

MOBBING DIAGNOSIS INSTRUMENT: STAGES OF CONSTRUCTION, STRUCTURE AND CONNECTEDNESS OF CRITERIA

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Abstract. The article deals with mobbing diagnosis criteria in instruments designed by foreign scientists; it presents the process of development of the instrument for diagnosis of mobbing as discrimination in employee relations, designed by the authors, which involves five main stages. The results of expert assessment and their impact on further development of the instrument are discussed in more detail. The detailed structure of the instrument is presented, distinguishing characteristics and criteria and revealing some fragments of indicators in the article. The analysis of intercorrelations has confirmed especially high reliability of interconnectedness of criteria, i.e. 0.001.

Keywords: mobbing, discrimination, employee relations, organisational climate, diagnosis, instrument development, intercorrelations.

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JEL classification: M12; M14; M19.

1. Introduction

Recently, a lot of attention in scientific publications is given to the management of organisational change, organisational commitment, organisational strategy, competitive advantage, decision-making (Ben-Yair *et al.* 2005; Ginevičius, Korsakienė 2005; Zinkevičiūtė 2007; Singh 2007; Marković 2008; Rees 2008; Jumpponen *et al.* 2008; Ogreaan *et al.* 2008; Davidavičienė 2008; Ponikvar *et al.* 2009 etc.), human resource development, employee motivation (Sennikova, Kurovs 2006; Karnitis 2006; Kumpikaitė 2008; Kumpikaitė, Čiarnienė 2008; Srivastava, Kakkar 2008 etc.), to the issues of organisational ethics, ethical decision-making, cultural differences, organisational culture (Ginevičius, Vaitkūnaitė 2006; Alas, Tuulik 2007; Ogreaan *et al.* 2008; Kaklauskas *et al.* 2009; Zeng *et al.* 2009 etc). The impact of State aid on business (Ginevičius *et al.* 2008 etc), the criteria of effective leadership (Sae 2005 etc.) are also addressed, but although all these aspects are especially relevant to the analysis of the problems of mobbing as

discrimination in employee relations, there is a lack of publications intended to reveal the process of formation of mobbing diagnosis instruments.

Most scientists studying the phenomenon of mobbing use H. Leymann (1990) Inventory of Psychological Terrorization (LIPT questionnaire), where five criteria for measuring mobbing at workplace were identified: impact on self-expression and communication, attacks on social relationships, attacks on reputation, attacks in occupational and personal life situations, direct attacks on health. K. Niedl's instrument is popular among researchers. Based on the LIPT questionnaire, K. Niedl (1995) identified seven criteria for measuring mobbing: attacking a person's integrity, isolation, direct and indirect critique, and sanctions by certain tasks, threats, sexual encroachment and attacking a person's private sphere. C. Rayner and H. Hoel (1997) distinguished five criteria of mobbing behaviour: threat to professional status, threat to personal integrity, isolation, enforced overwork and destabilisation. To identify mobbing in the workplace L. Quine (1999) used the questionnaire, in which five criteria were identified: occupational stress (based on House, Rizzo 1972); job satisfaction (based on Quinn, Staines 1979); propensity to leave (based on Cammann *et al.* 1979); anxiety and depression (based on Zigmond, Snaith 1983); a scale measuring support at work (based on Payne 1979). **The object of the article:** mobbing diagnosis instrument. The **goal of the article** is to present how the instrument for diagnosis of mobbing as discrimination in employee relations on purpose to improve organisational climate was developed. The objectives of the article aim at: distinguishing the stages of development of the research instrument; analysing expert assessments of the research instrument; examining the structure of the research instrument; carrying out the analysis of correlations. **Research methods:** analysis of literature, expert assessments, correlation analysis.

2. The stages of the instrument construction and results of expert assessments

The purpose of methodology is to show the limits and possibilities of science, and the choice of the methodology itself is determined by the scientific paradigm – the set of generally accepted world-view and scientific assumptions and prevailing practice, which not so much reveal the final criteria of the truth as provide an opportunity to understand each other. Methodology can be defined as a theory, which examines the process of scientific knowledge, its principles, research methods and techniques. The construction of the instrument for diagnosis of mobbing as discrimination in employee relations covers five stages.

Stage 1. Theoretical analysis of discrimination, mobbing, concepts of organisational climate was carried out; the researches of the scientists who analysed the phenomena were studied; preliminary characteristics of the future instrument were distinguished.

Stage 2. The model of diagnosis of mobbing as discrimination in employee relations was constructed; preliminary criteria were distinguished, the questionnaire for the first expert assessment was prepared; questionnaires were distributed to experts who agreed to participate in the assessment; the results of expert assessments were brought together, the weighted averages of the criteria were derived.

Stage 3. Preliminary indicators were distinguished, the questionnaire for the second expert assessment was prepared in order to derive the more precise weighted average of the criteria, five response categories were introduced.

Stage 4. Before the exploratory research the expert survey was conducted by the method of interview in order to verify whether mobbing phenomenon exists and there is a need for such studies, if the phenomenon is widespread in Lithuanian organisations, how it manifests itself in employee relations; it was also aimed at finding whether mobbing victims can receive professional emergency assistance in Lithuania. At this stage, the characteristics and criteria were distinguished, the questionnaire for exploratory research was constructed; the exploratory research (interviewing 351 respondents) was carried out, high reliability of the instrument was found (Zukauskas, Vveinhardt 2009a).

Stage 5. The diagnostic instrument was improved (by eliminating defects and supplementing it), the main survey was carried out with 1379 respondents (Zukauskas, Vveinhardt 2009b, 2010).

The instrument for diagnosis of mobbing as discrimination in employee relations on purpose to improve the climate of Lithuanian organisations was developed on the basis of scientific theories of H. Leymann (1993), C. Knorz and D. Zapf (1995) and the conducted studies of mobbing in the workplace, structural components of the studied phenomenon were revealed.

During the design of the diagnostic instrument, the content of characteristics and criteria was determined by theoretical knowledge about employee relationship, mobbing as discrimination in employee relations and organisational climate, accumulated in the science of human resource management and organisational behaviour.

On the basis of theoretical analysis and insights of the authors, working hypotheses were formulated that the following characteristics are attributable to mobbing as discrimination in employee relations: discrimination in employee relations, discriminatory actions and organisational climate. Distinguished preliminary characteristics and the criteria they are formed of are presented in Figure 1.

Based on the distinguished characteristics and criteria the questionnaire for expert assessment was prepared. During the *first* expert assessment the aim was to determine the key criteria, corresponding to the object of the research, which can be used to diagnose the presence/absence of mobbing as discrimination in employee relations in an organisation. Ten experts participated in the expert assessment (professors and associate professors of Vytautas Magnus University, Klaipeda University, Siauliai University, Kaunas University of Technology and practitioners: lawyers, representatives of trade-unions, managers of organisations). For each response category (there were four: strongly disagree, partly disagree, partly agree, and strongly agree) the criteria evaluated by experts were summarised, weighted averages of the criteria were derived. The most appropriate criteria in the construction of the instrument were found. When presenting the criteria to the experts it was indicated what is intended to diagnose, what preliminary indicators will

Discrimination in employee relations	Discriminatory actions	Characteristics of organisational climate
<p>Based on physical features: sex, skin colour, body defects, language, health condition;</p> <p>Based on cultural-social features: nationality, religion, political views, belonging to certain groups of society;</p> <p>Based on psychological features: personal and psychological characteristics: careerists, workaholics, eccentrics, introverts, etc.;</p> <p>Based on superstitions and stereotypes: "latent" discrimination through the prism of superstitions and stereotypes</p>	<p>By possibilities to attack: negation of opinion, criticising personal life, psychological terrorisation, etc.;</p> <p>Acting through social relations: the behaviour of colleagues with the outcast by ignoring him/her, etc.;</p> <p>Attacking social attitudes of an employee: political, religious attitudes, etc.;</p> <p>Attacking in everyday professional sphere: the nature of different tasks and the form of presenting the tasks, etc.;</p> <p>Attacking in social sphere: violence, works destructive to health, etc.</p>	<p>Feeling of safety and certainty, i.e. fear of failure, pessimistic mood, etc.;</p> <p>Creativity and initiative: creation of development-friendly environment, etc.;</p> <p>Values and traditions: personal values, congruence of values, formal/informal traditions of the organisation, etc.;</p> <p>Entering and leaving the organisation: installation in the organisation, reasons of leaving the organisation, etc.;</p> <p>Communication: verbal and non-verbal communication in employee relationship;</p> <p>Dissemination of information: quality of transmission of professional information, manipulating the quantity of information, etc.;</p> <p>Relations with the leadership: Principles of management, peculiarities of behaviour, etc.;</p> <p>Control: actions of control in the organisation and the reaction of employees;</p> <p>Employee relationship: reciprocal understanding and vice versa;</p> <p>Openness and tolerance: reaction to diversity, etc.;</p> <p>Informal groupings: relations among groups and individuals who do not belong to them, etc.;</p> <p>Conflicts in organisations: focus of conflict, personal and work conflicts, etc.</p>

Fig. 1. Characteristics and criteria attributable to mobbing and organisational climate
Source: prepared by authors

comprise the criteria presented for evaluation. The weighted average ranges from 3 to 4, which means that experts more or less agree with the distinguished criteria (Table 1). For the criteria, the average weight of which is 3 (i.e. control, informal groupings, conflicts in organisations) it was planned to measure challenging instantaneous situations that leave the print and eventually may become a factor of mobbing. Therefore it was decided to leave them and use in the construction of the instrument. The average of the block of demographic data assessed by the experts is 3.1. In the questionnaire presented to experts for assessment, the questions of the demographic block, which was planned in advance to relate to initial social stereotypes and define socio-demographic characteristics of a mobbing victim, were described insufficiently clearly and not in detail. Based on these criteria and expert assessment, the questionnaire for the second stage of the assessment was prepared. In the questionnaire 133 indicators were used to research twelve criteria of organisational climate, 77 indicators – to research two mobbing criteria (based on the 45 indicators distinguished by H. Leymann (1993) and 20 indicators by C. Knorz, D. Zapf (1995)), 8 indicators – for 1 demographic criterion (Table 2).

Table 1. Weighted average of the criteria presented for assessment

Criteria	Weighted average of the criteria
K1. Feeling of safety/certainty	3.8
K2. Creativity/initiative	3.3
K3. Values/Traditions	3.5
K4. Entering/leaving the organisation	2.9
K5. Communication	3.8
K6. Dissemination of information	4
K7. Relations with the leadership	3.8
K8. Control	3
K9. Employee relationship	4
K10. Openness, tolerance	3.3
K11. Informal groupings	3
K12. Conflicts in the organisations	3
M13. Discrimination in employee relations	3.9
M14. Discriminatory actions	4
D15. Demographic data	3.1
Total average	3.49

Note: *maximum weighted average of the criteria is 4.

Source: prepared by authors

Table 2. Weighted average of the criteria presented for assessment and the number of indicators

Criteria	Weighted average of the criteria*	Number of indicators
K1. Feeling of safety/certainty	3.8	8
K2. Creativity/initiative	3.3	11
K3. Values/Traditions	3.5	12
K4. Entering/leaving the organisation	2.9	10
K5. Communication	3.8	8
K6. Dissemination of information	4	12
K7. Relations with the leadership	3.8	19
K8. Control	3	7
K9. Employee relationship	4	20
K10. Openness, tolerance	3.3	7
K11. Informal groupings	3	8
K12. Conflicts in the organisations	3	11
M13. Discrimination in employee relations	3.9	31
M14. Discriminatory actions	4	46
D15. Demographic data	3.1	8
Total average/sum	3.49	218

Note: *maximum weighted average of the criteria is 5.

Source: prepared by authors

The *second* expert assessment was to determine the key indicators, corresponding to the object of the research, which can be used to determine the state of organisational climate and diagnose the presence/absence of mobbing in an organisation. In order to get more accurate results, five categories of responses were selected for the second stage of the assessment (as many categories as it was intended to use in the exploratory research instrument). The indicators attributed to each response category assessed by experts were summarised. Five response categories were chosen in order to include the control statement, which would polarize the assessment categories (the category “not applicable” included). During the second expert assessment it was found which of the named indicators is most appropriate to diagnose mobbing Lithuanian in order to improve the climate of Lithuanian organisations. Ten experts participated in the research (the same as in the first stage). In some places indicators duplicate each other or are opposite. Opposite statements, used in the survey, play the role of lie scales used in psychological studies, e.g. one feels safe while he or she lacks safety. Conclusion: the respondents filled it in irresponsibly, so this questionnaire is withdrawn. *Positive indicators are placed in the questionnaire to verify the fairness of the filling by respondents.* After the second expert assessment 155 out of 218 indicators remained (Table 3).

Table 3. Comparison of the weighted average of the criteria presented for assessment and the number of indicators in both stages

Criteria	I stage		II stage	
	Weighted average of the criteria*	Number of indicators	Weighted average of the criteria**	Number of indicators
K1. Feeling of safety/certainty	3.8	8	4.6	4
K2. Creativity/initiative	3.3	11	4.78	6
K3. Values/Traditions	3.5	12	4.6	6
K4. Entering/leaving the organisation	2.9	10	4.58	5
K5. Communication	3.8	8	4.72	6
K6. Dissemination of information	4	12	4.8	10
K7. Relations with the leadership	3.8	19	4.76	9
K8. Control	3	7	4.77	5
K9. Employee relationship	4	20	4.64	11
K10. Openness, tolerance	3.3	7	4.85	5
K11. Informal groupings	3	8	4.62	6
K12. Conflicts in the organisations	3	11	4.61	7
M13. Discrimination in employee relations	3.9	31	4.75	28
M14. Discriminatory practices	4	46	4.58	39
D15. Demographic data	3.1	8	4.58	8
Total average/sum	3.49	218	4.68	155

Note: *maximum weighted average of the criteria is 4. **maximum weighted average of the criteria is 5.

Source: prepared by authors

Expert assessment clarified variable elements of the research. Four characteristics, which are intended to measure mobbing as discrimination in employee relations in order to improve organisational climate are distinguished, i.e. practices of mobbing as discrimination in employee relations, features of mobbing as discrimination in employee relations, additional features of mobbing as discrimination in employee relations, organisational climate.

3. The structure of the research instrument

The set of criteria is united to characteristics. The characteristic of the features of mobbing as discrimination in employee relations is comprised of 6 criteria. The characteristic of the actions of mobbing as discrimination in employee relations is comprised of 5 criteria. The characteristic of additional features of mobbing as discrimination in employee relations is comprised of 4 criteria. The characteristic of organisational climate is comprised of 12 criteria.

The first characteristic covers only the criteria of the **features** of mobbing as discrimination in employee relations: physical, cultural, social, work and psychological qualities, attitudes and demographic features. These criteria are intended to determine the features on the basis of which people are discriminated most.

The second characteristic includes the criteria of **actions** of mobbing as discrimination in employee relations: general actions by possibilities of attack (e.g., not listening to an opinion, interrupting, speaking in raised tones, threats, or simply non-communication) by acting through social relations, attacking the views, attacking in the spheres of professional activity and health.

The criteria of additional features of mobbing, i.e. the third characteristic, are closely related to the criteria of organisational climate and include the impact of the manager on employee relations, unrecognized discrimination in employee relations, the criteria of the employees who see discrimination and the criteria of intolerance towards the other. The characteristics and 27 criteria they make up are shown in Figure 2.

Distinguished 27 criteria are comprised of 156 indicators, 80 of which are attributed to the characteristic of organisational climate and 129 to characteristics of mobbing as discrimination in employee relations. The criterion of physical features includes 16 indicators for the diagnosis of discrimination based on sex, age, disability, etc. Cultural-social features are measured by 7 indicators. The criterion of psychological characteristics includes 4 indicators that reveal such characteristics of victims as eccentrics, slowness, etc. Work qualities are estimated by 6 indicators (e.g., careerism, diligence, industriousness, creativity). 3 indicators measure mobbing as discrimination in employee relations based on religious and political views. The criterion of demographic characteristics includes 16 indicators. The criterion of actions by possibilities of attack reveals general actions of managers or colleagues such as not listening to the colleague's opinion, interrupting his/her speech, shouting, threatening, criticising, etc. Action through social relations is measured by 5 indicators, which identify disregard for the victim, "not seeing" the victim, deliberate isolation. The attack on social attitudes is revealed through

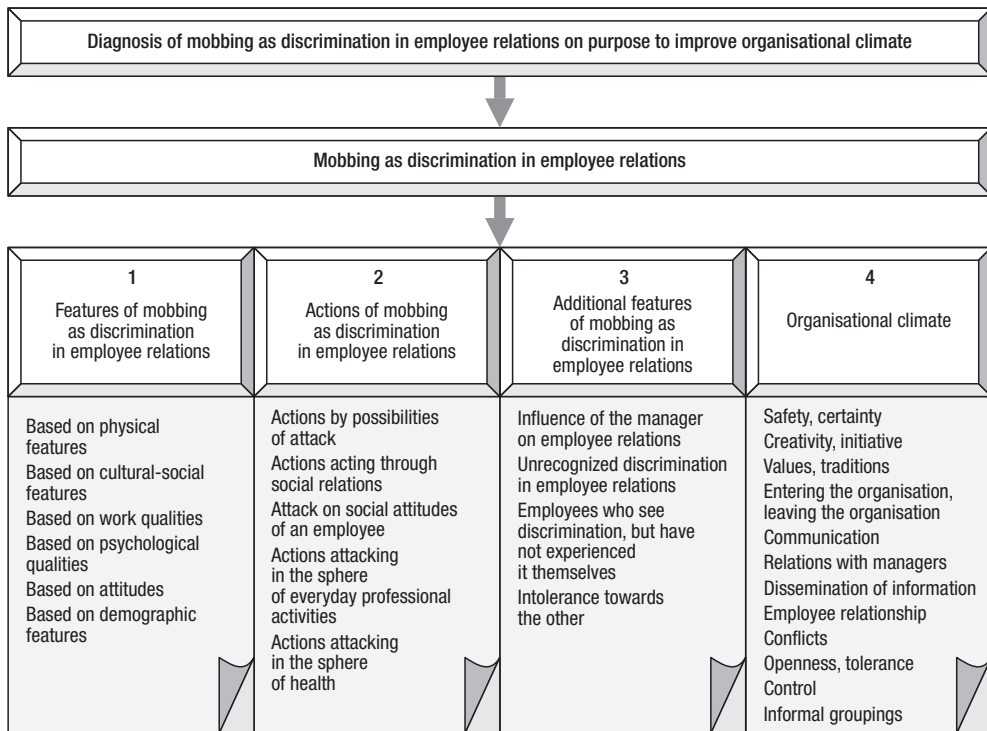


Fig. 2. Characteristics and criteria of the instrument distinguished after expert assessments
 Source: prepared by authors

14 indicators, e.g., laughing at the victim’s lifestyle. Actions of attack in occupational sphere are measured by 5 indicators (e.g., giving too many or too little tasks), in the sphere of health attacks are identified by 3 indicators. The characteristic of additional features of mobbing as discrimination in employee relations includes: the criterion of the influence of the manager on employee relations, which consists of 8 indicators, the criterion of unrecognized discrimination in employee relations (3 indicators), the criterion of the employees who see discrimination, but have not experienced it, which consists of 13 indicators, the criterion of intolerance towards the other (5 indicators). The criterion of characteristic of additional features of mobbing as discrimination in employee relations is comprised of many indicators of organisational climate. The characteristic of organisational climate is comprised of 12 criteria, covering 80 indicators. Table 4 presents the fragment of characteristics, criteria and indicators of the instrument for diagnosis of mobbing as discrimination in employee relations on purpose to improve the climate of Lithuanian organisations.

The criterion of *work qualities* as the characteristic of the mobbing as discrimination in employee relations is measured by 4 indicators of organisational climate, which reveal work qualities; the criterion of *psychological qualities* is measured by 1 indicator of organisational climate. The criterion of the *influence of the manager on employee*

Table 4. Fragment of characteristics, criteria and indicators of the instrument

Characteristics Criteria, items	Indicators, items	
<p>1. Features of mobbing as discrimination in employee relations</p> <p>Physical features; Health features; Attitudes; Work qualities; Demographic features; Psychological qualities (6).</p>	<p><i>Men in our collective feel better psychologically.</i> <i>Diseased members of our collective feel out/would feel out.</i> <i>In our collective it is better not to declare your political views, since you will acquire enemies “for life”.</i> <i>Our collective may not like an employee just because he/she is from the village and vice versa.</i> <i>Colleagues may laugh at a slower person in our collective (56).</i></p>	
<p>2. Actions of mobbing as discrimination in employee relations</p> <p>Actions by possibilities of attack; Actions through social relations; Attacking the employee’s social attitudes; Actions of attack in everyday professional activities; Actions of attack in the sphere of health (5).</p>	<p><i>In our collective there is an employee, who experienced physical violence.</i> <i>In our collective there is an employee, with whom the other colleagues do not talk, do not communicate at all.</i> <i>In our collective there is an employee, the response about whom is always negative.</i> <i>In our collective there is an employee, to whom it is avoided to entrust work tasks.</i> <i>In our collective there is an employee, who is forced to do jobs destructive to health (36).</i></p>	
<p>3. Additional features of mobbing as discrimination in employee relations</p> <p>Influence of the manager on employee relations; Unrecognized discrimination in employee relations; Employees who see discrimination, but have not experienced it; Intolerance towards the other (4).</p>	<p><i>Employees are forced to say such information the manager wants to hear otherwise they may get into trouble.</i> <i>Women are inferior managers to men, as they are too often guided by emotions.</i> <i>If someone “stumbles”, makes a mistake at work, the people around tend to rejoice.</i> <i>In our collective there is an employee, whose lifestyle is always laughed at (37).</i></p>	
<p>4. Organisational climate</p> <p>Safety, certainty; Creativity, initiative; Values, traditions; Entering the organisation, leaving the organisation; Communication; Dissemination of information; Relations with managers; Control; Employee relationship; openness, tolerance; Informal groupings; Conflicts in the organisation (12).</p>	<p><i>In our collective stress is constantly in the air; there is the lack of security and certainty.</i> <i>There are hardworking, creative and really promising employees, but they are ignored by others.</i> <i>Our collective lacks elementary respect for the ordinary worker.</i> <i>Employees, who leave the workplace, leave it being depressed or “shut the door”.</i> <i>Some people feel bad because of the used rude lexicon.</i> <i>Those employees who say one thing and do different things prevail in our collective.</i> <i>Managers misuse their authority, completely “other rules” apply to them.</i> <i>Employees communicate as if there were “bugs” everywhere.</i> <i>Colleagues tend to lie to each other.</i> <i>Even if you have good argumentation people avoid objecting to the authority.</i> <i>Individual employee groupings are created; they are simply at each other’s throat.</i> <i>Work conflicts become personal hostility and anger (80).</i></p>	
<p>Total of indicators:</p>	<p>156*</p>	<p><i>Of them: 80 of organisational climate; 129 of mobbing as discrimination in employee relations</i></p>

***Note:** the questionnaire is comprised of 156 indicators, but mobbing as discrimination in employee relations is measured by some indicators of organisational climate.

Source: prepared by authors

relations of the characteristic of additional features of mobbing as discrimination in employee relations is measured by 16 indicators of organisational climate; the criterion of the employees who see discrimination, but have not experienced it is measured by 12 indicators of organisational climate; the criterion of intolerance towards the other is measured by 4 indicators of organisational climate. Indicators of organisational climate for diagnosis of mobbing in organisations highlight that not only one criterion of mobbing as discrimination in employee relations may be measured by the named indicators. It proves that organisational climate is closely related to the phenomenon of mobbing in the organisation.

The change in indicators of the instrument presented in Table 5 shows that after the second expert assessment the number of indicators of organisational climate has significantly decreased, i.e. by 53 items. The number of indicators of mobbing as discrimination in employee relations has changed inconsiderably – by 10. The total number of indicators has decreased by 62. After the exploratory research the instrument was supplemented by one demographic indicator (employees’ experience in the current organisation), two levels, allowing the possibility to diagnose the analysed phenomenon in the department and the organisation, were introduced as well.

Table 5. The change in the number of indicators of the instrument

Indicators / Stages	Indicators provided for the second expert assessment		Indicators after the second expert assessment N = 10		Exploratory research N = 351		Main research N = 1379	
	Items	Percent	Items	Percent	Items	Percent	Items	Percent
Indicators of mobbing as discrimination in employee relations	77	35	67	43.2	67	43.2	67	43
Indicators of organisational climate	133	61	80	51.6	80	51.6	80	51.3
Demographic questions	8	3.7	8	5.2	8	5.2	9	5.8
Total number of indicators:	218		155		155		156	

Source: prepared by authors

4. Intercorrelations

Hypothesis that mobbing as discrimination in employee relations and organisational climate in principle are statistically related was posed.

The matrix of intercorrelations presented in Tables 6, 7 and 8 reflects statistical relations between 15 criteria of mobbing as discrimination in employee relations and 12 criteria

of organisational climate, i.e. the features of organisational climate and mobbing; inter-correlations of organisational climate and actions of mobbing with additional features of mobbing.

Modal meaning of correlation coefficient indicates the strength of correlation. In the tables white colour shows very strong correlation, dark grey shows strong correlation and light grey shows average correlation. Shades indicate the strength of interconnectivity of criteria. In this case, negative correlation coefficient shows a reverse correlation, i.e. organisational climate is a positive phenomenon, and mobbing is negative in itself (all the indicators revealing mobbing have a negative meaning, positive statements were also transcoded to the negative meaning).

Table 6 presents the intercorrelations between criteria of organisational climate and features of mobbing the total index of which is -0.794 , which shows a relatively high interconnection. In particular, the following criteria of the actions of mobbing and organisational climate correlate with each other (from -0.780 to -0.852): discrimination on the basis of work qualities and creativity/initiative; discrimination on the basis of work qualities and dissemination of information; discrimination on the basis of work qualities and relations with the managers; discrimination on the basis of work qualities and employee relationship; discrimination on the basis of work qualities and informal groupings; discrimination on the basis of work qualities and conflicts.

In Table 7 one can see intercorrelations between criteria of organisational climate and actions of mobbing (total index -0.683). Particularly strong links are identified between the following actions of mobbing and criteria of organisational climate (from -0.686 to -0.784): actions by possibilities of attack and dissemination of information; actions by possibilities of attack and relations with managers; actions by possibilities of attack and employee relationship; actions by possibilities of attack and informal groupings; actions by possibilities of attack and conflicts; attacking social attitudes of employees and conflicts.

Table 8 shows especially high joint index of intercorrelations between level of organisational climate and additional features of mobbing, i.e. -0.939 , which shows strong interrelationship of the distinguished criteria: the criterion of the influence of the manager on employee relations is closely related (from -0.772 to -0.895) to 8 criteria of organisational climate (communication, dissemination of information, relations with managers, control, employee relationship, openness/tolerance, informal groupings, conflicts); especially high correlation rates (from -0.773 to -0.892) are between the criterion of employees who see discrimination but have not experienced it and 10 criteria of organisational climate (creativity/initiative, entering the organisation/leaving it, communication, dissemination of information, relations with managers, control, employee relationship, openness/tolerance, informal groupings, conflicts); as well as the criterion of intolerance towards the other strongly correlates with criteria of creativity/initiative, employee relationship of organisational climate; the analysis of intercorrelations has confirmed especially high level of criteria coherence reliability, i.e. 0.001 .

Table 6. Intercorrelations between the criteria of organisational climate and features of mobbing as discrimination in employee relations

Criteria of mobbing as discrimination in employee relations	Criteria of organisational climate													
	Safety, certainty	Creativity, initiative	Values, traditions	Entering the organisation, leaving the organisation	Communication	Dissemination of information	Relations with managers	Control	Employee relationship	Openness, tolerance	Informal groupings	Conflicts	Organisational climate (joint index)	
Discrimination on the basis of physical features	-0.475 ***	-0.528 ***	-0.474 ***	-0.553 ***	-0.580 ***	-0.628 ***	-0.613 ***	-0.575 ***	-0.681 ***	-0.555 ***	-0.670 ***	-0.704 ***	-0.683 ***	
Discrimination on the basis of health	-0.442 ***	-0.474 ***	-0.457 ***	-0.527 ***	-0.559 ***	-0.564 ***	-0.542 ***	-0.501 ***	-0.589 ***	-0.500 ***	-0.567 ***	-0.623 ***	-0.615 ***	
Discrimination on the basis of attitudes	-0.463 ***	-0.516 ***	-0.436 ***	-0.549 ***	-0.513 ***	-0.566 ***	-0.547 ***	-0.535 ***	-0.603 ***	-0.509 ***	-0.583 ***	-0.622 ***	-0.626 ***	
Discrimination on the basis of work qualities	-0.673 ***	-0.852 ***	-0.691 ***	-0.714 ***	-0.699 ***	-0.787 ***	-0.780 ***	-0.728 ***	-0.802 ***	-0.734 ***	-0.791 ***	-0.805 ***	-0.877 ***	
Discrimination on the basis of demographic features	-0.476 ***	-0.511 ***	-0.463 ***	-0.536 ***	-0.551 ***	-0.595 ***	-0.596 ***	-0.564 ***	-0.633 ***	-0.530 ***	-0.607 ***	-0.659 ***	-0.651 ***	
Discrimination on the basis of psychological qualities	-0.504 ***	-0.528 ***	-0.490 ***	-0.550 ***	-0.539 ***	-0.621 ***	-0.608 ***	-0.572 ***	-0.722 ***	-0.607 ***	-0.649 ***	-0.653 ***	-0.685 ***	
Features of discrimination in the organisation (joint index)	-0.582 ***	-0.654 ***	-0.578 ***	-0.659 ***	-0.660 ***	-0.721 ***	-0.707 ***	-0.667 ***	-0.772 ***	-0.659 ***	-0.740 ***	-0.778 ***	-0.794 ***	

0.8 <= x <= 0.9 0.6 <= x < 0.8 0.4 <= x < 0.6

N_{min} = 1359, N_{max} = 1379

Note: ***Reliability 0.001, **Reliability 0.01, *Reliability 0.05.

Source: prepared by authors

Table 7. Intercorrelations between the criteria of organisational climate and actions of mobbing as discrimination in employee relations

Criteria of mobbing asdiscrimination in employee relations	Criteria of organisational climate												
	Safety, certainty	Creativity, initiative	Values, traditions	Entering the organisation, leaving the organisation	Communication	Dissemination of information	Relations with managers	Control	Employee relationship	Openness, tolerance	Informal groupings	Conflicts	Organisational climate (joint index)
Criteria of organisational climate													
Actions by possibilities of attack	-0.591 ***	-0.624 ***	-0.569 ***	-0.639 ***	-0.647 ***	-0.712 ***	-0.686 ***	-0.644 ***	-0.742 ***	-0.628 ***	-0.722 ***	-0.784 ***	-0.775 ***
Acting through social relations	-0.374 ***	-0.422 ***	-0.367 ***	-0.470 ***	-0.474 ***	-0.489 ***	-0.462 ***	-0.464 ***	-0.549 ***	-0.388 ***	-0.522 ***	-0.587 ***	-0.540 ***
Attacking employee's social attitudes	-0.469 ***	-0.512 ***	-0.463 ***	-0.560 ***	-0.586 ***	-0.602 ***	-0.574 ***	-0.548 ***	-0.648 ***	-0.495 ***	-0.616 ***	-0.682 ***	-0.655 ***
Attacking in everyday professional activities	-0.453 ***	-0.490 ***	-0.437 ***	-0.536 ***	-0.549 ***	-0.589 ***	-0.577 ***	-0.547 ***	-0.641 ***	-0.503 ***	-0.628 ***	-0.646 ***	-0.641 ***
Attacking in everyday health sphere	-0.311 ***	-0.352 ***	-0.317 ***	-0.440 ***	-0.447 ***	-0.429 ***	-0.406 ***	-0.391 ***	-0.470 ***	-0.346 ***	-0.454 ***	-0.497 ***	-0.472 ***
Discriminatory actions in the organisation (joint index)	-0.486 ***	-0.531 ***	-0.478 ***	-0.587 ***	-0.601 ***	-0.624 ***	-0.599 ***	-0.574 ***	-0.676 ***	-0.522 ***	-0.651 ***	-0.708 ***	-0.683 ***

0.7 < x <= 0.8 0.5 < = x < 0.7 0.3 < = x < 0.5

N_{min} = 1355; N_{max} = 1377

Note: ***Reliability 0.001, **Reliability 0.01, *Reliability 0.05.

Source: prepared by authors

Table 8. Intercorrelations between the criteria of organisational climate and additional features of mobbing as discrimination in employee relations

Criteria of mobbing as discrimination in employee relations	Criteria of organisational climate												
	Safety, certainty	Creativity, initiative	Values, traditions	Entering the organisation, leaving the organisation	Communication	Dissemination of information	Relations with managers	Control	Employee relationship	Openness, tolerance	Informal groupings	Conflicts	Organisational climate (joint index)
Manager's influence on employee relations	-0.691 ***	-0.716 ***	-0.732 ***	-0.748 ***	-0.781 ***	-0.895 ***	-0.868 ***	-0.836 ***	-0.800 ***	-0.772 ***	-0.786 ***	-0.862 ***	-0.932 ***
Unrecognized discrimination in employee relations	-0.433 ***	-0.444 ***	-0.432 ***	-0.452 ***	-0.499 ***	-0.537 ***	-0.543 ***	-0.487 ***	-0.552 ***	-0.502 ***	-0.536 ***	-0.584 ***	-0.583 ***
Employees who see discrimination, but have not experienced it	-0.707 ***	-0.771 ***	-0.722 ***	-0.817 ***	-0.865 ***	-0.892 ***	-0.854 ***	-0.773 ***	-0.879 ***	-0.755 ***	-0.829 ***	-0.824 ***	-0.940 ***
Intolerance towards the others	-0.664 ***	-0.823 ***	-0.660 ***	-0.695 ***	-0.707 ***	-0.743 ***	-0.710 ***	-0.656 ***	-0.807 ***	-0.683 ***	-0.735 ***	-0.748 ***	-0.836 ***
Additional features of discrimination in the organisation (joint index)	-0.711 ***	-0.784 ***	-0.727 ***	-0.773 ***	-0.813 ***	-0.876 ***	-0.882 ***	-0.787 ***	-0.866 ***	-0.775 ***	-0.823 ***	-0.862 ***	-0.939 ***

0.8 < x <= 0.9 0.6 <= x < 0.8 0.4 <= x < 0.6

N_{min} = 1355; N_{max} = 1379

Note: ***Reliability 0.001, **Reliability 0.01, *Reliability 0.05.

Source: prepared by authors

5. Conclusions

The process of the development of the instrument of mobbing as discrimination in employee relations on purpose to improve organisational climate involved five main stages. With the help of theoretical analysis key characteristics of the instrument were identified, the questionnaire for the first expert assessment in which the criteria matching the object of the research presented (the first expert assessment) was designed, on the basis of expert conclusions, suggestions and weighted average of the criteria, the questionnaire for the second assessment was designed, presenting indicators corresponding the criteria (the second expert assessment). After finding the weighted average of the criteria and notably reducing the number of indicators, the instrument was prepared for diagnostic exploratory research. After carrying out the research the drawbacks revealed during the exploratory research were corrected, which helped to prepare the instrument for the main research: four characteristics were identified (features of mobbing; actions of mobbing; additional features of mobbing; organisational climate), which consisted of 27 criteria that resolved into 156 indicators.

In summary, it can be maintained that the matrix of intercorrelations reflects very close interrelations between mobbing as discrimination in employee relations and organisational climate. With the help of the analysis of the intercorrelations it was found that there is a very strong correlation between mobbing on the basis of work qualities and the following criteria of organisational climate criteria: creativity/initiative; dissemination of information; relations with managers; employee relationship, informal groupings; conflicts. Very strong correlations were also found between actions of mobbing by possibilities of attack and criteria of organisational climate: dissemination of information; relations with managers, employee relationship; informal groupings; conflicts. Especially strong intercorrelations were found between the criteria of the influence of the manager on employee relations, employees who see discrimination but have not experienced it and intolerance towards the other that correlate very strongly with almost all the criteria of organisational climate, (the joint index -0.939).

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MOBINGO DIAGNOZAVIMO INSTRUMENTAS: KONSTRAVIMO ETAPAI, STRUKTŪRA IR KRITERIJŲ SUSIETUMAS

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Santrauka

Mobingo kaip diskriminacijos darbuotojų santykiuose, gerinant organizacijų klimatą, procesą sudarė penki etapai. Taikant teorinę analizę buvo išskirtos pagrindinės instrumento charakteristikos, sudaryta anketa pirmajam ekspertiniam vertinimui, kurioje pateikti tyrimo objektą atitinkantys kriterijai (pirmasis ekspertų vertinimas), remiantis ekspertų išvadomis, siūlymais ir kriterijų svorio vidurkiais, sudaryta anketa antrajam vertinimui, pateikiant kriterijus atitinkančius rodiklius (antrasis ekspertų vertinimas). Nustačius kriterijų svorių vidurkį ir itin sumažinus rodiklių skaičių, instrumentas parengtas diagnostiniam žvalgomajam tyrimui. Atlikus tyrimą, pakoreguoti žvalgomąjo tyrimo metu atskleisti instrumento trūkumai, padėję parengti jį pagrindiniam tyrimui: išskirtos keturios charakteristikos (mobingo požymiai; mobingo veiksmi; papildomi mobingo požymiai; organizacijos klimatas), kurias sudaro 27 kriterijai, išsiskaidantys į 156 indikatorius.

Reikšminiai žodžiai: mobingas, diskriminacija, darbuotojų santykiai, organizacijos klimatas, diagnostavimas, instrumento formavimas, interkoreliacija.

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