

Assessment of Bossing in Secondary School Environment in the Slovak Republic, Depending on the Length of Practice of the Respondents

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Abstract- On the theoretical level, the contribution includes the essence of mobbing and bossing. The causes of bossing, its characteristics, methods, consequences for the individual and the organization and protection against bossing. On the practical level, the incidence of bossing was evaluated in the environment of secondary education teachers in the Slovak Republic. The aim of the paper was to elaborate logically comprehensive theoretical knowledge from the subject and to find out the real status of bossing in the secondary school environment in the Slovak Republic. Bossing was detected in communication; social relations; fairness, respect and seriousness; working life and health. The following methods were used to achieve the goal: literature study, mathematical and statistical methods, analytical and synthetic method, empirical method (questionnaire technique) and inductive method.

Keywords: Mobbing. Bossing. Psyche. Bosser. Practice.

1. Introduction

The quality of interpersonal relationships in the organization is an important part of the personnel management and significantly influences the work

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performance of the employees. These relationships are mainly influenced by professional and psychosocial leadership, the quality of communication and the motivation system, the level of self-employment, the level of social care, adequate resolution of conflicts, problems and misunderstandings among employees. On the other hand, conflicts, problems, misunderstandings and tensions between employees are perceived as normal (essentially normal) phenomena that are present in almost every work group. These are negative and dangerous if the frequency of their occurrence is high, they have a long-term effect, they concern permanently the same employees, or the problems are not solved. From this point of view in personnel practice of organizations the terms like mobbing or its derivatives, e.g. bossing, staffing, bullying, harassment are more and more frequent. These dangerous phenomena ultimately have a negative impact on both the individual and the organization. The key role of personnel work in an organization is to assess the competences - the professional and psychosocial competencies of the employee to perform a particular job position [3]. The issue of mobbing (bossing) is of a specific importance for the pedagogical staff of secondary schools as they educate the younger generation. The generation that, among other things, is very sensitive and truthful to the atmosphere and relationships in the pedagogical organization. In this paper, the emphasis is placed on bossing.

2. Mobbing

The term "mobbing" is based on the English word "to mob" and its content is hostile, disgusting and unethical behaviour, carried out systematically and purposefully by one or more persons against another person or group of persons who, due to such behaviour get into a defensive position [2].

Psychological terror, therefore, represents inappropriate behaviour in the form of verbal or written taunts, meaning gestures and activities that disrupt the dignity and physical and psychological integrity of people. It endangers their work performance and significantly contributes to the deterioration of the overall workplace atmosphere [4]. This negative phenomenon has been registered in human behaviour since the 1960s of the 20th century. In the 1990s, the Swedish physician and psychologist H. Leymann started to deal with this phenomenon and he was the pioneer of its identification and description. Gradually, experts from other disciplines, for example, doctors, sociologists, psychologists and managers were paying attention to it as well, since the negative effects of mobbing interfere with the integrity of the whole person. The term "mobbing" has a lot of synonyms such as psychological terror, psychological abuse, psychological violence. The authors compare mobbing to psychological murder, wild hyenas, modern cholera, and plague, and conclude that mental illness at the workplace is reaching epidemic proportions. Whatever the mobbing is, it is a discriminatory expression, undesirable aggression, and a pathological phenomenon [15].

3. Bossing - a derivative of mobbing

Bossing is a specific form of mobbing where the aggressor is the manager or the executive. Attacks are targeted at his subordinates in the form of pressure to enforce their obedience, respect and adaptation, possibly enforcing the "voluntary" resignation of a subordinate from the workplace [14].

3.1 The formation of bossing

Bossing arises under certain specific conditions (causes) that "create" executives due to mistakes they make in their work (they may be caused by their lack of professional competence or insufficient psychosocial competence) [7]. The most common mistakes of executives in performing their work are: 1. Unclear management policy and absence of management rules. 2. Unclear competencies and chaotic decision-making. 3. Determination of meaningless (unreal) tasks. 4. Only some employees are always overtasked (usually those who are able and willing to work...). 5. Forgetting (ignoring) the needs of the employees. 6. Constant issuing of new circulars, directives, and constant organizational changes. 7. Subjective, non-transparent and inadequate assessment system. 8. Lack of tolerance, empathy and abilities (unwillingness) to resolve conflicts. 9. The destructive handling of employees' mistakes and failures. 10. Unfair measure of criticism

[10]. The most common causes that condition bossing formation include: 1. Insufficient qualification (unwillingness) of managers and executives for leadership (authoritative style of leadership). 2. Low ability of management to solve the conflict (little knowledge, concerns about its solution ...). 3. Permanent pressure to increase performance and reduce costs. 4. Corporate culture with a low level of ethics. 5. Shortcomings in internal company structures. 6. Fear of loss of employment. 7. Hatred among employees. 8. Lack of mutual tolerance among employees. 9. Destructive handling with employees' mistakes. 10. Structure of the personality of both the boss and the bossy [12]. According to H. Leymann, a person is considered to be mobbed if at least once a week during 3-6 months one or more activities occur in one of the following five categories (LIPT Questionnaire - Leymann's inventory of psychological terror): "*Communication area*", "*Social relations area*", "*Area of reputation, respect and seriousness*", "*Area of working life*" and "*Health area*".

3.2 Typical characters of bossing

According to professor Leymann, the typical signs of bossing include: 1. Aggressive manipulation, hostile and unethical communication. 2. Long-term and continuous attacks targeting a particular individual. 3. Regularity, repeatability, systematism of attacks and their targeting. 4. Threats are indirect and hidden, so it's hard to recognize that something is happening. 5. Refinement, enthusiasm, active and sustained pressure. 6. Despair, indignity, inhumanity. 7. There are persistent signs of hostility and aggression [11]. A key role in eliminating bossing conditions is played by the personality of the executive. He should have the knowledge of psychological terror in the workplace and should have the ability and willingness to avoid the above mentioned mistakes in his work [13].

3.3 Methods of bossing

The most commonly used methods by the bossy people include: 1. Method of absurdity: Victims are given difficult tasks that make no sense. 2. Method of small requirements: The assigned tasks do not correspond to the current qualifications and abilities of the victim. 3. Method of excessive requirements: Victims are allocated jobs that they are unable to handle. 4. Achilles heel method: the victim must principally preferentially handle the tasks that are the most unpleasant. 5. Sustained control method: activities and presence are controlled beyond the normal business environment. 6. Method of surprising decisions concerning the victim - they are

being done so that the concerned people do not know about them. 7. Competence clearing method: The current work area of the affected person is systematically more and more limited. 8. Method of isolation: victims are not invited to attend the meetings, retention of important information, space isolation. 9. Method of attack on health: victims are forced to do harmful work. 10. Method of taunts concerning the mental condition: Victims are said to suffer from mental illnesses and psychiatric disorders [6].

Bossy people are usually people suffering from complexes, feelings of inferiority, fear of threat of their position, decision and recognition, they are mentally unstable, paranoid. Another cause can be social and corporate pressure on the employee, high demands and expectations of perfect performances [16]. If an employee fails to meet society's expectations adequately, he may feel his own failure and incompetence that he compensates externally with offensive behaviour, giving him a false sense of strength and success [5].

3.4 Consequences of bossing

The consequences of bossing are always negative for both its victim and the organization.

3.4.1 Consequences of bossing for the victim

An employee who has become a victim of bossing is behaving similar to stress in several levels: performance level (decrease in working tempo, decreased performance, increased number of mistakes and accidents, absenteeism), psychic level (concentration disturbances, irritability, depression, inferiority, states of fear and anxiety, psychiatric symptoms, suicidal ideas) and psychosomatic level (heart and breathing disorders, headaches, stomach disorders, skin diseases, sleep disorders). The result is psychological and physical exhaustion of the employee, which affects negatively not only work but also personal life. Ignoring such cases can lead to extreme solutions - suicide [8]. Psychological terror at work often leads to complete mental and physical exhaustion. Victims of mobbing (bossing) are seriously disturbed mentally and socially. In many cases, the victims see the only way out of taking their lives. According to Swedish research, psychological terror is the cause of 10-20% of all suicides [9].

3.4.2 Consequences of bossing for the organization

On the other hand, bossing has negative consequences for the organization on three levels:

- the level of the victim - increasing sickness absence or incapacity for work, decreasing the quality and quantity of the employee's performance by 1/4 to 1/2 of his previous performance;

- the level of bossing - the attacker devotes about 5% of the total productive time to the bossing activities,
- the working environment level - the deterioration of the atmosphere in the group weakens motivation and creativity, work becomes an obligation. The negative impact is also reflected in the deterioration of cooperation and communication throughout the working group. The bad working atmosphere lowers motivation and often leads to "inner resignation". Work is an inevitable evil. The economic consequences of bossing can be expressed in the form of a lost workforce, lost working time, higher fluctuation and higher production costs.

3.4.3 Protection against bossing

The problem of bossing and its negative consequences must also be addressed at the level of the whole society. Bossing, in its substance and effect, negatively affects the inner psycho-moral side of its victim [1]. This personality component is the holder of significant social and legal characteristics, which the legal order recognizes and protects within the framework of the so-called personality law. Individual personal values can be divided into values of physical nature (life, health, physical integrity) and values of psycho-moral nature (freedom, honour, dignity, inner intimate sphere). Unauthorized interference with these personal values results in a violation of the basic personality right. According to the Labour Code, labour protection is an inseparable part of labour relations. It is the duty of the employer to ensure the safety and the health of the employees at work. Discrimination of employees is dealt with by Act no. 365/2004 of the Collection of Laws. It defines (among other things) direct and indirect discrimination, harassment, sexual harassment, and encouragement for discrimination. It also deals with ensuring equality, ways of legal protection, court enforcement, counting non-cash damage. It claims that the employer and the trade union body that has concluded collective agreements are obliged to bring the provisions of the collective agreements into compliance with the Anti-Discrimination Act. This Act also takes over the legal acts of the European Communities and the European Union. An employee may, according to the Complaints Act 9/2010 of the Collection of Laws file a complaint requesting the protection of their rights or legitimately protected interests if they have been broken. The Anti-Discrimination Act provides the possibility to seek legal remedies if it considers that these rights have been violated and the organization has not acted to solve adequate, legal procedures. In the Slovak Republic since 2002, there is the "Public Defender of Rights" institute, where employees can also address the problem of bossing.

4. Research

4.1. Research goal

The main objective of the presented research was to find the perception of the occurrence of bossing as an undesirable phenomenon in the secondary school environment, depending on the length of practice of the respondents.

4.2. Research methodology

Categories of research: "Communication area", "Social relations area", "Area of reputation, respect and seriousness", "Area of working life" and "Health area". For the purposes of the presented research, the original methodology aimed at evaluating of decision-making indicators was used. The questionnaire consisted of 30 items that allow you to judge the occurrence of bossing from different perspectives. The items were evaluated on a 5-point Likert scale where: 1 - I fully agree; 2 - rather agree; 3 - I do not agree or disagree; 4 - rather disagree; 5 - I totally disagree. One-off absence of bossing corresponds to the value of "5" (in terms of the essence of each question). Respondent categories: up to 5 years of experience; 6-10 years of practice; 11-15 years of practice; 16-20 years of practice; over 20 years of experience. The mean values and differences (deviation from value 5) are shown in Table 1. and were calculated according to (1) and (2).

Medium values:

$$\Phi_i = \frac{1}{393} \sum_{i=1}^{393} x_i \quad (1)$$

where :

Φ_i - mean value of i-th question,

x_i - the value assigned to - by the respondent,

$i = 1,2,3 \dots 393$ (number of respondents).

Differences:

$$\Delta_i = 5 - \Phi_i \quad (2)$$

$i = 1,2, \dots 30$

where:

Δ_i - the mean value of the i-th deviation from the value "5"

i - question number

Φ_i - mean value of i-th question

The average values of variations ($\Phi_1 - \Phi_5$) - from the value "5" - in the categories : "Communication area", "Social relations area", "Area of reputation, respect and seriousness", "Area of working life" and "Health area" were calculated according to (4), (5), (6) and (7).

The overall average value of the deviation (Φ_p) - from the value of "5" - for the given category of respondents, was calculated from the research categories according, to (8). On the basis of its size, the order of the respondents was determined in terms of their assessment of the occurrence of bossing.

$$\Phi_1 = \frac{1}{6} \sum_{i=1}^6 \Delta_i \quad (3)$$

$$\Phi_2 = \frac{1}{6} \sum_{i=7}^{12} \Delta_i \quad (4)$$

$$\Phi_3 = \frac{1}{6} \sum_{i=13}^{18} \Delta_i \quad (5)$$

$$\Phi_4 = \frac{1}{6} \sum_{i=19}^{24} \Delta_i \quad (6)$$

$$\Phi_5 = \frac{1}{6} \sum_{i=25}^{30} \Delta_i \quad (7)$$

where:

Δ_i - the mean i-deviation value from "5"

i - question number

$$\Phi_p = \frac{1}{5} \sum_{j=1}^5 \Phi_j \quad (8)$$

where:

Φ_j - average deviation value from "5" of the relevant research category

4.3 The research sample

Number and gender: 393 respondents = 62 men (15.8%) and 331 women (84.2%). Age: Up to 25 years - 2 (0.5%); 26 to 30 years - 31 (7.9%); 31 to 40 years - 186 (47.3%); 41 and over - 174 (44.3%); **Education:** secondary - 18 (4.6%); university - 1st degree - 17 (4.3%); university - 2nd degree - 349 (88.8%); university - the third degree - 9 (2.3%). **Practice:** up to 5 years - 40 (10.2%); 6 to 10 years - 108 (27.5%); 11 to 15 years - 88 (22.4%); 16 to 20 years - 52 (13.2%); over 20 years - 105 (26.7%).

4.4 Research questions

Respondents were acquainted with the attributes of bossing (frequency of attacks) and answered the following questions:

Table 1. Mean and Difference of all categories

Question	Q_1	Q_2	Q_3	Q_4	Q_5	Q_6	Q_7	Q_8	Q_9	Q_10	Q_11	Q_12	Q_13	Q_14	Q_15
Mean/ Φ_i	3,96	3,99	4,15	3,94	4,25	4,41	3,74	4,54	4,59	4,79	4,45	4,65	3,88	4,39	4,15
Difference/ Δ_i	1,04	1,01	0,85	1,06	0,75	0,59	1,26	0,46	0,41	0,21	0,55	0,35	1,12	0,61	0,85
Question	Q_16	Q_17	Q_18	Q_19	Q_20	Q_21	Q_22	Q_23	Q_24	Q_25	Q_26	Q_27	Q_28	Q_29	Q_30
Mean/ Φ_i	4,62	4,80	4,66	4,24	4,41	4,49	4,51	4,45	4,68	4,82	4,92	4,89	4,87	4,84	4,80
Difference/ Δ_i	0,38	0,20	0,34	0,76	0,59	0,51	0,49	0,55	0,32	0,18	0,08	0,11	0,13	0,16	0,20

Communication area (questions 1 to 6):

1. The superior does not allow me to comment on my criticism. 2. The supervisor does not call me to attend the operative meetings. 3. My supervisor does not assign a word to me even if I am interested in it. 4. The supervisor does not allow me to access the necessary non-distorted information to fulfil my tasks. 5. The superior stopped communicating with me, respectively he communicates with me minimally. 6. Colleagues are forbidden to communicate with me.

Social relations area (Questions 7 to 12):

7. The supervisor does not ask me to attend informal meetings of the working team. 8. The supervisor organizes an absurd and unjustified relocation of my job against my will. 9. From the leader's side, I have been the object of verbal attacks (shouting, spontaneous anger ...). 10. I am criticized by my superior for my political, religious and other convictions. 11. In the case of failures in the workplace, he makes me to feel like a "whipping-boy". 12. Other discriminatory activities are led by my supervisor.

Area of reputation, respect and seriousness (Questions 13 to 18)

13. The supervisor suddenly ends the conversation when I enter the room. 14. The supervisor slanders about me - directly or indirectly - gossip, defamation, unsubstantiated claims, half-truths, intrigue. 15. The supervisor ignores my opinions and questions my opinions. 16. I am the subject of mockery on the part of the superior. 17. The supervisor has invented a derogatory nickname. 18. Other discriminatory activities are being led by my supervisor.

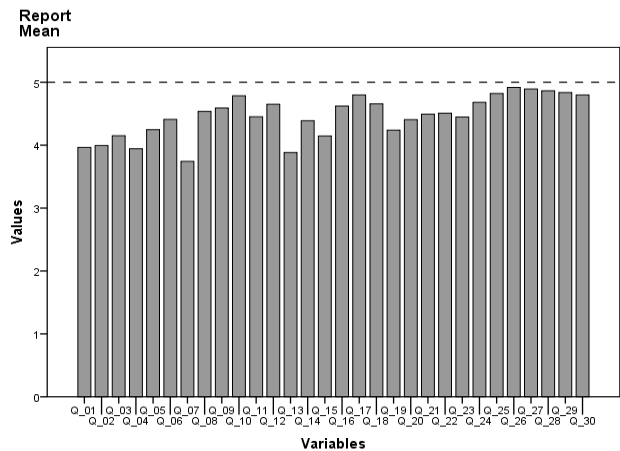
Area of working life (Questions 19 to 24)

19. The supervisor allocates me jobs that do not match my qualification. 20. The supervisor, if necessary, takes away competencies from me. 21. My supervisor checks my performance, presence at work more closely than of other colleagues. 22. The supervisor does not allow to attend training courses. 23. The superior has repeatedly reminded me of all my mistakes and exaggerates them excessively. 24. Other discriminatory activities are being led by my supervisor.

Health area (questions 25 to 30)

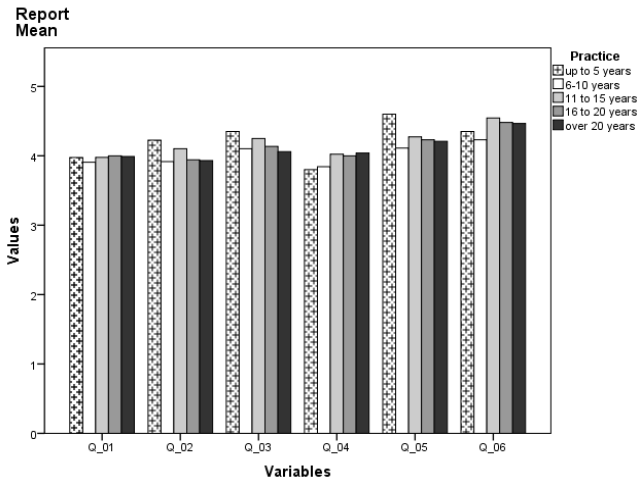
25. The supervisor damages my things (personal or work) and the results of my work. 26. My superior threatens me with physical violence. 27. The supervisor has sexually harassed me (touching, suggestions, jokes, rejected various invitations ...). 28. The superiors question my mental state. 29. I am the target of the practical jokes made by my superior (imitation of my laughter, voice, walking). 30. Other discriminatory activities are directed against my person.

4.5 Research results



Graph 1. Values of all categories

Source: own processed

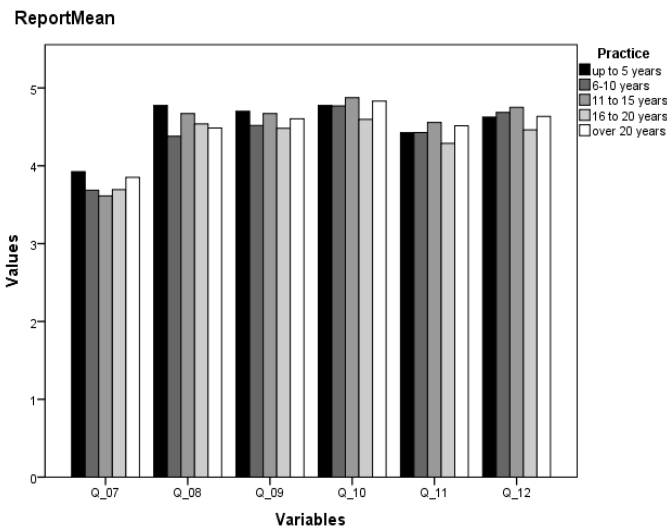


Graph 2. Values in the category "Communication area"
Sours: own processed

Table 2. Diferentiation of values in the category "Communication area"

Pract ice (year s)	Δ_{01}	Δ_{02}	Δ_{03}	Δ_{04}	Δ_{05}	Δ_{06}	Φ_1
up to 5	1,025	0,775	0,650	1,200	0,400	0,650	0,783
6 to 10	1,093	1,083	0,898	1,157	0,889	0,769	0,982
11to 15	1,023	0,898	0,750	0,977	0,727	0,455	0,805
16 to 20	1,000	1,058	0,865	1,000	0,769	0,519	0,956
over 20	1,010	1,069	0,941	0,960	0,792	0,535	0,885

Source: own processed



Graph 3 Values in the category "Social relations area"
Sours: own processed

Table 3. The results of the correlation analysis after participation in the category "Communication area"

Pearson Correlation

	Q_01	Q_02	Q_03	Q_04	Q_05	Q_06
Q_01	1	,512**	,495**	,485**	,407**	,370**
Q_02	,512**	1	,456**	,379**	,202**	,222**
Q_03	,495**	,456**	1	,515**	,249**	,242**
Q_04	,485**	,379**	,515**	1	,262**	,335**
Q_05	,407**	,202**	,249**	,262**	1	,471**
Q_06	,370**	,222**	,242**	,335**	,471**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own processed

Table 4. Diferentiation of values in the category "Social relations area"

Practic e (years)	Δ_{07}	Δ_{08}	Δ_{09}	Δ_{10}	Δ_{11}	Δ_{12}	Φ_2
up to 5	1,075	0,225	0,300	0,225	0,575	0,375	0,463
6 to10	1,315	0,620	0,482	0,232	0,574	0,315	0,590
11 to 15	1,386	0,330	0,330	0,125	0,443	0,250	0,477
16 to 20	1,308	0,462	0,519	0,404	0,712	0,539	0,657
over 20	1,149	0,515	0,396	0,168	0,485	0,366	0,513

Source: own processed

Table 5. The results of the correlation analysis after participation in the category "Social relations area"

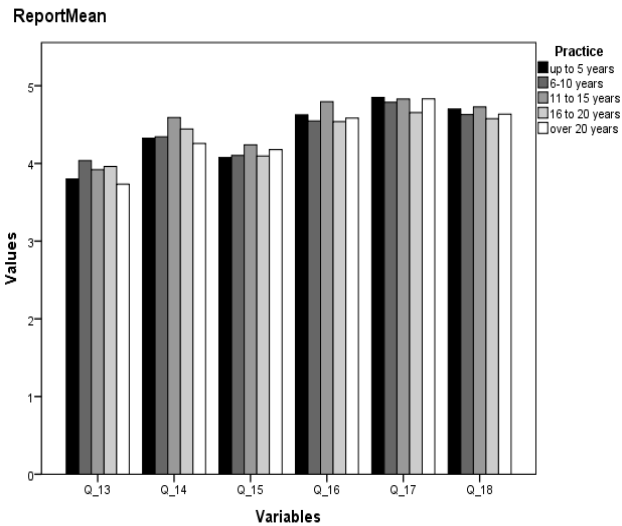
Pearson Correlation

	Q_07	Q_08	Q_09	Q_10	Q_11	Q_12
Q_07	1	,112*	,141**	,152**	,194**	,159**
Q_08	,112*	1	,462**	,378**	,352**	,432**
Q_09	,141**	,462**	1	,419**	,485**	,642**
Q_10	,152**	,378**	,419**	1	,516**	,505**
Q_11	,194**	,352**	,485**	,516**	1	,548**
Q_12	,159**	,432**	,642**	,505**	,548**	1

*. Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Source: own processed



Graph 4. Values in the category "Area of reputation, respect and seriousness"

Source: own processed

Table 6. Differentiation of values in the category "Area of reputation, respect and seriousness"

Practice (years)	Δ_{13}	Δ_{14}	Δ_{15}	Δ_{16}	Δ_{17}	Δ_{18}	Φ_3
up to 5	1,200	0,675	0,925	0,375	0,150	0,300	0,604
6 to 10	0,963	0,657	0,898	0,454	0,213	0,371	0,593
11 to 15	1,080	0,409	0,761	0,205	0,171	0,273	0,483
16 to 20	1,039	0,558	0,904	0,462	0,346	0,423	0,622
over 20	1,267	0,743	0,822	0,416	0,168	0,366	0,630

Source: own processed

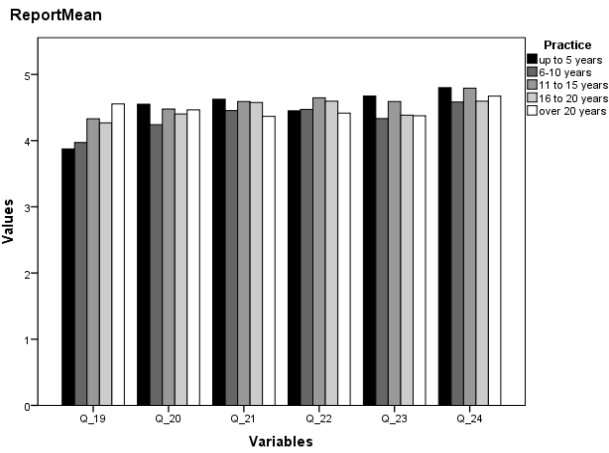
Table 7. The results of the correlation analysis after participation in the category "Reputation, respect, seriousness"

Pearson Correlation

	Q_13	Q_14	Q_15	Q_16	Q_17	Q_18
Q_13	1	,585**	,570**	,380**	,248**	,403**
Q_14	,585**	1	,697**	,652**	,464**	,616**
Q_15	,570**	,697**	1	,621**	,359**	,545**
Q_16	,380**	,652**	,621**	1	,606**	,721**
Q_17	,248**	,464**	,359**	,606**	1	,496**
Q_18	,403**	,616**	,545**	,721**	,496**	1

** Correlation is significant at the 0.01 level (2-tailed).

Source: own processed



Graph 5. Values in the category "Area of working life"
Source: own processed

Table 8. Differentiation of values in the category "Area of working life"

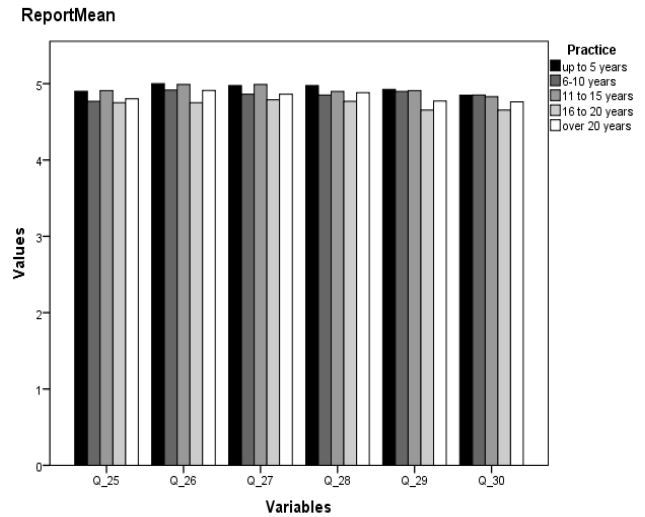
Practice (years)	Δ_{19}	Δ_{20}	Δ_{21}	Δ_{22}	Δ_{23}	Δ_{24}	Φ_4
up to 5	1,12 5	0,45 0	0,37 5	0,55 0	0,32 5	0,20 0	0,49 7
6 to 10	1,02 8	0,75 9	0,54 6	0,52 8	0,66 7	0,41 7	0,65 8
11 to 15	0,67 1	0,52 3	0,40 9	0,35 2	0,40 9	0,20 7	0,42 9
16 to 20	0,73 1	0,59 6	0,42 3	0,40 4	0,61 5	0,40 4	0,52 9
over 20	0,44 6	0,53 5	0,63 4	0,58 4	0,62 4	0,32 7	0,52 5

Source: own processed

Table 9. The results of the correlation analysis after participation in the category "Area of working life"

	Q_19	Q_20	Q_21	Q_22	Q_23	Q_24
Q_19	1	,487 **	,280 **	,286 **	,313 **	,245 **
Q_20	,487 **	1	,550 **	,403 **	,547 **	,490 **
Q_21	,280 **	,550 **	1	,522 **	,684 **	,520 **
Q_22	,286 **	,403 **	,522 **	1	,477 **	,433 **
Q_23	,313 **	,547 **	,684 **	,477 **	1	,586 **
Q_24	,245 **	,490 **	,520 **	,433 **	,586 **	1

Source: own processed



Graph 6. Values in the category "Health area"
Source: own processed

Table 10. Differentiation of values in the category "Health area"

Practitioner (years)	Δ_{25}	Δ_{26}	Δ_{27}	Δ_{28}	Δ_{29}	Δ_{30}	Φ_5
up to 5	0,100	0,000	0,025	0,025	0,075	0,115	0,057
6 to 10	0,232	0,083	0,139	0,148	0,102	0,148	0,145
11 to 15	0,091	0,011	0,011	0,102	0,091	0,171	0,083
16 to 20	0,250	0,250	0,212	0,231	0,346	0,346	0,273
over 20	0,198	0,089	0,139	0,119	0,228	0,238	0,169

Source: own processed

Table 11. The results of the correlation analysis after participation in the category "Health area"

Pearson Correlation

	Q ₂₅	Q ₂₆	Q ₂₇	Q ₂₈	Q ₂₉	Q ₃₀
Q ₂₅	1	,726**	,643**	,742**	,670**	,585**
Q ₂₆	,726**	1	,761**	,761**	,685**	,505**
Q ₂₇	,643**	,761**	1	,669**	,559**	,446**
Q ₂₈	,742**	,761**	,669**	1	,742**	,602**
Q ₂₉	,670**	,685**	,559**	,742**	1	,713**
Q ₃₀	,585**	,505**	,446**	,602**	,713**	1

Source: own processed

Table 12. Total average deviation value for respondent categories

Source: own processed

Category	Average deviation value	Average numeric value	Focus on bossing
Communication area	$\Phi_1 = 0,882$	4,118	1.
Social relations area	$\Phi_2 = 0,540$	4,460	3.
Area of reputation, respect and seriousness	$\Phi_3 = 0,586$	4,414	2.
Area of working life	$\Phi_4 = 0,528$	4,472	4.
Health area	$\Phi_5 = 0,145$	4,855	5.

Table 13. Ranking of bossing in the categories examined

	Φ_1	Φ_2	Φ_3	Φ_4	Φ_5	Φ_p	Order
up to 5	0,783	0,463	0,604	0,497	0,057	0,481	2.
6 to 10	0,982	0,590	0,593	0,658	0,145	0,581	4.
11 to 15	0,805	0,477	0,483	0,429	0,083	0,455	1.
16 to 20	0,956	0,657	0,622	0,529	0,273	0,607	5.
over 20	0,885	0,513	0,630	0,525	0,169	0,544	3.

Source: own processed

5. Analysis of results

5.1 The results of the correlation analysis (Table 3, 5, 7, 9, 11).

Each of the above tables is symmetrical according to the main diagonal. Each value contained in the table represents the relationship of a pair of variables. Due to the positive values, when one variable is changed, the value of the second variable changes as well. In the case of one asterisk, the statistical significance is 95%, in the case of two ones, the statistical significance is 99%. The larger the Pearson coefficient, the more intense is the relationship between the two variables. For example, in Table 3, the relationship between Q_03 and Q_04 (0.515) is more intense than the relationship between Q_02 and Q_05 (0.202).

5.2 The results of the differentiation analysis (Table 1, 2, 4, 6, 8, 10, 12; Graph 1, 2, 3, 4, 5, 6).

From the point of view of the substance of each question, the obvious absence of bossing corresponds with the value "5". The respondents did not give this value in any of the categories examined (Communication area; Social Relations area; Area of Reputation, Respect, Seriousness; Area of Working Life, Health area) (Graph 1, Table 1). The values given by respondents in each category were as follows:

"Communication area" - Graph 2, Table 2. The smallest deviation from "5" was for "up to 5 years practice" - 0.783. The largest deviation was for the "6-10 years practice" category - 0.982. *"Social Relations area"* - Graph 3, Table 4. The smallest deviation from "5" was for "up to 5 years practice" - 0.463. The largest deviation was for the "16-20 years practice" category - 0.657. *"Area of Reputation, Respect, Seriousness"* - Graph 4, Table 6. The smallest deviation from "5" was for "11 to 15 years practice" - 0.483. The biggest deviation was for the "over 20 years practice" category - 0.630.

"Area of Working life" - Graph 5, Table 8. The smallest deviation from "5" was for "11 to 15 years practice" - 0.429. The largest deviation was for the "over 20 years practice" category - 0.658.

"Health area" - Graph 6, Table 10. The smallest deviation from "5" was for "up to 5 years practice" - 0.057. The largest deviation was for the "16 -20 years practice" category - 0.273.

Table 12. shows the order of the different categories of respondents, depending on size deviations from "5". The respondents in the category "16-20 years of practice" (size of variation = 0.607) and the most benevolent respondents in the category "11-15 years of practice" (size of variation = 0.455) were the most critical of bossing. In numerical terms, the difference in their approach is 0.152 points. The total results confirmed the absence of bossing in the examined environment.

6. Discussion - recommendations for practice

In the matter in question, an emphasis on prevention is needed for the future - despite the positive results which were found. Education in this area should be a key. The authors consider the factor of a certain degree of repression to be a significant factor, as the quality of interpersonal relationships at workplaces (not only) has fallen sharply in the past two decades. In general, people feel - for various reasons - burnout syndrome in many cases, fall into indifference and apathy and quite often, also due to these reasons, turn to immoral practices. A good education system, the identification of bossing attributes, transparent criteria, procedures, and possibly repression could help to solve this - rather complicated - problem.

7. Conclusion

On the basis of the values given by the respondents (**Table 13**), it can be concluded that the boss focuses first on the "Communication area" category (average value is 4,118), followed by "Social Relations Area" (average value is 4,460), "Area of Reputation , Respect, Seriousness" (average value is 4.414), "Area of Working Life" (average value is 4,472), and as the last category "Health Area" (average value is 4,855).

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