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### **Means of Neutralizing Abusive Behavior in Enterprise Management**

**Abstract. Introduction.** Each enterprise or organization is a complex socio-economic system that combines various material elements, human resources and informational connections in the production process. Leaders in any business must exercise caution in the exercise of their power and refrain from destructive and abusive behavior. In general, a large number of business leaders are tolerant of their employees, but some are not and abuse their power by mistreating their employees. This article is devoted to abusive behavior in management and means of its neutralization. Abusive behavior can be the cause of conflicts, deterioration of communication and decrease in the efficiency of team work.

**Purpose.** The purpose of this article is to research means of neutralizing abusive behavior in enterprise management. The tasks of this article are to determine the general essence of the concepts of "abuse", "abuser", "abusive behavior" and to investigate the concept of abusive behavior in enterprise management and to determine the main ways of solving this problem.

**Results.** The author describes various forms of abusive behavior, such as intimidation, manipulation and discrediting, and also considers the main methods of neutralizing abusive behavior, such as the use of psychological techniques, maintaining emotional calm, increasing the level of emotional intelligence and developing leadership skills. It was determined that abuse as a type of psychological manipulation and social influence is carried out with the aim of covertly introducing certain attitudes into the psyche of the person who is the victim of the abuser, which are not the actual needs of the victim.

**Conclusions.** The author proved that abusive behavior in management is a rather negative phenomenon and affects various aspects of the activity of any enterprise. The main task is to detect this behavior in time and to stop it as soon as possible by all existing methods in order to normalize the further activities of the enterprise.

**Keywords:** enterprise management; abuse; abusive behavior; communications; professional relations; means of neutralization.

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### **Засоби нейтралізації аб'юзивної поведінки в менеджменті підприємств**

Кожне підприємство чи організація є складною соціально-економічною системою, яка поєднує у виробничому процесі різноманітні матеріальні елементи, людські ресурси та інформаційні зв'язки. Лідери будь-якого підприємства мають бути обережними, застосовуючи свою владу, й мають утримуватися від деструктивної та аб'юзивної поведінки. Загалом, велика кількість керівників підприємств є толерантними до своїх співробітників, але деякі не є такими і зловживають своєю владою, погано поводяться зі своїми співробітниками. Стаття присвячена аб'юзивній поведінці в менеджменті та засобам її нейтралізації. Аб'юзивна поведінка може стати причиною конфліктів, погіршення комунікації та зниження ефективності роботи команди.

Метою даної статті є дослідження засобів нейтралізації аб'юзивної поведінки в менеджменті підприємства. Завданнями даної статті є визначення загальної суті понять «аб'юз», «аб'юзер», «аб'юзивна поведінка», дослідження поняття аб'юзивної поведінки у менеджменті підприємств і визначення основних шляхів вирішення даної проблеми.

Виділено різні форми аб'юзивної поведінки, такі як інтимидація, налякання, маніпулювання та дискредитація, надано їм характеристику, а також розглянуто основні методи нейтралізації аб'юзивної поведінки. Серед них можна виділити такі: використання психологічних прийомів, збереження емоційного спокою, підвищення рівня емоційного інтелекту та розвиток лідерських навичок.

Авторами доведено, що аб'юзивна поведінка в менеджменті є досить негативним явищем, вона впливає на різні аспекти діяльності будь-якого підприємства. Основним завданням менеджерів всіх рівнів управління є вчасне виявлення даної поведінки та якомога швидше зупинення всіма існуючими способами для нормалізації подальшої діяльності підприємства.

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**Formulation of the problem.** The current behavior in management can be very harmful to the psychological state of workers and the productivity of the company as a whole. The management of the company is the case when the leader acts in such a way as to maneuver the control sphere for the sake of personal benefit at the expense of the followers, while avoiding the main managerial responsibility.

Managers of firms, organizations or certain departments are frightened by their employees, love control and are led by two phenomena: emotional behavior (reaction of the employee to his toxic actions) and attention.

Corporate behavior in management is a serious problem, which can negatively affect the psychological condition and productivity of workers. This may include various forms of behavior, such as violence, prevention of development, discrimination, threats and others.

Studies show that the behavior of the abu can lead to stress, anxiety, depression and other negative consequences for workers. In addition, this can result in reduced productivity and increased waste.

**Analysis of recent research and publications.** Scientists with enthusiasm have studied the behavior of the leaders of organizations, ranging from leaders and top management. Organizational leadership is responsible for the social process of influence on the mood, emotions, actions and opinions of employees. The leaders, with positive attitude, mostly motivate their followers to share their vision and to increase their inner skills and skills. C. Nedostup and T. Cherkasy [1] in its work considered ab'yus as a social-psychological method of manipulation and noted that unlike other methods of manipulation, this is more difficult to identify.

T. Kozlova [2] has identified the ab Management as one of the main problems of labor relations at enterprises.

In general, there is little research on this problem and ways to solve it today, but this topic is relevant for further studies.

**Formulation of research goals.** The purpose of this article is to study the means of neutralization of the ab'yusic behavior in the management of the enterprise. The purpose of this article is to determine the general essence of the concept of "abuse", "abuser", "abusive behavior" and to study the concept of the ab'yusvna behavior in the management of the enterprise and to determine the main ways of solving this problem.

**Outline of the main research material.** Every enterprise or organization is a complex social and economic system that combines various material elements, human resources and information connections in the production process.

It is clear that the enterprises differ among themselves by size, spheres of activity, technological processes, etc. However, they all have some common characteristics as

systems. Therefore, in the activity of managers of any enterprises it is possible to define certain general features, which are primarily related to the functions of management.

The main function of management is the organization of the operation regime of the subject, which depends on the management product. The better the management product, the better the functioning and results of the company [4, p. 37].

It is generally accepted that leaders are influential personalities who not only influence but also shape the working life of employees in many aspects [5, p. 209].

It is believed that leaders who have great power in organizations also bear great responsibility. In particular, the leaders of organizations should be cautious, using their power, and refrain from destructive behavior.

Most leaders do this and become the main source of increased employee productivity. However, some are not so and abuse their authorities, ill-treated with their employees.

The reasons may be absolutely different. Some bosses come from families where they have been treated with violence, or they simply find it difficult to manage their emotions, while others are threatened by the best employees [2, p. 79]. Whatever the reason, the ab'yuzivny behavior in management is rather negative.

In the psychology of the ab'yus consider a disimportant or contemptuous attitude to the partner, a certain psychological pressure. In general, the abuse is an attempt of one person to dominate another. It can be found in the form of physical, psychological, sexual and economic violence [3, p. 68].

In English translation, the following values are important: "Abuse", "image", "cruel treatment", "laika", "violence". It is about relations between people, where one acts as an abuser, and the other acts as victims [1, p. 379].

Abuse as a type of psychological manipulation and social influence is carried out with the purpose of hidden introduction in the psyche of personality, which is a victim of the abuser, certain attitudes which are not actual needs of the victim.

In general, there are the following forms of abuse [6, p. 717]:

- sexual,
- physical,
- psychological,
- economic.

Moreover, almost all scientists who are investigating the problem of ties of ties between the two countries note that there is a cycle of violence, which consists of the following stages:

- phases of voltage (conflict escalation),
- phases of the incident of acute violence,
- phases of reconciliation [7, p. 279].

A member of the society, who systematically performs blackmail, jealousy, manipulates, humiliates, disgruntles, disgruntles, tries to undermine self-esteem or influence the emotional state. This is an indication that is in conflict, insists, ignores and tries to force another person into the actions he wants to see. In its turn, the victim is a person who may sometimes not be suspected of being in a violent environment [5, p. 225].

To achieve its goals, the abuser uses manipulation, images, humiliation, bribes and other forms of emotional influence.

In modern conditions and tendencies to reduce the number of dismissals at enterprises, employees will lose abuse of power of the leadership in order not to lose their jobs. Since many of the workers who have not been dismissed are afraid of further cuts, they will lose their harsh attitude. Employees who remain in such organizations face increased pressure to perform the same amount of work as before, but with fewer employees.

The corporate behavior in management is directed not only at the lower level. It can also be directed to heads of all departments and departments.

Abusive management is a form of behavior of managers, which is characterized by violent, rude,

humiliating and critical attitude to subordinates. The current behavior in management is one of the non-ethical practices that lead to the dysfunction of the organization. It gives a poor impression on employees and has a negative impact on the functioning of the organization as a whole.

This offensive behavior usually includes public criticism, humiliation, bad character, sexual harassment, cruel treatment, threats, injustice, abuse of power and inappropriate accusations.

The most common signs of abuse in management are:

- humiliating employees in front of others, accusing them of incompetence;
- lying to employees, sexual harassment of employees;
- constant warnings to employees that their jobs are at risk;
- public attacks and insults;
- mockery and sarcasm;
- devaluation of professional qualities;
- transfer of responsibility;
- emotional swings and manipulations [10, p.15].

The main reasons for the appearance of abusive behavior in enterprise management include the following (Table 1).

**Table 1. The main reasons for the emergence of abusive behavior in enterprise management**

Reason	Characteristic
Abuse of official position	The use by an official of his powers and opportunities related to the position held was committed against the interests of the service
A closed type of society	A society characterized by tendencies towards the introduction of control in all spheres of life.
Establishing authority at the expense of others	Humiliating or harming others in order to increase one's social status
Not wanting to see personal boundaries	Deliberate blurring of a person's personal boundaries

*Source: formed by the authors based on the processing of literary sources [9, 13]*

Having identified the main reasons, we can conclude that abusers can be not only employees with a lot of work experience who are on the verge of professional burnout, but also young specialists who, due to their professional incompetence and a low percentage, or a complete lack of proper experience, try to gain authority among their colleagues in a not very correct way [12, p. 75].

This phenomenon can be "horizontal" or "vertical". In the first case, the employee is under pressure from colleagues. It is quite difficult for the psyche. But there can also be pressure from the manager [2, p. 80].

Abusive management can affect various aspects of the organization's activities, such as [4, p. 39]:

1) Employee productivity: subordinates who are victims of abusive management may feel stressed, distracted from their work, and less motivated to work.

2) Personnel: Abusive management can lead to a decrease in the number of qualified employees, because they will simply leave the given place of work.

3) Reputation of the organization: abusive management can cause a negative reputation of the organization in the global society, which can lead to a loss of trust from customers and investors.

Therefore, it is important that organizations are aware of the risks of abusive management and take measures to prevent it. This may include the following measures [5, p. 229]:

- creating a safety and health policy for employees;
- conducting education and training for managers on improving communication skills and forming a corporate culture that promotes respectful and ethical treatment of subordinates.

If an employee has feelings of dread, frustration before entering the office, or is afraid to see their boss, it means that they are being negatively influenced by their manager.

According to research conducted by the Workplace Bullying Institute, workplace bullying is defined as "...repeated brutal, negative behavior by one or more

colleagues or a superior; threats, humiliation, intimidation or verbal abuse at work" [2, p. 83].

Research findings show that misbehavior by a direct supervisor can incite colleagues to engage in similar unethical behavior, leading to employees feeling emotionally drained, which ultimately leads to job insecurity concerns (Figure 1).

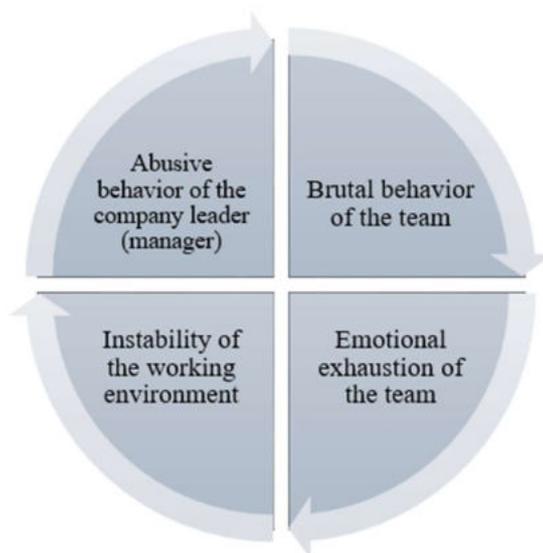


Figure 1 – Negative consequences of abusive behavior in enterprise management

Source: formed by the authors based on the processing of literary sources [10]

In the American management system, 61.0% of employees experience workplace bullying, with 65.0% of staff losing their jobs after standing up to abusive behavior by a supervisor or colleague. An important point is that almost 40.0% of people affected by abuse have health problems, are in a state of constant stress, debilitating anxiety, panic attacks and clinical depression [5, p.226].

In order to identify an abuser at work (in particular, a manager), it is important to take the following measures [8, p.13]:

1) recognize clear negative behavior of the influencer, illegal abuse (discrimination and sexual harassment);

2) be able to recognize patterns of abusive behavior, psychological violence (constant, systematic verbal insults directly or behind the back);

3) monitor and check your health, especially regarding the presence of stress;

4) in accordance with American practice, make records of the manager's behavior and feelings as a result of negative influence.

Several methods can be used to prevent and neutralize such behavior [11]:

1. Company Policy on Abusive Behavior: Businesses should have a written policy that describes what is considered abusive behavior, what the consequences are, and what steps will be taken against those who engage in such behavior.

2. Training on understanding and preventing abusive behavior: Businesses can provide training that teaches workers how to recognize and prevent abusive behavior, as well as how to act when it occurs.

3. Confidential Hotlines: Businesses can set up confidential hotlines that allow workers to report abusive behavior without fear of retaliation.

4. Reporting System: Businesses can establish a reporting system to detect abusive behavior in its early stages and take the necessary steps to prevent it from spreading.

5. Counseling services: Businesses can provide counseling services to workers who have been victims of abusive behavior to help them recover psychologically and continue working for the company.

These tools can be effective in neutralizing abusive behavior in the enterprise. The cause of abusive behavior lies deep in a person's psyche, so it is necessary to work primarily with self-awareness. In order not to become either a victim or a rapist, and after that - with a general social background that can both ignore manifestations of violence and, on the contrary, eradicate this phenomenon.

After identifying abusive behavior, it is important for employees [6, p.723]:

- talk about this problem, constantly communicate with colleagues or with those who have become victims of abuse at work;

– you need to get rid of emotions, because emotional negative behavior contributes to the aggravation of conflicts and does not contribute to their resolution;

– it is desirable to look at the situation from the point of view of your manager, in order to understand his abusive behavior;

– be an active listener, that is, in the process of communication, you need to ask clarifying questions and comments, which will indicate mutual understanding;

– search for common points of view, a common language for discussing problems at work.

**Conclusions.** Therefore, abusive behavior in management is a rather negative phenomenon and affects various aspects of the activity of any enterprise.

The main task is to detect this behavior in time and to stop it as soon as possible by all existing methods in order to normalize the further activities of the enterprise. Abusive management behavior is a serious problem in labor relations, as it can lead to psychological and physical violence, deterioration of the health and well-being of employees, and a decrease in productivity and quality of work.

The main ways to neutralize the abusive behavior of the company's management are the organization of trainings on understanding and prevention of abusive behavior, the correct company policy regarding this behavior, advisory services, the creation of a reporting system and confidential lines of communication.

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