

# The Effect of Mobbing Behaviors on Organizational Commitment In Hotel Businesses

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## ABSTRACT

Mobbing, directly affects employees in all businesses, resulting in decreased performance and efficiency. In many studies, it is seen that the intention to quit the employees in the enterprises where the mobbing is experienced, the organizational commitment decreases and the staff turnover rate increases accordingly. In this case, mobbing and organizational commitment are two important issues for businesses. The aim of this study is to determine the effects of the concept of "mobbing", which is expressed as psychological harassment or bullying in hotel businesses, on organizational commitment. In line with the targeted purpose, a literature review was made on the subject and 230 (valid) questionnaires were applied to the staff working in seven different 5-star hotels in Istanbul. The data collected by the survey method were analyzed in order to understand whether the mobbing was applied to the hotel staff and how this effect on the organizational commitment. SPSS 25 package program was used to analyze the data. In the analysis, explanatory statistics, t-test, chi-square test, one way anova, post hoc test, reliability test, correlation and factor analyzes were performed. Cronbach's alpha ( $\alpha$ ) coefficient values, mobbing scale, organizational commitment scale and alpha values of sub-factors ranged from  $\alpha = 0.743$  to  $0.933$ . As a result of the research, it was determined that there was a statistically significant low severity relationship between the organizational commitment levels and mobbing levels of the participants.

**Keywords:** Mobbing, Organizational Commitment, Tourism, Hotel Management, Istanbul.

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## INTRODUCTION

Mobbing in businesses is a phenomenon that is applied by anyone, regardless of subordinate or superior, and can happen to anyone. This concept consists of many unethical behaviors such as threats, harassment, violence. It is an unpleasant situation that can happen to anyone of all ages and genders, regardless of their thinking style or position. Mobbing briefly means psychological violence at workplaces. There may be many reasons for this, as well as many negative consequences. Today, the concept of mobbing has a very important place in the organizational structure. The fact that it causes unrest, stress or some conflicts in the organization affects the working status, functioning and productivity of the organization very much and creates negative results (Türkeli, 2015). Organizational commitment is one of the most researched topics in the literature review. Because organizational commitment has a positive contribution not only to the performance, productivity and profitability of the organization, but also to the increase of the corporate reputation of the organization and also to the satisfaction levels of the employees. The prominence of organizational commitment enabled the human factor to be dealt with in detail. Organizational commitment; It is the effort and loyalty of the employee to the organization in which he works (Bedük, 2018: 49). In this study, it is aimed to examine the effect of mobbing on organizational commitment in terms of tourism enterprises and its effect on employees.

### Conceptual Framework

**The Concept of Mobbing and Reasons:** Mobbing, as a term, means that an individual is exposed to bullying by a group (family, school, workplace or neighborhood members). It is also expressed as individuals' exposure to emotional abuse, rumor, intimidation, humiliation and contempt by their colleagues, subordinates or senior managers in the workplace (Karcioğlu & Çelik, 2012). In

order to be sure that mobbing is applied, the individual who is applied on it should be forced and badly affected by this situation. Leymann explained the mobbing process in five stages: \*Conflict phase: At this stage, mobbing has not actually occurred yet. Disturbing behaviors only occurred towards the individual. (Mimaroglu and Özgen, 2008: 213). \*Attack stage: This stage following the conflict includes all kinds of psychological and physical behaviors aimed at removing the individual from the environment in which he or she works. \*Administrative intervention phase: Even if the administration intervenes in the second phase, it can execute extrajudicially in the first phase. It chooses the personal characteristics of the employee as a target instead of looking for a mistake in the process (Tetik, 2010: 81-89). \*Diagnosis phase: The victim begins to feel psychologically unwell in the face of all these events and may seek helpers such as psychiatrists or psychologists. Management or colleagues who are aware of this will continue to behave regardless of the situation. These associations make the person even more difficult (Mizrahi, 2013). \*Phase of dismissal: At the end of the mobbing process, situations such as dismissing or forcing the victim to resign are experienced. After this departure from the workplace, the individual has difficulty in recovering himself. Returning to working life can be very difficult for the victim. On the other hand, there are many factors that cause mobbing to emerge. In researches, it is possible to examine the causes of mobbing factors in businesses under three main headings. These are personal, organizational and social reasons (Aygün, 2012). Personal reasons; Socio-demographic variables appear as major factors such as age, education, marital status, gender, personality traits, characteristics that determine the loyalty of individuals to the places they work; working hours, educational status, and work experiences (Çobanoğlu, 2005: 33). Organizational Reasons; The main organizational reasons for the occurrence of mobbing are

listed as follows. Faulty management, unfair behavior, wage inequality, the presence of leaders without leadership qualifications, lack of creativity, wrong personnel selection, repetition in all cases, constantly restructuring, excessive workload, fear of losing a job, employees' inability to fulfill their own responsibilities (Yılmaz and Kaymaz, 2014). Social Causes; People's social life outside of work, habits, responsibilities, other situations they encounter, etc. These affect their business life willingly or unwillingly. Even the social structure and the environment of the enterprise they work for prepares the ground for situations that may cause mobbing. If we put the social reasons into expression, it is possible to list them as follows; Lack of self-confidence, alienation from individuals or individuals, increased immigration and the use of the concept of fellow townspeople (Karakuş, 2011). The reasons we examine under all these three headings mutually affect both sides and create a basis for mobbing. Even a single one will be enough for the formation of mobbing, which has a complex structure (Çimen & Saç, 2017).

**The Concept of Organizational Commitment and Types:** In today's competitive conditions, the connection between personnel and the organization, which adds significant value to organizations and increases their competitive power, prevents personnel equipped with a significant amount of information capital from leaving the organization, is the concept of organizational commitment. Many definitions have been made about the concept of organizational commitment. According to Meyer and Allen (1991), organizational commitment is defined as "a condition that characterizes the relations of employees with the organization and affects their stay in the organization". According to Porter (1974), organizational commitment is "an employee's readiness to do hard work on behalf of the organization, accepting his basic goals, standards, principles, ethics and values, and feeling a strong desire to stay in the organization (Uygur, 2009)". Steers (1981) defined it as "an emotional relationship consisting of the requests and efforts of individuals in this direction in order for the organization to achieve its goals and be successful, as an indicator of the harmony between employees and the organization" (Çetin, 2015). Luthans (1995) expressed it as an attitude about the loyalty of the employees to the organization (Bayram, 2005). There are three forms of organizational commitment (Northcraft & Neale, 1990). These; \*Emotional commitment; It includes employees' acceptance of organizational goals and values and making extraordinary efforts for the benefit of the organization. Meyer and Allen argue that the most consistent and strongest relationship with emotional attachment is related to work experiences. Employees' experiences within the organization are consistent with their own expectations. \* Continuity Commitment; Continuity commitment means being aware of the costs associated with leaving the organization. Continuity commitment; emotions are thought to play little role in organizing attachment. Continuity commitment is the condition of continuing membership of the organization. Because it is thought that the cost of leaving the organization will be high. \* Normative Commitment; Normative commitment shows employees' beliefs about their responsibility towards their organization. Normative commitment was developed as a result of the

employee's perception of commitment to his / her organization as a duty and social responsibility and considering that commitment to the organization was correct, representing a different dimension from the other two types of commitment. The common point between all three loyalties is that there is a link between the individual and the organization that reduces the likelihood of leaving the organization. The main factors affecting organizational commitment are divided into three (Gül, 2005). Personal factors; personal expectations; While the demographic factors include job expectations and psychological contract issues that determine the relationship between the workplace and the employee; It covers subjects of age, gender, marital status, seniority and education. Organizational Factors; It covers topics such as the nature and importance of the job, management and leadership, wage level, supervision, organizational culture, organizational justice, organizational rewards, teamwork, role ambiguity and conflict. External Factors; professionalism (specialization, mastery), job opportunities from the competitor company, unemployment rates, training.

#### **Relationship of Mobbing with Organizational Commitment:**

Mobbing has many negative aspects for both organizations and organization employees. Employees who are subjected to mobbing may be subjected to a psychological social and personal destruction, which may lead to their quitting their jobs or even committing suicide (Tengilimoğlu & Mansur, 2009). The concept of commitment, on the other hand, is an emotional orientation developed against a certain being. In this orientation, there is an identification with an organization within itself. Organizational commitment is one of the critical factors for organizational management in achieving corporate goals. For this reason, all institutions have to make an intense effort to increase the loyalty level of their employees. In this intense effort, the issue of combating negative situations in organizations where negative behavioral patterns called mobbing are in question, again puts great duties on the management. In organizations where mobbing exists, it is observed that successful personnel who are exposed to mobbing lose their organizational ties after mobbing, their performance decreases and their intention to quit is formed (Özler & Mercan, 2009). Many studies have been conducted to investigate the relationship between mobbing and organizational commitment, and it has been observed that employees' perceptions of mobbing adversely affect their emotional commitment, in other words, a negative correlation between mobbing and organizational commitment (Karcıoğlu & Çelik, 2012). Atalay (2010) found an inverse and significant relationship between the perception of mobbing and organizational commitment in his research on public sector employees. Karahan and Yılmaz (2014) examined whether employees working in the hospital were exposed to mobbing behavior or not, and their interactions with three types of organizational commitment. Atalay (2010) found an inverse and significant relationship between the perception of mobbing and organizational commitment in his research on public sector employees. Karahan and Yılmaz (2014) examined whether

employees working in the hospital were exposed to mobbing behavior or not, and their interactions with three types of organizational commitment. In his study on office secretaries in Istanbul, they found a negative relationship between mobbing and organizational commitment. However, they could not find a link between emotional attachment and psychological violence. It has been concluded that the study of Beşoğlu and Mehtap (2016) among high school teachers is consistent with previous similar studies.

## METHOD

This study, which aims to examine the effects of the concept of "mobbing", which is expressed as psychological harassment or bullying in the workplace, on organizational commitment, was applied to 230 personnel who were selected on a voluntary basis in seven different 5-star hotels operating in Istanbul in 2019-2020. In the research, descriptive model was used as a model and data was collected with the help of online questionnaire by using convenience sampling method. The questionnaire form used was composed of three parts: demographic information, mobbing and organizational commitment. In the questionnaire, a 5-point Likert-type mobbing scale consisting of 47 items and a 5-point Likert-type organizational commitment scale consisting of 17 items were used. SPSS 25.0 program was applied to analyze the data. In the analysis, reliability analysis of scales, frequency analysis of demographic data of employees, descriptive statistics of scales and scale items, demographic profiles and analysis of scales were performed.

## Findings

**Demographic Findings:** The demographic information of the individuals participating in the study is as follows.

Accordingly, when the ages of 230 participants who participated in the survey were examined, 97 (42.2%) were 18-30, 82 (35.7%), 31-40 and 51 (22.2%) were 41-50 years old. It was understood to be in the range. When the educational status of the participants was examined, 48 (20.9%) were primary school, 74 (32.2%) were high school, 54 (23.5%) were associate degree, 42 (18.3%) were undergraduate and 12 (5.2%) of them were found to have a master's degree. When the total working time of the participants in their sector is examined, it is found that 30 (13.0%) of them are 0-1.99 (43.0%) 2-5, 63 (27.4%) 6-10.25 ' 11-15 and 13 (5.7%) of them (10.9%) were between 16-20 years. When the total working hours of the participants in their businesses are examined, it is understood that 94 (40.9%) of them are 0-1, 106 (46.1%) 2-5 and 30 (13.0%) are between 6-10 years.

**Descriptive Statistical Findings of the Scales:** The statistical averages obtained as a result of the answers given by the participants in the study are as follows. Accordingly, mobbing, organizational commitment, emotional commitment, continuing commitment and normative commitment levels and descriptive statistics of the scale items, mobbing levels are 2.38, organizational commitment (general) levels are 3.26, emotional commitment levels are 3.58, continuing commitment levels 3.12 and their level of normative commitment was determined to be 3.04.

**The Relationship Between Mobbing and Organizational Commitment:** Pearson correlation analyzes were conducted to determine whether there was a significant relationship between the mobbing scale and the organizational commitment scale and its sub-dimensions, and the results are given in the table below.

Table 1. The Relationship Between Mobbing Scale and Organizational Commitment Scale and Its Sub-Dimensions - Pearson Correlation Analysis

		Mobbing Level of
Organizational Commitment (General)	Pearson's correlation (r)	-.279
	p	.000
	N	230
Emotional Commitment	Pearson's correlation (r)	-.500
	p	.000
	N	230
Continuation Commitment	Pearson's correlation (r)	.265
	p	.000
	N	230
Normative Commitment	Pearson's correlation (r)	-.204
	p	.002
	N	230

When the Pearson correlation analysis in Table 1 is examined; It was determined that there is a negative low-intensity statistically significant relationship between the organizational commitment levels of the participants and their mobbing levels ( $r(230) = -.279$ ;  $p < .01$ ). In addition, there is a moderate statistically significant negative correlation between the emotional attachment levels of the participants and their mobbing levels ( $r(230) = -.500$ ;  $p < .01$ ). There is a positive low-intensity statistically

significant relationship between the organizational commitment levels of the participants and their continuity commitment. ( $r(230) = .265$ ;  $p < .01$ ). There is a statistically significant negative and low intensity relationship between the participants' normative commitment levels and their mobbing levels. ( $r(230) = -.204$ ;  $p < .01$ ).

**Difference Tests:** Independent sample t-tests and one-way ANOVA tests were conducted to determine the

statistically significant differentiation of participants' mobbing levels, organizational commitment levels and perceptions in sub-dimensions according to demographic data. According to these results; When one way anova tests are examined; Mobbing levels of the participants differ significantly according to age groups. ( $F(2) = 4.706$ ;  $p < .05$ ). Participants' organizational commitment levels differ significantly according to age groups. ( $F(2) = 4.739$ ;  $p < .05$ ). Participants' emotional attachment levels differ significantly according to age groups. ( $F(2) = 5.070$ ;  $p < .05$ ). The normative levels of the participants differ significantly according to age groups. ( $F(2) = 3.355$ ;  $p < .05$ ). In addition, Tukey Post-Hoc tests were conducted to determine which subgroups of the age group variable these differentiations were found. When the results of the Tukey Post-Hoc tests are examined, the mobbing levels of the participants between the ages of 18-30; It is significantly higher than the participants between the ages of 31-40 and 41-50. ( $p = .030$ ;  $p = .029$ ). Organizational commitment (general) levels of participants aged 18-30; Significantly lower than participants aged 41-50 ( $p = .007$ ). Emotional commitment levels of the participants between the ages of 18-30; Significantly lower than participants aged 41-50. ( $p = .007$ ). The normative commitment levels of the participants between the ages of 18-30; Significantly lower than participants aged 31-40 and 41-50 years. ( $p = .026$ ;  $p = .039$ ). In addition, it was found that there was no significant relationship between the participants' gender and mobbing levels, organizational commitment levels, emotional commitment levels, continuity commitment levels and normative commitment levels. When the results of Tukey Post-Hoc tests are examined according to the educational level variable; Emotional commitment levels of undergraduate participants; It is significantly higher than primary school graduate participants. ( $p = .029$ ). Attendance commitment levels of primary school graduate participants; It is significantly higher than high school and undergraduate graduates ( $p = .004$ ;  $p = .000$ ). When the working time of the participants in the sector and the analysis of the scales, One way anova tests are examined; The mobbing levels of the participants differ significantly according to their working hours in the sector. ( $F(4) = 4.474$ ;  $p < .05$ ). In addition, the organizational commitment levels of the participants differ significantly according to their working time in the company they are in. ( $F(2) = 5.168$ ;  $p < .05$ ).

## CONCLUSION AND SUGGESTIONS

Mobbing is seen as a crime against humanity, a devastating blow to business and private life, and a destructive wave to human psychology. It is necessary to prevent such an effective behavior, to support the mobbing financially or morally, to help, and to be warned and even punished so that mobbing practitioners cannot do the same again. As a result, as a result of the research, employees working in hotel enterprises are exposed to mobbing behavior and employees remain silent due to fears such as dismissal and changing jobs. However, the very important point that should not be forgotten is that the more you keep quiet, the more mobbing intensity will increase. In this context, administrations should take concrete steps to increase job opportunities and improve working conditions,

increase inspections, and government agencies and courts should take mobbing complaints into consideration. It is a fact that mobbing is a psychologically practiced behavior to a great extent and it is not easy to prove it. Therefore, the courts should evaluate the decisions they take or will take by taking this fact into consideration, and accordingly, they should show maximum care and effort to distinguish between right and wrong.

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