardner (2004)
	Organizational cynicism is the passive behaviour of individuals in the work environment, which results from emotional and physical burn-out.	Vétaité et al. (2010); Williams et al. (2009)
	Depersonalization (cynicism) is a perfunctory attitude to work carried out and duties, indifferent or negative reaction to colleagues; reduced personal achievements. In the work environment it is expressed by the feeling of incompetence, lack of achievements and effectiveness.	Simha et al. (2014); Schaufeli, Salanova (2011); Shepherd et al. (2011);
	Cyber-loafing is a negative phenomenon, when the Internet is used for personal matters during work time, imitating work activities to colleagues and managers.	Çınar, Karcıoğlu (2015), Messarra et al. (2011)

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3. QUANTITATIVE METHODS AND RESEARCHES

In order to determine what instruments are used to research the forms of destructive behaviour of employees, analysis of scientific publications, which present the results of quantitative studies, was carried out (Table 2). The latest scientific publications in the journals, referred in Thomson Reuters Web of Knowledge and (or) Scopus and other databases were analysed. Taking into account the recent studies, the forms of destructive behaviour of employees are supplemented by religious and gender discrimination, and cyber-loafing. After completion of the initial review, it should be stated that most studies were carried out to investigate the destructive relationships between teenagers, but deviant behaviour occurs and is researched in various sectors (science and education, health care, transport, telecommunications, etc.).

Table 2. Destructive behaviour of employees: quantitative studies of 2006-2016

Forms	Sample	Results of the research	Authors	Year of publishing
Mobbing	N=2625 (patients of a psychiatric hospital, who experienced mobbing in	Most persons who experienced mobbing suffered from depression (32.7%), and sleep disorders (20.4%). 11.9% of persons also suffered from digestive system disorders, in 9.7% of the persons anxiety occurred.	Kostev, K., Rex, J., Waehlert, L., Hog. D., Heilmaier,	2014

Forms	Sample	Results of the research	Authors	Year of publishing
	2003-2012 in Germany)		C.	
	N=207 (employees of restaurants in Norway)	Regression model includes the team level (climate factors) and the individual level (personality traits). Statistical significance is found only with long-term bullying.	Mathisen, G. E., Ogaard, T., Einarsen, S.	2012
Single cases of harassment	N=1313 (transport sector employees in Poland)	It was found that women were usually more exposed to bullying than men ($z = -1.999$; $p < 0.05$). Women suffer more bullying than men from colleagues in the workplace ($Z = -2.712$; $p < 0.01$), firstly: most bullying from colleagues, which does harm to the image of the employee ($z = -2.922$; $p < 0.01$) and bullying, which has a negative effect on social relationships ($Z = -3.004$; $p < 0.01$). Individuals with management experience are bullied more often ($z = -2.762$; $p < 0.01$). Managing persons are bullied more often than individuals with lower-ranking positions ($Z = -2.260$; $p < 0.05$).	Drabek, M., Merez, D.	2013
	N=3112 (employees of 25 different companies in Italy)	50.9% of men (10-18 years old) have more often experienced single cases of harassment in the Internet than in the real-world communication. 14.5% of the employees have experienced bullying in work environment, and 85.5% employees have never experienced bullying from their colleagues or employers.	Giorgi, G., Arenas, A., Leon-Perez, J. M.	2011
	N=432 (schoolchildren of the 8 th grade)	It was found that 67% of the respondents were called "nerds" because of their appearance or abilities. 46% of the respondents experienced at least one of the 13 forms of bullying (calling names, bullying, threats, pushing, dropping books from the desk, fighting, etc.) when learning in the 6 th grade. Such bullying was most frequently experienced by boys.	Peterson J. S., Ray K. E.	2006
Religious discrimination	N=80 (persons of Rastafari religion in South Africa)	41.5% of the persons who have a feeling of commitment to the employer have experienced discrimination.	Van der Walt, F., Mpholo, T. S., Jonck, P.	2016
Gender discrimination	N=362 (employees in China)	It was found that gender and gender comparison fully mediated the relationship between strength of gender identification and perceived gender discrimination. The authors also found that gender comparison and perceived gender bias against women partially mediated the relationship between gender and perceived gender discrimination.	Foley, S., Ngo, H., Loi, R., Zheng, X.	2015

Forms	Sample	Results of the research	Authors	Year of publishing
Nepotism favouritism cronyism	N=440 (telecommunications sector employees in Pakistan)	Nepotism, favouritism, and cronyism are directly related to the job satisfaction in the telecommunications sector in Pakistan and have a positive effect on productivity.	Nadeem, M., Ahmad, R., Ahmad, N., Batool, S., R., Shafique, N.	2015
Social ostracism	N=244 (secondary school students evaluated using Rosenberg self-esteem scale)	Self-esteem and perceived social competence was negatively related with ostracism and loneliness. In addition, ostracism positively correlates with loneliness. Ostracism also had a negative impact on self-esteem.	Cetintas, K., Saricam, H.	2016
	N=94 (5-8 th grade students with special abilities, attending a day centre in Bakcilar, Istanbul, in Turkey)	It was found that there is a relationship between high intelligence and social ostracism. Ostracism increases with the increasing level of intelligence. The cases of social ostracism are more likely to occur in 8 th grade schoolchildren than in those learning in the 6 th or 7 th grades.	Ogurlu, U.	2015
	N=376 (9-12 th grade students in Northern India)	25% of respondents experienced social isolation within the last 30 days. It was found that girls suffered from psychological violence more often than boys.	Sullivan	2006
Social loafing	N=259 (girls, handball players in Norway)	Fairness is statistically significant when compared to professionalism and statistically insignificant compared to the team climate. Professionalism correlated with the commitment to the team and the expertise of the team and task cohesion. Social loafing in the team is statistically insignificant.	De Backer, M. Boen, F., De Cuyper, B., Hoigard, R., Vande Broek, G.	2015
Cyber-loafing	N=360 (public sector employees in Erzurum, Turkey)	It was found that there is no relation between cyber-loafing and organizational civic behaviour. The relationship between cyber-loafing and demographic characteristics (age, marital status, position) was found.	Cinar, O., Karcioglu, F.	2015
Cyberbullying	N=19406 (11-16 year old teenagers in Europe, 50% girls), applying SDQ-Strengths and Difficulties Questionnaire	Multinomial logistic regression analysis showed that compared with those who took part in initiation of electronic harassment online, but view the web content related to suicide, it was more frequent for victims of bullying, rather than for bullies. Viewing of web content related to self-harm was higher for all cyberbullying roles, in particular for cyberbully-victims. In addition, investigating the relationship between cyberbullying roles and viewing suicide-related content online, statistical insignificance in respect of psychological problems was found.	Görzig, A.	2016

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4. QUALITATIVE METHODS AND RESEARCHES

Empirical research is revealed in the paradigm of social constructivism. These are the basic philosophical attitudes, which a qualitative study is based on. Social constructivism enables to know the reality perceived by the individuals and groups through its common development (BROWN; BAKER, 2007; BERGER; LUCKMAN, 1999) – how a social phenomenon is formulated and institutionalized. According to the paradigm of social constructivism, individuals themselves construct through interactions with each other common meanings, used in the work environment, interpreting the elements of their social and cultural life. However, this does not mean that individuals always have the unanimous agreement on each situation. There are a lot of subjective and contradictory perceptions based on certain validity, competing in social or deviant situations. Therefore, the critical role in the paradigm of social constructivism falls to the language presented with the help of discourse: verbal language, written text, socially understandable gestures, which are then reflected in the sequence of behaviours. They are directed to a specific goal, focused on the changes, which means that individuals must agree on certain values and tolerate it. The qualitative studies of the latter decade are reviewed in Table 3.

Table 3. Destructive behaviour of employees: qualitative studies of 2011-2016

Forms	Sample	Results of the research	Authors	Year of publishing
Mobbing	N=161 (university students)	Continuation responsibility and autonomy among the victim of mobbing and bystanders are directly related. Females, helping the victims of mobbing showed sympathy and greater willingness to help, and the victims of mobbing elicited less anger.	Mulder, R., Bos, E., Pouwelse, M., van Dam, K.	2016
	N=826 (private and public sector employees in Ankara)	Mobbing directly influences stress at work and causes the burnout syndrome.	Erol, Y., Oztoprak, M. T.	2015
	N=20 (employees of different sectors who experienced mobbing and looked for help in the help centre in Turkey – 13 persons, working	Five aspects to overcome mobbing in work environment have been identified: avoidance, patience – confrontation, threats to personal health – applying for help, despair – destructive actions, surrender – leaving	Karatuna, I.	2015

Forms	Sample	Results of the research	Authors	Year of publishing
	in the public sector)	work.		
	N=384 (banking sector employees in Turkey)	It was found that 32% of persons admitted the fact they have become victims of workplace mobbing, 56% said they faced the expressions of mobbing one or more times during the work time in the banking sector. 66.9% of persons stated that the cases of mobbing were initiated by their manager.	Gok, S.	2011
Single cases of harassment	N=6299 (8-18 year old persons in the Netherlands)	50.9% of men (10-18 year old) have more commonly experienced single cases of harassment online than in the real communication.	Kerstens, J., Veenstra, S., Jaishankar, K	2015
	N=7000 (12-18 year old persons in Turkey)	11% of the participants stated that they have experienced single cases of harassment and therefore felt humiliation, 69% said that bullying was initiated by their friends or colleagues.	General Directorate of Family and Community Services	2013
Social ostracism	N=58 schoolchildren	It was investigated whether the persecution experience at school is related with ostracism in the virtual environment of the Cyberball game. Two groups have been compared: 26 victims of mobbing, and 32 schoolchildren who haven't experienced bullying (the average age 12.12). After the Cyberball game, the condition of ostracism in students who have experienced bullying occurred by significantly less emotions on the meaningful existence compared with the students who haven't experienced bullying. The results show that the students, who had suffered from bullying before, are more affected by the experience of social exclusion than the students who have not experienced bullying or the victim syndrome.	Ruggieri, S., Bendixen, M., Gabriel, U., Alsaker, F.	2013
	N=146 (persons of different age)	Very high social ostracism occurs in individuals with Asperger's syndrome, because of communication or clothing. Recommendations to	Richards, J.	2012

Forms	Sample	Results of the research	Authors	Year of publishing
		formalize the nature of work to people with Asperger's syndrome and to define the norms of behaviour to reduce social ostracism are provided.		
Social loafing	N=158 private and public sector employees in Turkey)	Social loafing is not related to perception of citizenship (statistically insignificant). Gender and marital status are related to citizenship and social loafing.	Karadal, H. Saygin, M.	2013

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5. RESEARCH OF DESTRUCTIVE BEHAVIOUR OF EMPLOYEES IN THE WORK ENVIRONMENT OF PUBLIC SERVICE ORGANIZATIONS

P. Drentea (1998), E. Boxman et al. (1991), J. H. Braddock and J. Mcpartland (1987) investigated the stress experienced because of promotion in informal social networks in accordance with neoclassical concept of economics in homogeneous labour markets. However, M. Granovetter (1974) argued that the persons who have found a job by informal methods in social networks have a better access to labour market information, due to higher income and status, higher job satisfaction occurs. Table 4 briefly provides an overview of the outcomes of destructive relationships between employees in the work environment of organizations providing public services.

Table 4. Destructive behaviour of employees in the work environment of public service organizations

Phenomenon	Sample	Tool / method	Results of the research	Authors	Year of publishing
Mobbing	N=30 (social workers, psychologists, therapists, and others working in the children's homes, children's day care centres in the Czech Republic)	Interview	Most of the respondents (14%) said they experienced verbal and psychological violence, occurring in various forms – as malicious rumours, backbiting, offensive sexist jokes, threatening swear-words. It was found that long-term verbal bullying is tolerated because of the respondents' old age and fear of losing their job. Those persons who do paperwork and do not provide social services for children did not become the victims of mobbing.	Zigman, O.	2014

Phenomenon	Sample	Tool / method	Results of the research	Authors	Year of publishing
	N=1775 (public sector employees – the Confederation of Norwegian Enterprises and the Norwegian Association of Local and Regional Authorities / the National Insurance Administration of Norwegian Government)	Questionnaire	Partial support for Leymann's assumption that long-term bullying at work will lead to social exclusion in the work environment was found. Logistic regressions showed that victims of bullying changed their work more often than individuals who were not bullied during the research. The results of the research also showed that victims of bullying have left the work more often than the persons who have not experienced long-term bullying. However, most victims are still working full time or part time two years or later.	Berthelsen, M., Skogstad, Lau, B., Einarsen, S.	2011
Gender discrimination	N=80 (23 women and 7 men from 12 different academic institutions)	Interview	Results of the research suggest that discrimination of women in Lithuanian academic institutions is prohibited, but it exists. Women feel shame and fear to submit evidence of discrimination, as discrimination is ignored. Standards and norms of conduct are not clearly defined, therefore, the respondents believe that the complaints of women are discriminated and cause double dissatisfaction or emotional outbreak.	Vasiljevičė, N., Pučėtaitė, R.	2009
	N=26 (female counsellors in a sports club in Russia)	Interview	Discrimination of women based on the age was found. The standards for this profession for the middle-age and middle-class women to meet the masculine standards of physical capacity – „fit into a glass slipper“.	Adamson, M.	2015
Social ostracism	N=191	Interview	The results of the research showed that the state investment in involvement of the stigmatized members of the public in the labour market and in the promotion of socialization cannot be limited to physical provision of the place of work and adaptation of the workplace to the individual needs, while ignoring the factors of psychological comfort which depend on the management culture of the	Vveinhardt, J.	2016

Phenomenon	Sample	Tool / method	Results of the research	Authors	Year of publishing
			organization. The formal status of a social enterprise granted by the state may be perceived and is treated in practice of activities of companies as a specific business niche, without forming the values of the social enterprise, stemming from the perception of social responsibility. Formal requirements of adaptation of physical working environment for persons with disabilities do not solve and cannot solve the issues of psychological safety and indirect discrimination of employees, and can cause additional traumas resulting from social exclusion and psychological pressure in employees' relationships.		
Organizational cynicism	N=436 (teachers)	Teachers' Occupational Professionalism Scale and Organizational Cynicism Scale used	Professionalism of teachers' work was high, and their organizational cynicism was of a medium level. Negative relation between the employees' professionalism and their cognitive level was identified. Affective cynicism level was found. According to regression analysis, only contribution to the organization as one of the four sub-dimensions of professionalism was a significant predictor of cognitive and emotional cynicism.	Altinkurt, Y., Ekinci, R.	2016

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6. CONCLUSIONS

Although the research of destructive behaviour of employees is quite segmented, three main areas can be distinguished. The first area includes the direct colleagues' violence, which is identified as mobbing, single cases of harassment, social ostracism, discrimination, organizational cynicism. The object of the second research area can be identified as the abuse of position by appropriating the resources of the organization or corruption and covers such aspects of the behaviour as nepotism, favouritism and cronyism.



The third area of research includes toadyism in organizations, occurring as social loafing and one of its forms – cyber-loafing. On the one hand, segmentation of research to narrow aspects allows exploring the phenomenon in more details, on the other hand, it does not give much value if we want to see the overall picture.

For example, the existence of mobbing, social ostracism and nepotism with its different ways of expression shows the existence of certain social networks, but there is a lack of research to evaluate relations of the general context of formation of such networks with the different forms of deviant behaviour.

Results of the research show that the forms of destructive relationships in the work environment have a negative impact on the physical and psychological health of employees, their productivity, motivation, job satisfaction, health, work and induce quitting a job. Although the relationship between the victims of negative behaviour and their gender has been highlighted, there is a lack of research to assess the relationship of negative behaviour in the young age with the negative behaviour in the older age, i.e. in the work environment. In addition, there is a lack of research, in which the negative behaviour would be studied in different areas of occupational activities using the same method of quantitative research.

Similarly, in the case of qualitative research the differences in methodological approach between the researchers that don't let compare findings of the studies and derive common regularities when analysing the causes, are highlighted. The above mentioned problems become apparent also when looking at the research of destructive relationships between employees in the sphere of social services, focussing on some of the most frequently researched areas does not help the possibility of optimal use of the results in the broad diversity of the sector.

Therefore, there is a relevant need for future studies that would cover a wider context of professional activities and cross-sectoral context, allowing outlining trajectories of different kinds of deviant behaviour in the work environment.

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