WORKPLACE MOBBING AND ORGANIZATIONAL COMMITMENT: AN INVESTIGATION ON EMPLOYEES OF THE PROVINCIAL DIRECTORATE OF YOUTH AND SPORTS IN TURKEY

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Abstract:

Mobbing and organizational commitment are among the issues that concern sports businesses as in every profession. In this study, the effects of mobbing on organizational commitment of employees working in public institutions that provide sports services were examined. This research was attended by employees working in the youth and sports directorate, in Turkey. The mobbing scale developed by Yildiz (2019) and the organizational commitment scale developed by Meyer and Allen (1991) were used in the study. First, the reliability analysis of the scales was made, and the reliability coefficients were seen as quite high. Afterward, correlation and regression analyses were performed on the data. As a result, it has been observed that mobbing affects the employees' organizational commitment significantly and negatively.

Keywords: mobbing, organizational commitment, employee, sport organizations

1. Introduction

Today, intense competition is increasing the importance of human resources for organizations. Recently, organizations have understood that they can achieve success and high performance with employees who have a higher sense of commitment (Shahid & Azhar, 2013). Therefore, while organizations are trying for the happiness of employees

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(Güllü, 2018), on the other hand, they are looking for ways to eliminate the factors that cause unrest and conflict among the employees (Kuriakose et al., 2019).

The existence of employees with the necessary knowledge and skills is not sufficient for the success of organizations alone. The success of organizations is related to the reflection of employees' knowledge and skills in their jobs. In addition, employees must have positive attitudes and have strong emotions in their organizations (Yildiz, 2011). Organizational commitment is an important tool that enables employees to show strong emotions to their organizations (Ali et al., 2010). Organizational commitment is defined as an employee's identification with the organization and his/her participation in all organizational processes (Mowaday, Porter, & Steers, 1982). Among the organizational commitment models, the most accepted and used model in the literature is the model of Meyer and Allen (1991). According to this model, organizational commitment consists of three dimensions. These are the types of affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees' emotional affinity and identification with their businesses, internalize the business's values, goals and objectives, and strive to achieve these goals and objectives, and remain a part of the business with their own preferences. Continuance commitment means that employees take into account the high cost of leaving the business, that is, they must continue to operate as a necessity. Normative commitment means that employees feel connected to the business because they believe that they should not leave the company with moral duty and sense of responsibility (Allen & Meyer, 1990). There are a number of variables that positively affect organizational commitment. For example, the organization manager's trust on employees (Güllü & Yildiz, 2019) and effective organizational communication (Güllü & Yenel, 2015) affect the organizational commitment of employees. The most prominent feature of organizational commitment is that employees increase their organizational citizenship behaviors (Grant-Vallone & Donaldson, 2001) and performances (Riketta, 2002). Organizational commitment employees' turnover intentions are decreasing (Shore & Martin, 1989) and they continue to work in the same workplace longer (Wright & Bonett, 2002).

Mobbing is the exposure of an employee to psychological violence behavior in his / her work environment (Crawshaw, 2009). Mobbing is a phenomenon that can be seen in any business environment regardless of the sector (Ofluoğlu & Somunoğlu, 2012). Leymann, who examines mobbing behavior in the business environment, is the pioneer of this issue. Leymann (1996) defined mobbing as a social interaction through which one individual is attacked by one or more individuals almost on a daily basis and for periods of many months, bringing the person into an almost helpless position with a potentially high risk of expulsion. Based on this definition, Leymann (1996) classified 45 different mobbing behaviors in five groups according to their characteristics. These are; an attack on the dignity of the person, attacks on performance, attacks on communication, attacks on social conditions, and the threat of physical attack. Any of these behaviors can occur due to certain conditions, one-off and limited. It would not be correct to call it mobbing. In order for mobbing behavior to be in question, long-term repetition of many behaviors

entering the mobbing by considering the target is required (Branch, Ramsay, & Barker, 2012). As in every sector, mobbing is seen in various organizations that offer sports services (Yildiz, 2016; Yildiz, 2018). In addition, the phenomenon of mobbing is encountered in professional football (Iyem, 2007).

This study focuses on the youth and sports directorate that provides sports services, and the effect of mobbing on the organizational commitment of the employees.

2. Method

2.1. Data Collection Tools
In this study, the mobbing scale, consisting of 10 items and 2 sub-dimensions (vertical/horizontal mobbing, and vertical mobbing) developed by Yildiz (2019), to measure the mobbing perceptions of employees was used. Although this measurement instrument was developed for academicians in higher education institutions, we consider it can be applied to sport sectors' employees. Scale items were measured on a five-point Likert type scale (1=never; 5=every time). In order to measure the organizational commitment perceptions of employees, the organizational commitment scale developed by Meyer and Allen (1991) was used. This measurement instrument consists of 18 items and 3 sub-dimensions (affective commitment, normative commitment, and continuance commitment). Scale items were measured on a five-point Likert type scale (1=strongly disagree; 5=strongly agree).

2.2. Sample Size
The sample of this study consists of employees of three Provincial Directorate of Youth and Sports, in Turkey. The questionnaire forms were distributed to 180 employees with an emphasis on confidentiality and were asked to respond within a week. A total of 164 forms were returned, 8 forms with deficiencies were not considered and a total of 156 forms were found suitable for the analysis.

2.3. Statistical Analysis
We used descriptive statistics, correlation analysis, and hierarchical regression analysis for the data. Reliability of the scales was determined by Cronbach's Alpha coefficient.

3. Results

3.1. Demographic Properties of Participants
This study was conducted on 156 employees. Demographic properties of participants were presented in Table 1.

Table 1: Demographic properties

Variables		F	%
Gender	Male	117	75
	Female	39	25
Marital status	Married	106	67.9
	Single	50	32.1
Age	26 - 35	79	50.6
	36 - 45	52	33.3
	46 - 55	25	16
Educational status	High school	33	21.2
	University	123	78.8
Employment status	Permanent staff	96	61.5
	Fixed-term contract	60	38.5
Income	Less than 500 USD	36	23.1
	501 - 666 USD	72	46.2
	667 - 832 USD	36	23.1
	More than 833 USD	12	7.7
Length of working life in current institution	1 - 5 years	64	41
	6 - 10 years	54	34.6
	11 - 15 years	21	13.5
	16 - 20 years	3	1.9
	21 - 25 years	14	9

3.2. Reliability Analysis of the Scales

Reliability analysis was applied to the scales before proceeding to further analysis. The Cronbach alpha value of the mobbing scale is 0.928, and the organizational commitment scale is 0.907. These two values show that the scales are quite reliable.

3.3. Correlation Analysis

According to the correlation results, there was a significant and negative relationship between mobbing and organizational commitment (r=-.355). As the mobbing behavior increases, the organizational commitment of the employee exposed to this behavior decreases.

Table 2: Results of correlation analysis

Variables	1	2	3	4	5	6	7	8
1. Gender	1							
2. Marital status	-.079	1						
3. Age	-.070	-.273**	1					
4. Educational status	.227**	.053	-.136	1				
5. Employment status	.061	.135	-.343**	-.042	1			
6. Income	.086	-.106	.445**	.419**	-.232**	1		
7. Length of working life in current institution	-.115	-.225**	.665**	-.131	-.440**	.355**	1	
8. Mobbing	-.105	.082	-.088	.110	-.114	.000	.019	1
9. Organizational commitment	-.071	-.047	.152	-.198*	.050	.007	.069	-.355**

**p <0.01; *p <0.05

3.4. Regression Analysis

As a result of the regression analysis, a significant and negative effect of mobbing on organizational commitment was found (B=-.331). According to this result, the organizational commitment of employees decreases as mobbing increases.

Table 3: Results of hierarchical regression analysis

Independent variables	Step 1			Step 2		
	Beta	**t**	**p**	**Beta**	**t**	**p**
1. Gender	-.033	-.398	.691	-.073	-.924	.357
2. Marital status	-.014	-.164	.870	.006	.070	.944
3. Age	.156	1.329	.186	.106	.946	.346
4. Educational status	-.197**	-2.014	.046	-.152	-1.634	.104
5. Employment status	.092	1.028	.305	.049	.578	.564
6. Income	.061	.572	.568	.049	.486	.628
7. Length of working life in current institution	-.049	-.432	.667	-.018	-.170	.865
8. Mobbing	-	-	-	-.331*	-4.269	.000
F		1.531			3.773	
R^2		.068			.170	
Adjusted R^2		.023			.125	

Dependent variable: Organizational commitment *$p <0.01$, **$p <0.05$

4. Discussion and Conclusion

This study was carried out to determine the effect of mobbing on organizational commitment of employees in youth and sports departments. The findings of the study showed that mobbing behaviors decreased organizational commitment of employees. There are studies examining both issues in the literature and we can list the findings of these studies as follows.

Karcıoğlu and Çelik (2012) found that mobbing reduced organizational commitment in their work on employees in the banking sector. Researchers state that the business should give priority to healthy communication in order to prevent mobbing. Ekşi et al. (2015) discussed mobbing and organizational commitment on university staffs. As a result of the research, they found that mobbing reduced the organizational commitment of the employees. In their studies, researchers emphasize that mobbing should be prevented in order not to damage their social image. Özler, Atalay, and Şahin (2008) found that mobbing reduced organizational commitment in their research on hospital staff. Researchers state that businesses with strong links between employees will be more effective. They also emphasize that an organization with trust, respect, cooperation, tolerance, and solidarity will be more successful and its competitiveness will increase.

According to the research findings above, it is extremely important for the success of the organization to provide the appropriate work environment for the employees in the organization to demonstrate their qualifications. Providing all of these will increase the commitment of the employee to the organization so that the performance of the

employee will change positively. In this context, it is clear that mobbing poses a significant danger to the organization and employees.

Duffy and Sperry (2012) emphasize that mobbing can occur in many workplaces and that mobbing, which has negative effects on the business environment, is an issue to be prevented. Zapf and Einarsen (2005) report that mobbing is a source of conflict in employee relations, Zengin and Kaygın (2016) is an issue to be avoided as it increases alienation in the organization. Improving the quality of the leader-member relationship by demonstrating effective leadership in sports organizations can be effective in preventing mobbing behaviors (Yildiz, 2013). Groeblinghoff and Becker (1996) especially emphasize the search for ways to regain them by applying psychological therapy to employees who have been victims of mobbing. Güllü (2019) states that managers should reward employees' success, however, they should develop policies to increase organizational commitment by providing open communication channels.

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