

# Master's Thesis

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MSc in International Business

Mobbing in the low-wage labor market in Iceland -  
a comparison of immigrants and Icelanders

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Reykjavík, Date (17/05/2016)

### **Declaration of Research Work Integrity**

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature of any degree. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

By signing the present document I confirm and agree that I have read RU's ethics code of conduct and fully understand the consequences of violating these rules in regards of my thesis.

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**Abstract**

Workplace mobbing has previously been studied to some extent but little research has been made on Icelandic labor market. Findings from former studies have found that mobbing is a serious problem in today's workplace because it has a highly negative effect on employee life. Negative Acts of Questionnaire-Revised (NAQ-R scale) was used to analyze the frequency of mobbing in Iceland's low-wage labor market.

The purpose of this study was to find out if mobbing is also problem in the Icelandic labor market.

Even though the results showed that immigrant employees are not at a higher risk to experience mobbing than Icelandic employees, personal character plays an important role regarding when and how people become targets of mobbing.

## **Preface**

This thesis was written in order to acquire the Master of Science degree in International Business at Reykjavik University and is considered to be 24 ECTS credits. My supervisor was Auður Arna Arnardóttir who is an assistant professor at Reykjavik University.

I want to thank my supervisor Auður Arna Arnardóttir for providing me with valuable comments throughout the entire process of writing this research. I appreciate her guidance, assistance and feedback.

Additionally, I would like to thank my family and friends for their motivational support. Finally, to all the people that took part in this study, I want to express my gratitude for their contribution.

**Keywords:** Workplace mobbing, immigrants, low-wage employees

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## **1 Introduction**

Many companies have recognized both bullying and mobbing as a problem in today's work environment. Many studies have analyzed both workplace bullying and mobbing phenomena as an obstacle that affects employee well-being. Studies that describe sabotage or the abuse process are still limited, however, because of the nature of mobbing behavior and the difficulty encountered in proving that it actually takes place. Although many organizations remain silent and pretend that this problem does not exist in their organizations, others acknowledge the problem by addressing bullying and mobbing behaviors in their organizations by establishing preventive rules and policies. Many cases remain, however, unnoticed or are never resolved.

Mobbing and bullying are always defined as the abuse of a chosen target in an organization with the purpose of removing him or her from the organization. The perpetrator will generally be the target's coworker or supervisor (Laymann, 1990). This study analyzes what possible impacts mobbing in the workplace has on the employee and whether Icelanders or immigrants are more at risk to experience mobbing.

Very few studies had been made on this subject in the Icelandic labor market. A study conducted by Ministry of Finance in 2010 that analyzed the occurrence of mobbing in the Icelandic public sector showed that ten percent of participants said that they have experienced mobbing at their workplace.

Another study by Guðrún Pétursdóttir in 2012 showed that 82 percent of participants have experienced discrimination and prejudice more than once in their workplaces.

The subject of mobbing needs more attention as many employees in Iceland are uncertain about its negative influence or the presence of the organizational mobbing policies (Pétursdóttir, 2012).

In this study the researcher defined mobbing to describe physical terror in the workplace. The term bullying is used to describe negative behavior and aggression towards a target by a single individual.



## **1.1 Workplace Bullying and Workplace Mobbing**

Workplace mobbing has become a significant topic in recent years, gaining research interest and becoming the subject of many more studies and publications because of its harmful influences on employees' mental health. Even though managers and companies have started to become aware of mobbing at the workplace and its negative influences on employee productivity and job attitude, it is still a problem in many organizations. As such, many of the mobbing cases are not reported or are never noticed and/or resolved by supervisors or top management (Sperry, 2010; Kakoulakis, Galanakis, Bakula-Tzoumaka, Darvyri, Chrousos, Darviri, 2015).

Many studies have analyzed both workplace mobbing and bullying and their influences on employee behavior and have yielded very similar results. Most of the results from those studies have shown that negative results caused by workplace mobbing tend to occur over longer periods, usually defined as greater than 6 months, and lead to harmful consequences (Sperry, 2010).

Today companies are making significant efforts to remove negative behavior such as any form of nonphysical violence or harassment from their organizations by setting rules and policies aimed to prevent mobbing at the workplace. Mobbing still exists, however, in the everyday work environment. In many cases, mobbing at the workplace will not only damage an employee's health but also his or her performance and productivity. Moreover, workplace mobbing, in the end, will lead to worse performance from each employee in the company (Einarsen, Hoel, Zapf, Cooper, 2011).

### **1.1.1 History of workplace mobbing**

Mobbing at the workplace began to receive more attention from research in the early nineties in most European countries and today it has been recognized as a severe problem in many types of organizations worldwide.

The term mobbing tends to be used more by Scandinavian countries and the rest of the Europe while the term workplace bullying is more used in the United Kingdom, United States and other English-speaking countries (Sperry, 2009; Einarsen, 2000).

Most of the definitions define workplace mobbing as a form of nonsexual harassment, which comes under different names. Most frequently-used terms to describe unethical and hostile behavior within organization are workplace or adult bullying, workplace mobbing and work harassment (Einarsen, Hoel, Zapf & Cooper, 2011).

At first mobbing was considered a taboo subject in organizational research and organizational environments but later evolved into a topic that recognized it as a serious problem (Hoel et al., 2011). Before 1990 research in the area of workplace mobbing was done mostly in Scandinavian countries and other non-English-speaking European countries. Over the following years, however, mobbing became a recognized research topic and gained growing attention from researchers because of its harmful effects on both employees and companies (Duffy, 2009).

Until recent years workplace mobbing was not a studied topic in North America, which instead focused much more on physical harassment than emotional harassment like abusive relationships at work. In the past decade, however, North American research has started also to pay more attention to emotional abuse and has published more studies that involve workplace mobbing (Keashly & Jagatic, 2011).

The term mobbing was first used by ethnologist Lorenz Konrad in order to explain animal behavior when group of smaller animals try to scare one larger animal. Swedish physicians then used the same word mobbing in order to describe the harmful behavior of a group of small children towards a single child that could not defend itself (Laymann, 1996).

Heinz-Leymann, a German-born physician and psychiatrist, is viewed by many other researchers in this field as the person who started the concept of workplace mobbing (Lutgen-Sandvik, Tracy & Alberts, 2007).

He chose to use the term mobbing to describe such violence in early 1980's when he observed similar behavior and characteristics by various people at their workplaces. As a result, Laymann chose not to use term workplace bullying to explain psychological

harassment because those two terms tend to have minimally different characteristics and mobbing was a much better word to describe such circumstances in the workplace (Laymann, 1996).

It was Carroll Brodsky, however, an American psychiatrist, who described these phenomena long before Laymann. He had already described the workplace mobbing concept in detail in 1976 in his book “The Harassed Worker” but called such behavior by a different name. This book was one of the first North American publications about nonphysical harassment, but his work was neither recognized nor noticed at that time (Einarsen, et al., 2011; Brodosky, 1976). In his book he called employees who were abused and mistreated by others at their workplaces “harassed” (Duffy, 2009). The book described his studies and literature about the cruelty shown by people towards each other, regardless of whether they are friends or enemies, without any justification. His studies described employees who were mistreated or hurt physically and mentally by their fellow workers or supervisors and how it affected their welfare, performance and life outside of work. Participants also experienced nonsexual and psychological abuse from their perpetrators. The book described five categories of harassment which are sexual harassment, scapegoating, i.e. punishing someone for the errors of others, name-calling, physical abuse and work pressure (Einarsen, Hoel, Zapf & Cooper, 2011).

## **1. 2 Workplace Mobbing and bullying at the workplace**

Mobbing at the workplace is very similar to bullying at the workplace however there are some minor differences between the two terms. Mobbing involves nonphysical aggression towards one person by one person or group of the people. Bullying, however, is associated more with physical abuse and aggression of one individual who is most often the target of a supervisor (Zapf, 1999).

### **1.2.1 Workplace bullying**

Bullying is often described as an offensive and negative behavior toward one target victim or victims by one perpetrator who is most often an employee within the same organization or department. The person that insults his or her target victims might appear as his or her peer or supervisor in the same organization or unit of the organization (Lind, Glaso, Pallesen & Einarsen, 2009; Wheeler, Halbesleben & Shanine, 2010).

Bullying in companies happens very regularly in all types of businesses and industries

worldwide. It has been reported that around 8% to 25% of employees worldwide have had been victims of workplace bullying at some point of their working lives (Wheeler et al., 2010).

### 1.2.2 Workplace mobbing

There have been many definitions of workplace mobbing since this concept was addressed for the first time in 1980. The most commonly used definition, however, is Laymann's mobbing definition. Laymann defined mobbing at the workplace as *a type of a psychological terror of unfriendly actions and unethical and unprofessional communication aimed toward target individual by one or more individuals from the same organization* (Yildirim D., Ylidorim A. & Timucin A., 2007; Laymann, 1990).

Other definitions characterize mobbing at the workplace as a nonsexual harassment and emotional abuse of a chosen target individual in the organization by other individuals in the same organization or/and department, where the main purpose is to displace the target individual from the organization or unit of the organization. It is often made through unethical behavior and actions towards the chosen victim, for instance, humiliation, isolation from the other co-workers, spreading rumors about the chosen target, ignorance and intimidation (Sperry, 2009).

#### **Mobbing can be classified into several dimensions- of mobbing behavior:**

- *threat to professional status- public professional humiliation, criticism*
- *threats of professional status- insults and/or threats*
- *isolation- isolation, withholding information and opportunities*
- *overwork- projects with impossible deadlines, pressure in work.*
- *Destabilization- not giving credit, removal of responsibilities*

(Cowie, Naylor, Rivers, Smith & Pereira, 2001)

-One of the main characteristics of mobbing at the workplace, besides its negative behaviors and unethical actions, is the persistency in how victims experience those actions. Moreover, the frequency and duration of the experienced actions must last for at least a period of 6 months in order to define it as a mobbing behavior (Einarsen, Hoel & Notelaers, 2009).

Furthermore, unevenness in power between perpetrator/s and victim is also an important aspect of the definition of mobbing as it refers to mobbing only when person is not capable of protecting himself/herself or avoiding an unpleasant situation (Ertureten, Cemalcilar & Aycan, 2015).

These unethical activities are classified as mobbing if specific acts, interaction or

method takes place on a regular basis and over an extended period of time (Lind et al., 2009).

There is no agreement between definitions in previous studies regarding the degree of duration of mobbing and how often mobbing behavior must occur to define it as mobbing. It has been generally accepted, however, that behaviors which are characterized as negative and unethical and have systematically taken place for 6 months can be described as mobbing behavior (Cowie, Naylor, Rivers, Smith & Pereira, 2002). Mobbing is an attack that affects the emotions of the individual who experiences systematical oppression. It is also a continuous process that causes more mental suffering and, in the end, leads to emotional stress or post-traumatic stress disorders. Mobbing at workplace, unlike workplace bullying, is likelier to take a more dynamic form where there is more involvement from other employees within the organization towards people that are target of mobbing (Wheeler et al., 2010; Sperry, 2009).

#### **1.2.4 Most known models of the mobbing at the workplace**

Laymann established a linear mobbing model to explain how mobbing develops in stages over a long time. Laymann developed a linear model of workplace mobbing that included four phases and was later developed into five phases. In the first phase there is usually a situation that evolves into conflict but is not yet classified as mobbing but may develop into mobbing in the near future. In the second phase, mobbing and stigmatization comes in form of the social isolation, aggressive behavior, criticism and threats. In the third phase, the object of the mobbing might be misunderstood by top management who might also be indirectly involved in the mobbing by branding the victim as a source of the whole problem. In the fourth phase the mobbing object is branded as difficult, emotionally unstable or unprofessional. Therefore, due to lack of the support from company management, they leave their workplace or are fired by the company and have problems with emotional stress and/or depression (Lutgen-Sandvik, 2013; Ozturk, Sokmen, Yilmaz & Cilingir, 2007; Leymann, 1990).

#### **1.2.5 Differences between American and European concepts of mobbing**

While European countries already started to investigate the subject of mobbing in 1990, the United States had, by that time, begun to review abusive behaviors that they entitled in the beginning “emotional abuse”. The North American literature mostly emphasized on aggressive behaviors that involved physical aggression and violence.

In the past ten years, however, North America has showed more interest in nonphysical forms of aggression like mobbing (Einarsen et al., 2011).

Workplace mobbing is still a new term in American workplaces even though the effect of mobbing is apparent in the form of lower performance and turnover (Duffy, 2009).

***Studies about mobbing in USA***

The Workplace Bullying Institute (WBI) and Zogby International asked 7,740 adult people in USA in 2007 if they experienced or witnessed mobbing at their current workplace. This was one of the first such research studies in the United States that represented a cross-section of the population in the USA. According to the results, 37 % of the participants said that they had experienced mobbing at work; 13% said that it was taking place now or within a year prior to the study and 24% experienced mobbing at workplace in the past. Additionally, 12 % of American workers had witnessed mobbing at the workplace but not experienced it directly; almost half of American workers are affected by this negative behavior at some point. Based on the results from WBI and Zogby, the research would imply that out of 146 million US employees who were employed in America in 2007, 54 million had experienced mobbing at their workplaces. More than half of mobbing cases in US workplaces takes places in front of other employees and the other half takes place behind door or is overheard by others (Namie & Namie, 2009). As stated in the WBI-Zogby survey, male employees choose to abuse their targets in public while female employees choose to abuse their targets behind closed doors (Namie & Namie, 2007).

In 2010 the Workplace Bullying Institute (WBI, 2010) conducted national studies for a second time on a smaller sample of 2,092 individuals who were both targets and witnesses. The results showed that 34 % of the participants said that they had experienced mobbing at work; 9% said that it was taking place at that time and 26% experienced mobbing in the workplace in the past. Additionally, 15.5% of American workers had witnessed mobbing at the workplace but had not experienced it (Namie, 2010).

In 2014 WBI conducted national studies again on 1.000 individuals. This time the results showed that 27% of the participants have experienced mobbing; 7% in last year and 20%- in the past generally and another 72% said that they had knowledge that it took place at their workplaces. The results also indicated that in 69% of the cases males were perpetrators. In 60% of cases women were victims and 68% of the women perpetrators chose women as their target (Namie, 2014).

### **1.2.6 Types of mobbing**

Mobbing might take the form of an individual mobbing, a group mobbing or both. Furthermore, mobbing might come in three different types: downwards mobbing, upwards mobbing and horizontal mobbing (Yaman, 2009).

Downwards mobbing takes place when employees that are target of the mobbing by people who hold a higher position within the company. This is the most popular type of mobbing because leadership is one of the most important predictors of mobbing (Eruteken, Cemalcilar & Ayan, 2011).

Upwards mobbing takes place when target of the mobbing behavior are superiors in the company. This type of mobbing is rather uncommon in the workplace because of support from others managers at the same level and senior management (Yaman, 2009; Zapf et al., 2011).

The last type of the mobbing is horizontal mobbing that exists only among employees who hold same level of position within in the company (Yaman, 2009; Ertureten, et al., 2011).

### **1.2.7 The main reasons for mobbing**

There are three main clusters of reasons for workplace mobbing based on previous studies: characteristics of the perpetrator, characteristics of the victim and characteristics of work environment (Bowling & Beehr, 2006; Reknes, Einarsen, Knardahl & Lau, 2014).

Both individual and organizational factors can directly or indirectly lead to mobbing in the workplace. Individual characteristics and differences are often consequences in the occurrence of the conflicts that evolve to mobbing. Organizations practices and systems, however, will also have the same direct or indirect effect (Bowling et al., 2006).

#### **Characteristics of the perpetrators**

According to much previous research, most perpetrators of mobbing at the workplace are supervisors, managers and coworkers (Ortega, Hogh, Pejtersen & Olsen, 2009). Perpetrators of mobbing behavior are really good workplace administrators and speakers and public speakers. They have one purpose which is to have control over their chosen target. They use specific tactics based on humiliation and threats to ultimately destroy the target. People that choose to use abusive violence like mobbing utilize

various tactics at any moment in order to achieve their objectives. They do various things to destroy the target's work life. Most of the perpetrators also used the same methods during their time at school, however, were not stopped at that time and, as such, behave in the same manner at their work. In some cases, bullies suffer from antisocial or narcissistic personality disorders. These individuals are rare, however, consisting of around 2 or 3 percent of the population according to the American Psychiatric Association (Namie & Namie, 2009).

### **Characteristics of the victim**

Most often people who experience mobbing are different from the majority or are outsiders in the organization. Individual(s) that look and speak differently, have different culture or rare names or do not follow unwritten rules within the workplace more often become targets of mobbing (Hogh, Carneiro, Giver & Rugulies, 2011).

Furthermore, the same study found that unskilled workers were most often the targets of mobbing while supervisors and/or managers were almost never chosen as targets of mobbing (Ortega, et al, 2009).

### **Characteristics of work environment**

Work environment plays an important role regarding why, in some cases, mobbing behaviors and actions occur more often than in other workplaces. Factors include competition, management style, lack of formal employee policies and weak communication practices (Wheeler, Halbesleben & Shanine, 2010).

Mobbing is frequent in highly competitive and stressful work environments where all employees are exposed to high-pressure situations. Additionally, some mobbing activity is influenced by the cultures in the countries where organizations have located their business activities (Weeler et al., 2010; Einarsen et al., 2011).

Previous research indicates that employees that work in the public sector are at more risk than those that work in the private sectors. Mobbing is less common in smaller family-operated businesses, especially in gastronomy businesses or the building sector (Zapf, Escartín, Einarsen, Hoel & Varita, 2011).

### **1.2.8 The consequences of mobbing**

Mobbing leads to many serious consequences for both companies and employees. There are many individual and organizational factors that might influence potential perpetrators and encourage them in their future mobbing behavior (Zapf, 1999).



Mobbing, however, tends to have more serious and severe consequences on people that have been target of mobbing than workplace bullying (Sperry, 2009).

Both workplace bullying and workplace mobbing will lead to serious personal consequences for victims that have experienced such behavior during their careers. It been proven that people who have been targets of workplace bullying or workplace mobbing experience poor job satisfaction, weakened organizational commitment, increased stress and are more willing to leave their current job to look for other employment (Wheeler et al., 2010). During the time that a victim experiences mobbing at her or his workplace, it is frequency, repetitiveness and length that have biggest physical consequences on the victim (Yildirim D., Yildirim A. & Timucin A., 2007).

### **1.2.9 Individual consequences of workplace mobbing**

Mobbing problems in the organizations will lead to various problems not only with the target victim but also, to some degree, the witnesses of said behavior. Much of the previously conducted research has confirmed that mobbing has overwhelming consequences on the victim's work and private life. According to the Einarsen and Raknes study from 1997, around 23 percent of people who have experienced mobbing at their workplaces suffer from psychological disorders as a consequence (Erturk, Cemaloglu, 2014). Various research suggests that mobbing might be caused by the target victim but it difficult say if this is the victim's fault or that of the organization or social groups (Zapf, 1999).

Other studies, however, have found that people who endure mobbing at their workplaces are more likely to take sick leave, take drugs or even think about committing suicide. Some other studies in Scandinavian countries in various sectors proved that mobbing victims are at higher risk to take more sick leave. Results from research done in 2004 indicate that 20 percent of the sample that had experienced mobbing at the workplace took drugs frequently because their problems at work (Hogh, Mikkelsen & Hansen, 2012).

### **1.2.10 Organizational impact of workplace mobbing**

Organizations as a whole will also experience the impact of mobbing in the form of higher turnover, legal costs and even damaged reputation of the organization. In the past, studies had put more emphasis on the individual consequences of mobbing than organizational consequences. As such, the costs of mobbing at an organizational level

received much less attention. There is strong relationship, however, between these two subjects as victims are likely to be less productive and less committed to their job which will directly affect the company's performance/productivity. Even if mobbing complaints are addressed and settled in the right manner they may still affect the company; for instance, if the case is not handled properly due to the lack of appropriate procedures and responses which deny victims their rights, a mobbing case may go to court and damage company reputation (Hoel, Sheehan, Cooper & Einarsen, 2011 p. 129).

Mobbing is generally seen as a subjective concern and issue within an organization that appears between coworkers, subordinates and supervisors. In some circumstances, however, employees experience offensive behavior from the organization's customers (Ortega, Hogh, Pejtersen & Olsen, 2008). Many studies show that poor work organization and leadership are often predictors of mobbing. Past studies that have researched mobbing in the workplace have determined characteristics of various workplace environments that influence the prevalence of mobbing (Zapf, 1999). Mobbing at work does not only influence the individuals who are victims of emotional abuse. Employees who have merely witnessed mobbing at the workplace are also affected by this situation. They are reported to experience more stress than employees that do not witness mobbing. Furthermore, there is higher chance that they will leave and look for another job as result of witnessing mobbing (Hogh et al. 2012 p.106).

### **1.2.11 Mobbing and discrimination**

Mobbing and discrimination have a lot in common with each other and are often mistaken for the same thing. People who experience discrimination go through similar experiences to mobbing. Discrimination is more often based on a social model rather than an organizational one; furthermore, the process is much longer and challenging in terms of duration and resolution (Lewis, Giga & Hoel, 2011).

Discrimination derives more from an individual basis like individuals' attitudes towards equality standards. People's individual equity standards with regards to race, religion, gender, age and disability, however, may diverge in many ways. Additionally, other factors like history, social group membership, changing demographics in many countries will also influence how people shape their prejudices.

Discrimination is often referred to as unequal treatment because of being different (Lewis et al, 2011).

Not all discriminatory behavior can be described as workplace mobbing because some differences do exist. Discrimination happens when individuals are not treated in the same way because of their membership in specific group. Lastly, workplace mobbing involves regular unfair acts and treatment towards a target employee (Lewis et al, 2011).

### **1.2.12 Prevention of the mobbing at the workplace**

Even though many companies already possess anti-mobbing organizational policies, it will never remove mobbing completely. They are very useful instruments, however, that help in preventing mobbing abuses and add remedial procedures when it happens. Without policies that prohibit mobbing behavior, employees are left isolated and need to find ways to defend themselves without any plan or rules about what they can do about it (Duffy, 2009).

In order to prevent mobbing, policies are very important tools that protect victims and reduce tendency of mobbing at the workplace. It should be part of the organizational strategy and become part of the organizational program to promote a positive work environment (Duffy, 2009).

Mobbing in the workplace is becoming an important issue throughout European countries. Many European countries have recognized mobbing as a problem and safety issue and have put an emphasis on developing tools and a legal framework to prevent it. European law prohibits mobbing at work and states that employers have a duty to protect against these kinds of situations. Laws in Australia and Canada state that employers have a duty to protect employees from workplace mobbing (Namie & Namie, 2009).

In Iceland there are rules and laws that both define mobbing as a serious problem and prohibit it. These regulations require strategies regarding how to react to mobbing cases and how to organize and resolve them if they come up at the workplace in order to decrease the likelihood of mobbing in the future (Vinnueftirlitið, 2014).

In Iceland the law states that mobbing and any form of physical or nonphysical harassment is not allowed at the workplace according Act No. 48/1980, the law regarding security at the workplace. The newest law regarding sensitive matters in the workplace from 2015 states that employers have a duty to resolve sensitive matters immediately and provide support to affected individuals if needed (Ministry of Welfare,

2015).

### **1.2.3 Benefits of identifying workplace mobbing as problem**

Mobbing is not a conflict or incident that will end quickly without any intervention. It is an evolving process that, with time, will start to show its negative effects on both individual and organizational level. If mobbing is stopped in a timely manner, however, its adverse effects will be minimized. Furthermore, companies will also gain profits from identifying mobbing by preventing negative repercussions such as higher turnover or lower productivity. Therefore, if mobbing is stopped soon enough it will not damage in the company (Cornoiu, Gyorgy, 2012).

## **Chapter 2- Workplace mobbing in Iceland and immigrants in Iceland**

In 2006 Icelandic Ministry of Finance conducted research for the first time about workplace mobbing/bullying between employees in the public sector. The research analyzed whether employees in the public sector have ever experienced bullying or mobbing at their current workplace. The results from those studies indicate that about 17% of the participants that took part in the survey have experience bullying and mobbing. Furthermore, 10% of the participants have experienced bullying more than once during their career. There was not much significant difference, however, between female and male participants (Kristmundsson, 2006).

The research was carried out again in 2008. This time, however, participants were asked if they had witnessed or been a victim of bullying or mobbing at their current company in the last 12 months and how did they react to this negative behavior. Participants were also asked if there were any factors within their institutions that encourage employees' bullying or mobbing behavior towards others employees. Approximately 25% of the participants said that they have witnessed bullying and mobbing at their workplace in the last 12 months (Fjármálaráðuneytið, 2008).

In 2010 research was done for the third time and was very similar to the 2008 study. This time, however, it was asked if employees directly experienced bullying/mobbing or if they witnessed bullying/mobbing. Nearly, 26% of the participants admitted that they have been a witness to workplace bullying/mobbing and around 10% of the participants have said they had experienced bullying/mobbing directly at their current workplace (Fjármálaráðuneytið, 2010).

All studies analyzed the presence of workplace bullying/mobbing in the Icelandic public sector only. Furthermore, participants were categorized by institution of employment as well as age, gender and education. It was not mentioned if all participants that answered the questionnaire were Icelandic or came from other countries.

### **2.1.1 Immigrants in Iceland**

There has been a steadily increasing number of the foreign citizens who have come to Iceland to work in recent years. The number of foreigners who reside in Iceland has been consistently growing in the recent decade. The number of foreign citizens rose most significantly between 2005 and 2008, reaching a maximum of 24,000 in the beginning of the 2009 or approximately 6.7% of the whole population in Iceland

(Jónsson, 2014). During the national financial crisis in Iceland the number of foreign citizens declined sharply to 21,000. The number increased again over the following years and in 2015 there were 24,294 immigrants residing in Iceland and had become 7.4% of the total population in the country (Hagstofa, 2016).

The largest immigrant population who live in Iceland are from Poland: 10,224 individuals at the beginning of the 2014, which is almost 45% of all foreigners in Iceland. The number of Polish people increased by nearly one thousand between 2013 and 2014 and they compromise approximately 3% of the entire population of Iceland. The second largest immigrant group in Iceland is Lithuanians who totaled 1,659 individuals (Jónsson, 2014; Haraldsson & Ásgeirsdóttir, 2015).

Immigrants comprised 7.4% of the Icelandic population in 2015 (Statistics Iceland, 2016). The occurrence of workplace accidents over the past ten years involving foreign employees is high relative to their total participation in the Icelandic labor market. In 2006 foreigners were victims of 30% of workplace accidents. The main explanation could be high level of participation of foreign employees in large building construction projects. Despite many safety developments, the number of accidents involving foreign citizens is still high; in the last three years they suffered around 12% of all workplace accidents in Iceland (Jónsson, 2014; Haraldsson, & Ásgeirsdóttir, 2015).

### **2.1.2 Workplace mobbing in the workplace and discrimination between immigrants**

Employees that were the targets of bullying and mobbing at their workplace tend to be different from the rest of the employees in the organization. Furthermore, according to previous research, immigrants and ethnic minorities tend to have a higher risk of experiencing workplace mobbing (Hogh, Carneiro, Giver, & Rugulies, 2011).

Studies by Anne Hogh and others analyzed whether immigrants in the Danish nursing industry had a higher risk of being bullied at their work indicate that immigrants had experienced bullying more than Danish employees in the nursing industry (Hogh et al., 2011).

Another study from 2009 that also analyzed health care workers indicate that bullying and discrimination is often unanswered, unrecognized and nothing is done in order to prevent it at an organization. Furthermore, this research also addressed workplace racism and workplace bullying and identified that communication difficulties and abusive power relationships between manager and subordinators are one of the main

reasons of bullying workers that have different nationality -from their superiors (Allan, Cowie & Smith, 2009).

#### **2.1.4 Studies about immigrants**

A study that analyzed whether immigrant health care employees were at more risk to experience mobbing than Danish workers (Hogh et al, 2011.) showed that immigrants experienced mobbing more than Danish individuals. Additionally, results showed that Danish employees experienced mobbing more from the co-workers than from their supervisors. (Hogh et al, 2011.)

#### **2.1.5 Studies about immigrants in Iceland**

Not many studies have been done in Iceland regarding immigrants' -experience with workplace bullying or mobbing relative to other employees at their current or previous companies. There have been made some studies, however, that analyzed the level of the discrimination toward immigrants that work in Icelandic companies. A recent study from 2013 by Guðrún Pétursdóttir showed that immigrants have experienced prejudice and discrimination in Iceland at some point in their workplaces. The results indicate that about 82% of the participants answered that they have experienced discrimination and prejudice more than once at their workplace (Pétursdóttir, 2013).

## Chapter 3- Employ engagement, Intention to leave & Leadership

### 3.1 Employee engagement

The concept of employee engagement has become one of the most interesting topics in psychological literature in recent years. Employee engagement is explained by an employee involvement, satisfaction and enthusiasm for the work activities that an employee does (Robbins & Judge, 2012).



Source: (Armstrong, 2015)

Employee engagement was first defined in 1990s by William Kahn who described this term as a psychological condition that is experienced by employees in relation to their work and correlated behaviors (Armstrong, 2015).

Employee engagement is an important factor for organizations and managers as employees who are engaged are less likely to withdraw from their job and perform better than other employees. Managers in organizations show interest in employee engagement because of the idea that if they have engaged employees they will perform better, are more creative and are less likely to leave their current workplace; their workload is more sustainable. Also beneficial for organizations as a resource of competitive advantage as it enhances customer service levels, innovation and increases interest in employee training and development (Armstrong, 2015; Mullins & Christy, 2013).

Furthermore, many research studies indicate that employee engagement is one of the main serious concerns in today's work environment as only 17 to 29 percent of the employees can be classified as the engaged employees. A study of 36 organizations showed that employees with higher levels of employee engagement tended to be more productive and profitable and additionally were less likely to leave their work or



experience any kind of occupational accidents (Robbins & Judge, 2012, p. 63).

Other studies by the Kenexa High Performance Institute of 158 organizations from various industries indicated that earnings per share and shareholders return were directly connected to employee engagement (Armstrong, 2015).

### **3.1.1 Importance of employee engagement**

It is important to have engaged employees as they have higher connection to their job and organization and are motivated to contribute to the success organization that they work for. In order to improve employee engagement, it important to know strategies that enhances individual potential and skills (Mullins, Christy, 2013). This can take place only if employees feel respected, included and recognized by the people they work for or/and with. A study by Towers Perrin in 2003 indicates that employee engagement is a never-ending process that emotionally improves work experience. Therefore keeping employees satisfied and giving them more wages as benefits are less important factors than engaging employees on the job. This is why it is significant to pay more attention to empowering leadership, responsibility, organizational integrity, freedom to make decisions and development opportunities (Armstrong, Taylor, 2014; Armstrong, 2015).

### **3.1.2 Work engagement**

Work engagement is a positive, fulfilling, work-related psychological state characterized by three aspects: vigor, dedication and absorption. Vigor is defined by high degree of energy, effort, flexibility, endurance and motivation that employees devote to their work. Dedication is defined as a connection to one's work. Absorption is defined -by engagement of an individual in one's work and a sense of time passing quickly (Mills, Culbertson, & Fullagar, 2011).

## **3.2 Turnover intention/intention to leave**

Turnover is number of the employees that have left a company and are replaced with the same amount of the employers during a period of time, usually 12 months (Cambridge dictionaries, n.d.)

Intention to leave is characterized as a personal desire and probability of employees to leave their current workplace in the coming future. The causes of employee turnover are very important information both for an organization and management due to lack of the

employee continuity, training costs for new personnel and cost connected to organization productivity. Employee intentions are very important indicators about actual behavior but the process of individual withdrawal is rather ambiguous. Both intention to leave and turnover are connected to each other in many ways. Other studies have reported that there is relationship between job insecurity and leadership style. Furthermore these studies found a positive correlation between leadership style and intention to leave, and a negative correlation with employee engagement (Van Schalkwyk, Du Toit, Bothma & Rothmann, 2010).

### **3.2.1 Intention to leave, turnover and workplace Mobbing**

Turnover has been analyzed before in the context of its relationship with workplace mobbing. Much of the prior research showed that there is positive relationship between workplace mobbing and intention to leave and employee turnover. Other related concepts, for instance, destructive leadership or abusive supervision, mistreatment and disrespect provided very similar results (Hoel, Sheehan, Cooper & Einarsen, 2011).

An Irish study from 2007 indicated that 60% of employees who had experienced mobbing had considered leaving their current workplace and 15% of employees quit their job (Hoel et al., 2011).

Many of the previous studies had concentrated on the individuals' intention to leave rather than actual turnover or leaving the job. Norwegian research found that most employees who have been target of mobbing left their workplace within two years (Hoel et al., 2011).

## **3.3 Leadership**

Examples of leadership are a highly sought-out subject by researchers in various fields. Leadership is important for modern organizations because it enhances and influences the behavior of the employees within an organization.

Leadership is defined in many ways but the most known definition is a process that involves an individual's influence on a group of people to achieve common goal. There are 3 components: process, influence and groups. Process involves a continuous engagement between a leader and his or her followers. Influence involves how a leader influences his or her followers. The last component is groups which are crucial in leadership as it involves influencing individuals towards common goals (Northouse, 2013).

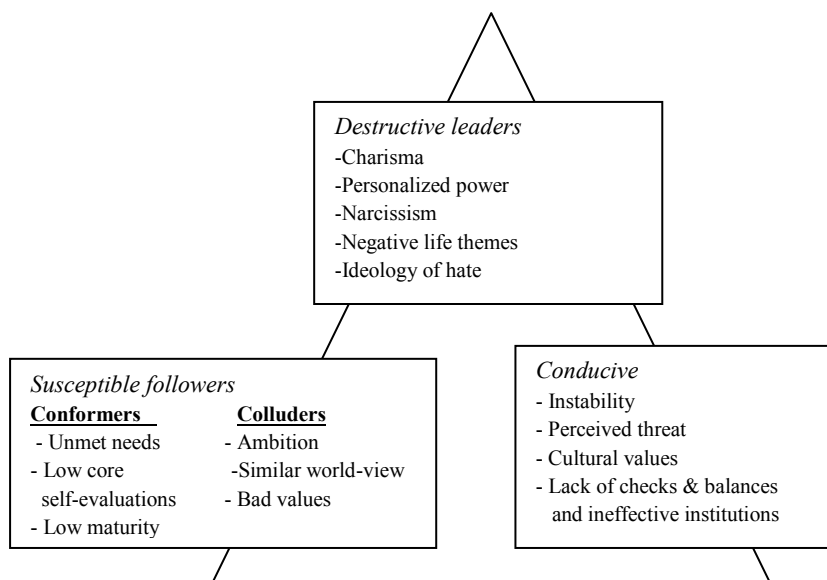
### 3.3.1 The dark side of the leadership

Even though leadership should be ethical and moral, there is still a presence of what is commonly referred to in the literature as the dark side of the leadership. This is defined as an unethical and destructive style of the leadership which is used for personal gain (Northouse, 2016).

### 3.3.2 The toxic triangle

Any type of leadership consists of three components which are individual motivation, leadership abilities and followers' desires, and their interaction is crucial in the whole process- of leading others (Northouse, 2013).

The model of destructive leadership is shown as a toxic triangle that demonstrates the interplay of *destructive leaders*, *susceptible followers* and *conducive environments*.



Source: The toxic triangle- elements (Northouse, 2016)

The first components show destructive leaders who are characterized by being charismatic, narcissistic and have a desire for power to meet their own needs.

Destructive leaders have often experienced traumatic and negative hardships during their childhood as they tend to form ideology of hate in their worldview and rhetoric (Northouse, 2016; Padilla, Hogan & Kaiser, 2007).

The second component of this concept is susceptible followers and their role is crucial in the whole process. They are subdivided into *conformers* and *colluders*. Conformers obey destructive leaders because they are afraid of them. They want to satisfy their unmet needs, for instance, a need for community, emptiness and alimentation. Those

individuals have low self-esteem and self-efficacy and are affected easily by destructive leaders. Additionally, conformers are psychologically immature and will follow in activities of destructive leaders. On the other hand, colluders will actively follow destructive leaders' actions and plans. Colluders have very similar beliefs and values like ambition and selfishness and see personal gains such as promotion or profits through those actions (Padilla, Hogan & Kaiser, 2007).

The last component of this concept is a conducive environment that develops around leaders and followers. When an environment is unstable, leaders gain more power and authority to make decisions and changes. When there are potential threats, individuals are attracted to the leaders that stand up and take a lead in difficult situations that arise in the environment. Followers are more likely to support destructive leaders that share similar cultural values. Destructive leadership will be more apparent in organizations where there is a lack of checks and balances and senior positions that have less supervision (Northouse, 2016; Padilla, Hogan & Kaiser, 2007).

### **3.3.3 Destructive leadership**

Destructive leadership is defined as systematic and repeated actions by an employee who holds a position of manager or supervisor that can harm and sabotage an organization's goals, effectiveness and motivation. He/she empowers his/her subordinates to follow goals that will be disadvantageous for the organization (Einarsen et al., 2007; Krasikova, Green & LeBreton, 2013).

Some researchers define destructive leadership as a process with syndromes like narcissism, manipulation, intimidation and one-way communication. The authors put emphasis on the leader's behavioral traits that are typical to abusive leaders like reality ignorance, overestimation of their own skills and disrespect of others' opinions (Padilla, Hogan & Kaiser, 2007).

### **3.3.4 Abusive supervision**

On the other hand, abusive supervision is defined by Tepper as *perceptions of subordinates of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact* (Tepper, 2000).

Abusive supervision includes and merges both cruelty and mistreatment of the subordinates in the workplace (Lutgen-Sandvik, 2013). When abusive supervision occurs over a longer time period within a department or organization, employees may also become abusive and aggressive to others (Einarsen, Aasland & Skogstad, 2007).

### **3.3.5 Destructive leader**

Leaders that represent this style of the leadership tend to focus on their own goals and use their subordinates to fulfill these goals. Most often destructive leaders are appealing but do not respect others. Furthermore, destructive leaders use their power and position for their own needs; they cover their own mistakes and failures by blaming others for their mistakes, taking credit for and exaggerating their own achievements (Pedilla et al., 2007).

Additionally, destructive leaders tend to be extremely ambitious, arrogant and ignorant as they will do anything in order to achieve their purposes and personal gains. Their lack of empathy and ethics leave their followers in a much worse position than before under a non-destructive leader (Northouse, 2016).

### **3.3.6 Leadership and mobbing**

Many previous studies have stated that leadership is one of the most significant determinants of mobbing at the workplace (Laymann, 1996). This type of leadership has been assigned many names in the mobbing literature, for example, - “destructive leadership”, “abusive supervision”, “petty tyranny” and “militant managers”. The connection between leadership and mobbing acts, however, has not yet been analyzed in the literature (Erturen, Cemalcilar & Aycan, 2012). Many of the previous studies indicate that 80% of workplace mobbing involved supervisors as main perpetrators. Some other studies suggest that leaders may also be highly involved in an unethical manner or harmful way towards his/her subordinates. Previous studies point out that authoritarian, laissez-faire and tyrannical leadership are highly connected with mobbing experiences (Zapf et al., 2011). Furthermore, these kinds of managers are often associated with theft, sabotage and taking part in corruption but literature about this subject is limited (Einarsen, Aasland & Skogstad, 2007).

## **Hypothesis**

### **Hypothesis 1**

*Immigrants experience more mobbing in the workplace than Icelanders.*

### **Hypothesis 2**

*There are differences in mobbing experience in the workplace between public and private sector*

### **Hypothesis 3**

*With increased mobbing there is an increase in employee intention to leave (turnover)*

### **Hypothesis 4**

*With increased mobbing there is a decrease in employee organizational-loyalty*

### **Hypothesis 5**

*With increased mobbing there is a decrease in employee work engagement, leadership*

### **Hypothesis 6**

*With increased mobbing there is a decrease in leadership*

## **Method**

### **Participants**

The sample in this research was a convenience sample gathered online from Facebook and two companies located in Reykjavik capital area. A total of 234 participants answered the questionnaire: 73% were women and 27% were men. A total of 67.1% of all participants were in the age range of less than 41 years of age, 20.5% fell in the 41-50 year, 10.7% fell in the 51-60 group and over 60 age group had 1.7%.

The sample consisted mostly of participants employed in the private sector 73.9%.

There were only 54 (23.1%) Icelandic participants, 128 participants were Polish (54.7%), 23 participants were from Western-European countries (9.8%), 8 participants were Eastern-European (3.4%), 6 participants were from North America (USA and Canada) (2.6%), 4 participants were from South America (1.7%) and 11 participants were from Asia and Africa (4.7%). Almost 58% of the participants did not have Icelandic citizenship.

A majority of participants, 143 individuals that took part in this survey did not have a degree at the university level (61.2%), 83 individuals had a degree at university level and 8 individuals had other education. More than 80% of the participants had- an

income of 400.000 ISK per month or less and only 20% of the participants had a monthly income higher than 400.000 ISK.

### **Procedure**

The research was based on a self-administered survey with face-to-face and mail delivery and web-survey. The survey in this research was constructed by the author of the research. The survey was written in English and translated to Icelandic and Polish (see appendix an on p. 57 for English, Icelandic and Polish versions).

The survey was based on three scales: The Negative Acts Questionnaire-Revised-22 item scale (NAQ-R), Utrecht Work Engagement Scale (UWES-9), three-item turnover scale, company-loyalty scale and next supervisor-leadership scale. In the first part of the survey participants were asked questions about nationality, Icelandic citizenship, native tongue, residence and how long they have worked in Iceland. In the second part of the questionnaire participants were asked about gender, age, education level, monthly wages, hours at work per week, years at current workplace, sector, industry and position in the organization. In the third part participants were asked about mobbing experiences, about perpetrator background - position, nationality, if perpetrator(s) was/were an individual or a group of people. Participants were then asked about employee engagement, turnover intention and about their supervisor. Next participants were asked the following: if they have taken any sick leave at their workplace, possible impacts of mobbing, reactions towards mobbing. Lastly, participants were asked about policy regarding mobbing at their organization.

Participants were informed that research was performed solely for educational purposes, the researcher is a student at Reykjavik University and the questionnaire is a part of a master's project. Instructions delivered on the paper or written on the web survey version were written in three languages. Participants were given the option to choose to answer the survey in English, Icelandic or Polish. Instructions also contained information about voluntary participation and assured them that answers were untraceable. Additionally, participants were also informed that the survey would take approximately 15 minutes to answer. All surveys were delivered between October 30, 2015 and February 25, 2016. The data was collected through two sources: The Internet and companies. The survey was sent online through Facebook and advertised on various Facebook-groups. Part of the data was collected with an online questionnaire conducted via Esurv. The rest of the surveys were given to the people that choose to answer the

questionnaire on paper or through companies that agreed that their employees take part in this research. The researcher contacted CEOs or HRM managers 13 companies in Iceland via e-mail and asked them if they would like to participate in this research. Many of the companies denied participation or never replied. Two companies, however, agreed to take part and gave permission to distribute the questionnaire to their employees.

## **Measurements**

### **The Negative Acts Questionnaire-Revised (NAQ-R)**

The NAQ-R is an adjusted version of previous NAQ 29 and 32 item scales developed by Professor Stale Einarsen and others (Einarsen & Raknes, 1997; Mikelsen & Einarsen, 2001). The NAQ-R is recognized as a reliable and valid tool to measure workplace mobbing and can be used in various occupational environments, especially in Anglo-American countries (Einarsen et al, 2009).

In the NAQ-R there is no reference to the term mobbing in any of the 22 items. All items in the scale are listed as negative behavior and they are constructed as various types of mobbing: work-related mobbing, person-related mobbing and physically intimidating mobbing. The scale measures frequency of the exposure to mobbing within a period of the last 6 months with 5 possible answers: “daily”, “weekly”, “monthly”, “occasionally” and “never” (1= daily; 5=never). The participants were presented with the definition of workplace mobbing, then were asked how often they were exposed to the 22 statements in the questionnaire based on their past experience in their current workplace (Einarsen, Hoel & Notelaers, 2009).

Cronbach alpha for NAQ-R scale in the current study was 0.964.

Cronbach alpha for work-related mobbing sub-scale was 0.889.

Cronbach alpha for person-related mobbing sub-scale was 0.951.

Cronbach alpha for physically intimidating mobbing sub-scale was 0.809.

### **Utrecht Workplace Engagement Scale (UWES-9)**

UWES was developed based on the work engagement definition and it consists of three dimensions: vigor, dedication and absorption. When UWES was first developed, it was a 17-item scale and factor analyses had shown that the three-dimension design is a good fit in order to have a one-dimension work engagement scale. UWES scale had been criticized for rather high intercorrelations between three factors indicating high



redundancy (Balducci, Fraccarolli & Schaufelli, 2010; Mills, Culbertson & Fullagar, 2012).

These criticisms led to the development of a shorter version by reducing the scale to only 9 items. It has been shown that UWES-9 is more valid and a better measurement than 17-items version. The scale measures frequency of work engagement with 5 opportunities: “*daily*”, “*weekly*”, “*monthly*”, “*occasionally*” and “*never*” (Mills et al., 2012).

In this research the UWES-9 scale was used differently because it was not measured by frequency of work engagement. Instead participants were asked how strongly they agreed or disagreed to 9 statements (e.g. “At my work I feel bursting with energy”)-. All statements were categorized from “*strongly agree*” to “*strongly disagree*” with “*neither agree nor disagree*” in the middle.

Cronbach alpha for UWES-9 was 0.895.

Cronbach alpha for vigor sub-scale was 0.817.

Cronbach alpha for dedication sub-scale was 0.843.

Cronbach alpha for absorption sub-scale was 0.746.

### **Turnover intention**

Turnover intention was measured by using a three-item scale created to measure overall tendency to leave their current job (Sjoberrg & Sverke, 2000). The scale measured how strongly participants agreed or disagreed to the following three statements. The scale items are: (“I am actively looking for other jobs”, “I feel that I could leave this job”, “If I was completely free to choose, I would leave this job”). A five-point Likert scale was used, and answers ranged from strongly agree to strongly disagree (1= *strongly agree*; 5= *strongly disagree*). Cronbach alpha was 0.843.

### **Organization loyalty and leadership scales**

The questions about loyalty and leadership came from survey examples from two books by Armstrong and Taylor and Armstrong (Armstrong & Taylor, 2014; Armstrong, 2015).

Participants were asked about their attitudes towards their current workplace and their supervisors, the scales in both cases measured how strongly participants agreed or disagreed to the given in the questionnaire, a five-point Likert scale was used, and answers ranged from strongly agree to strongly disagree (1= strongly agree;

5=strongly disagree)-. The tests of reliability for organization loyalty Cronbach alpha was 0.797. Cronbach alpha was 0.812 for leadership.

### **Statistical analysis**

SPSS vol. 23 software was used to perform the statistical analyses. The scale ranged from 1 to 5, with lower numbers represented “likely to agree” or higher frequency. All scales were reversed, however, in order to rule out the possibility of reversed causation and to avoid misunderstanding and faulty interpretation of the data analysis.

The hypotheses were analyzed with frequency analysis; independent sample t-tests, Chi-Squared analysis and one-way analysis of variance (ANOVA) to analyze if there was a variance in the mean scores between different groups.

Statistical analysis with a 95% confidence interval was used in all tests. Pearson correlations were used to analyze if increased mobbing is correlated with turnover intention, work engagement, organization-loyalty and leadership.

The independent variables included mobbing behavior, work engagement, turnover intention and incidence of sick leave. The research included several dependent variables such as age, gender, sector, education, Icelandic citizenship, nationality, mobbing and leadership, work engagement, source of data and turnover intention.

## **5. Results**

Out 234 participants, 45% of participants said they have not experienced mobbing at work or almost 29% experienced it occasionally, 17% said that they have experienced it monthly and 9% said that they have experienced mobbing weekly or daily.

Table 1 show the frequency of all items in the scale individually and all sub-scales.

When the NAQ-R results in this were analyzed, it is apparent that the most frequent categories of the NAQ-R in this study were item no.6 “Being ignored or excluded” (M=2, 32), item no. 14 “Having your opinions ignored” (M=2, 26), no. 5 “Spreading gossip and rumors about you” (M=2, 22) and no. 3 “Being ordered to do work below your level of competence” (M=2, 21).

The items of the scales that occurred least often were no. 22 “Threats of violence, physical abuse or actual abuse” (M=1, 35), no. 8 “Being shouted at or being the target of spontaneous anger” (M=1, 35), no. 9 “Intimidating behaviors such as finger-pointing, invasion of personal space, shoving, blocking your way” (M=1, 62), no.10 “Hints or

signals from others that you should quit your job” (M=1, 63) and no. 16 “Being given tasks with unreasonable deadlines” (M=1, 173). This implies that mobbing at the work place takes most often the form of ignorance, spreading gossip or rumors about the target or work requests below the targets’ competence.

**Table 1** Degree of mobbing at the workplace in the Icelandic labor market

		<b>Gender</b>		<b>Nationality- Iceland vs. Other</b>	
		Male	Female	Iceland	Others
<i>Work related mobbing</i>					
NAQ-R_1	Someone withholding information which affects your performance				
<b>Daily</b>		8	13	4	17
<b>Weekly</b>		5	15	7	13
<b>Monthly</b>		5	14	7	12
<b>Occasionally</b>		17	42	13	46
<b>Never</b>		28	87	23	92
Mean (M)	<b>2.03</b>				
NAQ_R_3	Being ordered to do work below your level of competence				
<b>Daily</b>		9	25	4	30
<b>Weekly</b>		8	10	5	13
<b>Monthly</b>		5	15	4	16
<b>Occasionally</b>		16	38	14	40
<b>Never</b>		25	83	27	81
Mean (M)	<b>2.21</b>				
NAQ_R_14	Having your opinions ignored				
<b>Daily</b>		6	16	2	20
<b>Weekly</b>		8	28	10	26
<b>Monthly</b>		10	15	8	17
<b>Occasionally</b>		16	34	11	39
<b>Never</b>		23	78	23	78
Mean (M)	<b>2.26</b>				
NAQ_R_16	Being given tasks with unreasonable deadlines				
<b>Daily</b>		2	9	1	10
<b>Weekly</b>		6	12	6	12
<b>Monthly</b>		7	11	5	13
<b>Occasionally</b>		14	23	15	22
<b>Never</b>		34	116	27	123
Mean (M)	<b>1.73</b>				
NAQ_R_18	Excessive monitoring of your work				
<b>Daily</b>		6	14	2	18
<b>Weekly</b>		5	18	10	13
<b>Monthly</b>		6	12	4	14
<b>Occasionally</b>		15	41	12	44
<b>Never</b>		31	86	26	91
Mean (M)	<b>2.03</b>				

NAQ_R 19	Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses)			
Daily	2	7	1	8
Weekly	2	12	4	10
Monthly	8	14	6	16
Occasionally	13	38	11	40
Never	38	100	32	106
Mean (M)	1.74			
NAQ_R 21	Subject of an unmanageable workload			
Daily	4	13	3	14
Weekly	4	16	11	9
Monthly	9	12	5	16
Occasionally	18	30	17	31
Never	28	100	18	110
Mean (M)	1.93			
Person related mobbing				
NAQ_R 2	Being humiliated or ridiculed in connection in with your work			
Daily	1	8	2	7
Weekly	8	14	4	18
Monthly	5	12	6	11
Occasionally	18	42	14	46
Never	31	95	28	98
Mean (M)	1.84			
NAQ_R 4	Having key areas of responsibility removed			
Daily	4	12	2	14
Weekly	2	9	5	6
Monthly	5	11	4	12
Occasionally	12	39	12	39
Never	40	100	31	109
Mean (M)	1.77			
NAQ_R 5	Spreading gossip and rumors about you			
Daily	5	24	6	23
Weekly	7	16	6	17
Monthly	6	17	2	21
Occasionally	22	33	16	39
Never	23	81	24	80
Mean (M)	2.22			
NAQ_R 6	Being ignored or excluded			
Daily	5	25	4	26
Weekly	10	21	12	19
Monthly	6	13	6	13
Occasionally	16	41	9	48
Never	26	71	23	74
Mean (M)	2.32			

NAQ_R 7	Having insulting or offensive remarks made about your person, attitude or your private life				
<b>Daily</b>		5	12	3	14
<b>Weekly</b>		5	22	11	16
<b>Monthly</b>		3	16	3	16
<b>Occasionally</b>		15	33	10	38
<b>Never</b>		35	88	27	96
Mean (M)	<b>2.00</b>				
NAQ_R 10	Hints or signals from others that you should quit your job				
<b>Daily</b>		0	8	2	6
<b>Weekly</b>		2	13	4	11
<b>Monthly</b>		6	9	3	12
<b>Occasionally</b>		12	29	12	29
<b>Never</b>		43	112	33	122
Mean (M)	<b>1.63</b>				
NAQ_R 11	Repeated reminders of your errors and/or mistakes				
<b>Daily</b>		1	11	1	11
<b>Weekly</b>		5	13	3	15
<b>Monthly</b>		8	15	9	14
<b>Occasionally</b>		13	43	12	44
<b>Never</b>		36	89	29	96
Mean (M)	<b>1.87</b>				
NAQ_R 12	Being ignored or facing a hostile reaction when you approach				
<b>Daily</b>		4	21	4	21
<b>Weekly</b>		7	21	12	16
<b>Monthly</b>		6	8	3	11
<b>Occasionally</b>		12	38	10	40
<b>Never</b>		34	83	25	92
Mean (M)	<b>2.12</b>				
NAQ_R 13	Persistent criticism of your errors and/or mistakes				
<b>Daily</b>		4	14	2	16
<b>Weekly</b>		8	11	5	14
<b>Monthly</b>		5	8	4	9
<b>Occasionally</b>		10	43	14	39
<b>Never</b>		36	95	29	102
Mean (M)	<b>1.89</b>				
NAQ_R 15	Practical jokes carried out by people you don't get along with				
<b>Daily</b>		5	22	1	26
<b>Weekly</b>		7	10	1	16
<b>Monthly</b>		3	14	6	11
<b>Occasionally</b>		13	29	10	32
<b>Never</b>		35	96	36	95
Mean (M)	<b>2.00</b>				
NAQ_R 17	Having allegations made against you				
<b>Daily</b>		2	8	0	10
<b>Weekly</b>		5	16	8	13

Monthly	5	13	5	13
Occasionally	15	30	14	31
Never	36	104	27	113
Mean (M)	1.79			
NAQ_R 20	Being a subject of excessive teasing and sarcasm			
Daily	5	12	2	15
Weekly	6	12	3	15
Monthly	4	12	6	10
Occasionally	11	28	9	30
Never	37	107	34	110
Mean (M)	1.82			
Physically intimidating mobbing				
NAQ_R 8	Being shouted at or being the target of spontaneous anger			
Daily	4	9	2	11
Weekly	4	17	8	13
Monthly	4	7	2	9
Occasionally	14	45	15	44
Never	37	93	27	103
Mean (M)	1.84			
NAQ_R 9	Intimidating behaviors such as finger-pointing, invasion of personal space, shoving, blocking your way			
Daily	3	7	2	8
Weekly	6	7	4	9
Monthly	2	8	2	8
Occasionally	9	37	9	37
Never	43	112	37	118
Mean (M)	1.62			
NAQ_R 22	Threats of violence, physical abuse or actual abuse			
Daily	2	3	1	4
Weekly	2	3	0	5
Monthly	2	5	1	6
Occasionally	11	22	12	21
Never	46	138	40	144
Mean (M)	1.35			
Work-related mobbing				
Mean (M)	1.99			
Person-related mobbing				
Mean (M)	1.94			
Physically intimidating mobbing				
Mean (M)	1.60			
NAQ-R 22 items				
Mean (M)	1.91			

## Hypothesis

### Hypothesis 1

*Immigrant employees are at higher risk of experiencing mobbing at the workplace than Icelandic employees.*

To answer Hypothesis 1 as to whether immigrant employees are at a higher risk of experiencing mobbing than Icelandic employees, participants were asked questions about mobbing and how often those behaviors occurred against them at their work place.

A one-way between groups' analysis of variance (ANOVA) was conducted to explore the impact of participants' nationality on levels of workplace mobbing as measured by the Negative Acts Questionnaire (NAQ-R).

A one-way analysis of variance and independent-samples T-test was conducted to explore the impact of participants' nationality on levels of workplace mobbing as measured by the Negative Acts Questionnaire (NAQ-R). Participants were divided into two groups: Icelanders and others countries grouped according to their nationality (Group1: Iceland; Group2: Poland; Group3: Western countries; Group4: Others). There was not any statistically significant difference at the  $p < .05$  level in NAQ-R scores for the four groups:  $F(3, 234) = 0.110$ .

Post-hoc comparisons using the Tukey's HSD test indicate that the mean score for Iceland ( $M=85.29$ ,  $SD= 2.62$ ) did not differ significantly from Poland, Western countries or other countries.

Table 2 shows all t-test analyses of the all NAQ\_R items and sub-scales. T-tests were conducted to see if there was a difference in mean scores depending on whether immigrants were at higher risk to experience mobbing at the workplace. There was not a significant difference in the mean scores between Icelandic participants ( $M = 1.92$   $SD = 0.89$ ) and the others countries ( $M=1.91$   $SD= 0.97$ ;  $t(232) = 0.93$ ,  $p=0.9$ , two-tailed) when whole scale was analyzed. T-test shows no significant difference in reporting of mobbing of immigrants vs. Icelanders.

However there was significant difference in item no. 3 "Being ordered to do work below your level of competence" between Icelanders ( $M=1.98$ ;  $SD=2.28$ ) and others nationalities ( $M=2.28$ ;  $SD=1.50$ ;  $t(101) = -1.46$ ,  $p=0.015$  two-tailed) and no 15 "Practical jokes carried out by people you don't get along with" ( $M=1.54$ ;  $SD=0.90$ ) and others nationalities ( $M=2.14$ ;  $SD=1.49$ ;  $t(146)=-3.66$ ,  $p=0.00$  two-tailed). In these

two cases the nationality variable is a significant determinant of the degree of mobbing in the workplace.

**Table 2** Results of the T-tests by nationality

	Icelanders		Others		Significant difference
	(N = 54)		(N = 180)		
	Mean	Standard Deviation	Mean	Standard Deviation	
<b>NAQ_R_all</b>	1.92	0.89	1.91	0.97	No
<b>Work-related</b>	2.05	0.91	1.97	1.03	No
<b>Person-related</b>	1.92	0.97	1.95	1.05	No
<b>Physically intimidating</b>	1.63	0.86	1.59	0.90	No
<b>NAQ-R 1</b>	2.19	1.30	1.98	1.31	No
<b>NAQ-R 2</b>	1.85	1.12	1.83	1.16	No
<b>NAQ-R 3</b>	1.98	1.28	2.28	1.50	<b>Yes</b>
<b>NAQ-R 4</b>	1.80	1.15	1.76	1.21	<b>No</b>
<b>NAQ-R 5</b>	2.15	1.39	2.24	1.43	<b>No</b>
<b>NAQ-R 6</b>	2.35	1.41	2.31	1.45	<b>No</b>
<b>NAQ-R 7</b>	2.13	1.37	1.97	1.30	No
<b>NAQ-R 8</b>	1.94	1.22	1.81	1.20	No
<b>NAQ-R 9</b>	1.61	1.11	1.62	1.08	No
<b>NAQ-R 10</b>	1.70	1.11	1.61	1.07	No
<b>NAQ-R 11</b>	1.80	1.03	1.89	1.22	No
<b>NAQ-R 12</b>	2.26	1.43	2.08	1.41	No
<b>NAQ-R 13</b>	1.83	1.14	1.91	1.31	No
<b>NAQ-R 14</b>	2.20	1.28	2.28	1.43	No
<b>NAQ-R 15</b>	1.54	0.90	2.14	1.49	<b>Yes</b>
<b>NAQ-R 16</b>	1.87	1.10	1.69	1.20	No
<b>NAQ-R 17</b>	1.89	1.09	1.76	1.20	No
<b>NAQ-R 18</b>	2.07	1.28	2.02	1.33	No
<b>NAQ-R 19</b>	1.72	1.05	1.74	1.11	No
<b>NAQ-R 20</b>	1.70	1.11	1.86	1.32	No



<b>NAQ-R 21</b>	2.33	1.29	1.81	1.254	No
<b>NAQ-R 22</b>	1.33	0,70	1.36	0.86	No

Note. \* =  $p < .05$ . \*\* =  $p < .01$ . Values are adapted from SPSS Table

## Hypothesis 2

*There are differences in mobbing experience in the workplace between public and private sectors*

To answer the hypothesis whether immigrant employees are at more risk of experiencing mobbing than Icelandic employees, participants were asked how often mobbing behaviors occurred against them at their workplace.

Table 3 shows all t-analyses of the NAQ\_R items and sub-scales. T-tests were conducted to see if there was a difference in mean scores depending on whether participants were at higher risk to experience mobbing in public sector or private sector. There was not any a significant difference in the mean scores between public ( $M=1.77$ ;  $SD=0.86$ ) and private sector ( $M=1.96$ ;  $SD=0.98$   $t(232) = -1.66$ ,  $p=0.05$ ).

Nonetheless the analysis showed that there was significant difference in person-related mobbing sub-scale between public ( $M=1.81$ ,  $SD=0.92$ ) and private ( $M=1.96$ ;  $SD=0.98$ ;  $t(122) = -1.25$ ,  $p=0.21$ ). Additionally, item no. 14 “Having your opinions ignored” between public ( $M=2.03$ ;  $SD=1.24$ ) and private ( $M=2.35$ ;  $SD=1.44$ ;  $t(121) = -1.63$ ,  $p=0.026$  *two-tailed*), no 16 “Being given tasks with unreasonable deadlines” ( $M=1.52$ ;  $SD=0.99$ ) and private sector ( $M=1.80$ ;  $SD=1.23$ ;  $t(129) = -1.77$ ,  $p=0.079$  *two-tailed*) no. 20 “Being a subject of excessive teasing and sarcasm” between public ( $M=1.51$ ;  $SD=0.94$ ) and private ( $M=1.94$ ;  $SD=1.36$ ;  $t(151) = -2.70$ ,  $p=0.008$  *two-tailed*) and no 22 “Threats of violence, physical abuse or actual abuse” between public ( $M=1.20$ ;  $SD=0.63$ ) and private ( $M=1.40$ ,  $SD=0.87$ ;  $t(146) = -1.93$ ,  $p=0.048$ , *two tailed*). Sector variable was a significant determinant of the degree of mobbing at workplace.

**Table 3** Results of the T-tests by sectors

	Public		Private		Significant difference
	N=61		N=173		
	Mean	Standard Deviation	Mean	Standard Deviation	
<b>NAQ_R_all</b>	1.77	0.86	1.96	0.98	No
<b>Work-related</b>	1.85	0.93	2.04	1.03	No
<b>Person-related</b>	1.81	0.92	1.99	1.07	Yes
<b>Physically intimidating</b>	1.48	0.79	1.65	0.92	No
<b>NAQ-R 1</b>	2.03	1.38	2.03	1.30	No
<b>NAQ-R 2</b>	1.75	1.21	1.87	1.12	No
<b>NAQ-R 3</b>	2.03	1.44	2.28	1.46	No
<b>NAQ-R 4</b>	1.67	1.08	1.80	1.23	<b>No</b>
<b>NAQ-R 5</b>	2.07	1.34	2.28	1.44	<b>No</b>
<b>NAQ-R 6</b>	2.28	1.37	2.33	1.47	<b>No</b>
<b>NAQ-R 7</b>	1.95	1.27	2.02	1.33	No
<b>NAQ-R 8</b>	1.70	1.13	1.88	1.22	No
<b>NAQ-R 9</b>	1.52	1.01	1.65	1.19	No
<b>NAQ-R 10</b>	1.59	1.05	1.65	1.09	No
<b>NAQ-R 11</b>	1.67	1.08	1.94	1.30	No
<b>NAQ-R 12</b>	2.00	1.37	2.16	1.43	No
<b>NAQ-R 13</b>	1.75	1.25	1.94	1.29	No
<b>NAQ-R 14</b>	2.03	1.24	2.35	1.44	<b>Yes</b>
<b>NAQ-R 15</b>	1.90	1.29	2.04	1.44	No
<b>NAQ-R 16</b>	1.52	0.99	1.80	1.23	<b>Yes</b>
<b>NAQ-R 17</b>	1.54	1.04	1.87	1.21	No
<b>NAQ-R 18</b>	1.87	1.31	2.09	1.32	No
<b>NAQ-R 19</b>	1.57	0.97	1.80	1.14	No
<b>NAQ-R 20</b>	1.51	0.94	1.94	1.36	<b>Yes</b>
<b>NAQ-R 21</b>	1.85	1.22	1.96	1.30	No

<b>NAQ-R 22</b>	1.20	0.63	1.40	0.87	<b>Yes</b>
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Note. \* =  $p < .05$ . \*\* =  $p < .01$ . Values are adapted from SPSS Table

### Hypothesis 3

*With increased mobbing there is an increase in employee intention to leave (turnover)*

### Hypothesis 4

*With increased mobbing there is a decrease in employee organizational -loyalty*

### Hypothesis 5

*With increased mobbing there is a decrease in employee work engagement, leadership*

### Hypothesis 6

*With increased mobbing there is a decrease in leadership*

To answer all four hypotheses regarding work engagement, turnover intention, and leadership, and organizational-loyalty, participants were asked about how strongly they agree or disagree about statements about their current work. The scales were compared with each other as well if they have a positive or negative impact on those variables.

## Correlation

**Table 4 Pearson correlations between variables**

Scale	1	2	3	4	5	6	7	8
1. NAQ-R- 22 items	-							
2. NAQ-R- person-related	.982**	—						
3. NAQ-R- work-related	.921**	.842**	—					
4. NAQ-R- physically intimidating	.844**	.828**	.670**	—				
5. Turnover	.504**	.474**	.523**	.374**	—			
6. UWESS9	-.342**	-.362**	-.265**	-.298**	-.413**	—		
7. Leadership	-.640**	-.622**	-.628**	-.468**	-.583**	.402**	—	
8. Loyalty	-.552**	-.518**	-.584**	-.378**	-.660**	.516**	.716**	—

\*\*  $p < 0.01$  level (1-tailed)

To measure the linear relationship between all variables, Pearson's correlation coefficient was run on the variables. Table 4 displays the correlation coefficients on the variables: mobbing was measured by NAQ-R and turnover, leadership, work engagement and loyalty-organizations scale. Pearson correlation was run in order to see if there was any there was significant correlation between all variables. There was positive significant relationship between NAQ-r (mobbing) and turnover,  $r=.504$ ,  $p<.01$ . There was significant negative relationship between mobbing and work engagement  $r=-.342$ ,  $p<.01$ . There was also significant negative relationship between mobbing and leadership  $r=-.669$ ,  $p<.01$  and mobbing and organization loyalty  $r=-.530$ ,  $p<.001$ .

## Other results

### Mobbing Policy

Participants were asked if they had any knowledge about the existence of mobbing policy at their workplace. Participants could choose between three options: "Yes", "No" and "I do not know". The participants were divided into two groups based on the source of the data: social media and companies.

In order to answer questions about mobbing policy, non-parametric tests were conducted. Using a Chi-squared goodness-of-fit test there was a significant difference in the proportion of data obtained through social media identified by the current research (70%) compared with initial assumptions with the value of 60%,  $\chi^2(1, n = 234) = 9.92$ ,  $p = .002$ .

Table 5 shows all results about participants' awareness of mobbing at their current workplace. The results from cross-tabulation indicated that more than half of the participants were not aware if their current workplace had any anti-mobbing policy or said that no such policy exists. Only 26.5% of the participants knew that their current company has an anti-mobbing policy that protects them against mobbing at the workplace.

<b>Anti-Mobbing policy</b>	<b>yes</b>	<b>No</b>	<b>I don't know</b>	<b>Total</b>
<b>Social media</b>	27.4%	25.6%	47%	100%
<b>Company</b>	24.3%	24.3%	51.4%	100%

Table 5: Knowledge about anti-mobbing policy in the company

## Gender

Additionally, T-tests were conducted to determine if there was a difference in mean scores depending on whether females were at higher risk to experience mobbing at the workplace than male employees. There was not any significant difference in the mean scores between females and males in any of the NAQ-R categories (see appendix B on p.88 for results).

## Reasons why people become target of the mobbing

Regarding why participants become targets of mobbing, participants were given 12 reasons and could state other reasons as well. Participants could choose on scale of 0-10 how much they agree to following statements. The participants were divided into two groups based on their nationality: Icelanders or others nations.

	Agree		Neither agree nor agree		Not applicable	
	Icelanders	Others	Icelanders	Others	Icelanders	Others
<b>Age</b>	5.6%	11.1%	5.6%	8.9%	87%	79.9%
<b>Personality</b>	25.7%	18.8%	7.5%	15.6%	66.8%	65.6%
<b>Appearance</b>	16.7%	12.8%	3.8%	11.6%	79.5%	75.6%
<b>Education</b>	5.6%	14.5%	11.1%	8.9%	83.4%	76.7%
<b>Nationality</b>	5.6%	17.5%	0.0%	7.7%	94.5%	74.7%
<b>Race</b>	1.8%	5.6%	1.9%	2.6%	94.5%	91.8%
<b>Culture</b>	3.7%	8.6%	3.8%	8.1%	92.6%	83.3%
<b>Performance</b>	24.2%	27.7%	5.6%	9.5%	70.4%	62.8%
<b>Envy and competition</b>	20.4%	23.1%	9.2%	8.1%	70.5%	68.8%
<b>Overtime hours</b>	3.6%	15.0%	3.8%	3.8%	90.9%	78.4%
<b>Gender</b>	11.2%	8.7%	1.9%	3.4%	87.0%	87.9%
<b>Religion</b>	3.7%	3.5%	0.0%	0.4%	96.3%	96.1%
<b>Other reasons</b>	9.3%	7.3%	0.0%	0.6%	90.8%	92.8%

Table 6: Reasons for becoming a target of mobbing

Table 6 shows results as to why participants think that they have become the target of mobbing at their workplace. The results show that most participants of other nationalities think that they have become the target of mobbing due to- their nationality, culture, performance and envy or competition. However, Icelandic participants think that they become target of mobbing more on their personal characteristics, for instance, appearance, performance or gender.

### **Sick leave and NAQ-R**

The results from frequency analysis showed that 34 participants take sick leave every month, 14 take it every week and 11 take it every day and are probably on short-term disability. 39 take sick leave yearly and 136 responded that they never take sick leave. A Pearson correlation was run in order to determine if there any relationship between mobbing and employees who have taken sick leave: - monthly, weekly and daily. The relationship between sick leave and mobbing (as measured by the NAQ-R; person-related, work-related and physically intimidating) was investigated by running an analysis t of the Pearson correlation coefficient.

There was a medium negative correlation between all variables but the least negative relationship was between person-related variables and sick leaves  $r = -.444$   $n = 234$   $p < .0001$ .

### **Perpetrators**

Participants were asked about the perpetrators of the mobbing behavior. Participants stated that 23% of the participants that experienced mobbing behavior from one individual, 22% said that they have experienced mobbing from a group of people and 14% said that they experienced mobbing behavior from both one person and a group of people. Additionally participants were asked about the nationality of the perpetrator. According to the results, 30% stated that they experienced mobbing from individual/s from the same country as them, 32% of participants said the perpetrators were from a different country than themselves.

## 6. Discussion

The aim of this research was to analyze mobbing at low-wage employment and additionally to compare Icelandic employees' experiences with that of immigrants' experiences. Factors such as mobbing as measured by the NAQ-R 22 scale and its three sub-scales: work-related mobbing, person-related mobbing and physically intimidating mobbing, sick leave measured against the independent variables of nationality and sector.

Compared to other studies that have been conducted about workplace mobbing in various countries suggest similar results to those in this study. A 2014 US study showed that, in 2014, 27% of Americans had experienced mobbing at work (Namie, 2014). The results from a 2005 study in Denmark showed that 8.3 % had experienced mobbing within previous year and 1.6% had experienced mobbing on weekly or daily basis (Ortega, et al., 2009). The studies by Yilidrim and others reported that 17% of participants were exposed to mobbing at their workplace. The research showed again that NAQ-R is a very reliable and valid tool to measure workplace mobbing as compared to previous studies that used this measuring tool.

Additionally, results from correlation between leadership and mobbing were positive as being one of the determinants of mobbing behavior.

It was found that 9.4% of the participants who were employed in low-wage jobs have experienced mobbing on a weekly or daily basis and almost 17% experienced mobbing at their workplace on a monthly basis. The results indicated that over 20% of participants in this study experienced mobbing regularly.

The results from both t-test and ANOVA showed that being of a different nationality (i.e. non-Icelandic) does not increase the risk of becoming a target of mobbing and experiencing mobbing at work. Some of the variables in the mobbing scale, however, showed that there were significant differences between some groups.

The results from t-tests indicate that different nationality does not increase the probability of becoming a target of mobbing when all items are combined nor did- any of three sub-scales show significant results. When items were analyzed individually, however, there were significant results between Icelanders and other nationalities. The results from these analyses indicate that some of the NAQ-R behaviors are used more often towards international employees. Item no 3 in NAQ-R "Being ordered to do work below your level of competence" suggests that international employees are working below their level of competence. This might be connected to international employees'

education as many of them work in physical jobs although they possess higher levels of the education. Item No 15 in NAQ-R scale “Practical jokes carried out by people you don’t get along with” suggested that international employees are more often the subject of jokes by people with whom they do not get along. The reason behind this might be result of differences in behaviors across nationalities.

The results from t-test analysis showed that participants employed in the public sector are not at higher risk of experiencing mobbing than those employed in the private sector when all items in the scale were combined together. Person-mobbing, however, showed significance between the two sectors that personal character or appearance might increase probability of becoming target of the mobbing. Item 16 (employees given tasks with unreasonable deadlines), item 14 (target opinions ignored) and item 20- (target is subject of teasing and sarcasm) also showed a statistically significant difference between public and private sectors. It could, however, again relate to the person’s character and different origin. Additionally, t-test analysis showed that there was a significant difference in item no 22 (threats of violence or physical abuse or actual abuse).

The results from the Pearson’s correlation coefficient showed that there was a significant correlation between all factors of NAQ-R scale. There was a strong, positive relationship between all mobbing factors and turnover intention, which implies that with increased mobbing there, is a higher probability that the target will leave the organization. The relationships between the other variables (work engagement, leadership and organization loyalty) with mobbing were all negative but the strength was medium and medium-high.

Other results showed that people become a target of mobbing at their workplace because of their nationality, envy, competition and performance. Other nationalities said that they become target of the mobbing because of their overtime at work. Icelandic participants said that they become target of the mobbing because of their gender but t-test analysis did not show any significant difference in any of the item in the scale or combined scales.

Results also showed positive correlation between sick leave and mobbing scale and sub-scales. This would mean that people who are suffering mobbing at their workplace are more often absent from their work.

The study also found that although there are laws about mobbing and mobbing policies,



more than half of the participants were unaware or did not know if their current workplaces had any strategies about how to prevent behaviors like mobbing. Moreover, these studies showed that more than 50% of the participants were not aware of the existence of anti-mobbing laws or policies which indicates that companies rarely educate their employees about the existence and manifestations of mobbing behavior and its prevention. Lastly, this study found that participants experienced more incidents of mobbing from people who have different country of origin than themselves.

### ***Limitations***

Every research study has various problems and limitations and this study is no exception. The main limitation of this research was that the sample was not big enough to get statistically significant results for every country, industry or company. The participants in the research were mostly females; in all nationalities and industries, there was a higher rate of participation among females than males. Additionally, more than half of the participants in this research sample were from Poland. There were, for example, only 54 participants from Iceland, 29 from western countries (ex-Poland and Iceland) and only 23 participants from other parts of the world. Additionally, sample size was homogeneous as number of participants might have been too small to get more significant results. If the sample would have been larger, it could have given broader results. Furthermore, the sample might be too homogenous when looking into the differences between groups. Type II error might occur as a result and not rejecting hypothesis that immigrants' employees are not at higher risk than Icelandic employees.

The fact is that the study was more akin to a convenience sample as it was gathered through social media websites and only partially a random sample from Icelandic companies. Participants could also avoid answering survey by pretending they had not seen the survey online or were too busy to answer. Other reasons for the lack of participation in this research study were possibly personal reasons. These reasons could include: people were not willing to answer the questionnaire, did not want to talk about their previous experiences or were afraid that their supervisors or companies will find out their responses.

Similarly, there were companies that did not wish to participate in this study due to lack of time or other reasons. Some companies simply did not give any answer.

Also, the Icelandic word “einelti” means both mobbing and bullying and this might have created misunderstandings by people that participated in the study. Furthermore, many people are accustomed to calling non-physical abuse more often bullying rather than mobbing which could also create some misunderstanding. Despite several limitations, the analyses did give many interesting results about mobbing in the Icelandic workplace.

## **Conclusion**

Iceland is still behind many other countries in Europe in recognizing mobbing in the workplace as problem. The country, as a whole, does not put enough emphasis on awareness of workplace mobbing. They instead tend to ignore mobbing rather than identify the issue and implement policies to prevent it. This study indicates that the phenomena of mobbing needs more awareness as many employees do not know what they can do if they experience such negative behavior at their current workplace. Furthermore, this study gives some information about the negative consequences of mobbing both on an individual level and an organizational level. Much greater awareness of an organization's policies and regulations is required, both in the education of their employees in order to prevent mobbing behavior and also to give potential targets of mobbing information and guidelines regarding where they can seek help and support to minimize negative consequences of mobbing.

This study might lead other researchers to study workplace mobbing in different industries, age groups or specific occupations and/or working groups. Additionally, it would of interest to see if workplace mobbing is more frequent in different sectors of employment within the Icelandic labor market. It would be also interesting to put emphasis on only Polish employees as they account for largest number of all foreigners in Iceland and hence the largest number of foreign-born workers. Future studies about Polish employees employed in Iceland could show many potential reasons behind workplace mobbing and why it occurs often between Polish employees that work in Iceland.

In conclusion workplace mobbing needs more attention and needs to be addressed with more frequency and with as much interest as other labor market problems. If workplace mobbing is stopped in its early stages, it will neither damage company performance nor employee well-being.

In conclusion, workplace mobbing in Iceland requires more attention and needs to be addressed similarly to other problems in the labor market.

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## **Appendix A**

### ***English version***

#### ***Workplace mobbing influence on employee' engagement***

Thank you for your interest in completing this questionnaire.

This questionnaire is a part of my master project for MSc. in International Business at Reykjavik University.

The main goal of this research is to learn more about mobbing in Icelandic workplace.

It should take about 15 minutes to answer this questionnaire and your participation is very important for this research.

The questionnaire is anonymous and your responses are untraceable.

Participation is entirely voluntary and you are free to not answer any question or withdraw your participation at any time you want.

If you have any questions don't hesitate to contact me.

Best regards,

Malgorzata Katrín Molenda

e-mail:malgorzata09@ru.is

**Questions about nationality and native tongue**

**1. Where are you from?**

---

**2. Are you Icelandic Citizen?**

- a) Yes
- b) No

**3. What is your native tongue?**

- a) Icelandic
- b) English
- c) Polish
- d) Spanish
- e) Other.....

**4. How long have you lived in Iceland?**

- a) Less than one year
- b) 1-5 years
- c) 6-10 years
- d) 11-15 years
- e) More than 15 years

**5. How long have you worked in Iceland?**

- a) Less than one year
- b) 1-5 years
- c) 6-10 years
- d) 11-15 years
- e) More than 15 years

**Background questions**

**6. What is your gender?**

- a) Male
- b) Female

**7. What is your age?**

- a) Younger than 30 years
- b) 31-40 years
- c) 41-50 years
- d) 51-60 years
- e) Older than 60 years

**8. What is your education level?**

- a) Elementary/ grade school (0 level)
- b) Matriculation examination (A level)
- c) Vocational grade
- d) BA, BSc grade
- e) MA, MSc, MBA or PhD grade
- f) Other \_\_\_\_\_

**9. How many hours do you work per week?**

- a) Less than 20 hours
- b) 21-30 hours
- c) 31-40 hours
- d) 41-50 hours
- e) More than 50 hours

**10. Approximately how much do you earn per month?**

- a) Less than 100.000 ISK
- b) 101.000-200.000ISK
- c) 201.000-300.000 ISK
- d) 301.000-400.000ISK
- e) 401.000-500.000ISK
- f) More than 500.000 ISK

**11. How long have you been working in your current workplace?**

(Choose only one option)

- a) Less than 1 year
- b) 1- 3 years
- c) 4- 6 years
- d) 7-9 years
- e) More than 9 years

**12. Do you work for the public sector or private sector?**

(Choose only one option)

- a) Public sector
- b) Private sector

**13. In which industry are you working?**

(Choose only one option)

- a) Building/construction industry
- b) Processing industry
- c) Textiles/manufacturing/small business industry
- d) Iron and steel industry
- e) Public education
- f) Transport
- g) Fish industry
- h) Other\_\_\_\_\_

**14. What is your position within your organization?**

(Choose only one option)

- a) Professional employee
- b) Public servant
- c) Workman
- d) White-collar worker
- e) Shift supervisor
- f) Salesperson
- g) Fish worker
- h) Cleaner
- i) Other\_\_\_\_\_

In the next section there will be questions about mobbing/ bullying at your work place.

**Before starting answering questions please read definition of the mobbing first:**

*Mobbing is the nonsexual harassment of an individual by an individual or a group of other members of an organization for the purpose of removing the targeted individual(s) from the organization or at least a particular unit of the organization. Workplace mobbing involves antagonistic and unethical communication, humiliation, discrediting behavior towards a targeted individual.*

**15. How often does these actions occur towards you and are connected to your everyday work activities?**

(Choose one option in each statement)

	Daily	Weekly	Monthly	Occasionally	Never
Someone withholding information which affects your performance					
Being humiliated or ridiculed in connection in with your work					
Being ordered to do work below your level of competence					
Having key areas of responsibility removed					
Spreading gossip and rumors about you					
Being ignored or excluded					
Having insulting or offensive remarks made about your person, attitudes or your private life					
Being shouted at or being the target of spontaneous anger					
Intimidating behaviors such as finger-pointing, invasion of personal space, shoving, blocking your way					
Hints or signals from others that you should quit your job					
Repeated reminders of your errors and/or mistakes					
Being ignored or facing a hostile reaction when you approach					
Persistent criticism of your errors and/or mistakes					
Having your opinions ignored					

Practical jokes carried out by people you don't get along with					
Being given tasks with unreasonable deadlines					
Having allegations made against you					
Excessive monitoring of your work					
Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses)					
Being a subject of excessive teasing and sarcasm					
Being exposed to an unmanageable workload					
Threats of violence, physical abuse or actual abuse					

**16. Have you experienced mobbing from one individual or group of people?**

(Choose only one option)

- a) One person
- b) Group of people
- c) Both group of people and individual
- d) I don't know
- e) Does not apply

**17. Who was/were a perpetrator/ perpetrators of the mobbing actions towards you?**

(Choose only one option)

- a) Supervisor/s
- b) Top manager/s
- c) Co-worker/s /colleague/s
- d) Subordinate/s
- e) Supervisor and coworkers
- f) Other.....
- g) Does not apply

**18. Was/were perpetrator(s) from the same country as you?**

(Choose only one option)

- a) Yes, he/she was from the same country
- b) No, he / she was from a different country
- c) Yes, they were from the same country
- d) No, they were from a different countries
- e) I don't know
- f) Does not apply

**19. Do you think that any of those aspects and issues had influence that you have been target of mobbing behavior?**

(Mark X in the appropriate box)

	not applicable										Strongly agree
Age	0	1	2	3	4	5	6	7	8	9	10
Personality	0	1	2	3	4	5	6	7	8	9	10
Appearance	0	1	2	3	4	5	6	7	8	9	10
Education	0	1	2	3	4	5	6	7	8	9	10
Nationality	0	1	2	3	4	5	6	7	8	9	10
Race	0	1	2	3	4	5	6	7	8	9	10
Culture	0	1	2	3	4	5	6	7	8	9	10
Performance	0	1	2	3	4	5	6	7	8	9	10
Envy and competition	0	1	2	3	4	5	6	7	8	9	10
Overtime hours	0	1	2	3	4	5	6	7	8	9	10
Gender	0	1	2	3	4	5	6	7	8	9	10
Religion	0	1	2	3	4	5	6	7	8	9	10
Other _____	0	1	2	3	4	5	6	7	8	9	10

**20. How strongly do you agree or disagree with the following statements about your job.**

(Choose one option in each statement)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
At my work, I feel bursting energy					
At my job, I feel strong and vigorous					
I am enthusiastic about my job					
My job inspires me					
When, I get up in the morning, I feel like going to work					
I feel happy when I am working intensely					
I am proud of the work I do					



<b>I am immersed in my job</b>					
<b>I get carried away when I am working</b>					

**21. How strongly do you agree or disagree with the following statements about job?**

(Choose one option in each statement)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>I am actively looking for other work.</b>					
<b>I feel that I could leave this work.</b>					
<b>If I was completely free to choose I would leave this work.</b>					

**22. How strongly do you agree or disagree with the following statements about workplace?**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>I am proud to work for this company</b>					
<b>I would encourage everyone to work here</b>					
<b>I do not feel that I am fully informed about what the organization is setting out to do</b>					
<b>I fit well with the organization goals</b>					
<b>I think that my workplace is great place to work for</b>					

**23. How strongly do you agree or disagree with the following statements about your supervisor?**

(Choose one option in each statement)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>My supervisor helps me improve my performance</b>					
<b>My supervisor treats everyone fairly</b>					
<b>The contribution of my work tasks are recognized by the my supervisor</b>					
<b>I trust my supervisor</b>					
<b>My supervisor does not show trust in subordinates by assigning them important tasks</b>					

**24. How often have you taken sick leaves in order to avoid being a target of mobbing at your current workplace?**

(Choose only one option)

- a) Every day
- b) Every week
- c) Every month
- d) Yearly
- e) Never

**25. What kind of impacts and consequences does mobbing have had on you if any?**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Does not apply
<b>Anxiety</b>						
<b>Lack of concentration</b>						
<b>Insomnia</b>						
<b>Decreased self-confidence</b>						
<b>Loss of motivation</b>						

<b>Other influences</b>						
-------------------------	--	--	--	--	--	--

**26. How did you react to the mobbing actions towards you?**

(Mark all that apply)

- a) Does not apply
- b) I did nothing
- c) I have talked with my next supervisor
- d) I reported it to company management
- e) I have contacted my union office
- f) Other\_\_\_\_\_

**27. Do you know if your organization has any policy on mobbing?**

(Choose only one option)

- a) Yes
- b) No
- c) I don't know

***Thank you for your participation***

*Icelandic version*

*Einelti á vinnustaði og áhrif þess á hollustu*

Eftirfarandi könnun er hluti af lokaverkefni mínu til MSc gráðu í alþjóðaviðskiptum við Háskólann í Reykjavík. Ritgerðin fjallar um einelti milli starfsmanna. Mér þætti mjög vænt um ef þú gætir séð þér fært að svara könnuninni sem tekur um það bil 15 mínútur. Ég vek líka athygli á því að könnun er nafnlaus og öll svör eru órekjanleg. Engin skylda er að svara einstökum spurningum né könnuninni í heild. Ég er mjög þakklát fyrir hvert svar sem berst.

Ef einhverjar spurningar vakna varðar könnunina þá vinsamlegast hafið samband við mig í gegnum tölvupóst.

Mbk.

Malgorzata Katrín Molenda

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**Spurningar um móðurmál og þjóðerni**

**1. Hvaðan ertu?**

---

**2. Ertu íslenskur ríkisborgari?**

- a) Já
- b) Nei

**3. Hver er þitt móðurmál?**

- a) Íslenska
- b) Enska
- c) Pólska
- d) Spænska
- e) Önnur?.....

**4. Hversu lengi hefur þú búið á Íslandi?**

- a) Minna en 1 ár
- b) 1-5 ár
- c) 6-10 ár
- d) 11-15 ár
- e) Lengur en 15 ár

**5. Hversu lengi hefur þú unnið á Íslandi?**

- a) Minna en 1 ár
- b) 1-5 ár
- c) 6-10 ár
- d) 11-15 ár
- e) Lengur en 15 ár

**Bakgrunn spurningar**

**6. Hvort ertu karl eða kona?**

- a) Karl
- b) Kona

**7. Á hvaða aldursbili ert þú?**

- a) Yngri en 30 ára
- b) 31-40 ára
- c) 41-50 ára
- d) 51-60 ára
- e) Eldri en 60 ára

**8. Hvaða menntun hefur þú lokið?**

- a) Grunnskólapróf
- b) Stúdentspróf
- c) Iðnmenntun
- d) Háskólamenntun BA, BSc
- e) Framhaldsmenntun á háskólastigi (MA, MSc, MBA, eða PhD gráða)
- f) Önnur \_\_\_\_\_

**9. Hversu marga klukkutíma vinnur þú að meðaltali á viku?**

- a) Minna en 20 klst
- b) 21-30 tímar
- c) 31-40 tímar
- d) 41-50 tímar
- e) Lengur en 50 tímar

**10. Hverjar eru um það bil mánaðartekjur þínar?**

- a) Minna en 100.000 ISK
- b) 101.000-200.000ISK
- c) 201.000-300.000 ISK
- d) 301.000-400.000ISK
- e) 401.000-500.000ISK
- f) Meira en 500.000 ISK

**11. Hversu lengi hefur þú verið í núverandi starfi?**

- a) Minna en 1 ár
- b) 1- 3 ár
- c) 4- 6 ár
- d) 7-9 ár
- e) Lengur en 9 ár

**12. Starfar þú hjá hinu opinbera eða einkarekstri?**

- a) Hjá hinu opinbera
- b) Einkarekstri

**13. Hvaða iðnaði tilheyrir stofnun/fyrirtæki sem þú starfar hjá?**

- a) Byggingariðnaður
- b) Framleiðsluiðnaður
- c) Vefnaðarvöru - iðnaður – smá rekstur
- d) Áliðnaður
- e) Menntun
- f) Flutningur, Vöruflutningur
- g) Fiskiðnaður
- h) Önnur \_\_\_\_\_

**14. Hvaða stöðu gegnir þú hjá fyrirtækinu/stofnuninni?/ Hvert er starsheiti þitt?**

- a) Sérfræðingur
- b) Opinber starfsmaður
- c) Verkamaður
- d) Skrifstofumaður
- e) Vaktstjóri
- f) Sölumaður
- g) Fiskvinnsluverkmaður
- h) Ræstingar
- i) Önnur \_\_\_\_\_

Í næsta hluta eru spurningar um einelti á vinnustað.

**Áður en þú byrjar að svara, vinsamlega lestu skilgreininguna á einelti:**

*Einelti er áreitni sem ekki er kynferðisleg. Það beinist að einstaklingi, og er framin af einstökum samstarfsfélögum eða hópi þeirra, í þeim tilgangi að bola einstaklingnum sem verður fyrir eineltinu burt af vinnustað, eða úr annars konar félagi, eða allavega einum hluta þess.*

*Einelti á vinnustað felst í fjandsamlegum og siðlausum samskiptum, niðurlægingu, og vanvirðingu gagnvart einstaklingnum sem verður fyrir einelti.*

**15. Hversu oft hefur efnifarandi háttsemi verið beint gegn þér í daglegu stafi þínu?**

	Daglega	Vikulega	Mánaðarlega	Stundum	Aldrei
Upplýsingum er haldið frá þér og það hefur áhrif á vinnu þína					
Ert niðurlægður eða gert grín að þér vegna vinnu þinnar					
Skipað að vinna að verkefnum sem eru neðan hæfnistigs og getu					
Svið sem þú berð ábyrgð á eru úthlutað öðrum					
Sögusögnum og orðrófum er dreift um þig					
Ekki hlustað á þig eða þú útilokaður					
Móðgandi orð sögð við þig sem vega að persónu, skoðunum eða einkalífi					
Öskrað á þig eða reiðiskast beinist að þér					
Ógnandi atferli, til dæmis að fingri otað að þér, farið er inn í persónulegt rými, þér ýtt, eða för þín hindruð					
Ýjað að því í orðum eða gjörðum að þú ættir að segja upp					



Endurtekið minnst á mistök og/eða yfirsjónir					
Ekki hlustað á þig eða þér svarað á óvinsamlegan hátt					
Linnulaus gagnrýni á mistök og/eða yfirsjónir					
Ekki hlustað á skoðanir þínar					
Fórnar lamb hrekkja fólks sem þú ert ekki í góðu sambandi við					
Úthlutað verkefnum með óraunhæfum skilafresti					
Ásakanir beinast gegn þér					
Óeðlilega mikið fylgst með vinnu þinni					
Þrýstingur um að láta rétt þinn af hendi (t.d. veikindaleyfi, frídaga, risnukostnað)					
Óeðlilega mikil stríðni og kaldhæðni beinist að þér					
Óeðlilega mikið vinnuálag á þínum herðum					
Þér hótað ofbeldi eða misnotkun					

**16. Varstu lagður/ lögð í einelti af einum eða fleiri gerendum?**

- a) Ein gerandi
- b) Fleiri gerendur
- c) Bæði af einum geranda og fleiri gerendum
- d) Ég veit ekki
- e) Á ekki við

**17. Í hvaða stöðu var gerandi gagnvart þér?**

(Merktu allt sem á við)

- a) Yfirmaður/ yfirmenn
- b) Forstöðumaður/Forstöðumaður/ forstöðumenn
- c) Samstarmaður/ samstarfsmenn
- d) Undirmaður/ Undirmenn
- e) Yfirmaður og samstarfsmenn
- f) Á ekki við
- g) Annar .....

**18. Var gerandi eineltis frá sömu landi?**

- a) Já, hann / hún var frá sömu landi
- b) Nei, hann/ hún var frá öðru landi
- c) Já þeir/þær/ þau voru frá sömu landi
- d) Nei, þeir/ þær/ þau voru úr öðru landi
- e) Ég veit ekki
- f) Á ekki við

**19. Heldur þú að einhver eftirfarandi atriði hafi átt þátt að þú hefur orðið fyrir einelti?**

(Mark X in the appropriate box)

	Á ekki við										Mjög mikið
<b>Aldur</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Persónuleiki</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Útlit</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Menntun</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Þjóðerni</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Kynþáttur</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Menning</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Öfund og samkeppni</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Frammistaða</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Yfirvinna</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Kyn</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Trúarbrögð</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Annað? _____</b>	0	1	2	3	4	5	6	7	8	9	10

**20. Hversu samála eða ósamála ertu eftirförunum fullyrðingum varðandi starf þitt?**

	Mjög samála	Sammála	Hvorki samála né ósammála	Ósammála	Mjög ósammála
Mér finnst ég fá orkuinnspýtingu í vinnunni					
Mér finnst ég kraft- og þróttmikil/l í starfi					
Ég er spennt/ur fyrir starfi mínu					
Starf mitt blæs mér anda í brjóst					
Þegar ég fer á fætur langar mig að fara í vinnuna					
Mér líður vel þegar ég legg hart að mér í starfi					
Ég er stolt/ur af því sem ég starfa við					
Ég sekk mér í vinnu mína					
Ég týni mér í því sem ég er að vinna að					

**21. Hversu samála eða ósamála ertu eftirförunum fullyrðingum varðandi starfi þinni?**

	Mjög samála	Sammála	Hvorki samála né samála	Ósammála	Mjög ósammála
Ég er markvisst að leita mér að annarri vinnu					
Mér líður þannig að ég gæti hætt í					

<b>starfinu</b>					
<b>Ef ég hefði algerlega frjálst val myndi ég hætta í starfinu</b>					

**22. Hversu samála eða ósamála ertu eftirförunum fullyrðingum varðandi vinnustað þinn?**

	Mjög samála	Sammála	Hvorki samála né ósammála	Ósammála	Mjög ósammála
<b>Ég er stolt/ur af því að vinna fyrir þetta fyrirtæki</b>					
<b>Ég myndi hvetja hvern sem er til að vinna hér</b>					
<b>Mér finnst ég ekki vita nóg um það sem félagið vill gera</b>					
<b>Markmið félagsins og ég fara vel saman</b>					
<b>Mér finnst vinnustaðurinn minn frábær staður að vinna á</b>					

**23. Hversu samála eða ósamála ertu eftirförunum fullyrðingum varðandi næstan yfirmann þinn?**

	Mjög samála	Sammála	Hvorki samála né ósammála	Ósammála	Mjög ósammála
<b>Yfirmaður minn hjálpar mér að bæta frammistöðu mína</b>					
<b>Yfirmaður minn er sanngjarn gagnvart öllum</b>					

<b>Yfirmaður minn metur vinnuframlag mitt að verðleikum</b>					
<b>Ég treysti yfirmanni mínum</b>					
<b>Yfirmaður minn sýnir ekki traust sitt á undirmönnum með því að úthluta þeim mikilvægum verkefnum</b>					

**24. Hversu oft hefur þú tekið veikindaleyfi til þess að forðast að vera orðið fyrir einelti?**

- a) Daglega
- b) Vikulega
- c) Mánaðarlega
- d) Árlega
- e) Aldrei

**25. Hvaða áhrif og afleiðingar hafði eineltið á þig?**

	Mjög sammála	Sammála	Hvorki sammála né ósammála	Ósammála	Mjög ósammála	Á ekki við
<b>Kvíði</b>						
<b>Skortur á einbeitingu</b>						
<b>Svefnleysi</b>						
<b>Skortur á sjálfstrausti</b>						
<b>Skortur á hvatningu</b>						
<b>Önnur áhrif _____</b>						

**26. Hvernig brást þú við eineltinu gagnvart þér?**

(Merktu allt sem á við)

- a) Á ekki við
- b) Ég gerði ekkert
- c) Ég ræddi við yfirmann mín.
- d) Ég lét forstjóra fyrirtækis vita.
- e) Ég hafði samband við stéttarfélag
- f) Annað? \_\_\_\_\_

**27. Veist þú til þess að vinnustaðurinn þinn á einverja sérstaka stefnu vegna eineltis?**

- a) Yes/Já
- b) No/Nei
- c) I don't know/ Ég veit ekki

***Kærar þakkir fyrir þátttökuna***

***Polish Version***

***Mobbing i jego wpływ na zaangażowanie w pracę***

Dziękuję za zainteresowanie wypełnieniem tej ankiety.

Ta ankieta jest częścią mojej pracy magisterskiej z "Międzynarodowego biznesu"

Głównym celem tej ankiety jest dowiedzieć się, czy mobbing ma miejsce w islandzkich zakładach pracy.

Wypełnienie ankiety powinno zająć około 15 minut i Twój udział jest bardzo ważny dla tych badań.

Ankieta jest anonimowa i odpowiedzi są również anonimowe.

Wzięcie udziału w tej ankiecie jest dobrowolne i możesz wycofać się w każdym momencie.

Jeśli mają państwo jakiegokolwiek pytania to proszę o kontakt ze mną

Z poważaniem

Malgorzata Katrín Molenda

e-mail: malgorzata09@ru.is

**Pytania o narodowość i język ojczysty**

**1. Czy posiadasz obywatelstwo islandzkie?**

- a) Tak
- b) Nie

**2. Skąd pochodzisz?**

---

**3. Jaki jest twój język ojczysty?**

- a) Islandzki
- b) Angielski
- c) Polski
- d) Hiszpański
- e) Inny.....

**4. Jak długo mieszkasz na Islandii?**

- a) Krócej niż jeden rok
- b) 1-5 lata
- c) 6-10 lat
- d) 11-15 lat
- e) Więcej niż 15 lat

**5. Jak długo pracujesz na Islandii?**

- a) Krócej niż jeden rok
- b) 1-5 lata
- c) 6-10 lat
- d) 11-15 lat
- e) Więcej niż 15 lat

**Ogólne pytania**

**6. Proszę podać płeć?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Mężczyzna
- b) Kobieta



**7. Proszę podać wiek?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Mniej niż 30 lat
- b) 31-40 lat
- c) 41-50 lat
- d) 51- 60 lat
- e) Więcej niż 60 lat

**8. Jakie posiadasz wykształcenie?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Podstawowe
- b) Średnie ogólnokształcące
- c) Średnie techniczne
- d) Tytuł Bsc, BA
- e) Tytuł MA, MSc albo PhD
- f) Inne \_\_\_\_\_

**9. Ile godzin pracujesz tygodniowo?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Mniej niż 20 godzin
- b) 20-30 godzin
- c) 31-40 godzin
- d) 41-50 godzin
- e) Więcej niż 50 godzin

**10. Średni twój miesięczny zarobek mieści się w przedziale?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Mniej niż 100.000 islandzkich koron
- b) 101.000-200.000 islandzkich koron
- c) 201.000-300.000 islandzkich koron
- d) 301.000-400.000 islandzkich koron
- e) 401.000- 500.000 islandzkich koron
- f) Więcej niż 500.000 islandzkich koron

**11. Jak długo pracujesz w swoim obecnym miejscu pracy?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Krócej niż 1 rok
- b) 1-3 lat
- c) 4-6 lat

- a) 7-9 lat
- b) Więcej niż 9 lat

**12. Czy pracujesz w publicznym lub w prywatnym sektorze?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Sektor publiczny
- b) Sektor prywatny

**13. W jakiej branży pracujesz?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Przemysł budowlany
- b) Przemysł przetwórczy
- c) Przemysł tekstylny, włókienniczy/wytwórczy/drobny
- d) Iron and steel industry/ Przemysł hutniczy
- e) Public education/ Edukacja
- f) Transport/ Transport
- g) Fish industry/ Przemysł rybny
- h) Other/Inny jaki? \_\_\_\_\_

**14. Na jakim stanowisku jesteś w swoim miejscu pracy?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Wykwalifikowany pracownik
- b) Pracownik sektorze pulicznym
- c) Pracownik fizyczny
- d) Pracownik biurowy
- e) Kierownik zmiany
- f) Sprzedawca
- g) Pracownik w przemyśle rybnym
- h) Osoba sprząająca
- i) Inny zawód jaki? \_\_\_\_\_

W tej sekcji znajduj się pytania na temat mobbinu w miejscu pracy

**Zanim zaczniesz odpowiadać na pytania, proszę przeczytać definicję mobbingu**

*Mobbing oznacza działania lub zachowania dotyczące pracownika lub skierowane przeciwko pracownikowi, polegające na uporczywym i długotrwałym nękanii lub zastraszaniu pracownika, wywołujące u niego zaniżoną ocenę przydatności zawodowej,*

*powodujące lub mające na celu poniżenie lub ośmieszenie pracownika, izolowanie go lub wyeliminowanie z zespołu współpracowników.*

**15. Jak często te zdarzenia sa/były stosowane wobec ciebie w codziennnej pracy?**

(Wybierz tylko jedna opcję)

	Codziennie	Co tydzień	Miesięcznie	Okazyjnie	Nigdy
Zatajanie przez kogoś informacji która, mogłaby mieć wpływ na twoje osiągnięcia w pracy					
Bycie poniżanym albo ośmieszanym na temat czegoś co wiązało się z twoją pracą					
Wykonywanie pracy poniżej swoich kompetencji					
Ograniczenie zakresu obowiązków					
Mówienie nieprawdy na twój temat					
Bycie ignorowanym lub wykluczonym					
Robienie obraźliwych i niestosownych uwag o twojej osobie, orientacji albo twoim życiu prywatnym					
Bycie celem ciągłych krzyków i/lub gniewu					
Nieprzywoite zachowania jak wskazywanie palcem, przekraczanie granic przestrzeni osobistych, popychanie, blokowanie drogi					
Sygnały od innych że powinieneś zrezygnować z pracy					
Ciągle uwagi na temat twoich błędów					
Bycie ignorowanym lub wrogość w towarzystwie					
Ciągła krytyka twoich starych błędów					
Twoje opinie są ignorowane					

<b>Żarty na temat twojej osoby przez osoby z którymi nie masz dobrego kontaktu</b>					
<b>Otrzymywanie zadań które mają nierealne terminy</b>					
<b>Zarzuty i insynuacje przeciwko twojej osobie</b>					
<b>Dokładny nadzór twojej pracy</b>					
<b>Trudność w otrzymywaniu czegoś do czego masz prawo (np. zwolnienie chorobowe, urlop, koszty podróży)</b>					
<b>Bycie tematem nadmiernego naśmiewania się i sarkazmu</b>					
<b>Być obciążonym trudnym do kontrolowania nawąłem pracy</b>					
<b>Groźenie przemocą albo stosowaniem gróźb słownych</b>					

**16. Czy doświadczyłeś mobbingu w pracy od jednej osoby czy kilku osób?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Jednej osoby
- b) Kilku osób
- c) Równocześnie od jednej osoby i kilku osób
- d) Nie wiem
- e) Nie dotyczy

**17. Kto był sprawcą (sprawcami) mobbingu wobec ciebie w pracy?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Przełożony (Przełożeni)
- b) Pracodawca(y)
- c) Współpracownik(cy)
- d) Padwładny(i)
- e) Inny sprawca kto? \_\_\_\_\_

**18. Czy sprawca(y) był/ byli z tego samego kraju co ty?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Tak, on/ona był(a) z tego samego kraju co ja
- b) Nie, on/ona był(a) z innego kraju co ja
- c) Tak, oni/one byli(ły) z tego samego kraju co ja
- d) Nie oni/one byli(ły) z innego kraju niż ja
- e) Nie dotyczy

**19. Czy zgadzasz się, że któreś tych przyczyn miało wpływ na to że stałeś(aś) się obiektem mobbingu?**

(Oceń każdą z tych przyczyn)

	Nie dotyczy										Stanowczo się zgadzam
<b>Wiek</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Osobowość</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Wykształcenie</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Wygląd</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Narodowość</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Rasa</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Kultura</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Zazdrość i konkurencja</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Osiągnięcia</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Godziny nadliczbowe</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Płeć</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Religia</b>	0	1	2	3	4	5	6	7	8	9	10
<b>Inna przyczyna?</b>	0	1	2	3	4	5	6	7	8	9	10

**20. Czy zgadzasz z następującymi stwierdzeniami na temat swojej pracy?**

(Choose one option in each statement)/

	Stanowczo się zgadzam	Zgadzam się	Jest mi to obojętne	Nie zgadzam się	Stanowczo się nie zgadzam
W pracy mam duży zapał do wykonywania pracy					
Mam siłę i ochotę do wykonywania pracy					
Jestem entuzjastą mojej pracy					
Moja praca mnie inspiruje					
Kiedy się budzę rano, mam ochotę iść do pracy					
Czuje się szczęśliwy(a) kiedy intensywnie pracuję					
Jestem dumny(a) z pracy, którą wykonuje					
Jestem zatracony w mojej pracy					
Moja praca mnie fascynuje					

**21. Czy zgadzasz z następującymi stwierdzeniami na temat swojej pracy?**

(Proszę zaznaczyć tylko jedną opcję)

	Stanowczo się zgadzam	Zgadzam się	Jest mi to obojętne	Nie zgadzam się	Stanowczo się nie zgadzam
Szukam aktywnie innej pracy					
Czuje że mógłbym/mogłabym rzucić moją pracę					
Jakbym miał/a wybór, to zostawił(a) bym tę pracę					

**22. Jak bardzo zgadzasz się z następującymi stwierdzeniami na temat twojego miejsca pracy?**

(Proszę zaznaczyć tylko jedną opcję)

	Stanowczo się zgadzam	Zgadzam się	Jest mi to obojętne	Nie zgadzam się	Stanowczo się nie zgadzam
Jestem dumny(a) z tego, że pracuję dla tej firmy					
Zachęca/a bym wszystkich do pracowania tutaj					
Nie czuję, że jestem informowany(a) o kierunkach działania firmy					
Odpowiadają mi kierunki działania firmy					
Uważam że firma, w której pracuję, jest świetnym miejscem pracy					

**23. Jak bardzo zgadza się pan/i z następującymi stwierdzeniami na temat twojego przełożonego?**

(Proszę zaznaczyć tylko jedną opcję)

	Stanowczo się zgadzam	Zgadzam się	Jest mi to obojętne	Nie zgadzam się	Stanowczo się nie zgadzam
Mój przełożony pomaga mi lepiej wykonywać moją pracę					
Mój przełożony traktuje wszystkich tak samo					
Wkład mojej pracy jest doceniany przez mojego przełożonego					
Ufam mojemu przełożonemu					

<b>Mój przełożony nie ufa swoim podwładnym i nie daje im ważnych zadań</b>					
--	--	--	--	--	--

**24. Jak często bierzesz urlop zdrowotny żeby uniknąć bycia obiektem mobbingu w twoim obecnym miejscu pracy?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Codziennie
- b) Co tydzień
- c) Co miesiąc
- d) Rocznie
- e) Nigdy

**25. Jakie konsekwencje miał mobbing w pracy na ciebie?**

	<b>Stanowczo się zgadzam</b>	<b>Zgadzam się</b>	<b>Jest mi to obojętne</b>	<b>Nie zgadzam się</b>	<b>Stanowczo się nie zgadzam</b>	<b>Nie dotyczy</b>
<b>Niepokój</b>						
<b>Brak koncentracji</b>						
<b>Bezsenna</b>						
<b>Zaniżona samo-ocena</b>						
<b>Spadek motywacji</b>						
<b>Inny wpływ jakie</b>						

**26. Jak zaragowałeś (aś) na działania mobbingowe wobec ciebie?**

(Można zaznaczyć więcej opcji)

- a) Nie dotyczy
- b) Nic nie zrobiłem(am)
- c) Rozmawiałam z moim przełożonym
- d) Zgłosiłem(am) to do zarządu



- e) Skontaktowałem(am) się z moimi związkami zawodowymi
- f) Inne \_\_\_\_\_

**27. Czy wiesz czy w twojej firmie jest polityka mobbingowa?**

(Proszę zaznaczyć tylko jedną opcję)

- a) Tak
- b) Nie
- c) Nie wiem

***Dziękuję za wypełnienie tej ankiety***

## Appendix B

### T-tests by gender

#### Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
reversed_NAQR_1	MALES	63	2,17	1,409	,178
	FEMALES	171	1,98	1,279	,098
reversed_NAQR_2	MALES	63	1,89	1,109	,140
	FEMALES	171	1,82	1,162	,089
reversed_NAQR_3	MALES	63	2,37	1,473	,186
	FEMALES	171	2,16	1,453	,111
reversed_NAQR_4	MALES	63	1,70	1,159	,146
	FEMALES	171	1,80	1,207	,092
reversed_NAQR_5	MALES	63	2,19	1,268	,160
	FEMALES	171	2,23	1,473	,113
reversed_NAQR_6	MALES	63	2,24	1,353	,170
	FEMALES	171	2,35	1,481	,113
reversed_NAQR_7	MALES	63	1,89	1,284	,162
	FEMALES	171	2,05	1,328	,102
reversed_NAQR_8	MALES	63	1,79	1,207	,152
	FEMALES	171	1,85	1,201	,092
reversed_NAQR_9	MALES	63	1,68	1,202	,151
	FEMALES	171	1,60	1,038	,079
reversed_NAQR_10	MALES	63	1,48	,800	,101
	FEMALES	171	1,69	1,160	,089
reversed_NAQR_11	MALES	63	1,76	1,058	,133

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	FEMALES	171	1,91	1,222	,093
reversed_NAQR_12	MALES	63	1,97	1,295	,163
	FEMALES	171	2,18	1,453	,111
reversed_NAQR_13	MALES	63	1,95	1,325	,167
	FEMALES	171	1,87	1,260	,096
reversed_NAQR_14	MALES	63	2,33	1,344	,169
	FEMALES	171	2,24	1,412	,108
reversed_NAQR_15	MALES	63	1,95	1,337	,168
	FEMALES	171	2,02	1,431	,109
reversed_NAQR_16	MALES	63	1,86	1,148	,145
	FEMALES	171	1,68	1,186	,091
reversed_NAQR_17	MALES	63	1,76	1,103	,139
	FEMALES	171	1,80	1,203	,092
reversed_NAQR_18	MALES	63	2,05	1,337	,168
	FEMALES	171	2,02	1,319	,101
reversed_NAQR_19	MALES	63	1,68	1,029	,130
	FEMALES	171	1,76	1,125	,086
reversed_NAQR_20	MALES	63	1,90	1,329	,167
	FEMALES	171	1,80	1,255	,096
reversed_NAQR_21	MALES	63	2,02	1,198	,151
	FEMALES	171	1,90	1,309	,100
reversed_NAQR_22	MALES	63	1,46	,947	,119
	FEMALES	171	1,31	,769	,059
NAQR_work_releted_rev ised	MALES	63	2,07	1,036	,130
	FEMALES	171	1,96	,994	,076

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

NAQR_physically_revised	MALES	63	1,65	1,033	,130
	FEMALES	171	1,59	,834	,064
NAQR_person_revised	MALES	63	1,89	,985	,124
	FEMALES	171	1,96	1,052	,080
NAQR_all_revised	MALES	63	1,91	,951	,120
	FEMALES	171	1,91	,952	,073

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
reversed_NAQR_1	Equal variances assumed	1,484	,224	1,022	232	,308	,198	,194	-,184	,580
	Equal variances not assumed			,977	101,906	,331	,198	,203	-,204	,600
reversed_NAQR_2	Equal variances assumed	,112	,738	,415	232	,679	,070	,169	-,263	,403
	Equal variances not assumed			,424	115,396	,672	,070	,166	-,258	,398

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

reversed_N AQR_3	Equal variances assumed	,402	,527	,96 4	232	,336	,207	,215	-,216	,631
	Equal variances not assumed			,95 8	109 ,24 6	,340	,207	,216	-,222	,636
reversed_N AQR_4	Equal variances assumed	,150	,699	- ,55 0	232	,583	-,097	,176	-,444	,250
	Equal variances not assumed			- ,56 1	114 ,80 8	,576	-,097	,173	-,439	,245
reversed_N AQR_5	Equal variances assumed	5,268	,023	- ,20 7	232	,836	-,043	,209	-,456	,369
	Equal variances not assumed			- ,22 2	127 ,42 8	,824	-,043	,195	-,430	,343
reversed_N AQR_6	Equal variances assumed	1,696	,194	- ,50 1	232	,617	-,107	,213	-,527	,313
	Equal variances not assumed			- ,52 3	120 ,27 1	,602	-,107	,205	-,512	,298
reversed_N AQR_7	Equal variances assumed	,918	,339	- ,81 4	232	,416	-,158	,194	-,540	,224
	Equal variances not assumed			- ,82 7	114 ,00 4	,410	-,158	,191	-,536	,220

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

reversed_N AQR_8	Equal variances assumed	,001	,975	- 33 9	232	,735	-,060	,177	-,409	,289
	Equal variances not assumed			- 33 9	110 ,16 7	,736	-,060	,178	-,412	,292
reversed_N AQR_9	Equal variances assumed	2,123	,146	,53 8	232	,591	,086	,160	-,229	,401
	Equal variances not assumed			,50 3	98, 018	,616	,086	,171	-,253	,425
reversed_N AQR_10	Equal variances assumed	6,754	,010	- 1,3 49	232	,179	-,214	,158	-,526	,098
	Equal variances not assumed			- 1,5 93	160 ,06 1	,113	-,214	,134	-,479	,051
reversed_N AQR_11	Equal variances assumed	,549	,460	- ,86 5	232	,388	-,150	,174	-,493	,192
	Equal variances not assumed			- ,92 4	126 ,68 6	,357	-,150	,163	-,473	,172
reversed_N AQR_12	Equal variances assumed	2,312	,130	- ,99 5	232	,321	-,207	,208	-,617	,203
	Equal variances not assumed			- 1,0 50	123 ,17 9	,296	-,207	,197	-,598	,183

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

reversed_N AQR_13	Equal variances assumed	1,176	,279	,46 1	232	,645	,087	,188	-,284	,458
	Equal variances not assumed			,45 1	105 ,90 5	,653	,087	,193	-,295	,469
reversed_N AQR_14	Equal variances assumed	,667	,415	,45 5	232	,649	,094	,206	-,311	,499
	Equal variances not assumed			,46 6	115 ,73 2	,642	,094	,201	-,304	,491
reversed_N AQR_15	Equal variances assumed	,655	,419	- ,34 3	232	,732	-,071	,207	-,479	,337
	Equal variances not assumed			- ,35 4	117 ,68 2	,724	-,071	,201	-,469	,327
reversed_N AQR_16	Equal variances assumed	,001	,977	,99 8	232	,319	,173	,173	-,168	,514
	Equal variances not assumed			1,0 13	113 ,88 0	,313	,173	,171	-,165	,511
reversed_N AQR_17	Equal variances assumed	,880	,349	- ,19 3	232	,847	-,033	,173	-,375	,308
	Equal variances not assumed			- ,20 1	119 ,81 3	,841	-,033	,167	-,363	,297

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

reversed_N AQR_18	Equal variances assumed	,012	,913	,12 4	232	,901	,024	,195	-,360	,409
	Equal variances not assumed			,12 3	109 ,32 0	,902	,024	,196	-,365	,413
reversed_N AQR_19	Equal variances assumed	,449	,503	- 47 9	232	,632	-,078	,162	-,397	,242
	Equal variances not assumed			- 49 9	120 ,13 4	,618	-,078	,156	-,386	,230
reversed_N AQR_20	Equal variances assumed	,355	,552	,58 2	232	,561	,109	,188	-,261	,480
	Equal variances not assumed			,56 7	105 ,33 1	,572	,109	,193	-,273	,492
reversed_N AQR_21	Equal variances assumed	1,542	,216	,61 1	232	,542	,115	,189	-,256	,487
	Equal variances not assumed			,63 7	120 ,06 8	,526	,115	,181	-,243	,474
reversed_N AQR_22	Equal variances assumed	3,717	,055	1,2 43	232	,215	,150	,121	-,088	,389
	Equal variances not assumed			1,1 30	93, 750	,261	,150	,133	-,114	,415



MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

NAQR_wor k_releted_r evised	Equal variances assumed	,055	,815	,70 7	232	,480	,105	,148	-,187	,397
	Equal variances not assumed			,69 4	106 ,76 4	,489	,105	,151	-,195	,404
NAQR_phy sically_revi sed	Equal variances assumed	3,537	,061	,44 7	232	,655	,059	,131	-,200	,318
	Equal variances not assumed			,40 5	93, 402	,686	,059	,145	-,229	,347
NAQR_per son_releted _revised	Equal variances assumed	,539	,464	- ,44 5	232	,657	-,068	,152	-,368	,233
	Equal variances not assumed			- ,45 9	117 ,56 0	,647	-,068	,148	-,361	,225
NAQR_all_ revised	Equal variances assumed	,023	,881	,03 1	232	,975	,004	,140	-,272	,281
	Equal variances not assumed			,03 1	110 ,76 2	,975	,004	,140	-,274	,282

# MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

## T-tests by nationalities

	Iceland_others	N	Mean	Std. Deviation	Std. Error Mean
NAQR_work_releted_revised	Iceland	54	2,05	,907	,123
	Other countries	180	1,97	1,033	,077
NAQR_physically_revised	Iceland	54	1,63	,863	,117
	Other countries	180	1,59	,901	,067
NAQR_person_releted_revised	Iceland	54	1,92	,968	,132
	Other countries	180	1,95	1,054	,079
NAQR_all_revised	Iceland	54	1,92	,894	,122
	Other countries	180	1,91	,969	,072
reversed_NAQR_1	Iceland	54	2,19	1,319	,179
	Other countries	180	1,98	1,314	,098
reversed_NAQR_2	Iceland	54	1,85	1,123	,153
	Other countries	180	1,83	1,156	,086
reversed_NAQR_3	Iceland	54	1,98	1,281	,174
	Other countries	180	2,28	1,503	,112
reversed_NAQR_4	Iceland	54	1,80	1,155	,157
	Other countries	180	1,76	1,207	,090
reversed_NAQR_5	Iceland	54	2,15	1,393	,190
	Other countries	180	2,24	1,428	,106

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

reversed_NAQR_6	Iceland	54	2,35	1,416	,193
	Other countries	180	2,31	1,457	,109
reversed_NAQR_7	Iceland	54	2,13	1,374	,187
	Other countries	180	1,97	1,298	,097
reversed_NAQR_8	Iceland	54	1,94	1,220	,166
	Other countries	180	1,81	1,196	,089
reversed_NAQR_9	Iceland	54	1,61	1,106	,151
	Other countries	180	1,62	1,079	,080
reversed_NAQR_10	Iceland	54	1,70	1,110	,151
	Other countries	180	1,61	1,070	,080
reversed_NAQR_11	Iceland	54	1,80	1,035	,141
	Other countries	180	1,89	1,221	,091
reversed_NAQR_12	Iceland	54	2,26	1,430	,195
	Other countries	180	2,08	1,408	,105
reversed_NAQR_13	Iceland	54	1,83	1,145	,156
	Other countries	180	1,91	1,315	,098
reversed_NAQR_14	Iceland	54	2,20	1,279	,174
	Other countries	180	2,28	1,427	,106
reversed_NAQR_15	Iceland	54	1,54	,905	,123

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Other countries	180	2,14	1,495	,111
reversed_NAQR_16	Iceland	54	1,87	1,100	,150
	Other countries	180	1,69	1,197	,089
reversed_NAQR_17	Iceland	54	1,89	1,093	,149
	Other countries	180	1,76	1,199	,089
reversed_NAQR_18	Iceland	54	2,07	1,286	,175
	Other countries	180	2,02	1,335	,099
reversed_NAQR_19	Iceland	54	1,72	1,054	,143
	Other countries	180	1,74	1,114	,083
reversed_NAQR_20	Iceland	54	1,70	1,110	,151
	Other countries	180	1,86	1,319	,098
reversed_NAQR_21	Iceland	54	2,33	1,289	,175
	Other countries	180	1,81	1,254	,093
reversed_NAQR_22	Iceland	54	1,33	,700	,095
	Other countries	180	1,36	,856	,064

Independent Samples Test

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Differ ence	Std. Error Differ ence	95% Confidence Interval of the Difference	
									Lower	Upper
NAQR_wor k_releted_r evised	Equal variances assumed	,590	,443	,51 2	232	,609	,080	,156	-,228	,387
	Equal variances not assumed			,54 9	97, 859	,584	,080	,146	-,209	,369
NAQR_phy sically_revi sed	Equal variances assumed	,001	,974	,25 4	232	,800	,035	,138	-,238	,308
	Equal variances not assumed			,26 0	90, 419	,795	,035	,135	-,234	,304
NAQR_per son_releted _revised	Equal variances assumed	,049	,826	-,18 7	232	,852	-,030	,161	-,346	,286
	Equal variances not assumed			-,19 6	93, 854	,845	-,030	,153	-,335	,275
NAQR_all_r evised	Equal variances assumed	,053	,819	,09 3	232	,926	,014	,148	-,277	,305

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Equal variances not assumed			,09 8	93, 501	,922	,014	,141	-,267	,295
reversed_N AQR_1	Equal variances assumed	,548	,460	,98 9	232	,323	,202	,204	-,200	,604
	Equal variances not assumed			,98 7	86, 985	,326	,202	,204	-,204	,608
reversed_N AQR_2	Equal variances assumed	,048	,827	,10 4	232	,917	,019	,178	-,332	,369
	Equal variances not assumed			,10 6	89, 360	,916	,019	,175	-,330	,367
reversed_N AQR_3	Equal variances assumed	5,994	,015	- 1,3 37	232	,183	-,302	,226	-,747	,143
	Equal variances not assumed			- 1,4 57	100 ,74 7	,148	-,302	,207	-,713	,109
reversed_N AQR_4	Equal variances assumed	,004	,949	,19 0	232	,850	,035	,185	-,330	,401
	Equal variances not assumed			,19 4	90, 501	,846	,035	,181	-,325	,395
reversed_N AQR_5	Equal variances assumed	,755	,386	- ,43 7	232	,663	-,096	,220	-,531	,338

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Equal variances not assumed			- ,44 3	89, 099	,659	-,096	,217	-,528	,336
reversed_N AQR_6	Equal variances assumed	,082	,775	,20 6	232	,837	,046	,225	-,396	,489
	Equal variances not assumed			,20 9	89, 350	,835	,046	,221	-,393	,486
reversed_N AQR_7	Equal variances assumed	1,526	,218	,79 8	232	,426	,163	,204	-,239	,565
	Equal variances not assumed			,77 4	83, 420	,441	,163	,211	-,256	,582
reversed_N AQR_8	Equal variances assumed	,037	,849	,74 5	232	,457	,139	,186	-,228	,506
	Equal variances not assumed			,73 7	85, 896	,463	,139	,188	-,236	,513
reversed_N AQR_9	Equal variances assumed	,039	,843	- ,06 6	232	,947	-,011	,168	-,343	,321
	Equal variances not assumed			- ,06 5	85, 508	,948	-,011	,171	-,350	,328
reversed_N AQR_10	Equal variances assumed	,091	,763	,55 3	232	,581	,093	,167	-,237	,422

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Equal variances not assumed			,54 2	84, 714	,589	,093	,171	-,247	,432
reversed_N AQR_11	Equal variances assumed	,781	,378	- ,53 5	232	,593	-,098	,183	-,459	,263
	Equal variances not assumed			- ,58 5	101 ,30 7	,560	-,098	,168	-,431	,234
reversed_N AQR_12	Equal variances assumed	1,051	,306	,82 8	232	,409	,181	,219	-,251	,613
	Equal variances not assumed			,82 1	86, 162	,414	,181	,221	-,258	,621
reversed_N AQR_13	Equal variances assumed	1,136	,288	- ,36 4	232	,716	-,072	,198	-,463	,318
	Equal variances not assumed			- ,39 2	98, 636	,696	-,072	,184	-,437	,293
reversed_N AQR_14	Equal variances assumed	1,399	,238	- ,36 8	232	,713	-,080	,216	-,506	,347
	Equal variances not assumed			- ,39 0	95, 987	,697	-,080	,204	-,485	,325
reversed_N AQR_15	Equal variances assumed	21,80 1	,000	- 2,8 31	232	,005	-,607	,215	-1,030	-,185



MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Equal variances not assumed			- 3,6 56	146 ,27 6	,000	-,607	,166	-,936	-,279
reversed_N AQR_16	Equal variances assumed	,405	,525	,99 5	232	,321	,181	,182	-,178	,541
	Equal variances not assumed			1,0 42	93, 880	,300	,181	,174	-,164	,527
reversed_N AQR_17	Equal variances assumed	,297	,586	,73 1	232	,465	,133	,182	-,226	,493
	Equal variances not assumed			,76 8	94, 501	,444	,133	,174	-,211	,478
reversed_N AQR_18	Equal variances assumed	,061	,805	,27 9	232	,780	,057	,205	-,347	,462
	Equal variances not assumed			,28 5	89, 992	,776	,057	,201	-,343	,457
reversed_N AQR_19	Equal variances assumed	,041	,841	- ,13 0	232	,897	-,022	,171	-,359	,314
	Equal variances not assumed			- ,13 4	91, 485	,894	-,022	,166	-,351	,307
reversed_N AQR_20	Equal variances assumed	1,975	,161	- ,79 6	232	,427	-,157	,198	-,547	,232

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Equal variances not assumed			- ,87 4	102 ,04 4	,384	-,157	,180	-,515	,200
reversed_N AQR_21	Equal variances assumed	,872	,351	2,6 67	232	,008	,522	,196	,136	,908
	Equal variances not assumed			2,6 28	85, 367	,010	,522	,199	,127	,917
reversed_N AQR_22	Equal variances assumed	,633	,427	- ,17 4	232	,862	-,022	,128	-,274	,229
	Equal variances not assumed			- ,19 4	104 ,93 8	,847	-,022	,115	-,250	,205

*T-tests by sector*

**Group Statistics**

	sector	N	Mean	Std. Deviation	Std. Error Mean
NAQR_work_releted_re vised	Public sector	61	1,85	,930	,119
	Private sector	173	2,04	1,027	,078
NAQR_physically_revis ed	Public sector	61	1,48	,788	,101
	Private sector	173	1,65	,922	,070
NAQR_person_releted_ revised	Public sector	61	1,81	,917	,117
	Private sector	173	1,99	1,069	,081
NAQR_all_revised	Public sector	61	1,77	,861	,110

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Private sector	173	1,96	,977	,074
reversed_NAQR_1	Public sector	61	2,03	1,378	,176
	Private sector	173	2,03	1,296	,099
reversed_NAQR_2	Public sector	61	1,75	1,206	,154
	Private sector	173	1,87	1,126	,086
reversed_NAQR_3	Public sector	61	2,03	1,437	,184
	Private sector	173	2,28	1,464	,111
reversed_NAQR_4	Public sector	61	1,67	1,076	,138
	Private sector	173	1,80	1,233	,094
reversed_NAQR_5	Public sector	61	2,07	1,340	,172
	Private sector	173	2,28	1,444	,110
reversed_NAQR_6	Public sector	61	2,28	1,368	,175
	Private sector	173	2,33	1,475	,112
reversed_NAQR_7	Public sector	61	1,95	1,271	,163
	Private sector	173	2,02	1,334	,101
reversed_NAQR_8	Public sector	61	1,70	1,131	,145
	Private sector	173	1,88	1,224	,093
reversed_NAQR_9	Public sector	61	1,52	1,010	,129
	Private sector	173	1,65	1,108	,084

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

reversed_NAQR_10	Public sector	61	1,59	1,055	,135
	Private sector	173	1,65	1,088	,083
reversed_NAQR_11	Public sector	61	1,67	1,076	,138
	Private sector	173	1,94	1,209	,092
reversed_NAQR_12	Public sector	61	2,00	1,366	,175
	Private sector	173	2,16	1,429	,109
reversed_NAQR_13	Public sector	61	1,75	1,247	,160
	Private sector	173	1,94	1,286	,098
reversed_NAQR_14	Public sector	61	2,03	1,238	,158
	Private sector	173	2,35	1,437	,109
reversed_NAQR_15	Public sector	61	1,90	1,287	,165
	Private sector	173	2,04	1,444	,110
reversed_NAQR_16	Public sector	61	1,52	,993	,127
	Private sector	173	1,80	1,228	,093
reversed_NAQR_17	Public sector	61	1,54	1,042	,133
	Private sector	173	1,87	1,209	,092
reversed_NAQR_18	Public sector	61	1,87	1,310	,168
	Private sector	173	2,09	1,324	,101
reversed_NAQR_19	Public sector	61	1,57	,974	,125

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	Private sector	173	1,80	1,136	,086
reversed_NAQR_20	Public sector	61	1,51	,942	,121
	Private sector	173	1,94	1,356	,103
reversed_NAQR_21	Public sector	61	1,85	1,223	,157
	Private sector	173	1,96	1,300	,099
reversed_NAQR_22	Public sector	61	1,20	,628	,080
	Private sector	173	1,40	,875	,067

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
NAQR_work_revised	Equal variances assumed	1,180	,278	-1,323	232	,187	-,198	,149	-,492	,097
	Equal variances not assumed			-1,387	115,9	,168	-,198	,142	-,480	,085
NAQR_physically_revised	Equal variances assumed	1,933	,166	-1,299	232	,195	-,172	,132	-,433	,089

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	Equal variances not assumed			- 1,4 01	122 ,03 9	,164	-,172	,123	-,415	,071
NAQR_per son_releted _revised	Equal variances assumed	5,487	,020	- 1,1 66	232	,245	-,179	,154	-,482	,124
	Equal variances not assumed			- 1,2 55	121 ,63 7	,212	-,179	,143	-,462	,104
NAQR_all_r evised	Equal variances assumed	3,867	,050	- 1,3 03	232	,194	-,184	,141	-,462	,094
	Equal variances not assumed			- 1,3 84	118 ,43 8	,169	-,184	,133	-,447	,079
reversed_N AQR_1	Equal variances assumed	3,366	,068	,02 0	232	,984	,004	,196	-,383	,390
	Equal variances not assumed			,01 9	99, 868	,985	,004	,202	-,397	,405
reversed_N AQR_2	Equal variances assumed	,296	,587	- ,66 1	232	,509	-,113	,171	-,449	,224
	Equal variances not assumed			- ,64 0	99, 236	,524	-,113	,177	-,463	,237
reversed_N AQR_3	Equal variances assumed	,001	,973	- 1,1 28	232	,261	-,245	,217	-,672	,183

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	Equal variances not assumed			- 1,1 38	106 ,94 7	,258	-,245	,215	-,671	,182
reversed_N AQR_4	Equal variances assumed	,955	,330	- ,73 9	232	,461	-,131	,178	-,482	,219
	Equal variances not assumed			- ,78 8	119 ,46 9	,432	-,131	,167	-,461	,199
reversed_N AQR_5	Equal variances assumed	1,641	,201	- 1,0 04	232	,317	-,212	,211	-,628	,204
	Equal variances not assumed			- 1,0 40	112 ,61 3	,300	-,212	,204	-,615	,192
reversed_N AQR_6	Equal variances assumed	1,081	,300	- ,23 6	232	,814	-,051	,216	-,476	,374
	Equal variances not assumed			- ,24 4	112 ,68 0	,807	-,051	,208	-,463	,361
reversed_N AQR_7	Equal variances assumed	,156	,694	- ,36 9	232	,713	-,072	,196	-,459	,314
	Equal variances not assumed			- ,37 7	109 ,89 0	,707	-,072	,192	-,452	,308
reversed_N AQR_8	Equal variances assumed	,001	,970	- 1,0 04	232	,316	-,179	,179	-,532	,173

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Equal variances not assumed			- 1,0 43	113 ,10 6	,299	-,179	,172	-,520	,161
reversed_N AQR_9	Equal variances assumed	,598	,440	- ,79 7	232	,426	-,129	,161	-,446	,189
	Equal variances not assumed			- ,83 3	114 ,53 4	,407	-,129	,154	-,434	,177
reversed_N AQR_10	Equal variances assumed	,108	,743	- ,35 6	232	,722	-,057	,161	-,374	,259
	Equal variances not assumed			- ,36 1	108 ,12 7	,718	-,057	,158	-,371	,257
reversed_N AQR_11	Equal variances assumed	1,036	,310	- 1,5 42	232	,124	-,270	,175	-,615	,075
	Equal variances not assumed			- 1,6 31	117 ,22 9	,106	-,270	,166	-,598	,058
reversed_N AQR_12	Equal variances assumed	,970	,326	- ,76 9	232	,443	-,162	,210	-,577	,253
	Equal variances not assumed			- ,78 6	109 ,56 4	,434	-,162	,206	-,570	,246
reversed_N AQR_13	Equal variances assumed	,001	,974	- ,96 0	232	,338	-,182	,190	-,557	,192



MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Equal variances not assumed			- ,97 4	108 ,10 1	,332	-,182	,187	-,553	,189
reversed_N AQR_14	Equal variances assumed	5,045	,026	- 1,5 19	232	,130	-,314	,207	-,721	,093
	Equal variances not assumed			- 1,6 31	121 ,04 0	,105	-,314	,192	-,695	,067
reversed_N AQR_15	Equal variances assumed	2,066	,152	- ,66 3	232	,508	-,139	,209	-,551	,273
	Equal variances not assumed			- ,70 1	117 ,03 8	,485	-,139	,198	-,531	,253
reversed_N AQR_16	Equal variances assumed	4,686	,031	- 1,5 98	232	,111	-,279	,174	-,623	,065
	Equal variances not assumed			- 1,7 68	128 ,99 3	,079	-,279	,158	-,591	,033
reversed_N AQR_17	Equal variances assumed	2,272	,133	- 1,9 08	232	,058	-,332	,174	-,674	,011
	Equal variances not assumed			- 2,0 49	120 ,92 1	,043	-,332	,162	-,653	-,011
reversed_N AQR_18	Equal variances assumed	,094	,759	- 1,1 08	232	,269	-,218	,197	-,605	,170

MOBBING IN THE LOW-WAGE LABOR MARKET IN ICELAND

	Equal variances not assumed			- 1,1 14	106 ,23 5	,268	-,218	,196	-,606	,170
reversed_N AQR_19	Equal variances assumed	1,526	,218	- 1,3 72	232	,172	-,224	,163	-,546	,098
	Equal variances not assumed			- 1,4 76	121 ,59 2	,142	-,224	,152	-,524	,076
reversed_N AQR_20	Equal variances assumed	11,31 1	,001	- 2,2 79	232	,024	-,428	,188	-,798	-,058
	Equal variances not assumed			- 2,6 99	151 ,49 8	,008	-,428	,159	-,742	-,115
reversed_N AQR_21	Equal variances assumed	,016	,901	- ,56 2	232	,575	-,107	,191	-,483	,269
	Equal variances not assumed			- ,57 8	111 ,22 3	,564	-,107	,185	-,474	,260
reversed_N AQR_22	Equal variances assumed	9,229	,003	- 1,7 06	232	,089	-,208	,122	-,448	,032
	Equal variances not assumed			- 1,9 93	146 ,40 7	,048	-,208	,104	-,414	-,002