

JOB DEMANDS AND RESOURCES AS THE ANTECEDENTS OF MOBBING
AND ITS CONSEQUENCES

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ABSTRACT

JOB DEMANDS AND JOB RESOURCES AS THE ANTECEDENTS OF MOBBING AND THE CONSEQUENCES

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The aim of the present study is to examine the relationship between antecedents namely job demands and job resources and mobbing and the consequences which are individual's general health, job satisfaction and affective organizational commitment. Moreover, for antecedents part moderating role of negative affectivity between job demands, job resources and targets' reports of mobbing was investigated and for consequences part, burnout was considered as a mediating variable between targets' reports of mobbing, general health, job satisfaction and organizational commitment. Data were collected from 223 employees working in various sectors via online survey. Of the participants, 142 of them were women (63.7%) and 81 were men (36.3%). The results of regression analysis showed that there was a significant positive relationship between job demands and targets' reports of mobbing and significant negative relationship between job resources and targets' reports of mobbing. Negative affectivity moderated the relationship between job resources and mobbing. However, there was no moderation effect of negative affectivity between job demands and mobbing. Furthermore, burnout partially mediated the positive relationship between mobbing and individual's general health, negative relationship between mobbing and affective organizational commitment; further, fully mediated the negative association between job satisfaction and mobbing. The results were discussed in detail, limitations and

suggestions for future research, contributions of this study, and practical implications for the managers were stated.

Keywords: Mobbing, Job Demands, Job Resources, Negative Affectivity, Burnout

ÖZ

MOBBİNGİN NEDENLERİ OLARAK İŞ TALEPLERİ VE İŞ KAYNAKLARI VE MOBBİNGİN SONUÇLARI

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Bu çalışmanın amacı, iş yerlerindeki psikolojik tacizin (mobbing) nedenleri olarak iş taleplerinin ve iş kaynaklarının, sonuçları olarak ise kişinin genel zihinsel sağlığının, iş tatmininin ve duygusal örgütsel bağlılığının psikolojik tacizle olan ilişkisinin incelenmesidir. Psikolojik tacizin nedenleri incelenirken kişilerin negatif duygulanımlarının, iş kaynakları, iş talepleri ve mobbing arasındaki moderatorluk rolü incelenmiştir. Sonuçları kısmında ise, kişilerin tükenmişlik düzeylerinin psikolojik taciz ve sonuçları arasındaki ilişkiye aracılık edip etmediğine bakılmıştır. Veriler, değişik sektörlerde çalışan 223 katılımcıdan internet anketi kullanılarak toplanmıştır. Katılımcıların 142'si (%63.7) kadın, 81'i (%36.3) erkektir. Regresyon analizi sonuçlarına göre, mobbing ve iş kaynakları arasında anlamlı ve negatif bir ilişki, iş talepleri arasında ise anlamlı ve pozitif bir ilişki bulunmuştur. Negatif duygulanım durumu, iş kaynakları ve mobbing arasındaki ilişkide düzenleyici rol oynarken, iş talepleri ve mobbing arasındaki ilişkide moderatör rolü oynamamıştır. Tükenmişlik ise, kişinin zihinsel sağlığı (yüksek skorlar daha kötü sağlığı göstermektedir) ve mobbinge uğrama düzeyi arasındaki pozitif ilişkiye kısmen aracılık ederken, iş tatmini ile olan anlamlı negatif ilişkiye tamamiyle aracılık etmiştir. Tükenmişlik, aynı zamanda mobbing ve duygusal örgütsel bağlılık arasındaki ilişkiye de kısmen aracılık etmiştir. Sonuçlar detaylı bir şekilde tartışılmış olup, çalışmanın kısıtlılıklarından, gelecekteki çalışmalara önerilerden,

bu alıřmanın literature olan katkılarından ve organizasyonlara ve yneticilere tavsiyelerden de bahsedilmiřtir.

Anahtar Kelimeler: Mobbing, İř Kaynakları, İř Talepleri, Negatif Duygulanım, Tkenmiřlik

*To My Parents Őükrüye, Nuri
& Brother Orhun*

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CHAPTER I

INTRODUCTION

1.1 Overview

The purpose of this study is to examine the relationship between personality and job characteristics and experience of mobbing, furthermore to examine the consequences in relation to burnout. Mob is a verb that is derived from Latin word “mobile vulgus” meaning indecisive crowd. The verb mob means disturbing, attacking, and gathering around. Mobbing was used firstly by an ethologist Konrad Lorenz in 1960s to describe animal group behavior. It was called “mobbing” when a group of small animals threatened by a bigger animal (Lorenz, 1966). After that usage, a Swedish physician used that word in order to describe children’s behavior. He called it mobbing when a small group of children behave in a hostile manner to a single child (Heinemann, 1972). Arnautovic (2013) pointed out in his writing that since the existence of humanity, people have urges to command, control, and dominate others. These urges create jealousy, hate, and competition. People mob others in order to preserve their power and dominance rather than preserving their continuity of their species like animals: implying that the base of mobbing came from these urges of people (Arnautovic, 2013).

After those usages in different areas, an industrial psychologist Heinz Leymann adapted this word to the workplace in 1980’s. Regarding, severity, continuance and health consequences, mobbing can be differentiated from milder temporary interpersonal conflicts (Leymann, 1990). According to Leymann (1996), mobbing occurs when a work group or individual systematically directs aggressive and improper communication to mostly one person. Sometimes mobbing behavior continues reciprocally until one party loses. In order to label the behavior as mobbing, it should take place at least once a week and continue and at least six months resulting with serious psychological and physical health problems. This interaction puts a person in a helpless position. Therefore, mobbing “refers to a

social interaction through which one individual (seldom more) is attacked by one or more (seldom than four) individuals almost on a daily basis and periods of many months, bringing the person into an almost helpless position with potentially high risk of expulsion.” (Leymann, 1996, p. 165).

There are plethora of definitions in the literature used by various authors which represents and have close meanings to mobbing. The summary table of used definitions by different authors is given below (See Table 1.1).

Table 1.1 The Summary Table of Used Definitions by Different Authors

Author	Used Term	Definition
Broadsky, 1976	Harassment	Continuous and repetitive actions aiming to maltreat, to create psychological fatigue or to get reaction.
Wilson, 1991	Workplace Trauma	Disintegration of victims’ personality as a result of their managers’ or employers’ observable or unobservable, repetitive, intentional, and malignant behaviors.
Leymann, 1996	Mobbing, Psychological Terror	Systematic (at least once at a week) and long term (at least six months) hostile and unethical behaviors of one or more than one person targeting generally one person, making this person to feel desperate and helpless.
Hoel and Cooper, 2000	Workplace Bullying	Negative behaviors of one or more than one person targeting one person continuously in a certain time period. According to the definition, victim is unable to struggle and one-time negative behaviors cannot be counted as mobbing behaviors.
Namie and Namie, 2000	Workplace Bullying	Continuous malignant behaviors of one or more than one person to one person which risks target’s health.
Einarsen, Hoel, Zapf, and Cooper, 2003	Bullying at Work	Behaviors that include harassing, disturbing, excluding in terms of social relations, and negatively influencing one’s fulfillment of his/her responsibilities. Those kind of behaviors need to be systematic (at least once at a week) and long term (at least six months) in order to be labeled as bullying at work, one-time arguments and conflicts cannot be counted as bullying.

Table 1.1 Continued

Vartia, 2003	Workplace Bullying	The process of feeling defenseless as a result of continuous and repetitive negative actions of people in superior, inferior or equal positions.
Salin, 2005	Workplace Bullying	Repetitive, negative acts causing hostile atmosphere and targeting one or more person in which parties have power inequality.
Davenport, Schwartz, and Elliott, 2003	Mobbing, Emotional Abuse	Forcing one person to quit job by gathering willing or unwilling people around him/herself against this person and showing malignant behaviors, ironizing and humiliating to debase this target person.

Based on the previous literature, Aydın and Özkul (2007) pointed out that, some criteria have to be met in order to label a behavior as mobbing. These are; the presence of a negative behavior, the endurance and frequency of this behavior, negative effects of this behavior on the person who is subjected to, the negative perception of this behavior by target, and finally power imbalance between the person who perform the behavior and the person who is subjected to it.

To diagnose mobbing behaviors more precisely, Leymann (1996) presented some categories and example behaviors of assaults which were communication related, social relationships related, personal respectability related, job performance related, and physical health related.

These categories are explained briefly below:

Effects on victims' communication: Management makes victim silent, gives no opportunity to communicate. Various verbal attacks happen in order to reject the individual.

Effects on victims' social relationships: Coworkers cut off communication with victim, sometimes an isolated room can be given to an individual.

Effects on victims' personal reputation: Others in the workplace gossip and make fun about some characteristics of an individual.

Effects on victims' job related situations: Management gives individual unnecessary or meaningless tasks that are not his/her responsibility like telling a computer engineer to throw away the garbage when he/she is working on important software.

Effects on victims' health: An individual may be given unsafe and dangerous tasks, may be sexually harassed, and may be attacked physically.

Furthermore, Leymann (1996) identified 15 more behaviors that can be labeled as mobbing. Some examples are: The victim intentionally isn't invited to company's social activities and special celebrations, perpetrators make fun of some physical characteristics or clothes of the victims', ignore suggestions of the victim about work and organization (For the full behaviors see Leymann, 1996).

In addition to Leymann's (1996) mobbing indicating behaviors, Knorz and Zapf (1996) identified thirty nine more mobbing behaviors which may include some of the categories Leymann (1996) explained as above. Some examples of them are: Forbidding victim's communication about his/her personal issues with other colleagues, provoking colleagues against the victim, collecting signature against a victim, rejection of working with the victim.

Some researchers identified different types of mobbing in addition to the categories mentioned above. For example, Tınaz, Bayram and Ergin (2008) mentioned Hierarchical Mobbing. Hierarchical mobbing types define in what directions it occurs. In downwards mobbing, the person who performs mobbing has higher position than the victim of the mobbing. When the person who performs mobbing has lower position than the victim of the mobbing, it is called upwards mobbing. When the person who performs mobbing and the victim of the mobbing have equal positions in workplace, it can be said that it is horizontal mobbing.

Another classification includes the formation of the mobbing (Güngör, 2008). In offensive mobbing, the mere aim of the person is to harass the victim. The victim does nothing wrong; however, the person shows offensive behaviors to the victim.

Secondly, conflict based mobbing is because of some type of conflict between the parties unlike reasonless offensive mobbing.

Although mobbing may happen in various ways, what is more important than this is detecting mobbing in order to prevent and take precautions for it. In any mobbing process, there are three parties that interactively affect each other. These are perpetrators, targets and witnesses. There is no specific reason for mobbing and everyone has a probability to be subjected to it. Although, no certain classifications could be made about targets, perpetrators or witnesses, those three parties have their own characteristics and many studies try to identify characteristics of targets and perpetrators to understand what cause mobbing deeply. Some characteristics of those three parties were identified by various researchers. Targets and perpetrators play the major role in mobbing; therefore, they were mentioned briefly below.

Target Characteristics

It is a matter of question why some people are subjected to mobbing more than others. Many studies conducted in order to define target characteristics. There were no specific personality traits have been found in the literature that targets possess; however, Huber (1994) pointed out that four types of people at workplace have more tendency to be mobbed compared to others. For example, alone person is one woman among lots of men or being one man among a lot of women. Another would be a divergent person. This type might be wearing different style of clothes, disabled, foreigner, single among married workers or married among single employees; meaning a minority. Sometimes even a successful person may be a victim of mobbing, if a person revealed an important achievement and gained appreciation by his/her superior. A new-comer may also be a victim if a former person who was working at the same position with a new comer was loved a lot by others, especially if a new comer has more qualifications than others, or just he/she is younger and physically more attractive than others. Last but not least, ethnic minority participants may feel more bullied than people who are not minority (Lewis & Gunn, 2007).

In addition to the characteristics of victim, research pointed out that there are some characteristics of people who are perpetrator of mobbing. Below the literature regarding these characteristics will be explained.

Perpetrator Characteristics

In order to understand, what type of people might exert mobbing on others, researchers tried to define perpetrator characteristics. For example, according to Walter (1998) perpetrators choose more aggressive one from available behaviors, they try to maintain conflict situations, accept the negative results of their acts and do not feel guilty about them, believing they are innocent and blame others for conflict situations.

Based on the literature, there are some perpetrator types defined which can be seen in the table below.

Table 1.2 Perpetrator Types Used in the Literature

Author	Used Type	Explanation
Hiriyogen, 1998	Narcissistics	Because of the fact that they see themselves as perfect and strong beings, they believe that they deserve everything. They are cruel while they are exhibiting arrogant and egotistical attitudes and behaviors to their victims who do not show expected admiration, recognition, and appreciation to them. They feel extreme revenge and anger when people underestimate, criticise, and vanquish them.

Table 1.2 Continued

Couling, 2005	Aggressive Perpetrators	This is a typical perpetrator. They try to control others by spreading fear and intimidation. They cannot control their feelings. With no reason, they start to yell, swear, and maledict to people around them. After that they are able to start working as if nothing happened. They want others to do things as the way they want and they remind they are the bosses frequently. Being not able to find a person when they search drive them crazy. They are quick-tempered. They bother others by humiliating others' feelings and thoughts and threatening their targets about terminating their jobs or changing their jobs.
Ege, 1999	Double Dealer, Sneaky Perpetrators	Those types of perpetrators enjoy mobbing. They constantly bother their targets. They always search for new ways to apply pressure on people. They are intolerant to others' success and rise. They can lay the blame on some other person and easily confess they are innocent. They act as a good person even when they are doing something sneaky behind someone's back.
Ege, 1999	Megalomaniac Perpetrators	Those kinds of perpetrators do not care about individual differences and others' skills and abilities. Their inconfidence reflects itself as jealousy, hate, and aggression. They torture their targets quietly. Immediately they cease their relationship with them, prevent them from participating meetings, and do not reply targets' calls. In this way, they block potential people's career ways.
Tınaz, 2011	Critical Perpetrators	They are always pessimistic and always search for mistakes. They continuously talk and complain about something. Their managers like them because they force others to work a lot. They never get satisfied with others work. Because of them, an organizational climate which is stressful and displeased emerges.

Table 1.2 Continued

Ege, 1999	Disappointed Perpetrators	Personal and family oriented problems create disappointment among people. Those disappointed people reflect their problems and discomfort to other people at work. According to those people's perception, others do not experience these kinds of problems, they are happy; therefore, they are their enemies. They are always jealous of other people.
Tınaz, 2011	Ambitious Perpetrators	Those people do anything in order to get promotion. They even apply illegal ways. They are so cruel that for their interest, they try to walk over everybody.

It is obvious for the introduction that mobbing happens at work due to some personal and situational conditions. Therefore it is important to examine both personal and situational factors related to mobbing and its consequences for the individual and organizations. Meaning the antecedents and consequences of mobbing with the explanatory mechanisms behind will be the subject of the present study.

1.2 Antecedents of Mobbing

Researches in mobbing field tried to draw a clear picture of what intensifies it with purpose of developing preventive interventions. Most of the studies investigated either only work characteristics and environment (e.g. Hauge, Skogstad & Einarsen, 2010; Leymann, 1996; Notelaers, De Witte, & Einarsen, 2010; Salin & Hoel, 2010) or individual characteristics of the targets (e.g. Broadsky, 1976; Coyne, Seigne & Randall, 2000; Gandolfo, 1995; Glaso, Matthiesen, Nielsen & Einarsen, 2007; Zapf & Einarsen, 2003). Both individual and work characteristics have significant relationships with mobbing incidences; thus, in pursuance of understanding what escalates mobbing, those should be investigated together as the antecedents. In this study, job demands and job resources were investigated as the antecedents of frequency of experiencing mobbing (targets' reports), meaning the job

characteristics. As for the individual characteristics, negative affectivity was taken as not only an antecedent, but also considered as a moderator between job demands and job resources and mobbing because among the investigated individual characteristics in the literature, by its definition, negative affectivity involves neuroticism, people who are depressed, suspicious, insecure, have high level of anxiety etc. and have found related with job demands and job resources which will be emphasized in negative affectivity section.

1.2.1 Job Characteristics

The situation in which people work has important effects on employee welfare (Leymann, 1996; Vartia, 1996). For example many forms of conflict take place in work places. Although conflict may have positive consequences for both organization and employees, there are some differences between healthy conflict and harmful ones such as harassment according to World Health Organization (WHO) (2003). The job characteristics are important factors whether the conflict will be healthy or unhealthy. In healthy conflict situations, job descriptions and roles are clear, relationships are open and based on cooperation, communication is direct, organizational structure is healthy and conflicts and discussions are welcomed. However, in psychological harassment situation, roles and relationships are not clear, conflicts and discussions are hidden and unwelcomed, organizational structure has defects and the communication is indirect.

As it can be understood, organizational and job characteristics play important role in the occurrence of mobbing. This situation is related to whether jobs have demands or resources. The most known model related to the job and health related outcomes and characteristics of a job and organization is Job Demands-Resources Model (JD-R). The model states that existence of job demands meaning physical, social, and organizational requirements of the job like work overload, time pressure, and role ambiguity (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) and the inexistence of job resources meaning physical, psychological, social or organizational contributions of job like performance feedback, autonomy and social support results in some negative outcomes for both organization and individual like

burnout, turnover, and health problems (Bakker, Demerouti, de Boer & Schaufeli, 2003). JD-R model is influenced by Job Demands and Control Model (Karasek, 1979) which emphasized the huge amount of stress that people experienced when there is high level of job demands and low level of control over job and Demands-Control-Support Model which added low support condition to the Job Demands and Control Model (Johnson & Hall, 1988). There are some studies investigating the relationship about these models and mobbing in the literature.

According to work-environment hypothesis, organizational and work characteristics are the antecedents of bullying (Leymann, 1996). Studies about work-environment hypothesis showed that work characteristics like workload (Hauge, Skogstad & Einarsen, 2010), role conflict (Notelaers, De Witte, & Einarsen, 2010), and job insecurity (Baillien & De Witte, 2009) are positively related with targets' reports of bullying; whereas, social support (Zapf, Knorz, & Kulla, 1996) is negatively associated with targets' reports of bullying. Moreover, by causing conflict, work characteristics may pave the way for stronger person to be a perpetrator and the weak employee to be a target (Baillien, Rodriguez-Munoz, Broeck, & De Witte, 2011).

Baillien, Cuyper, and De Witte (2011) tested Karasek's Job Demand Control Model in relation to workplace bullying and they found that workload and job autonomy are important antecedents for targets and perpetrators with the lack of control of employees.

Furthermore, Baillien, Rodriguez-Munoz, Broeck, and De Witte (2011) did a study to test work environment hypothesis in relation to Job Demands-Resources model by applying this model to the workplace bullying. They have chosen JD-R model as antecedents of workplace bullying because according to them this model divides work characteristics into two reasonable sets as job demands and job resources which are closely related with employees' behaviors and welfare as mentioned before. They took workload, role conflict, and job insecurity as demands of the jobs and they considered autonomy, skill utilization and social support from colleagues as job resources and they found that there was a positive relationship between

perpetrators' report of bullying and job demands under the circumstances of high job resources. Sometimes, bullying and mobbing are used interchangeably, yet other times researchers differentiate these two terms as bullying being milder than mobbing and mobbing as being more systematic, severe, including work group and organization and not necessarily involving forcing (Sperry, 2009). There was a positive relationship between job demands and targets' reports of bullying and there was a negative relationship between job resources and targets' reports of bullying. All of these associations were partially mediated by emotional exhaustion namely a dimension of burnout. Job resources were not related to the perpetrator's report of bullying in the above mentioned study. Perpetrators' report of bullying was measured by asking them to how frequently they perform bullying behaviors. The phenomenon of social desirability may be the explanation why there were not significant findings about perpetrators in the mobbing literature. People tend to give socially acceptable answers instead of reflecting the truth in self-report questionnaires (Grimm, 2010). Therefore, in the present study, perpetrators' reports of bullying were not preferred to be used. Because of the effect of social desirability, perpetrators may not report their deviant acts and this would fake the results. Thus, only targets' reports of bullying were used.

In recent research, individual characteristics of the victims and work characteristics were examined together in order to understand the antecedents of mobbing. For instance, Balducci, Fraccaroli, and Schaufeli (2011) found that job demands and job resources were associated with mobbing over neuroticism. They also found that job resources moderated the relationship between job demands and mobbing and they suggested that personality variables are not enough to understand mobbing behaviors, job demands and resources had really important effect on it. Consistently, Demir and Rodwell (2012) found that job demands, job resources and negative affectivity have significant relationships with workplace aggression. Moreover, Demir, Rodwell and Flower (2013) showed that low levels of supervisory support which was a component of job resources, and high negative affectivity were significantly and positively related with bullying.

Based on the studies mentioned above, to investigate the effect of work environment on mobbing, job demands and resources were used. As stated in the study of Baillien, Rodriguez-Munoz, Broeck, and De Witte (2011), job demands and job resources comprise and represent work characteristics well because it divides work characteristics into two reasonable sets. Due to creation of work stress, job demands are expected to escalate mobbing incidences; reversely, because of providing support, autonomy, personal development, and decreasing work stress, job resources are expected to be negatively associated with mobbing. Therefore; related hypotheses were given below.

Hypothesis 1: Job demands would have positive and significant relationship with targets' reports of mobbing.

Hypothesis 2: Job resources would have negative and significant relationship with targets' reports of mobbing.

As explained before, not only the situation but also the personal or individual characteristics of the people who experience mobbing may create some form of stress at work as they were combined with the situational variables.

1.2.2 Individual Characteristics of Victims

In the literature, there are various findings about the relationship between mobbing experiences of the victims and their personality characteristics. Various researchers tried to define individual characteristics of the people who reported that they were subjected to mobbing. For instance, Coyne, Seigne and Randall (2000) showed that people who have more conventional, conscientious, inflexible, and virtuous personality are more likely to be a target of mobbing.

In the beginning of the reasons of mobbing studies, Broadsky (1976) approached the relationship between individual characteristics and mobbing from a different angle compared to later investigators. He stated that targets who have low level of sense of humor may misunderstand the jokes of other people and report that they are bullied. Later, to understand reasons better, researchers focused on personality

characteristics. About personality traits, Glaso, Matthiesen, Nielsen, and Einarsen (2007) found that targets who are less agreeable, extraverted and conscientious and more neurotic are prone to be more subjected to mobbing. On the other hand, Matthiesen and Einarsen (2001) stated that targets' personality is important while experiencing and dealing with mobbing; meaning, it is more related to how severely the person gets affected by mobbing actions.

Other researchers found that people with MMPI-2 profile meaning who have the tendency of somatization of psychological distress and paranoid perceptions are usually the mobbing victims (Balducci, Alfano & Fraccaroli, 2009; Gandolfo, 1995; Girardi et al., 2007). Parallel to this, targets who are generally depressed, suspicious, insecure, have high level of anxiety, and have confused minds report more mobbing incidences than targets who are not (Matthiesen & Einarsen, 2010). In other words, people who are not self-confident and have tendency to have psychological problems like anxiety and/or depression may feel like they are harassed and bullied in fact they may not be actually bullied. Therefore, bullying sometimes may be perception and feeling rather than being reality. The most studied personality variable related to mobbing is negative affectivity (e.g. Aquino, Grover, Bradfield & Allen, 1999; Einarsen, 2002; Zapf, 1999). Therefore, it will be considered as one of the important individual characteristics and examined as such in the present study.

In addition to personality, some demographic characteristics may also be important for experiencing mobbing. For example, according to Niedl (1995) as the age increases, the risk of being a mobbing victim increases, too. Niedl also claimed that there is no significant difference between men and women; their frequency of being mobbed is equal. Parallel to these findings, Acar and Dündar (2008) found that age and position are significantly related with incidence of mobbing in Turkey. When people get older, their risk to be subjected to mobbing increases. As a position, officers/employees are at the highest risk of being mobbed. Secondly managers, thirdly specialists have risk of being mobbed. They also found that there is no significant relationship between gender and incidence of mobbing. Men and women

almost equally encounter mobbing behaviors. In order to see whether these individual characteristics mentioned above have significant relationships between mobbing or other variables of this study, they were asked to the participants in the demographic information questionnaire and the collected answers were included in analysis.

According to the findings of another study in Turkey revealed that %58,3 of the personnel experienced mobbing; whereas, %27,3 of the managers experienced it (Baş & Oral, 2012). Position and being subjected to mobbing has a significant relationship with each other. Moreover, they found a significant relationship between the year of experience in that company and frequency of experiencing mobbing. It was seen that, employees who have been working in that company less than 2 years have significantly lower frequency of mobbing experiences than others. Similar to the other studies about age, findings showed that employees whose age is between 31 and 34 had higher levels of mobbing than whose age is less than 30.

Similarly, in a previous study, Moayed, Darasieh, Shell, and Salem (2006) investigated the relationship between the victims' demographical characteristics and the frequency of being subjected to mobbing. They took age, gender, education level, position, and seniority as independent variables. Among those demographical variables only age and position had significant effect on frequency of being subjected to workplace bullying. People who were above 35 are significantly more subjected to workplace bullying than others and employees were found to be more subjected to workplace bullying than specialists, bosses, and managers.

In the current study, age and position were asked in demographic questionnaire form to confirm previous findings about their relationship with mobbing.

1.3 Individual Conditions (Moderator) of Mobbing

In the literature, individual characteristics were investigated as the antecedents of mobbing. Considering its definition, trait negative affectivity embraces most of the researched personality variables that have significant associations with mobbing

like being neurotic, having low level of self-confidence, anxious, depressed and less agreeable. Among personality traits, negative affectivity was found positively related with mobbing (Demir & Rodwell, 2012; Demir, Rodwell & Flower, 2013; Herschovis et al., 2007). It was thought that people who are high in negative affectivity don't necessarily always report mobbing. Instead of being only an antecedent, negative affectivity would be better considered as an explanatory mechanism. Therefore, negative affectivity was included as a moderator between job demands, job resources and mobbing.

1.3.1 Negative Affectivity

Early theorists affirmed that some characteristics of people put them in a victim position (Amir, 1967; Felson & Stedman, 1983). They stated that those kind of people are tend to get into interaction with aggressive people and/or offenders (Teutsch & Teutch, 1976). The theory of victimology states that in order to completely understand the reason why some people are targets of malignant and aggressive behaviors of others, besides perpetrators' characteristics, also victims' characteristics should be investigated (Felson & Stedman, 1983). In the light of this theory, some people may have higher tendency to report that they have been subjected to mobbing. Victimology theorists identified some sources of victimization. Victim precipitation was one of them (Elias, 1986). Victims are generally anxious, sensitive and have negative view of both themselves and the world (Olweus, 1993). Victim characteristics mentioned in the theory of victimology overlap with negative affectivity trait. It was found that negative affectivity positively and significantly related to perceived victimization (Aquino & Bradfield, 2000). People who are high in negative affectivity tend to feel down and bad more often compared to others (Herschovis, Turner, Barling, Arnold, Dupre, Inness, LeBlanc & Sivanathan, 2007). Individuals who are high in negative affectivity also react more negatively to stressful and negative events and experience emotions like aggression, hatred, hostility, resentment etc. (Douglas & Martinko, 2001). Moreover, they are individualistic, opponent, and reports negative feelings frequently and due to these reasons they are perceived as detached, difficult

to get on well with and unfriendly (Watson and Clark, 1984). This perception of others may be the reason why they are subjected to mobbing or why they perceive they're being mobbed. This study tried to explain in what conditions, what kind of people are likely to be victims of mobbing.

Researchers tried to explain why work characteristics like demands, resources or control increase or decrease mobbing incidences. Baillen et al. (2009) brought explanation to this work characteristics and mobbing relationship by claiming that people who are under stress and strain may handle it ineffectively and because of ineffective coping they may be causing negative climate, violation of rules and norms. This negative atmosphere and violation of norms that these kind of people created may put them into targets of mobbing situation. In the light of this explanation negative affectivity could be taken into consideration. People who are high in negative affectivity are prone to be more negative, distressed, and holding more negative perception of self and environment (Watson and Clark, 1984). Therefore, individuals high in negative affectivity may magnify the negative events, perceive behaviors as mobbing. This is a reciprocal relationship meaning that people high in negative affectivity creates negative atmosphere and triggers negative acts towards themselves, and magnifies the nature of behaviors to them. In their study, Aquino, Grover, Bradfield and Allen (1999) found that people who have high negative affectivity reported that they were mobbing victims more often than who have low negative affectivity.

In order to explain the relationship between mobbing and negative affectivity further, self-fulfilling prophecy would be taken into consideration. "A self fulfilling prophecy is a false belief that leads to its own fulfillment" (Madon, Willard, Gyll, & Scherr, 2011, p.578). This process has three stages (Harris & Rosenthal, 1985; Jones, 1986; Snyder, 1984). Firstly, one person has a false belief about another. For example; an employee may think that his/her manager doesn't like him/her and won't ask him/her to go business dinner together. Secondly, this person behave the person in a way that he/she believes for instance, he/she avoid communicating with his/her manager, holding distant and cold. Thirdly, his/her behaviors make the

target person treat like what the perceiver falsely believed. As a result of distant and cold behaviors, manager won't ask for his/her company to business dinner. Thus, a self-fulfilling prophecy may occur when an employee is high in negative affectivity and this may result in mobbing behaviors.

Negative affectivity was also found related with job demands and resources. It was suggested that personality related variables enhances the relationship between perceived stressors and the outcomes and differences in negative affectivity can strengthen this relationship (Watson & Pennebaker, 1989). Later, negative affectivity was found to have significant effect on perceptions of job demands and discretion which means control over job, opportunities for development and freedom of doing tasks which employees have chosen (Tyler & Cushway, 1998). By its definition, job resources closely resemble discretion which was defined in Karasek's demand-discretion model (Karasek, 1979). Therefore, hypothesis given below was suggested in this study.

Hypothesis 3: Negative affectivity would moderate the positive association between job demands and targets' reports of mobbing such that when the negative affectivity of target is high, positive relationship between job demands and target's reports of mobbing would gain strength.

Hypothesis 4: Negative affectivity would moderate the negative relationship between job resources and targets' reports of mobbing such that when the negative affectivity of target is high, negative association between job resources and target's reports of mobbing would gain strength.

1.4 Mediator of Mobbing

Why mobbing is not good for employees needs to be explained further. Meaning there is some form of mediational mechanisms between experiencing mobbing and its consequences. As a mediator, burnout was considered between mobbing and the consequences namely general health, job satisfaction and affective organizational commitment. The consequences of mobbing are as important as the antecedents. Current study tried to present a full picture of mobbing with the antecedents and the

consequences. It was shown in many studies that mobbing causes health related problems like depression, anxiety (Einarsen, 2000; Hansen et al., 2006; O'Moore et al., 1998) even Post Traumatic Stress Disorder (PTSD) (Balducci, Fraccaroli & Schaufeli, 2011; Leymann, 1996). In addition to its effect on individual's health, it has an important and negative influence on job satisfaction (eg. Akar, Anafarta & Sarvan, 2011; Cengiz et al., 2012; Çivilidağ & Sargin, 2013) and organizational commitment (Einarsen, Raknes & Matthiesen, 1994; Namie et al., 2000; Pelit & Kılıç, 2014; Randall, 1997; Vartia, 1996; Zapf et al., 1996). Because of the fact that a lot of studies presented these relationships, in this study, to contribute to the previous literature, burnout was taken as a mediator in order to explain why mobbing is related with individual's health, job satisfaction and organizational commitment.

1.4.1 Burnout

The term burnout has been used since 1970s (Maslach, Schaufeli, & Leiter, 2001). Burnout is a syndrome which working people feel emotionally exhausted and pessimist frequently. Emotional exhaustion is the main aspect of the burnout syndrome. When those people feel that their emotional resources are diminished, they are no longer able to find motivation to make an effort psychologically. Developing cynic attitudes (depersonalization) is another element of this syndrome. Negative attitudes are probably related with emotional exhaustion. The third element of this syndrome is the negative evaluation of oneself. People who experience burnout syndrome have decreased sense of personal accomplishment. They are dissatisfied with themselves and the work they do and burnout syndrome is related with some health problems like stress related physical exhaustion, sleep problems, increased substance use, and some problems in close relationships (Maslach & Jackson, 1981). Among these elements, emotional exhaustion attracted more attention compared to other dimensions.

One of the most important indicators of stress experience at work is burnout (Nagar, 2012). In various studies, burnout was found to be related to mobbing. Einarsen, Matthiesen, and Skogstad (1998) investigated the association between mobbing and

burnout levels among assistant nurses in Norway. In that study, they also found parallel relationship to those studies mentioned above. Varhama and Björkvist (2004) also studied the relationship between mobbing and burnout among municipal employees in Finland and they found positive significant relationship between mobbing and burnout levels of those employees. Teachers also experienced serious levels of burnout when they were subjected to mobbing (Mościcka-Teske, Drabek, & Pyżalski, 2013). In Turkey, Sürvegil, Fettahlıoğlu, Gücenmez, Budak, and Budak (2007) studied this relationship among municipal employees whereas Bucuklar (2007) investigated it among teachers and those studies reported positive significant relationship.

The study of Dikmentaş, Top, and Ergin (2011) also revealed that there was a significant relationship between mobbing and burnout levels of physician assistants. The aim of their study was to explain the relationship between mobbing and burnout (emotional exhaustion, depersonalization, and the sense of personal accomplishment) levels of physician assistants in a research and application hospital. As a result of this research they found that the level of mobbing affected the three dimensions of burnout which are emotional exhaustion, depersonalization, and the sense of personal accomplishment significantly in physician assistants. Similarly, Alkan, Yıldız, and Bakır (2011) found a positive significant relationship between person-related mobbing behaviors and the burnout levels of physical education teachers.

Cengiz and Aytan (2013) also investigated the correlation between being subjected to mobbing and the level of burnout experienced among professional football players in Turkey. They found that the emotional exhaustion and depersonalization scores of football players who were exposed to mobbing were significantly higher than the football players who were not exposed to mobbing. Those players who were victims of mobbing also had decreased sense of personal accomplishment.

As it can be seen, even in different industries and countries, positive and significant relationship between being exposed to mobbing and burnout levels was seen. In this study, burnout was also expected to have significant relationships with possible

outcomes of mobbing which are individual health outcomes (physical health and psychological health) and individual organizational outcomes (job satisfaction and organizational commitment). In the present study, burnout scores were used as a mean burnout of the participants.

Hypothesis 5: Frequency of targets' reports of mobbing will have significant positive relationship with targets' experiences of burnout.

1.5 Outcomes of Mobbing

Although burnout is an important outcome but it is a primary outcome of mobbing. General health comes before everything. In today's world, work life creates large amounts of stress on employees. Stress at work affects people's life seriously because employees spend most of their time at work, see colleagues more than their families and friends. Peace at work is so important for working people's health that many studies like this study focused on investigating the sources of work stress like mobbing to prevent it. When there is no peace, working people may want to leave their organization which means low organizational commitment and they no longer satisfied with their jobs meaning low job satisfaction. Their health would most probably get negatively affected. One of the most important sources of stress at work; mobbing, has serious consequences which were explained below.

1.5.1 Individual Health Outcomes

Leymann (1990) stated that there were psychological outcomes of mobbing which were depression, anxiety, suicidal behaviors, compulsions, psychosomatic illnesses etc. Tınaz (2011) emphasized physical outcomes of mobbing like sleep disorders, urticaria, tachicardia, back and neck pains, tremors, ulcer, indigestion, gastrointestinal problems, breathing problems, labefaction of immune system, etc. Therefore, individual health outcomes were explained as psychological health outcomes and physical health outcomes, respectively.

1.5.1.1 Individual Psychological Health Outcomes

As it was mentioned above, mobbing was found to lead to a lot of psychological problems. Einarsen (2000) stated that being subjected to prolonged aggressive workplace behaviors are extremely detrimental to the targets' health. There are various studies which investigated the association between psychological health outcomes of mobbing.

Leymann (1996) stated that mobbing causes stress in individual and is linked to severe psychological problems. Employees who are over 40 may not have affluent job opportunities and even they are exposed to mobbing they may not leave their jobs. As a result, they may develop PTSD. To show this relationship, Hansen and her colleagues' (2006) found that people who were subjected to mobbing reported more indications of anxiety, depression, negative changes in general health, and somatization compared to the participants who were not subjected to mobbing. Likewise, the study of O'Moore et al. (1998) showed that the most frequently declared indicators were depression, irritability, and anxiety among Irish employees who were exposed to mobbing.

The studies most of the time used self-selected samples. One may think that the relationship between mobbing and psychological problems may be stronger due to these specific samples. So, one may ponder what might be the relationship among the nonselected people. For example, Einarsen and Raknes (1997) found that there was a significant negative relationship between being subjected to mobbing and psychological health and well-being of 500 male Norwegian workers. Twenty three percent of the variance in psychological health and well-being was explained by being subjected to mobbing. In addition to those correlational studies which don't allow making cause and effect inferences, a cohort study from Finland revealed that both men and women who encountered severe interpersonal conflicts at work, which is what people experience when mobbed, have a considerable tendency of experiencing psychiatric disease which requires hospitalization (Romanov et al., 1996). As a result of those psychological problems, employees who are victims of

mobbing also showed increased rates of sickness absenteeism (Kivimaki et al., 2000).

People react differently to stressful events. Broadsky (1976) divided victims into three depending on the types of reactions they showed. The first group experience unclear physical indications like decrease in strength, pains and aches in various areas of body, and fatigue. The second group experience depression or symptoms associated with depression like decreased self-esteem, sleep problems, and impotence. The last group experiences some psychological issues like memory problems, nervousness, heightened feelings of victimization, hypersensitivity, and bitterness. As it can be seen, people experience different symptoms or feelings after being subjected to mobbing.

1.5.1.2 Individual Physical Health Outcomes

It is known that stressful situations cause not only psychological problems but also physical health issues. Examples of those physical health problems were shown by the study of Kivimaki et al. (2003). They found that people who were exposed to mobbing were under higher risk of developing asthma, osteoarthritis, sciatica, rheumatoid arthritis or cardiovascular disease compared to employees who were not exposed to mobbing. Workers who were subjected to mobbing may develop sleep disorders (Schat & Kelloway, 2003), urticaria, tachicardia, back and neck pains, tremors, ulcer, indigestion, gastrointestinal problems, breathing problems, collapse of immune system, etc. (Tınaz, 2011). Victims of mobbing may also have musculoskeletal problems (Einarsen et al., 1996). In addition to those problems, Cobb (2012) said that targets of mobbing experience loss of appetite and insomnia. These are all serious outcomes of mobbing and needed to be emphasized. Thus, the hypothesis which is related with health and mobbing was presented below:

Hypothesis 6: Frequency of targets' experiences of mobbing would have significant positive relationship between individuals' general health (higher scores of general health indicates worse health conditions).

Moreover, general health was found significantly positively associated with burnout. Burnout has serious health consequences and this was supported by various studies (e.g. Ahola et al. 2012; Gerber, et al., 2013; Gorter, Eijkman & Hoogstraten, 2000; Melamed, Shirom, Toker, Berliner & Shapira, 2006). Thus, in the present study, the relationship between mobbing and general health was assessed with the mediation of burnout which was found to have significant relationships with both of these two investigated variables.

As mentioned above, in addition to health related consequences, mobbing also has organization related consequences which is explained in next section.

1.5.2 Individual Organizational Outcomes

Job satisfaction and organizational commitment were investigated as individual organizational outcomes in the current study.

1.5.2.1 Job Satisfaction

The term of job satisfaction emerged in 1920s can be defined as affective reflections and cognitive evaluations of employees towards their jobs (Locke, 1976). For employees' well-being, being satisfied with their jobs is very crucial.

In various studies, it was shown that mobbing influences job satisfaction negatively. This is because job satisfaction is related both feelings and cognition of the employees. Therefore, mobbing may create some hard feelings in people and one expects that the relationship between frequency of experienced mobbing and job satisfaction will be a negative one. There are studies conducted in this country and abroad found that the relationship is negative as expected. For example, Çivilidağ and Sargın (2013) found that mobbing is negatively associated with job satisfaction of academics. Akar et al. (2011) confirmed this negative relationship between mobbing and job satisfaction among employees working for agricultural industry in Antalya, Turkey. Cengiz, Aytaç, Servi and Yetiş (2012) investigated this relationship among 524 football trainers and they also revealed that job satisfaction is lower in football trainers who were subjected to mobbing compared to who were

not to, especially in younger football trainers. Moreover, Karcioğlu and Akbaş (2010) questioned the existence of this relationship among 305 medical staffs in Erzurum and their results obtained the significant negative relationship between mobbing and job satisfaction levels of these workers. In a similar study, Çalışkan and Tepeci (2008) also found this relationship among hotel workers and Karakuş and Çankaya (2012) demonstrated it among teachers with partial mediation of stress and burnout. The negative relationship between mobbing and job satisfaction was also found in nonprofit organizations (Chesler, 2014).

Job satisfaction has also significant relationship with burnout. Many studies in the literature revealed the negative association between job satisfaction and burnout. More recent studies supported this negative relationship. For example, Nagar (2012) found that a high level of burnout experienced by person was related to low job satisfaction levels. The negative association with burnout and job satisfaction of the employees was also demonstrated in the latest studies (e.g. Ali & Ali, 2014; Çağan & Günay, 2015; Lizano & Barak, 2015). It can be clearly seen that mobbing influences job satisfaction in a negative way; therefore, in the present study, this association was investigated with the mediation of burnout because burnout also has important relationship with job satisfaction. In addition to the studies conducted in Turkey, the same pattern of the relationship was affirmed in studies of the other countries (e.g. Engelbrecht, 2012; Jiang, Jiao & Rong, 2012; Moayed, Daraiseh, Shell & Salem, 2006).

1.5.2.2 Organizational Commitment

Organizational commitment is employee's attachment to his/her organization (Allen & Meyer, 1990). Organizational commitment has three dimensions which are affective, continuance, and normative commitment. Affective commitment is emotional connection and attachment to the organization, continuance commitment can be defined as involvement to the organization because of inability to bear the costs of leaving. Normative commitment; on the other hand, is staying in the organization because of perceived responsibility to abide as a part of an organization (Allen & Meyer, 1996).

Similar to job satisfaction, there are various studies in the literature both in Turkey and abroad investigating the relationship between mobbing and organizational commitment. In a lot of studies negative relationship between those two variables was proposed (e.g. Demir & Rodwell, 2012; Einarsen et al., 1994; Namie et al., 2000; Pelit & Kılıç, 2014; Randall, 1997; Vartia, 1996; Zapf et al., 1996). Yet, relationship patterns may change according to the type of commitment which individuals have. For instance, Tengilimoğlu, Mansur, and Dziegielewski (2010) showed that there was a significant negative relationship between mobbing and affective commitment. The relationship between mobbing and normative commitment showed the same pattern. However, there was no significant relationship found between continuance commitment and mobbing. In this study, overall organizational commitment was not found significantly related with mobbing because different types have different relationships with mobbing; therefore, in the current study, only affective organizational commitment was investigated among those three types.

Burnout and affective organizational commitment may have also a strong negative relationship as people experience burnout, they no longer feel affectively attached to their organizations. In the literature, significant negative relationship was found between affective organizational commitment and burnout (e.g. Güneş, Bayraktaroğlu & Kutanis, 2009; Nagar, 2012; Tekin, Aydın, Özmen & Yaykaşlı, 2014; Zhou, Lu, Liu, Zhang & Chen, 2014). Therefore; in the current study, because of the strong relationship between burnout and affective organizational commitment and burnout and mobbing, the relationship between mobbing and affective organizational commitment was investigated through the meditational effect of burnout.

The hypotheses about mobbing and its outcomes and the mediator role of burnout between mobbing and its outcomes were presented below.

Hypothesis 7: Frequency of targets' experiences of mobbing would have significant negative relationship between organizational outcomes which are job satisfaction and affective organizational commitment.

Mobbing results in stress in individual employees and this stress partially may result in some consequences like burnout. But at the same time mobbing directly effect some outcomes as explained (e.g. Chesler, 2014; Schat & Kelloway, 2003; Vartia, 1996). Therefore, the partial mediation was expected between mobbing experience and health (general health) and organizational outcomes.

Hypothesis 8: Burnout would partially mediate the relationship between frequency of targets' experiences of mobbing and individual's general health and individual's organizational outcomes.

1.6 The Present Study

In the current study, both antecedents and outcomes of mobbing were investigated. As organizational characteristics, job demands and job resources were considered as the antecedents of mobbing whereas outcomes are categorized as individual health outcomes and individual organizational outcomes namely job satisfaction and affective organizational commitment. In order to understand when job demands and resources influence mobbing, negative affectivity was considered as a moderator. In addition, burnout, which creates emotional exhaustion, depersonalization and have a role in the decrease of personal accomplishment was used as a mediator between the targets' reports of mobbing and the outcomes.

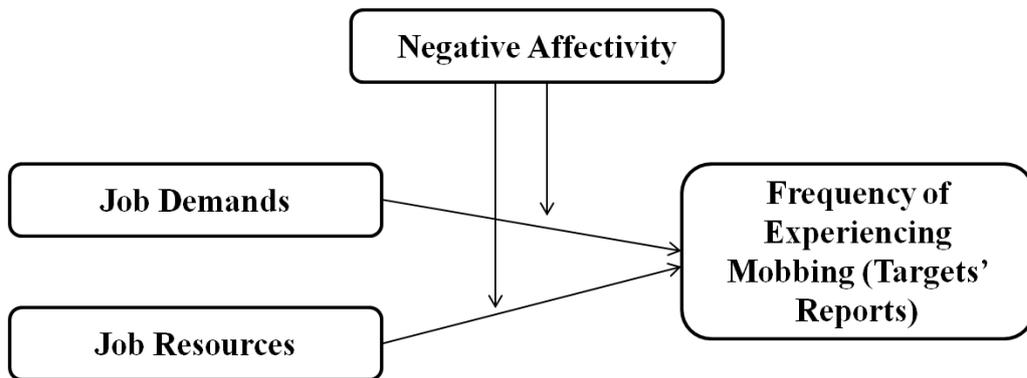


Figure 1.1 Proposed Relationships between Job Demands and Mobbing, Job Resources and Mobbing (Moderating Role of Negative Affectivity)

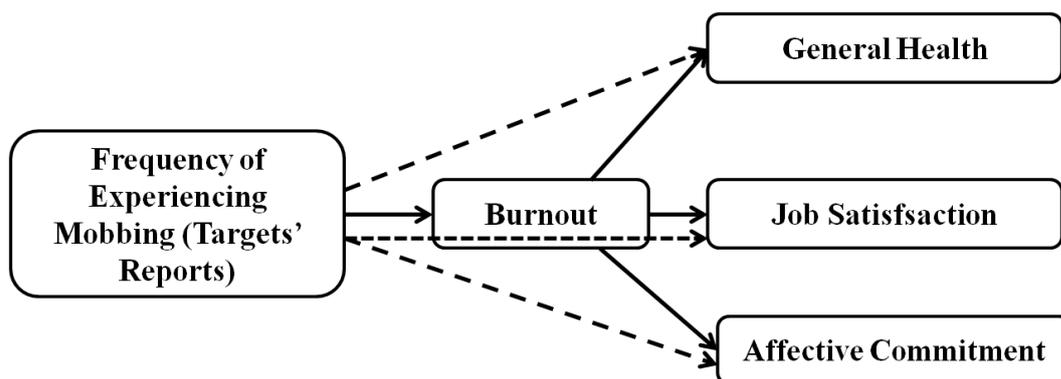


Figure 1.2 Proposed Relationships between Mobbing and General Health, Job Satisfaction, and Affective Organizational Commitment (Mediating Role of Burnout)

CHAPTER II

METHOD

2.1 Participants

Present research was conducted by the voluntary 223 participants, who have been working at least 6 months or have worked at least 6 months in Turkey from various industries and sectors which were education, technical, health, military, and tourism. Among the participants, 142 of them were female (63.7%) and 81 were male (36.3%). Their age range differed from 19 to 57 and the mean age of the participants was 30.61 (SD = 7.60). Of the participants, 125 had bachelor's degree (56.1%), 60 of them had master's degree (26.9%), 17 participants had high school degree (7.6%), 10 participants had associate's degree (4.5%), 10 participants had doctoral degree and more (4.5%) and 1 participant had secondary school degree (0.4%). Of them, 140 worked in private sector (62.8%), and 83 of them worked in governmental institutions (37.2%). As for the position, 140 of the participants were employees/officers (62.8%), 52 of them were specialists (23.3%), 21 of them were supervisors (9.4%), and 10 of them were managers (4.5%). Most of the participants were working for their institutions for one to five years (48.9%), 44 of them were working for six months to a year (19.7%), 38 of them were working for 6 to 10 years (17%), and 32 of them were working for 10 years and above (14.3%).

2.2 Procedure

Voluntary participation was required in order to participate in this study. Before starting to survey, participants were presented informed consent form (See Appendix A). After taking their approval to participate voluntarily, firstly, the Demographic Information Form, Positive Affectivity Negative Affectivity Scale, Job Demands and Resources Scale, Workplace Bullying Scale – Turkey, Maslach Burnout Inventory, General Health Questionnaire – 12, Three Item General Job Satisfaction Subscale, and Organizational Commitment Scale were presented to the

participants in order. After those scales, debriefing form was presented to the participants (See Appendix J). Data was collected via internet and snowball sampling technique was used. The questionnaire link was also sent to Struggle with Mobbing Association in order to collect data from seriously affected people. This Association published this questionnaire package link in their webpage anonymously.

2.3 Measures

Data were collected via Qualtrics Online Survey Programme. At the beginning of the survey, participants were shown an inform consent form and without approving it they could not start taking survey.

2.2.1 Demographic Information

Participants filled in demographic information form including sex, age, education level, position, sector, and number of working years in their jobs. In previous studies, age and position were found significantly affecting targets' reports of mobbing. Therefore, the relevant demographic information was collected in order to investigate whether demographical characteristics have a significant effect on major variable (See Appendix B).

2.2.2 Positive -Negative Affectivity Scale

The inventory developed by Watson, Clark, and Tellegen in 1988. It has 20 items and it is a 5 point Likert type scale ranges from 1 "very slightly or not at all" to 5 "extremely". Positive Affect means interested, excited, strong, determined, active etc., and Negative Affect means upset, scared, nervous, guilty etc. There are 10 items under each of those subscales. Original version of this scale has reliabilities of .84 to .90. The scale was adapted to Turkish by Gençöz in 2000. Internal consistency was found to be .86 for Positive Affect subscale and .83 for Negative Affect subscale. In this study, only Negative Affectivity subscale with 10 items was

used and its internal consistency was found as .89. The full measure may be found at the end in Appendix C.

2.2.3 Job Demands and Job Resources Scale

In this study, Job Demands and Job Resources Scale developed by Xanthopoulou et al. (2007) and adapted to Turkish by Metin (2010) was used. Job demands has four subscales which are workload, emotional demands, emotional dissonance and organizational changes. The subscale of workload has four items and its internal consistency is .86, emotional demands has six items and internal consistency of .77, emotional dissonance has five items and internal consistency of .83, and in organizational changes subscale, there are seven questions and its internal consistency is .82. In this study, the internal consistencies of workload, emotional demands, emotional dissonance, and organizational change were found to be .85, .83, .75, and .81, respectively. Total internal consistency of Job Demands Scale was .85.

The subscales of job resources are autonomy, colleague support, supervisory support and opportunities for personal development at work. Of them, three questions are measuring autonomy in this scale and its internal consistency was found .81, colleague support has three questions and internal consistency of .80, five items measure supervisory support and its internal consistency is .92, and there are three items measure the opportunities for personal development at work and its internal consistency was found .87 (Metin, 2010). It is a Likert-type scale that 1 means never and 5 means always. In this study, the internal consistencies of autonomy, colleague support, supervisory support, and opportunities for personal development at work were found to be .70, .83, .91, and .90, respectively. Total internal consistency of Job Resources Scale was .90 (See Appendix D).

2.2.4 Workplace Bullying Scale - Turkey

In this study, Workplace Bullying Scale – Turkey was used to measure frequency of experiencing mobbing. The scale was developed by Tınaz, Gök and Karatuna

(2009) in order to measure prevalence and types of workplace in Turkey. This questionnaire is a four point Likert-type scale that 1 means “Never”, 2 means “once or twice in a month or less”, 3 means “once in a week” and 4 means “approximately every day” and it includes 28 behavioral items. There are four factors in this scale which are work oriented behaviors measured by 11 items with the Cronbach’s alpha of .86, reputation damaging behaviors measured by five items with .82 internal consistency, exclusionary behaviors assessed by six items with .80 internal consistency, and verbal, written, visual assaults assessed by six questions with Cronbach’s alpha of .79. Total internal consistency of this scale was found as .93 (Tınaz, Gök & Karatuna, 2010). In this study, reliability analysis showed that, the internal consistencies of work oriented behaviors, reputation damaging behaviors, exclusionary behaviors, verbal, written, visual assaults were .92, .82, .82, and .73 respectively. Total internal consistency of this scale was found .95 in this study, which was closely similar to the original study (See Appendix E).

2.2.5 Maslach Burnout Inventory (MBI)

This scale was developed by Maslach and Jackson in 1981. MBI was adapted into Turkish by Ergin (1992). The original version of this scale is 7 point Likert-type; whereas, Turkish version is a 5 point Likert-type scale. MBI has three dimensions which are emotional exhaustion, cynicism (depersonalization), and reduced feelings of accomplishment. Emotional exhaustion is measured by nine items and its internal consistency value is .83, cynicism has five items and internal consistency of .75, and lastly reduced feelings of accomplishment has eight items and Cronbach alpha score of .88 (Çapri, 2006). In this thesis study, according to reliability analysis, the internal consistencies of emotional exhaustion, cynicism (depersonalization), and reduced feelings of accomplishment were .91, .79, and .78, respectively. Total internal consistency of this scale was .85 (See Appendix F).

2.2.6 General Health Questionnaire – 12

Goldberg (1972) developed this scale in order to detect psychosomatic disturbances. The short form of this scale has 12 questions and it is a 4 point Likert-

type scale. Turkish version of this scale was adapted by Kılıç (1996). Kılıç reported reliability score of .74 and validity score of .84. In the current study, Cronbach's alpha of the scale was .93 (See Appendix G). In this questionnaire, higher scores indicate worse health situation of the individuals. Although the scale mainly measures cognitive functions and mental health of the individuals; it is used in the literature as a measure of general health; therefore, the term general health was used to represent cognitive and mental health of the participants in the current study. The higher the scores indicate lower general health.

2.2.7 General Job Satisfaction Subscale

The scale was adapted by Bilgiç (2008) from three item General Job Satisfaction Subscale of Job Diagnostic Survey (Hackman & Oldham, 1975). It is a 7 point likert scale which 1 means "Totally Disagree" and 7 means "Totally Agree". This scale has an internal consistency of .78. In this study, reliability coefficient of this scale was found to be .93. At the end of this questionnaire, Faces Scale of Kunin (1955) was presented to the participants; however, participants did not make sense out of it and the faces part of the scale was not included in the analysis (See Appendix H).

2.2.8 Organizational Commitment Scale

Organizational Commitment Scale was developed by Meyer, Allen and Smith (1993). Short version of this scale was used in this study. There are two subscales which are continuance commitment and affective commitment. It is a 7 point Likert-type scale (strongly disagree to strongly agree). There are 12 questions in this scale and each subscale has six items. Since continuance commitment was found to have no significant relationship between mobbing (Tengilimoğlu, Mansur & Dziegielewski, 2010), only affective commitment subscale was used. Affective commitment scale has reliability coefficient of .83 (Luchak & Gellatly, 2007). Wasti (1999) adapted this scale into Turkish. In this study, affective organizational commitment subscale has reliability coefficient of .92 (See Appendix I).

CHAPTER III

RESULTS

The results are given in three parts. In the first part, data screening and cleaning are presented. In the second part, descriptive statistics and bivariate correlations among variables are explained and lastly, the hypothesis testing results are presented. In hypothesis testing part moderation analysis is given in order to test whether negative affect significantly moderate the relationship between job demands and targets' reports of mobbing and moderate the relationship between job resources and targets' reports of mobbing and the mediation analysis is presented to understand whether burnout partially mediate the relationship between targets' reports of mobbing and general health, job satisfaction, and organizational commitment.

3.1. Data Screening and Cleaning

For data screening, Tabachnick and Fidell (2007) described some steps and data screening were conducted according to them. In this study, there is no missing value problem because in online survey there was a setting making possible that when someone does not answer a question, he/she cannot pass to the other question. Therefore, participants who came to end of this survey, all the questions of his/her were answered. There were two univariate outliers whose case numbers were 183 and 204. Those two were also found as multivariate outliers which were larger than Mahalanobis distance ($\chi^2 > 26.12, p < .001$); therefore, these cases were deleted and further analyses were conducted for 223 cases. All normality assumptions were met except targets' reports of mobbing. It was positively skewed and it was transformed via taking the square root as best results were obtained for it. Other assumptions were met regarding linearity and homoscedasticity. In order to test linearity scatter plots were used and the relationship pattern revealed that the relationships were

generally linear. Thus, linearity assumption was also met. There was also no multicollinearity observed (See table 3.1).

3.2. Descriptive Statistics and Bivariate Correlations among Variables

Reliabilities, means, standard deviations, and minimum and maximum values are presented in Table 3.1. The correlation matrix of study variables is presented in Table 3.2.

Among the demographic variables, age was negatively correlated with job demands ($r = -.14, p < .05$), burnout ($r = -.17, p < .05$), and positively correlated with affective commitment ($r = .16, p < .05$). Education was positively correlated with only job demands ($r = .16, p < .05$). Working in private or public sector positively correlated with burnout ($r = .20, p < .01$) and general health ($r = .16, p < .05$), and negatively correlated with job satisfaction ($r = -.14, p < .05$). Because of the fact that 1 means public sector and 2 means private sector, relationships found in this study means that people who work in private sector reported higher levels of burnout have worse general health conditions and lower job satisfaction compared to people who work in public sector. Working experience has negative correlation with burnout ($r = -.18, p < .01$) and positive correlation with affective commitment ($r = .15, p < .05$).

Bivariate correlations of the variables of this study were investigated. The relationships with negative affectivity examined, it was found that, job demands was positively ($r = .41, p < .001$), and job resources was negatively related ($r = -.34, p < .001$), to negative affectivity as expected. Furthermore, burnout was positively related ($r = .51, p < .001$); whereas, job satisfaction was negatively related ($r = -.30, p < .001$) to negative affectivity and at the same time, general health was positively related ($r = .60, p < .001$) to it. The negative affectivity was negatively related to affective organizational commitment ($r = -.35, p < .001$) while mobbing was positively related ($r = .51, p < .001$).

When the relationships between job demands and the others examined, it was found that job resources was negatively related ($r = -.16, p < .05$) while burnout was

positively related ($r = .41, p < .001$). The job satisfaction was negatively related ($r = -.18, p < .01$) whereas general health was positively related ($r = .38, p < .001$). On the other hand, affective organizational commitment was negatively related ($r = -.22, p < .01$), and mobbing was positively related with job demands ($r = .47, p < .001$).

When the associations between job resources and the others investigated, it was found that job resources was positively related with job satisfaction ($r = .54, p < .001$) and affective organizational commitment ($r = .64, p < .001$), and negatively related with burnout ($r = -.60, p < .001$), general health ($r = -.53, p < .001$), and mobbing ($r = -.68, p < .001$).

The relationships between burnout and the others showed that there was a positive and strong association between burnout and general health ($r = .72, p < .001$), and mobbing ($r = .64, p < .001$), and burnout was negatively related to job satisfaction ($r = -.62, p < .001$), and affective organizational commitment ($r = -.62, p < .001$).

Positive relationship found between job satisfaction and organizational commitment ($r = .65, p < .001$) and negative relationship found between job satisfaction and general health ($r = -.53, p < .001$) and mobbing ($r = -.43, p < .001$).

General health was negatively related with organizational commitment ($r = -.51, p < .001$) and positively associated with mobbing ($r = .58, p < .001$).

Lastly, affective organizational commitment was negatively related with mobbing ($r = .55, p < .001$).

Table 3.1 Reliabilities, Means, Standard Deviations, and Minimum and Maximum Values of Study Variables

Variable	Mean	SD	Min.	Max.	# of items	Cronbach's alpha
1. Job Demands	3.11	.58	1.68	4.73	22	.85
2. Job Resources	3.31	.80	1.21	4.93	14	.90
3. Negative Affectivity	2.14	.82	1.00	4.80	10	.89
4. Mobbing**	1.58	.55	1.00	3.46	28	.95
5. Square Root Mobbing	1.24	.21	1.00	1.86	28	.95
6. Burnout	2.59	.69	1.27	4.32	22	.85
7. General health	2.09	.63	1.00	3.83	12	.93
8. Affective Commitment	2.89	1.07	1.00	5.00	8	.92
9. Job Satisfaction	4.37	1.86	1.00	5.00	3	.93

*Job Demands Scale: 5 point Likert-type, Job Resources Scale: 5 point Likert-type, Negative Affectivity Scale: 5 point Likert-type, Workplace Bullying Scale: 4 point Likert-type, Maslach Burnout Inventory: 5 point Likert-type, General Health Questionnaire: 5 point Likert-type (similar to burnout scales as scores increase, general health decrease), Affective Organizational Commitment Scale: 5 point Likert-type, Job Satisfaction Scale: 7 point Likert-type.

**The scale scores was transformed into square root for the analysis

Table 3.1 Bivariate Correlations among Study Variables

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Age	-													
2. Gender	.09	-												
3. Education	-.15*	-.19**	-											
4. Sector	-.19**	-.04	-.19**	-										
5. Position	.12	.20**	-.03	.26**	-									
6. WE	.75**	.02	-.10	-.27**	.13	-								
7. NA	-.09	-.09	.05	.10	.02	-.10	(.89)							
8. Demands	-.14*	-.00	.14*	.10	.00	-.09	.40**	(.85)						
9. Resources	-.12	.09	-.02	.10	.08	-.06	-.34**	-.16*	(.90)					
10. Burnout	-.17*	-.01	-.02	.20**	-.01	-.18**	.51**	.41**	-.60**	(.85)				
11. JS	-.01	.06	.03	-.14*	.03	.00	-.30**	-.18**	.54**	-.62**	(.93)			
12. GH	-.13	-.07	.08	.16*	-.04	-.13	.60**	.38**	-.53**	.72**	-.53**	(.93)		
13. AC	.16*	.09	-.07	-.11	.08	.15*	-.35**	-.22**	.64**	-.62**	.65**	-.51**	(.92)	
14. Mobbing	-.10	.01	.03	.01	-.00	-.11	.51**	.47**	-.68**	.64**	-.43**	.58**	-.55**	(.95)

* p < .05, ** p < .01; WE: Work experience; NA: Negative Affectivity; JS: Job Satisfaction, GH: General Health; AC: Affective Commitment.

3.3. Hypothesis Testing

3.3.1 The Relationship between Job Demands, Negative Affectivity, and Mobbing

In the first part of the study, job demands ($M = 3.11$, $SD = .58$), job resources ($M = 3.31$, $SD = .80$) were the predictors, negative affectivity ($M = 2.14$, $SD = .82$) was the moderator, and the targets' reports of mobbing ($M = 1.24$, $SD = .21$) was the criterion.

It was hypothesized that negative affect would significantly moderate the relationship between job demands and targets' reports of mobbing. Moderation analysis was conducted to test these hypotheses. Firstly, the scores of negative affectivity, job demands were centered. Then the interaction terms were formed for each variable. Sequential multiple regression was performed to see whether the interaction of negative affectivity and job demands was significant or not. Job demands and negative affectivity predicted targets' reports of mobbing positively and significantly ($R^2 = .35$, $F(2, 220) = 50.61$, $p < .001$). However, the interaction effect was not found to be significant; therefore, negative affectivity didn't moderate the relationship between job demands and reports of mobbing ($\beta = .00$, $t = .06$, $p = .95$).

3.3.2 The Relationship between Job Resources, Negative Affectivity, and Mobbing

It was hypothesized that negative affect scores would significantly moderate the relationship between job resources and targets' reports of mobbing. In this part, moderation hypothesis for job resources and mobbing was tested. Job resources and negative affectivity predicted targets' reports of mobbing significantly ($R^2 = .56$, $F(2, 220) = 137.64$, $p < .001$). The main effect of negative affectivity was found significant ($\beta = .32$, $t = 6.64$, $p < .001$), and the main effect of job resources was found significantly and negatively related with mobbing ($\beta = -.58$, $t = -12.03$,

$p < .001$). The interaction effect was also found significant; therefore, moderation hypothesis was confirmed ($\beta = -.14$, $t = -2.91$, $p < .01$).

The interaction term between job resources and negative affectivity explained a significant change in variance in targets' reports of mobbing ($R^2 = .57$, $\Delta R^2 = .02$, $F_{inc}(1, 219) = 8.47$, $p < .01$). The equations for high negative affectivity and low negative affectivity were written for the interaction graph which was plotted according to the procedures of Aiken & West (1991) and the lines of this graph were not parallel so the interaction effect was observed (see Figure 3.1). To understand what interaction meant, simple slope testing was performed. Two standard multiple regression analyses were performed. The first one was for low negative affectivity condition and the other one was for high negative affectivity condition. When the negative affectivity of the participants was low, there was a significant negative relationship between job resources and targets' reports of mobbing and job resources explained 8% variance in mobbing ($\beta = -.43$, $t = -6.35$, $p < .001$). When the negative affectivity was high, again there was a significant negative relationship between job resources and targets' reports of mobbing; however, different from low negative affectivity condition, this relationship showed higher strength that job resources explained 24% variance in mobbing when the negative affectivity was high ($\beta = -.70$, $t = -10.98$, $p < .001$). In sum, simple slopes analysis showed that participants with high negative affectivity reported more mobbing experiences as their scores on job resources decreased; whereas, participants with low negative affectivity did not show much difference in their mobbing reports as their scores on job resources decreased.

Table 3.3 Moderation Analysis of Negative Affectivity, Job Resources, and Mobbing

	<i>B</i>	β	<i>Sig.</i>	<i>R</i> ²	ΔR^2	<i>Sig. R</i> ² Δ	<i>F</i>
Step 1				.56	.56	.000	137.64***
Negative Affectivity	.08	.32	.000				
Job Resources	-	-.56	.000				
	.15						
Step 2				.26	.22	.000	97.70***
Negative Affectivity	.07	.28	.000				
Job Resources	-	-.57	.000				
	.15						
NA x Job Resources	-	-.14	.004				
	.04						

Dependent Variable is Mobbing, NA: Negative Affectivity.

* $p < .05$, ** $p < .01$, *** $p < .001$

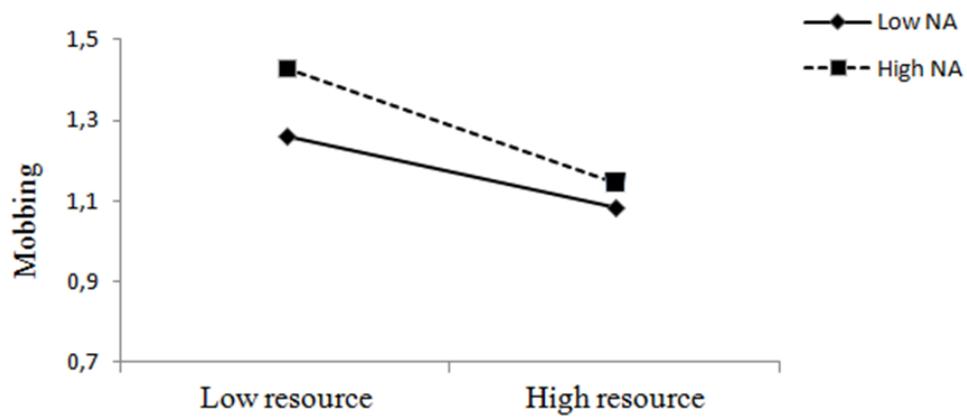


Figure 3.1 The interaction between job resources and negative affectivity in predicting mobbing

3.3.3 The Mediating Role of Burnout between Mobbing and General Health, Job Satisfaction and Affective Organizational Commitment

In this part of the study, targets' reports of mobbing ($M = 1.24$, $SD = .21$) is the predictor, burnout ($M = 2.59$, $SD = .69$) is the mediator and job satisfaction ($M = 4.37$, $SD = 1.8$), general health ($M = 2.09$, $SD = .63$), and organizational commitment ($M = 2.89$, $SD = 1.07$) are the criterion variables. There were three meditational hypotheses of this study. It was predicted that burnout would partially mediate the relationship between mobbing and general health of the person. Secondly, it was predicted that burnout would partially mediate the relationship between mobbing and job satisfaction. Thirdly and lastly, it was hypothesized that burnout would mediate the relationship between mobbing and affective organizational commitment. In order to test those hypotheses hierarchical multiple regression analyses were conducted. Mediation analyses were conducted with the light of the steps of Baron and Kenny (1986) which are:

- a) The independent variable must predict the dependent variable significantly.
- b) The independent variable must predict the mediating variable significantly.
- c) The mediating variable must predict the dependent variable significantly.
- d) When the mediating variable is placed in the equation simultaneously with the independent variable, the effect of independent variable on the dependent variable must decrease.

Following those steps, the hypothesis which stated that burnout would partially mediate the relationship between mobbing and general health of the person was tested. Firstly, mobbing entered to the model as independent variable and general health as the dependent variable and the result was significant ($R^2 = .34$, $F(1, 221) = 112.11$, $p < .001$). Results of the regression analysis showed that targets' reports of mobbing significantly predicted general health ($\beta = .58$, $t = 10.59$, $p < .001$). Secondly, mobbing entered to the model as independent variable and burnout as the dependent variable and the result was again significant ($R^2 = .42$, $F(1, 221) = 155.86$, $p < .001$). Targets' reports of mobbing also significantly predicted the mediating variable which was burnout ($\beta = .64$, $t = 12.48$, $p < .001$). Thirdly,

burnout entered to the model as independent variable and general health as the dependent variable and the result was also significant ($R^2 = .52$, $F(1, 221) = 232.99$, $p < .001$) and burnout significantly predicted general health ($\beta = .72$, $t = 15.26$, $p < .001$). Mobbing explained 33% of the total variance of general health. Lastly, mobbing and burnout added to the model simultaneously and the result was significant ($R^2 = .54$, $F(2, 220) = 127.85$, $p < .001$). When burnout added to the regression, the direct effect of mobbing on general health decreased. With burnout in the model, mobbing still had a significant effect on general health and burnout also had significant effect on general health ($\beta = .59$, $t = 9.78$, $p < .001$). They together explained 53% of the total variance of general health. As it can be seen that this model made a 20 point increase in total variance. Sobel test results also supported that the partial mediation was significant ($z = 7.74$, $p < .001$). Bootstrapping was employed to confirm Sobel test results. Estimates from 5000 samples showed that the indirect effects of mobbing through burnout on general health lied between .8968 and 1.4409 with a confidence interval of 95% meaning indirect effect was significant.

Table 3.4 Mediation Analysis of Mobbing, Burnout and General Health

	β	t	<i>Sig.</i>	R^2	F	<i>DV</i>
<i>Analysis 1</i>				.33	112.11***	GH
Mobbing	.58	10.59	.000			
<i>Analysis 2</i>				.41	155.86***	Burnout
Mobbing	.64	12.48	.000			
<i>Analysis 3</i>				.52	232.99***	GH
Burnout	.72	15.26	.000			
<i>Analysis 3</i>				.54	127.85***	GH
Mobbing	.20	3.40	.001			
Burnout	.59	9.78	.000			

* $p < .05$, ** $p < .01$, *** $p < .001$, GH=General Health

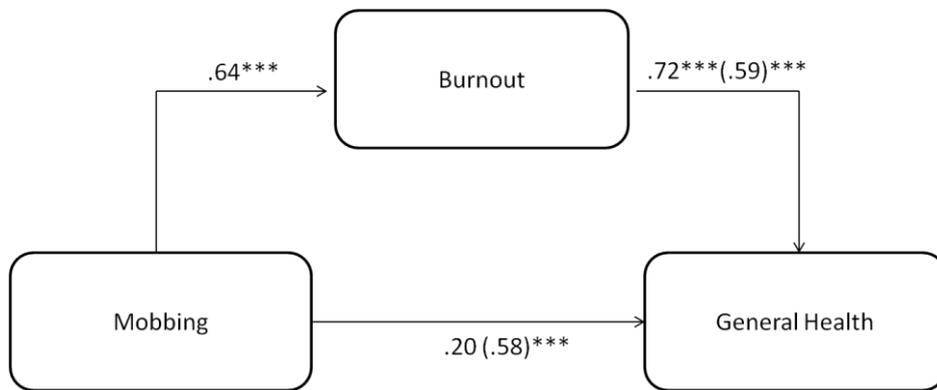


Figure 3.2 Mediation Analysis of Mobbing, Burnout and General Health

Secondly, the hypothesis which stated that burnout would partially mediate the relationship between mobbing and job satisfaction of the person was tested. As the first step, mobbing entered to the model as independent variable and job satisfaction as the dependent variable and the result was significant ($R^2 = .19$, $F(1, 221) = 50.82$, $p < .001$). According to the results of regression analysis, targets' reports of mobbing significantly and negatively predicted job satisfaction ($\beta = -.43$, $t = -7.13$, $p < .001$). Secondly, mobbing entered to the model as independent variable and burnout as the dependent variable and the result was again significant ($R^2 = .42$, $F(1, 221) = 155.86$, $p < .001$). Targets' reports of mobbing also significantly predicted the mediating variable which was burnout ($\beta = .64$, $t = 12.48$, $p < .001$). Thirdly, burnout entered to the model as independent variable and job satisfaction as the dependent variable and the result was also significant ($R^2 = .39$, $F(1, 221) = 138.13$, $p < .001$) and burnout significantly and negatively predicted job satisfaction ($\beta = -.62$, $t = -11.75$, $p < .001$). Mobbing explained 19% variance of job satisfaction; however, together with burnout they explained 39% variance of job satisfaction. Lastly, mobbing and burnout added to the model simultaneously and the result was significant ($R^2 = .39$, $F(2, 220) = 69.31$, $p < .001$). When burnout added to the regression, the direct effect of mobbing on job satisfaction decreased and lost its significance. In other words, with burnout in the model, mobbing doesn't have a significant effect on job satisfaction ($\beta = -.06$, $t = -.83$, $p > .05$). Therefore, burnout fully mediated the relationship between mobbing and job satisfaction.

Table 3.5 Mediation Analysis of Mobbing, Burnout and Job Satisfaction

	β	t	<i>Sig.</i>	R^2	F	<i>DV</i>
<i>Analysis 1</i>				.19	50.82***	JS
Mobbing	-.43	-7.13	.000			
<i>Analysis 2</i>				.41	155.86***	Burnout
Mobbing	.64	12.48	.000			
<i>Analysis 3</i>				.39	138.13***	JS
Burnout	-.62	-11.75	.000			
<i>Analysis 4</i>				.39	69.31***	JS
Mobbing	-.06	-.83	.408			
Burnout	-.58	-8.46	.000			

* $p < .05$, ** $p < .01$, *** $p < .001$, JS=Job Satisfaction

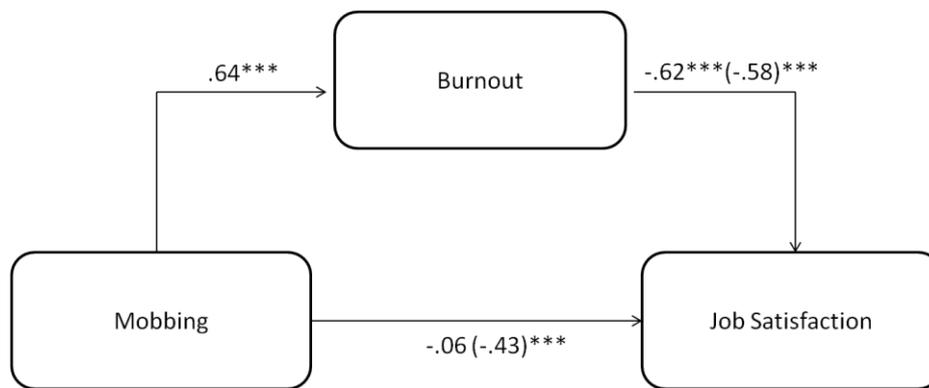


Figure 3.3 Mediation Analysis of Mobbing, Burnout and Job Satisfaction

Thirdly, the hypothesis which stated that burnout would partially mediate the relationship between mobbing and affective organizational commitment of the person was tested. As the first step, mobbing entered to the model as independent variable and affective organizational commitment as the dependent variable and the result was significant ($R^2 = .31$, $F(1, 221) = 97.12$, $p < .001$). Mobbing significantly and negatively predicted affective organizational commitment ($\beta = -.55$, $t = -9.86$, $p < .001$). Targets' reports of mobbing also significantly predicted the mediating variable which was burnout ($\beta = .64$, $t = 12.48$, $p < .001$). Then, burnout entered to the model as independent variable and affective organizational commitment as the dependent variable and the result was also significant ($R^2 = .38$, $F(1, 221) = 136.19$, $p < .001$) and burnout significantly and negatively predicted affective organizational commitment ($\beta = -.62$, $t = -11.67$, $p < .001$). Mobbing explained 30%

of the total variance of affective organizational commitment. Lastly, mobbing and burnout added to the model simultaneously and the result was significant ($R^2 = .42$, $F(2, 220) = 80.47$, $p < .001$). When burnout added to the regression, the direct effect of mobbing on affective organizational commitment decreased. With burnout in the model, mobbing still had a significant effect on affective organizational commitment ($\beta = -.27$, $t = -3.96$, $p < .001$) and burnout also had significant effect on affective organizational commitment ($\beta = -.45$, $t = -6.68$, $p < .001$). They together explained 42% of the total variance of affective organizational commitment. As it can be seen that this model made a 12 point increase in total variance. The Sobel test results also showed that partial mediation between mobbing and affective organizational commitment was significant ($z = -5.89$, $p < .001$). Bootstrapping was employed to confirm Sobel test results. Estimates from 5000 samples showed that the indirect effects of mobbing through burnout on affective organizational commitment lied between -2.1333 and -.9595 with a confidence interval of 95% meaning indirect effect was significant.

Table 3.6 Mediation Analysis of Mobbing, Burnout and Affective Organizational Commitment

	β	t	<i>Sig.</i>	R^2	F	<i>DV</i>
<i>Analysis 1</i>				.31	97.12***	AOC
Mobbing	-.55	-9.86	.000			
<i>Analysis 2</i>				.41	155.86***	Burnout
Mobbing	.64	12.48	.000			
<i>Analysis 3</i>				.38	136.19***	AOC
Burnout	-.62	-11.67	.000			
<i>Analysis 4</i>				.42	80.47***	AOC
Mobbing	-.27	-3.96	.000			
Burnout	-.45	-6.68	.000			

* $p < .05$, ** $p < .01$, *** $p < .001$, AOC=Affective Organizational Commitment

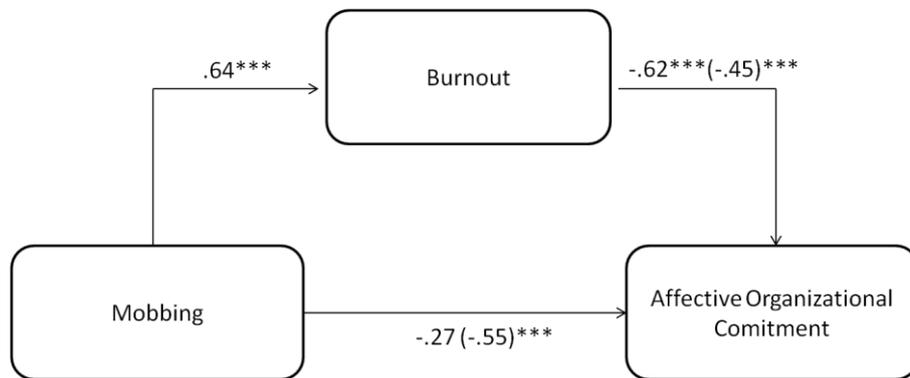


Figure 3.4 Mediation Analysis of Mobbing, Burnout and Affective Organizational Commitment

CHAPTER IV

DISCUSSION

The present study investigated both antecedents which are job demands, and job resources and consequences of mobbing which are general health, job satisfaction, and affective organizational commitment. The aim of this study was to understand why and when those variables affect mobbing. In order to understand the relationship between them more deeply, moderation and mediation analysis were conducted. The results of this study broaden the evidences to interpret the relationships between these constructs. In this section, firstly evaluation of the findings of this study were explained in detail, secondly limitations of this study and the suggestions for future research were discussed and then finally contributions and practical implications of this study were presented.

4.1 Evaluation of the Main Findings

The results of the analysis supported not all but most of the hypotheses. Both supported and not supported hypotheses have important meanings for mobbing literature.

Main findings of this research are interpreted in this section. Similar to the previous studies, the findings of the present study showed that job demands were significantly and positively related with mobbing incidences; thus, hypothesis 1 was supported. Baillien et al. (2011) found that high job demands and low control over the job associated with higher reports of mobbing. Parallel to this, Tuckey, Dollard, Hosking, and Winefield (2009) revealed that the presence of job demands and the absence of social support leads to workplace bullying. Increased mobbing under the conditions of job demands may have two explanations. Firstly, stressed employees due to increased job demands are tend to make more mistakes and these mistakes may cause others to approach them more negatively and establish an environment appropriate for workplace aggression. Secondly, stressed workers without job

resources and support which are necessary for being strong against mobbing behaviors cannot withstand and experience even more negative incidents; therefore, report mobbing (Baillien, Neyens, De Witte & De Cuyper, 2009).

Hypothesis 2 stated that there would be a significant and negative relationship between job resources and mobbing and this hypothesis was supported. As job resources increase, employees report less mobbing in the workplace. This finding is parallel to the literature and this study confirmed this relationship for Turkish sample (Baillen, Munoz, Broeck & De Witte, 2011; Demir & Rodwell, 2012; Demir, Rodwell, Flower, 2013; Hauge et al., 2007; Notelaers et al., 2010; Tuckey, Dollard, Hosking & Winefield, 2009). It was suggested that job resources may increase mobbing incidences in two ways. When people don't have resources, they may not find energy and support to defense and stay against workplace aggression and they perceive them as more negative events even they are daily normal tensions. On the other hand, when people don't find resources in their jobs, they may become aggressive and show aggression to others; therefore, increase the mobbing incidences (Demir & Rodwell, 2012). Within evolutionary basis, all creatures have an impulse to attack, show aggression and dominance to less powerful ones (Arnautovic, 2013). It may be, when lack of resources happens in the workplace, some impulsive people may take this atmosphere as an advantage to show their dominance and strength and bully others.

There was lack of studies in the mobbing literature that investigated the relationship between job demands - resources and mobbing and the moderating variables. It was new that negative affectivity was investigated as a moderator variable between job demands and resources and mobbing in this study. Negative affectivity (NA) plays an important role in mobbing incidences. Einarsen (2002) and Zapf (1999) stated that NA has an effect on perceptions and interpretations of negative events, conflicts between colleagues and workplace bullying. In previous studies, NA was taken as an antecedent of mobbing and it was found significantly and positively related with mobbing (Demir & Rodwell, 2012). In this study, hypothesis 3 stated that NA moderates the relationship between job demands and mobbing. Hypothesis 3 was

not supported. NA did not moderate the relationship between job demands and mobbing. It means that when job demands which are workload, emotional demands, emotional dissonance, and organizational changes exist in the workplace, whether the person has negative affectivity or not, s/he reports higher levels of mobbing compared to people reported low job demands. It may be because of negativity bias. Negativity bias is a notion which could be defined as “bad is stronger than good” (Baumeister, Bratslavsky, Finkenauer & Vohs, 2001). People tend to be influenced more and longer lasting from negative events than positive events even if their magnitudes are the same (Hilgard, Weinberg, Proudfit & Bartholow, 2014). Employees may not necessarily have trait negative affectivity to get negatively influenced by job demands and report mobbing. Job demands itself may be enough to create negative and strong influence on people. This finding has an important implication which was addressed in the practical implications section.

It is interesting that while job demands and mobbing was not moderated by negative affectivity, hypothesis 4 stating NA moderates the relationship between job resources and mobbing was supported. In other words, there was a significant negative relationship between job resources and mobbing and NA moderated this relationship significantly. When people had high NA, there was a significant negative relationship between them and there was also a significant negative relationship between job resources and mobbing when people had low NA. However, the strength of the relationship was higher in high NA condition. In other words, participants with high NA had more mobbing experiences as their scores on job resources decreased; whereas, participants with low NA did not show much difference in their mobbing reports as their scores on job resources decreased. As it was mentioned in the introduction section, people who are high in NA tend to feel down and bad more often compared to others (Herschovis et al., 2007) not with high demand but with less resources. They also react more negatively to stressful and negative events and experience emotions like aggression, hatred, hostility, resentment etc. (Douglas & Martinko, 2001). Because of those characteristics, people who are high in NA may magnify the stressful events like mobbing when they did not have enough resources to alleviate their stress. It was stated that people

are more vulnerable and less strong against any type of workplace aggression when they are lack of resources (Baillien et al., 2009). It can be inferred that together with the lack of resources, high levels of NA make people less strong against stressful events and/or more susceptible to perceive that they have experienced mobbing. Conversely, high level of resources would make people less vulnerable to stress and, thus experience less mobbing even when they have already high negativity in their personality and perceiving things negatively. The main theme is when people high in NA, provide resources or select those with low negativity.

Hypothesis 5 was also supported that frequency of targets' experiences of mobbing had significant positive relationship with targets' experiences of burnout. Burnout has really serious and negative influences on employees' well-being like decreased motivation and energy, and decreased quality of interpersonal relationships (Maslach & Jackson, 1984; Maslach & Schaufeli, 1993); therefore, many studies focused on burnout. The same strong relationship was found in many studies in the literature (e.g. Alkan, Yıldız & Bakır, 2011; Bucuklar, 2007; Cengiz & Aytan, 2013; Dikmentaş, Top & Ergin, 2011; Einarsen, Matthiesen & Skogstad, 1998; Sürvegil et al., 2007; Varhama & Björkvist, 2004). as expected.

Hypothesis 6 was also confirmed that frequency of targets' experiences of mobbing had significant relationship between individuals' general health. As mentioned in introduction section, mobbing has important consequences in terms of physical and psychological health (e.g. Broadsky, 1976; Einarsen, 2000; Einarsen & Raknes, 1997; Leymann, 1996) and this was confirmed in the present study. It can be inferred from significant positive correlation between general health experience of mobbing that people experience sleep problems, feel less happy, careful, alert, self-confident, strong against difficulties and more anxious, distressed, indecisive as a result of experiencing mobbing.

It was found that frequency of targets' reports of mobbing had significant negative relationship between organizational outcomes which are job satisfaction and organizational commitment which means hypothesis 7 was confirmed. It can be inferred from hypothesis 6 and 7, mobbing was found to lead important individual

and organizational consequences. When people experience mobbing, their physical and psychological health become worse, they feel that they no longer love their jobs and organizations and they don't feel committed affectively to their organization which increases intentions to leave and actual turnover (e.g., Maertz & Campion, 1998; Mathieu & Zajac, 1990; Turner & Chelladurai, 2005).

Hypothesis 8 was partially supported. It was hypothesized that burnout would partially mediate the relationship between frequency of targets' reports of mobbing and individual's general health and individual's organizational outcomes. Between these consequences and mobbing, it was found that burnout partially mediated the relationship between mobbing and individual's general health and affective organizational commitment and mobbing. The partial mediation was predicted; however, full mediation of burnout was found between job satisfaction and mobbing. The meaning of the supported hypothesis is that experiencing burnout is a key stone to experience negative consequences of mobbing.

According to the results of this study, it can be inferred that when people are subjected to mobbing, their health become worse and they feel less committed to their organizations significantly. Moreover, when they experience burnout these relationships get stronger. Burnout and mobbing together, explain substantial amount of variance on general health and affective organizational commitment of the individuals. Burnout has also a significant negative association with job satisfaction (e.g. Ali & Ali, 2014; Çağan & Günay, 2015; Lizano & Barak, 2015) as it was found in the present study. One of the most important findings of this study is that burnout fully mediated the relationship between mobbing and job satisfaction. When the person do not experience burnout, even if s/he is subjected to mobbing, his/her job satisfaction would not get influenced. Measure nature may be an important factor in here. The questions of the used scale were about general satisfaction of the job. With more detailed job satisfaction measures assessing satisfaction with supervisors, coworkers etc. this finding might be different. With the nature of the used measure, an explanation may be that job satisfaction is more related to the relationship of person and the job itself. For example, one may love

teaching others and have enthusiasm towards being a teacher. Just because of being subjected to mobbing by his/her manager, s/he may not give up on loving the job and satisfying with it, s/he just dislike or hate that school specifically and keep having positive feelings towards being a teacher. Factors other than mobbing may play more crucial role in job satisfaction like found in this study burnout; additionally, being self-employed or salary-earner (Hytti, Kautonen & Akola, 2013), work itself, stress, organization's policies, pay and benefits, opportunities for development were also found significant determinants of job satisfaction (Nandan & Krisna, 2013). As a result, mobbing influences job satisfaction only if person experiences burnout is an important finding having practical implications which were emphasized below in the practical implications for managers and organizations section.

4.2 Evaluation of the Findings about Demographic Variables of the Study

After the evaluation of hypotheses testing, the relationships between demographic variables and mobbing were presented. Interestingly, none of the demographic variables which were age, gender, education, sector, position, and work experience were found significantly related with experience of mobbing. In the literature age and position (Acar & Dündar, 2008; Niedl, 1995; Moayed, Darasieh, Shell & Salem, 2010), and working experience (Baş & Oral, 2012) were found to have significant relationships with mobbing. However, there are contradictory findings for age and working experience. The studies mentioned above found that as the age and working experience increase, mobbing increases. Contrarily, some of the studies revealed that as the age and working experience decreases mobbing increases (Koç & Bulut, 2009; Efe & Ayaz, 2010; Akyil, Tan, Saritaş & Altuntaş; 2012). It may be because of the fact that these studies focused on specific targets like nurses and academicians. Specific to some sectors, relationship patterns may change. In this study, there were participants approximately from all sectors so there was no significant relationship was found. Moreover, there were meaningful correlations found between some of the demographic variables and other variables

of this study. These were not placed in hypotheses; however, significant correlations were worth to mention about because they have important meanings.

Among the demographic variables, age was negatively correlated with job demands and positively correlated with affective commitment. Moreover, working experience has negative correlation with burnout and positive correlation with affective commitment. When people get older, their working experience also increases; therefore, findings about age and working experience could be interpreted together. Liebermann, Wegge and Müller (2013) found that expectation of remaining in the same job until retirement was negatively related with job demands. It could be inferred that when job demands are low, people tend to stay in their jobs until their old ages. It is also possible that when age increases, the position of the person may increase. In higher positions, autonomy and opportunities for development which are the components of job resources are also higher and demands may be lower relatively. If people work until old ages, it can be inferred that they are committed to their organizations affectively. Brimeyer, Perrucci and Wadsworth (2010) stated that older people are more experienced and experienced workers having more autonomy have also more organizational commitment.

Education was positively correlated with only job demands. It can be inferred that the more the person educated, the more work stress, time pressure, and work overload on him/her. This relationship made sense that expectation from more educated people may be very high. Because they are perceived to have high capacity, employers may give them too much responsibility and expect unrealistic performance which may create stress and burden on them.

Working in private or public sector positively correlated with burnout and general health and negatively correlated with job satisfaction. In this study, two indicated private sector and one indicated public sector. About general health, higher scores indicated worse health situation. It was shown that in private sector, people experienced higher burnout levels, had worse general state of health and lower job satisfactions. Public workers found to be healthier, satisfied and experience less

burnout. The reason why private sector employees experienced these may be because they work longer hours, experience less flexibility, even called for work in national holidays, and have less time for their family and personal activities (Francis, Lingard, Prosser & Turner, 2013).

4.3 Limitations of This Study and Suggestions for Future Research

This study has some limitations. As the first limitation, hypothesis 3 stated that NA moderates the relationship between job demands and mobbing was not supported. Factors other than negative affectivity could moderate or mediate this association. Why there is a relationship between job demands and mobbing is suggested to be questioned by future researchers.

Secondly, the results of this study relies on self-reports. Self-reports have risk to give biased results because of social desirability. Especially for negative affectivity questionnaire, this may create a problem because people may be reluctant to show themselves as negative. For other questionnaires, participants' own thoughts and perceptions were considered as important; thus, self-reports may not pose a problem. For negative affectivity, future researchers may collect data from participants' family, best friends or coworkers or implicit personality measures could be used.

Thirdly, mobbing means were found relatively low compared to other study variables meaning that participants of this study generally do not experience serious levels of mobbing. The survey was sent to Struggle with Mobbing Association in order to collect data from seriously affected people and the contact person from this association published the survey link on their webpage; however, there were not many returns. Thus, it is suggested that going to this particular union and distributing paper questionnaires would provide healthier results.

In the present study, burnout was found as a key stone between mobbing and its consequences which are individual general health, job satisfaction and affective organizational commitment. Therefore, future research could focus on when mobbing results in burnout. Finding when mobbing results in burnout may help

preventing burnout and the negative consequences of mobbing mediated by burnout.

In addition, mobbing has different types. In this study, overall score of the Workplace Bullying Scale – Turkey was used in the analyses. Future research could analyze sub-dimensions of mobbing in order to see which antecedents increase or decrease what kind of mobbing behaviors. Job demands and resources have also different dimensions. Different dimensions of these antecedents may have different effects on types of mobbing. Further analyses of those subtypes may provide better understanding of the associations.

4.4 Contributions of the Study

This study has several contributions to the literature. First of all, there were not many studies investigating the relationship between job demands and job resources and mobbing. This study made contribution by investigating a personality characteristic which is negative affectivity as a moderator between job characteristics which are job demands and job resources and mobbing for the first time. Negative affectivity was found as significantly moderating the relationship between job resources and mobbing. This finding is important because it brings explanation to when there is a relationship between these two variables. Being not able to find a moderating effect of negative affectivity between job demands and mobbing provides us to understand that when job demands are high, people's individual characteristics no longer play role on reporting mobbing. Experiencing job demands in itself creates negativity.

Secondly, this study provide evidence for the mediating effects of burnout between mobbing and the organizational outcomes which are job satisfaction, general health and affective organizational commitment. The most importantly, full mediation of burnout between mobbing and job satisfaction was revealed that if only employees experience burnout as a result of mobbing, their job satisfaction decreases. In the existing literature, the negative relationship between mobbing and job satisfaction

presented for years; however, full mediation found in this study brought a good explanation why this relationship exists.

Thirdly, partial mediations have also important meanings. This study contributes to the existing literature with presenting burnout as a mediator between mobbing and its outcomes. Finding out how and why these consequences occur plays important role on intervene in mobbing. Burnout partially mediated the relationship between mobbing and general health. And it also mediated the relationship between mobbing and affective organizational commitment which are crucial organizational consequences playing important roles in employees' physical and psychological health, success and life satisfaction.

Fourthly, this study did not present merely relationships between mobbing, antecedents and its consequences, instead via moderation and mediation analysis, it tried to explain the conditions and the mechanisms how these associations occur. This contribution brings insight to understand mechanisms deeper and could make easier to take precautions for mobbing which affects employees life seriously.

4.5 Practical Implications for Managers and Organizations

This study has important implications for managers and organizations. Decreasing and preventing mobbing are matters of research for years because it has serious consequences. The results of this study would help managers and organizations to create good organizational climate with preventing mobbing. The findings give us clues about how to decrease mobbing incidences.

To decrease mobbing organizations should work through decreasing job demands. In this study, it was found that whether the person has negative affectivity or not, people experience mobbing when job demands are high. If job demands are high in an organization, mobbing increases, as a consequence, burnout increases, general health becomes worse, job satisfaction decreases and also affective organizational commitment decreases. Decreasing it may help to decrease others as well.

The moderating effect of negative affectivity between job resources and mobbing should be also considered. Personality measures are used widely in recruitment processes. Managers may implement personality measure including the questions about negative affectivity. Before hiring a person considering whether s/he is high in negative affectivity may be important after evaluating the job conditions. If the job demands are high, NA measure in personality assessment may not be crucial; however, if the resources are low in job, managers should regard the level of negative affectivity of the candidate due to decrease mobbing reports of the employees.

Consequences of mobbing which are worse general health, decreased job satisfaction and affective organizational commitment are very important that the job performance of people experiencing them may also decrease. Burnout is an important factor why people experience these consequences; therefore, burnout should also be decreased. This may be possible with increasing job resources. Increasing job resources may not only decrease burnout but also decrease mobbing. In the literature it was found that high quality leader member exchange increases job resources and decreases burnout levels of employees (Thomas & Lankau, 2009). Therefore, it is suggested that managers and supervisors should support their employees, build mutual trust, and guide them in their career ways. This kind of attitude would decrease mobbing and increase the well-being of employees.

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APPENDICES

APPENDIX A: Gönüllü Katılım Formu

Bu çalışma, ODTÜ Endüstri ve Örgüt Psikolojisi bölümü öğrencilerinden Sinem Yeldan tarafından, ODTÜ Psikoloji bölümünden Prof. Dr. Reyhan Bilgiç danışmanlığında yürütülen bir yüksek lisans tezi çalışmasıdır. Çalışmanın amacı, mobbingin sebep ve sonuçlarının incelenmesidir. Çalışmaya katılım tamimiyle gönüllülük temelinde olmalıdır. Çalışma süresince, sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamimiyle gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler bilimsel yayımlarda kullanılacaktır.

Çalışma sırasında doldurulması talep edilecek anketler, genel olarak kişisel rahatsızlık verecek herhangi bir ayrıntı içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz çalışmayı yarıda bırakmakta serbestsiniz. Çalışmayı yarıda bırakma durumunda anketi uygulayan kişiye, anketi tamamlayamadığınızı söylemek yeterlidir. Çalışmanın veri toplama aşamasının sonunda, bu çalışmayla ilgili sorularınız cevaplanacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz.

Çalışma hakkında daha fazla bilgi almak için ODTÜ Endüstri ve Örgüt Psikolojisi bölümü öğrencilerinden Sinem Yeldan (Tel: 0 506 324 50 13; E-posta: sinemyeldan@gmail.com) ya da tez danışmanı Prof. Dr. Reyhan Bilgiç (Oda: B-241; Tel: (0312) 210 31 85; E-posta: rey@metu.edu.tr) ile iletişim kurabilirsiniz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum. (Formu doldurup imzaladıktan sonra uygulayıcıya geri veriniz).

İsim Soyad

Tarih

İmza

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APPENDIX B: DEMOGRAFİK BİLGİ FORMU

Yaşınız: _____

Cinsiyetiniz: ___K ___E

Eğitim Durumunuz: _____

İşiniz/Mesleğiniz: _____

Çalıştığınız Kurum: ___Kamu ___Özel

Çalıştığınız Sektör (turizm, enerji, sağlık vb.): _____

Çalıştığınız Pozisyon: _____

Şu Anki İş Yerinizde Çalıştığınız Süre: _____

İş Hayatınızda Çalıştığınız Toplam Süre: _____

APPENDIX C: POSITIVE NEGATIVE AFFECTIVITY SCALE

Bu ölçek farklı duyguları tanımlayan bir takım sözcükler içermektedir. Son iki hafta nasıl hissettiğinizi düşünüp her maddeyi okuyunuz. Uygun cevabı her maddenin yanında ayrılan yere (puanları daire içine alarak) işaretleyiniz. Cevaplarınızı verirken aşağıdaki puanları kullanınız.

1. Çok az veya hiç
2. Biraz
3. Ortalama
4. Oldukça
5. Çok fazla

1. İlgili 1 2 3 4 5
2. Sıkıntılı 1 2 3 4 5
3. Heyecanlı 1 2 3 4 5
4. Mutsuz 1 2 3 4 5
5. Güçlü 1 2 3 4 5
6. Suçlu 1 2 3 4 5
7. Ürkmüş 1 2 3 4 5
8. Düşmanca 1 2 3 4 5
9. Hevesli 1 2 3 4 5
10. Gururlu 1 2 3 4 5
11. Asabi 1 2 3 4 5
12. Uyanık 1 2 3 4 5
13. Utanmış 1 2 3 4 5
14. İlhamlı 1 2 3 4 5
(yaratıcı düşüncelerle dolu)
15. Sinirli 1 2 3 4 5
16. Kararlı 1 2 3 4 5
17. Dikkatli 1 2 3 4 5

18. Tedirgin 1 2 3 4 5
19. Aktif 1 2 3 4 5
20. Korkmuş 1 2 3 4 5

APPENDIX D: JOB DEMANDS AND RESOURCES SCALE

Aşağıda işinizin özellikleri ile ilgili çeşitli sorular bulunmaktadır. Her bir maddede ifade edilen durumu ne sıklıkta yaşadığınızı, sunulan 5 noktalı ölçekte size uygun olan seçeneği işaretleyerek belirtmeniz istenmektedir.

Örneğin, işinizin yapılış şekli üzerinde hiç kontrolünüz yoksa, “İşin nasıl yapıldığı üzerinde kontrolünüz olabiliyor mu?” sorusuna 1 (Hiçbir Zaman) seçeneğini işaretleyiniz.

	Hiçbir Zaman 1	Çok Nadir 2	Bazen 3	Çoğu Zaman 4	Her Zaman 5
1. Hızlı çalışmak mı zorundasınız?	1	2	3	4	5
2. Yapmanız gereken çok fazla işiniz mi var?	1	2	3	4	5
3. Bir işi zamanında yetiştirmek için ne sıklıkla fazla mesai yapmanız gerekir?	1	2	3	4	5
4. Çalışırken üzerinizde zaman baskısı hissediyor musunuz?	1	2	3	4	5
5. İşinizi yaparken esnek olabiliyor musunuz?	1	2	3	4	5
6. İşin nasıl yapıldığı üzerinde kontrolünüz olabiliyor mu?	1	2	3	4	5
7. İşin yapılışında karar alma aşamasında yer alabiliyor musunuz?	1	2	3	4	5
8. İşiniz duygusal açıdan talepkar mı?	1	2	3	4	5
9. İşinizde size duygusal olarak dokunaklı olaylarla karşı karşıya kalır mısınız?	1	2	3	4	5

10. İşinizde duygusal anlamda dolgun durumlarla karşılaştığınız olur mu?	1	2	3	4	5
11. Çalışırken onları memnun etmek adına her şeyi yapmanıza rağmen yine de sürekli şikâyet eden müşterilerle karşılaşır mısınız?	1	2	3	4	5
12. İşinizde talepkar müşterilerle uğraşmak zorunda kalır mısınız?	1	2	3	4	5
13. Çalışırken hak ettiğiniz saygı ve nezakette davranmayan müşterilerle karşılaşır mısınız?	1	2	3	4	5
14. Lazım olduğunda iş arkadaşlarınızdan yardım isteyebilir misiniz?	1	2	3	4	5
15. İşte zorluklarla karşılaştığınızda iş arkadaşlarınızın size destek olacağına güvenebilir misiniz?	1	2	3	4	5
16. İş arkadaşlarınızın sizi değerli bulduğunu hissediyor musunuz?	1	2	3	4	5
17. Çalışırken hislerinizi doğal görünmek adına ne sıklıkta bastırırsınız (örn. Kızgınlık)?	1	2	3	4	5
18. Çalışırken spontane duygularınızı ne sıklıkta göstermeye engel olursunuz (örn. Antipati)?	1	2	3	4	5
19. Çalışırken, müşterilerinize (iç veya dış) ne sıklıkla asıl hissettiğiniz duygulardan farklı olan belirli duyguları göstermek zorunda kalırsınız?	1	2	3	4	5
20. Çalışırken, müşterilerinize karşı başka türlü hissetmenize rağmen ne sıklıkta olumlu duygular göstermek durumunda kalırsınız?	1	2	3	4	5
21. Çalışırken canınızı sıkan müşterilere ne sıklıkla anlayışlı davranmak zorunda kalırsınız?	1	2	3	4	5
22. Amirim beni benden memnun olup olmadığı konusunda bilgilendirir.	1	2	3	4	5

23. Amirim işteki sorunlarım ya da isteklerime ilgi gösterir.	1	2	3	4	5
24. Amirim tarafından değer gördüğümü hissedirim.	1	2	3	4	5
25. Amirim işte karşılaştığım sorunların çözümünde etkili olur.	1	2	3	4	5
26. Amirim bana karşı yakın ve sıcaktır.	1	2	3	4	5
27. İş yeriniz değişikliklerin (örn: personel, ürün ya da süreç) olduğu bir yer midir?	1	2	3	4	5
28. Şimdiki iş pozisyonunuzda herhangi bir yeniden düzenlemeyle karşılaştınız mı?	1	2	3	4	5
29. Kendinizi iş yerinizdeki değişikliklere uydurmak zorunda mısınızdır?	1	2	3	4	5
30. Son zamanlarda iş yerinizdeki organizasyon yapısında bir değişiklik meydana geldi mi?	1	2	3	4	5
31. Son zamanlarda takımınızın yapısı değişti mi?	1	2	3	4	5
32. Son zamanlarda işinizin içeriği değişti mi?	1	2	3	4	5
33. İşinizde değişen görevlerle karşı karşıya kaldınız mı?	1	2	3	4	5
34. İşimde güçlü olduğum yönlerimi geliştirebileceğim imkânlar var.	1	2	3	4	5
35. İşimde kendimi sürekli olarak geliştiririm.	1	2	3	4	5
36. İşim bana yeni şeyler öğrenme olanağı sunar.	1	2	3	4	5

APPENDIX E: İşyerinde Psikolojik Taciz Ölçeği (İPTÖ)

	Hiçbir Zaman	Ayda bir, iki defa veya daha nadir	Haftada bir defa	Hemen hemen her gün
	1	2	3	4
1. Yaptığım her iş ince ince izleniyor.	1	2	3	4
2. Mesleki becerilerimin altında veya özsaygıma zarar veren işler yapmam isteniyor.	1	2	3	4
3. Yaptığım her iş eleştiriliyor, hatalarım tekrar tekrar yüzüme vuruluyor.	1	2	3	4
4. İşimle ilgili yanlış bilgi veriliyor veya saklanıyor.	1	2	3	4
5. Soru ve taleplerim yanıtsız bırakılıyor.	1	2	3	4
6. Yetiştirilmesi imkansız, mantıksız görev ve hedefler veriliyor.	1	2	3	4
7. İşle ilgili konularda söz hakkı verilmiyor veya sözüm kesiliyor.	1	2	3	4
8. Sorumluluklarım daraltılıyor veya elimden alınıyor.	1	2	3	4
9. İşle ilgili öneri ve görüşlerim reddediliyor.	1	2	3	4
10. Benimle bağırılıp çağırılarak veya kaba bir tarzda konuşuluyor.	1	2	3	4

11. İşe ilişkin kararlarım sorgulanıyor.	1	2	3	4
12. Olumsuz mimik ve bakışlar yöneltiliyor.	1	2	3	4
13. Özel yaşamımla ilgili konuşulmasını istemediğim hassas konular açığa çıkarılıyor.	1	2	3	4
14. Benimle herkesin önünde aşağılayıcı bir üslupla konuşuluyor.	1	2	3	4
15. Dış görünüşümle, hal ve hareketlerimle veya kusurlarımla alay ediliyor.	1	2	3	4
16. Özel yaşamımla alay ediliyor.	1	2	3	4
17. İşyerimde yaşanan her türlü problemin sorumlusu tutuluyorum.	1	2	3	4
18. İşyerinde sanki yokmuşum gibi davranılıyor.	1	2	3	4
19. İşyerinin kutlamalarına benim dışımda herkes çağrılıyor.	1	2	3	4
20. Başarılarım, başkalarınca sahipleniliyor.	1	2	3	4
21. İş arkadaşlarım benimle birlikte çalışmaktan, aynı projede yer almaktan kaçınıyor.	1	2	3	4
22. İş arkadaşlarımdan ayrı bir bölümde çalışmaya zorlanıyorum.	1	2	3	4
23. Özel yaşamıma ilişkin hakaret boyutuna varan eleştiriler yapılıyor.	1	2	3	4
24. Siyasi ve dini görüşlerim nedeniyle sözlü veya sözsüz saldırılara hedef oluyorum.	1	2	3	4
25. Ofis içinde veya dışındayken gereksiz telefon çağrıları ile rahatsız ediliyorum.	1	2	3	4
26. Cinsel içerikli söz ve bakışlar yöneltiliyor.	1	2	3	4
27. Tehditkar söz veya davranışlar yöneltiliyor.	1	2	3	4

28. E-postama veya ofisime ařađılayıcı, hakaret içeren resim veya yazılar gönderiliyor.	1	2	3	4
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APPENDIX F: MASLACH TÜKENMİŞLİK ÖLÇEĞİ

Aşağıda, işinizle ilgili ne sıklıkta neler hissettiğinizi ölçmeyi hedefleyen maddeler yer almaktadır. Her bir maddede ifade edilen durumu ne sıklıkta hissettiğinizi, sunulan 5 noktalı ölçekte size uygun olan seçeneği işaretleyerek belirtiniz.

	Hiç 1	Çok Nadir 2	Bazen 3	Sık Sık 4	Çok Sık 5
1. İşimden soğuduğumu hissediyorum.	1	2	3	4	5
2. İş dönüşü ruhen tükenmiş hissediyorum.	1	2	3	4	5
3. Sabah kalktığımda bir gün daha bu işi kaldıramayacağımı düşünüyorum.	1	2	3	4	5
4. İşim gereği karşılaştığım insanların ne hissettiğini hemen anlarım.	1	2	3	4	5
5. İşim gereği karşılaştığım bazı insanlara sanki insan değilmiş gibi davrandığımı hissediyorum.	1	2	3	4	5
6. Bütün gün insanlarla uğraşmak benim için gerçekten çok yıpratıcı.	1	2	3	4	5
7. İşim gereği karşılaştığım insanların sorunlarına en uygun çözüm yollarını bulurum.	1	2	3	4	5
8. Yaptığım işten tükendiğimi hissediyorum.	1	2	3	4	5
9. Yaptığım iş sayesinde insanların yaşamına katkıda bulunduğuma inanıyorum.	1	2	3	4	5
10. Bu işte çalışmaya başladığımdan beri insanlara karşı sertleştim.	1	2	3	4	5
11. Bu işin beni giderek katılaştırmasından korkuyorum.	1	2	3	4	5
12. Çok şeyler yapabilecek güçteyim.	1	2	3	4	5
13. İşimin beni kısıtladığını hissediyorum.	1	2	3	4	5
14. İşimde çok fazla çalıştığımı hissediyorum.	1	2	3	4	5
15. İşim gereği karşılaştığım insanlara ne olduğu umurumda değil.	1	2	3	4	5
16. Doğrudan doğruya insanlarla çalışmak bende çok fazla stres yaratıyor.	1	2	3	4	5
17. İşim gereği karşılaştığım insanlarla aramda rahat bir hava yaratırım.	1	2	3	4	5
18. İnsanlarla yakın bir çalışmadan sonra kendimi canlanmış hissedirim.	1	2	3	4	5

19. Bu işte birçok kayda değer başarı elde ettim.	1	2	3	4	5
20. Yolun sonuna geldiğimi hissediyorum.	1	2	3	4	5
21. İşimdeki duygusal sorunlara serinkanlılıkla yaklaşırım.	1	2	3	4	5
22. İşim gereği karşılaştığım insanların bazı problemlerini sanki ben yaratmışım gibi davrandıklarımı hissediyorum.	1	2	3	4	5

APPENDIX G: GENEL İŐ DOYUMU ANKETİ

Bilgiç (2008) tarafından Türkçe'ye uyarlanan Görev Tanı (Hackman & Oldham, 1975) ölçeğinin #3 Maddelik Genel İş Doyumunu alt boyutu ile oluşturulmuştur.

7'li Likert Tipi (1= *Tamamen Katılmıyorum*, 7= *Tamamen Katılıyorum*).

- $\alpha = .78$ Genel İş Doyumunu alt boyutu için (Bilgiç, 2008)
- 1. Genel olarak konuşmak gerekirse, bu iş beni çok tatmin ediyor.
- 2. Bu işte yaptığım çalışmalar, genel olarak, beni tatmin ediyor.
- 3. Genel olarak konuşmak gerekirse, işimi seviyorum.

APPENDIX H: GENEL SAĞLIK ANKETİ (GSA)

Son birkaç hafta içinde herhangi bir şikayetinizin olup olmadığını, genel olarak sağlığınızın nasıl olduğunu öğrenmek istiyoruz. Lütfen, soruların tamamını size en uygun şıkki işaretleyerek cevaplayınız.

Son zamanlarda;

1)Endişeleriniz nedeni ile uykusuzluk çekiyor musunuz?

a)Hayır, hiç çekmiyorum b)Her zamanki kadar c)Her zamankinden sık d)Çok sık

2)Kendinizi sürekli zor altında hissediyor musunuz?

a)Hayır, hissetmiyorum b)Her zamanki kadar c)Her zamankinden sık d)Çok sık

3)Yaptığınız işe dikkatinizi verebiliyor musunuz?

a)Her zamankinden iyi b)Her zamanki kadar c)Her zamankinden kötü d)Her zamankinden çok kötü

4)Çevrenizde yararlı bir rol oynadığınızı düşünüyor musunuz?

a)Her zamankinden çok b)Her zamanki kadar c)Her zamankinden az d)Her zamankinden çok daha az

5)Sorunlarınızla başa çıkabilmek için kendinizi yeterli görüyor musunuz?

a)Her zamankinden çok b)Her zamanki kadar c)Her zamankinden az d)Her zamankinden çok daha az

6)Karar vermekte güçlük çekiyor musunuz?

a)Hayır, hiç çekmiyorum b)Her zamanki kadar c)Her zamankinden sık d)Çok sık

7)Karşılaştığınız güçlüklerin üstesinden gelemediğinizi hissediyor musunuz?

a)Hayır,hiç hissetmiyorum b) Her zamanki kadar c)Her zamankinden sık d)Çok sık

8)Değişik yönlerden baktığınızda kendinizi mutlu hissediyor musunuz?

a)Her zamankinden çok b)Her zamanki kadar c)Her zamankinden az d)Her zamankinden çok daha az

9)Günlük işlerinizden zevk alabiliyor musunuz?

a)Her zamankinden çok b)Her zamanki kadar c)Her zamankinden az d)Her zamankinden çok az

10)Kendinizi mutsuz ve çökkün hissediyor musunuz?

a)Hayır,hiç hissetmiyorum b)Her zamanki kadar c)Her zamankinden sık d)Çok sık

11)Kendinize güveninizde azalma var mı?

a)Hiç yok b)Her zamanki kadar c)Her zamankinden çok d)Çok fazla

12)Kendinizi değersiz biri olarak görüyor musunuz?

a)Hayır, hiç görmüyorum b)Her zamanki kadar c)Her zamankinden sık d)Çok sık

APPENDIX I: ÖRGÜTSEL BAĞLILIK ÖLÇEĞİ

Lütfen aşağıdaki ölçekteki sayılardan size uygun olanı cümlelerin başındaki boşluklara yazınız.

Kesinlikle Katılmıyorum 1	Katılmıyorum 2	Ortadayım 3	Katılıyorum 4	Kesinlikle Katılıyorum 5
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- ___1) Bu kurumun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.
- ___2) Bu kurumun amaçlarını benimsiyorum.
- ___3) Bu kuruma kendimi “duygusal olarak bağlı” hissetmiyorum.
- ___4) Kendimi kuruluşumda “ailenin bir parçası” gibi hissetmiyorum.
- ___5) Buradaki işimi kendi özel işim gibi hissediyorum.
- ___6) Bu kurumun benim için çok özel bir anlamı var.
- ___7) Şirketime karşı güçlü bir aitlik hissim yok.
- ___8) Bu kurumun meselelerini gerçekten de kendi meselelerim gibi hissediyorum.

APPENDIX J: KATILIM SONRASI BİLGİ FORMU

Bu çalışma daha önce de belirtildiği gibi, ODTÜ Endüstri ve Örgüt Psikolojisi bölümü öğrencilerinden Sinem Yeldan tarafından, ODTÜ Psikoloji bölümünden Prof. Dr. Reyhan Bilgiç danışmanlığında yürütülen bir yüksek lisans tezi çalışmasıdır. Çalışmanın amacı, mobbingin sebep ve sonuçlarının incelenmesidir.

Mobbing, işyerinde psikolojik taciz anlamına gelmektedir. Çeşitli faktörler bu olayın görülme sıklığını etkilemektedir. Örneğin, işin bazı özellikleri mobbingi arttırırken, bazıları ise azaltmaktadır. Araştırmalarda, iş yükü, duygusal yük, duygusal tutarsızlıklar ve organizasyonel değişikliklerin mobbingin görülme sıklığını arttırdığı; işte özerklik, iş arkadaşlarından gelen destek, yönetimden gelen destek ve kurumda kişisel gelişim için fırsatlar olmasının ise mobbingin görülme sıklığını azalttığı bulunmuştur (Baillien, Rodriguez-Munoz, Broeck & De Witte, 2011). Bu çalışmada ise mobbingi etkileyen bu faktörlere neyin aracılık ettiğini bulmak amacıyla katılımcıların pozitif negatif duygulanım durumlarına bakılmıştır. Eğer katılımcılarda, negatif duygu durumuna yatkınlık varsa, işin yukarıda bahsedilen taleplerinin olması durumunda daha fazla mobbing rapor edecekleri, pozitif duygu durumuna yatkınlık varsa, yine yukarıda bahsedilen işin imkanları olması halinde de daha az psikolojik tacize maruz kaldıklarını rapor edecekleri beklenmektedir.

Ek olarak, bu araştırmada, mobbingin çeşitli sağlık sonuçlarına, örgütsel bağlılığa ve iş tatminine olan etkileri de araştırılmaktadır. Psikolojik tacize uğramış olan bireylerde, genel sağlık ölçeği puanlarının, örgütsel bağlılıklarının ve iş tatminlerinin düşük olması beklenmektedir.

Bu çalışmadan alınacak ilk verilerin Haziran 2015 sonunda elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sonuçlarını öğrenmek ya da bu araştırma hakkında daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz. Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

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APPENDIX K: EXTENDED TURKISH SUMMARY

TÜRKÇE ÖZET

1. GİRİŞ

İş yerinde psikolojik taciz (mobbing), çalışanların hayatını önemli düzeyde etkileyen bir stres kaynağıdır. Bu çalışmanın amacı, psikolojik tacize uğrayan kişinin bireysel faktörleri ve iş özelliklerinin, psikolojik taciz rapor etme sıklığı ile olan ilişkisini araştırmak, ek olarak da psikolojik tacizin sonuçlarını tükenmişlik aracılığı ile incelemektir. Mob, Latin kökenli bir fiil olup, kararsız kalabalık anlamına gelen “mobile vulgus” kelime öbeğinden türemiştir. Bu fiil, rahatsız etmek, saldırmak ve etrafında toplanmak anlamına gelmektedir. Mobbing kelimesi ilk defa 1960’lı yıllarda, etolojist Konrad Lorenz tarafından hayvan davranışlarını açıklamak için kullanılmıştır (Lorenz, 1966). Bu kelimenin farklı alanlardaki kullanımlarından sonra, 1980’li yıllarda, endüstri psikoloğu Heinz Leymann mobbing kelimesini iş yerinde kullanılmak üzere adapte etmiştir. Mobbing, bir bireyin, bir kişi ya da daha fazla kişi tarafından, neredeyse her gün, aylarca ve devamlı olarak uğradığı, bireyi çaresiz, savunmasız duruma düşürecek ve yüksek ihtimalle işten çıkmasına sebebiyet verecek davranışlar bütünüdür (Leymann, 1996).

Bir davranışın mobbing olduğunu söyleyebilmek için bazı kriterlerin olması gerekmektedir. Leymann (1996) mobbing davranışlarını tanımlayabilmek için bazı kriterler listelemiştir. Bu davranışlar, kişilerin iletişimine, sosyal ilişkilerine, kişisel saygınlığına, iş performansına ve fiziksel sağlığına zarar vermektedir.

Mobbingin nedenleri olarak bireysel (Hauge, Skogstad & Einarsen, 2010; Leymann, 1996; Notelaers, De Witte, & Einarsen, 2010; Salin & Hoel, 2010) ve iş ile alakalı faktörler (Broadsky, 1976; Coyne, Seigne & Randall, 2000; Gandolfo, 1995; Glaso, Matthiesen, Nielsen & Einarsen, 2007; Zapf & Einarsen, 2003) ayrı ayrı araştırılmıştır. Bu çalışmada ise mobbingin nedenleri ve sonuçları birlikte incelenmiştir. Nedenleri olarak iş talepleri ve iş kaynakları, kişilerin negatif

duygulanımlarının düzenleyici rolüyle incelenmiş, sonuçları olarak genel sağlık, iş tatmini ve duygusal örgütsel bağlılık, tükenmişlik aracılığıyla analiz edilmiştir.

İş yükü, zaman baskısı ve rol belirsizliği iş taleplerine girmekte olup, performans geri bildirim, özerklik ve sosyal destek ise iş kaynaklarından sayılmaktadır. İş talepleri ve kaynakları modeline göre, işin fiziksel, sosyal ve örgütsel taleplerinin fazla olması (Demerouti, Bakker, Nachreiner & Schaufeli, 2001) ve psikolojik, sosyal, organizasyonel katkıları olan iş kaynaklarının az olması, kişi ve kurum açısından, tükenmişlik, devir hızı ve sağlık problemleri gibi negatif sonuçlara yol açmaktadır (Bakker, Demerouti, de Boer & Schaufeli, 2003). Literatürde, iş kaynakları mobbing ile negatif ilişki gösterirken (Zapf, Knorz, & Kulla, 1996), iş talepleri pozitif ilişkili bulunmuştur (Hauge, Skogstad & Einarsen, 2010).

Bu çalışmaya düzenleyici değişken olarak dahil edilen negatif duygulanımı yüksek kişilerin kendini kötü hissetmeye daha yatkın olması, stresli olaylara dirençlerinin daha düşük olması, öfke, nefret, düşmanlık ve intikam gibi duyguları daha sık hissetmesi söz konusudur (Douglas & Martinko, 2001). Bu nedenle negatif duygulanım seviyeleri yüksek olan kişilerin daha sık mobbing rapor ettiği bulunmuştur (Aquino, Grover, Bradfield & Allen, 1999).

Mobbingin sonuçlarına baktığımızda, bu araştırmada genel sağlık, iş tatmini ve duygusal örgütsel bağlılık değişken olarak alınmıştır. Literature göre, mobbinge maruz kalan kişilerin fiziksel ve psikolojik sağlıklarının kötü etkilendiği (Einarsen, 2000; Einarsen & Raknes, 1997; Leymann, 1996), iş tatminlerinin düştüğü (Chesler, 2014; Çalışkan & Tepeci, 2008; Karakuş & Çankaya, 2012) ve duygusal örgütsel bağlılıklarının azaldığı ortaya koyulmuştur (Demir & Rodwell, 2012; Einarsen et al., 1994; Namie et al., 2000; Pelit & Kılıç, 2014; Randall, 1997; Vartia, 1996; Zapf et al., 1996).

Yukarıda bahsedilen sonuçların mobbing ile olan ilişkisi, tükenmişlik aracılığıyla incelenmiştir. Mobbing ile tükenmişlik arasında pozitif bir ilişki vardır (Alkan, Yıldız & Bakır, 2011; Einarsen, Matthiesen & Skogstad, 1998; Mościcka-Teske, Drabek, & Pyżalski, 2013). Tükenmişlik aynı zamanda genel sağlığı (Ahola et al.

2012; Gerber, Lang, Karina, Feldmeth, Elliot, Brand & Holsboer-Trachsler, 2013; Gorter, Eijkman & Hoogstraten, 2000; Melamed, Shirom, Toker, Berliner & Shapira, 2006), iş tatminini (Ali & Ali, 2014; Lizano & Barak, 2015; Çağan & Günay, 2015) ve duygusal örgütsel bağlılığı (Güneş, Bayraktaroğlu & Kutanis, 2009; Nagar, 2012; Tekin, Aydın, Özmen & Yaykaşlı, 2014; Zhou, Lu, Liu, Zhang & Chen, 2014) negatif yönde etkilemektedir.

Bu bilgiler ışığında, aşağıda bu çalışmada test edilen hipotezler listelenmiştir:

Hipotez 1: İş talepleri ve kurbanların mobbing rapor etme sıklığı arasında anlamlı ve pozitif bir ilişki vardır.

Hipotez 2: İş kaynakları ve kurbanların mobbing rapor etme sıklığı arasında anlamlı ve negatif bir ilişki vardır.

Hipotez 3: Kişilerin negatif duygulanımları yüksekse, iş talepleri ve kurbanların mobbing rapor etme sıklığı arasındaki pozitif ilişki kuvvetlenmektedir.

Hipotez 4: Kişilerin negatif duygulanımları yüksekse, iş kaynakları ve kurbanların mobbing rapor etme sıklığı arasındaki negatif ilişki kuvvetlenmektedir.

Hipotez 5: Kurbanların mobbing rapor etme sıklığı ve tükenmişlik seviyeleri arasında anlamlı ve pozitif bir ilişki vardır.

Hipotez 6: Kurbanların mobbing rapor etme sıklığı ve genel sağlıkları arasında anlamlı ve pozitif bir ilişki vardır (yüksek skorlar daha kötü sağlık durumunu göstermektedir).

Hipotez 7: Kurbanların mobbing rapor etme sıklığı ve kişilerin örgütsel sonuçları (iş doyumunu ve duygusal örgütsel bağlılık) arasında anlamlı negatif bir ilişki vardır.

Hipotez 8: Tükenmişlik, kurbanların mobbing rapor etme sıklığı ile kişilerin genel sağlığı ve örgütsel sonuçları (iş doyumunu ve duygusal örgütsel bağlılık) arasındaki ilişkiye kısmi aracılık edecektir.

2. YÖNTEM

2.1 Katılımcılar

Çalışmaya 223 kişi gönüllü olarak katılmıştır. Katılanların 142'si kadın (%63.7) ve 81'i erkektir (%36.3) ve yaşları 19 ile 57 arasında değişmektedir. Katılımcıların çoğu üniversite ve sonrası kurumlardan mezun olmuştur. (%62.8). 140 kişi özel sektörde (% 2.8) ve 83 kişi devlet kurumlarında (% 37.2) çalışmaktadır.

2.2 İşlem

Katılımcıların tamamı gönüllülük esası çerçevesinde çalışmaya katılmıştır. Anketlerden önce tüm katılanlara çalışmanın amacının sunulduğu gönüllü katılım formu onaylatılmıştır. Çalışma sonunda ise katılımcılara katılım sonrası bilgi formu sunulmuştur. Veriler internet aracılığıyla toplanmış olup, örneklem seçiminde kartopu yöntemi kullanılmıştır. Bu çalışma Orta Doğu Teknik Üniversitesi Etik Komitesi'nden onay alındıktan sonra uygulanmıştır.

2.3 Ölçekler

2.2.1 Demografik Bilgi Formu

Bu formda katılımcılara yaşları, cinsiyetleri, eğitim düzeyleri, çalıştıkları yerdeki pozisyonları, sektörleri, çalıştıkları toplam yıl sayısı sorulmuştur.

2.2.2 Pozitif Negatif Duygulanım Ölçeği

Ölçek, Watson, Clark, ve Tellegen tarafından 1988 yılında geliştirilmiş olup, Türkçe'ye Gençöz (2000) tarafından uyarlanmıştır. Pozitif duygulanım alt ölçeği 10 madde, negatif duygulanım alt ölçeği 10 madde olup ölçek toplam 20 maddedir. Bu çalışmada yalnızca negatif duygulanım alt ölçeği kullanılmıştır ve mevcut çalışmada iç tutarlılık katsayısı .89 olarak bulunmuştur.

2.2.3 İş Talepleri ve İş Kaynakları Ölçeği

Ölçek, Xanthopoulou ve arkadaşları tarafından 2007 yılında geliştirilmiş ve Türkçe'ye Metin (2010) tarafından uyarlanmıştır. Toplamda 36 maddesi olan bu ölçeğin, iş talepleri alt ölçeğinin mevcut çalışmadaki iç tutarlılık katsayısı .85 olup, iş kaynaklarının ise .90 olarak bulunmuştur.

2.2.4 İş Yerinde Psikolojik Taciz Ölçeği

Bu ölçek, Türkiye'de, Tınaz, Gök ve Karatuna tarafından 2009 yılında geliştirilmiştir. 28 davranışsal maddeden oluşan bu ölçeğin, mevcut çalışmada iç tutarlılık katsayısı .95 bulunmuştur.

2.2.5 Maslach Tükenmişlik Ölçeği

Maslach ve Jackson tarafından 1981 yılında geliştirilmiş olup, Türkçe'ye Ergin (1992) tarafından adapte edilmiştir. Ölçek 22 maddeden oluşmakta olup, mevcut çalışmada iç tutarlılık katsayısı .85 bulunmuştur.

2.2.6 Genel Sağlık Anketi – 12

Goldberg tarafından 1972 yılında geliştirilen bu ölçeğin kısa formu 12 maddeden oluşmakta olup, Türkçe'ye Kılıç (1996) tarafından uyarlanmıştır. İç tutarlılık katsayısı mevcut çalışmada .93 olarak bulunmuştur.

2.2.7 Genel İş Doyumu Ölçeği

Görev Tanı ölçeği, Hackham ve Oldham tarafından 1975 yılında geliştirilmiş olup, üç maddelik genel iş doyumu alt boyutu, 2008 yılında Bilgiç tarafından Türkçe'ye uyarlanmıştır. 3 maddeli bu ölçeğin, mevcut çalışmadaki iç tutarlılık katsayısı .93 bulunmuştur.

2.2.8 Örgütsel Bağlılık Ölçeği

Meyer, Allen ve Smith tarafından 1993 yılında geliştirilen bu ölçeğin kısa versiyonunun 8 maddelik duygusal örgütsel bağlılık alt boyutu kullanılmıştır. Ölçek

Türkçe'ye 1999 yılında Wasti tarafından uyarlanmıştır. Mevcut çalışmadaki iç tutarlılık katsayısı .92'dir.

3. BULGULAR

3.1 Hipotezlerin Test Edilmesi

3.1.1 İş Talepleri, Negatif Duygulanım ve Mobbing

Negatif duygulanımın iş talepleri ve kurbanların mobbing rapor etme sıklığı arasındaki ilişkiyi düzenleyeceği hipotez edilmiş olup, test edilmiştir. Çoklu regresyon analizi sonucunda, mobbing ve iş talepleri arasında pozitif ve anlamlı bir ilişki olduğu fakat bunun negatif duygulanım tarafından düzenlenmediği bulunmuştur ($\beta = .00, t = .06, p = .95$).

3.1.2 İş Kaynakları, Negatif Duygulanım ve Mobbing

Negatif duygulanımın iş kaynakları ve kurbanların mobbing rapor etme sıklığı arasındaki ilişkiyi düzenleyeceği hipotezi test edilmiştir. İş kaynakları ve negatif duygulanım birlikte mobbingi anlamlı olarak yordamıştır ($R^2 = .56, F(2, 220) = 137.64, p < .001$). İş kaynakları ile mobbing arasında anlamlı ve negatif bir ilişki bulunmuştur ($\beta = -.58, t = -12.03, p < .001$). Etkileşim etkisi anlamlı bulunduğundan, negatif duygulanımın iş kaynakları ve mobbing arasındaki ilişkiyi düzenlediği ortaya koyulmuştur ($\beta = -.14, t = -2.91, p < .01$).

Aiken ve West'in (1991) prosedürleri kullanılarak etkileşim grafiği çizilmiştir. Kişilerin negatif duygulanımları düşük olduğunda, iş kaynakları ve mobbing arasında anlamlı ve negatif bir ilişki bulunmuştur ve iş kaynakları mobbingin varyansını %8 açıklamıştır ($\beta = -.43, t = -6.35, p < .001$). Kişilerin negatif duygulanımları yüksek olduğunda, yine iş kaynakları ve mobbing arasında anlamlı ve negatif bir ilişki bulunmuştur ve iş kaynakları mobbingin varyansını %24 açıklamıştır ($\beta = -.70, t = -10.98, p < .001$). Negatif duygulanım yüksekken, görüldüğü gibi ilişki daha kuvvetlidir.

3.1.3 Tükenmişliğin Mobbing, Genel Sağlık, İş Doyumu ve Duygusal Örgütsel Bağlılık Arasındaki Aracı Rolü

Bu çalışmada üç tane arabuluculuk hipotezi yer almaktadır. İlk olarak tükenmişliğin mobbing ve genel sağlık arasındaki ilişkiye kısmi aracılık edeceğini öngören hipotez test edilmiştir. Bulgular, mobbing ve genel sağlık arasında anlamlı ve pozitif (yüksek skorlar daha kötü sağlık durumunu belirtmektedir) bir ilişki olduğunu göstermiştir ($\beta = .58, t = 10.59, p < .001$). Mobbing ve tükenmişlik arasında da anlamlı ve pozitif bir ilişki bulunmuştur ($\beta = .64, t = 12.48, p < .001$). Tükenmişlik ve genel sağlık arasında da pozitif ve anlamlı bir korelasyon görülmüştür ($\beta = .72, t = 15.26, p < .001$). Son olarak, modele mobbing ve tükenmişlik aynı anda koyulmuş ve sonuçlar yine anlamlı çıkmıştır ($R^2 = .54, F(2, 220) = 127.85, p < .001$). Tükenmişlik değişkeni regresyona eklendiğinde, mobbingin genel sağlık üzerindeki direk etkisi düşmüştür. İkisi birlikte genel sağlık varyansının %53'ünü açıklamışlardır. Bu model toplam varyansta yüzde 20 artışa sebep olmuştur. Böylece, tükenmişliğin mobbing ve genel sağlık arasındaki ilişkiye kısmi olarak aracılık ettiği gösterilmiştir. Sobel ve Bootstapping testleri de bunu desteklemiştir.

İkinci olarak, tükenmişliğin mobbing ve iş doyumunu arasındaki ilişkide kısmi aracı rolü oynayacağı önerilmiştir. Regresyon analizlerine göre, mobbing iş doyumunu negatif ve anlamlı yönde yordamıştır ($\beta = -.43, t = -7.13, p < .001$). Tükenmişlik de iş doyumunu negatif ve anlamlı yönde yordamıştır ($\beta = -.62, t = -11.75, p < .001$). Mobbing ve tükenmişlik modele eşzamanlı olarak yerleştirildiğinde, mobbingin iş doyumunu üzerindeki etkisi düşmüş ve anlamlılığını yitirmiştir ($\beta = -.06, t = -.83, p > .05$). Buna göre, tükenmişliğin mobbing ve iş doyumunu arasındaki ilişkiye tam olarak aracılık ettiği gösterilmektedir.

Son olarak, tükenmişliğin mobbing ve duygusal örgütsel bağlılık arasındaki ilişkide kısmi aracı rolü oynayacağı önerilmiştir. Mobbing duygusal örgütsel bağlılığı anlamlı ve negative yönde yordamıştır ($\beta = -.55, t = -9.86, p < .001$). Tükenmişlik de duygusal örgütsel bağlılığı anlamlı ve negative yönde yordamıştır ($\beta = -.45, t = -6.68, p < .001$). Mobbing ve tükenmişlik modele eşzamanlı olarak

yerleştirildiğinde, mobbingin duygusal örgütsel bağlılık üzerindeki etkisi düşmüş ve birlikte yüzde 42 varyans açıklamışlardır. Sobel ve Bootstapping testleri de tükenmişliğin mobbing ve duygusal örgütsel bağlılık arasındaki ilişkiye kısmi aracılık ettiğini desteklemiştir.

4. TARTIŞMA

4.1 Ana Bulguların Değerlendirilmesi

İş talepleri ve mobbing arasında hipotez 1’de önerilen pozitif ilişki bulgularla doğrulanmıştır. Artan iş talepleri ile strese giren çalışanlar mobbing davranışları karşısında dirençli olmadıklarından daha fazla rapor etmektedirler (Baillien, Neyens, De Witte, and De Cuyper, 2009).

İş kaynakları ve mobbing arasında hipotez 2’de önerilen negatif ilişki de bulgularla doğrulanmıştır. İş kaynakları arttıkça kişiler daha mutlu ve güçlü hale geldiklerinden, mobbing davranışlarına karşı daha güçlü durmakta ve daha az rapor etmektedirler (Demir & Rodwell, 2012; Demir, Rodwell, Flower, 2013; Hauge et al., 2007; Tuckey, Dollard, Hosking & Winefield, 2009).

Negatif duygulanımın iş talepleri ve mobbing arasındaki ilişkide moderatör rolü oynayacağını öneren hipotez 3 desteklenmemiştir. Bu, insanların her zaman kötüyü iyi olaylardan daha güçlü olarak algılamasıyla ilişkilendirilebilir (Baumeister, Bratslavsky, Finkenauer & Vohs, 2001). İş talepleri kendi başına mobbingi arttırmada yeterli negatifliğe sahip olup, ekstra negatif duygulanıma gerek bırakmıyor olabilir.

Negatif duygulanımın iş kaynakları ve mobbing arasındaki ilişkide moderatör rolü oynayacağını öneren hipotez 4 ise desteklenmiştir. Kişilerin negatif duygulanımları yüksek olduğunda, iş kaynaklarındaki azalma, daha çok ve önemli düzeyde mobbing rapor etmelerine sebep olmaktadır. Kişilerin negatif duygulanımları yüksek olduğunda, olayları daha negatif algılamaları ve çabuk moral bozukluğu yaşamaları olasıdır (Herschovis et al., 2007). Buna göre, kişiler iş kaynaklarında

azalma olduđunda stres yaratan bir olay olan mobbinge karřı daha az dirençli olup bu negatifliđi daha çok büyötmektedirler.

Kiřilerin mobbing rapor etme sıklıđı ve tükenmiřlik seviyeleri arasında anlamlı ve pozitif iliřki öneren hipotez 5 de desteklenmiřtir. Bu iliřki literatürde de gösterilmektedir (Alkan, Yıldız & Bakır, 2011; Bucuklar, 2007; Cengiz & Aytan, 2013; Dikmentař, Top & Ergin, 2011; Einarsen, Matthiesen & Skogstad, 1998; Sürvegil et al., 2007; Varhama & Björkvist, 2004). Kiřiler mobbinge uğradıklarında, daha yüksek seviyelerde tükenmiřlik yaşamaktadırlar.

Hipotez 6'da, mobbing ile bireylerin genel sađlıkları arasında pozitif bir iliřki olacađı önerilmiř ve bu desteklenmiřtir. Kiřiler için büyük stres kaynađı olan mobbing, fiziksel ve psikolojik sađlıđı olumsuz yönde etkilemektedir (Broadsky, 1976; Einarsen, 2000; Einarsen & Raknes, 1997; Leymann, 1996).

Hipotez 7'de, mobbing ile bireylerin iř doyumları ve duygusal örgütsel bađlılıkları arasında negatif bir iliřki olacađı önerilmiř ve bu da desteklenmiřtir. Kiřiler mobbinge uğradıklarında iř doyumları düşmekte ve kurumlarına duygusal olarak daha az bađlı hissetmeye başlamaktadırlar.

Hipotez 8 ise tükenmiřliđin mobbing ile genel sađlık, iř doyumunu ve duygusal örgütsel bađlılık arasındaki iliřkiye kısmi aracılık edeceđini öngörmüřtür. Tükenmiřlik genel sađlık ve duygusal örgütsel bađlılık ile mobbing arasındaki iliřkiye kısmi aracılık etmiř, iř doyumuna ise tam aracılık etmiřtir. Yani kiři tükenmiřlik yaşamadıđı sürece, mobbinge uğradıđında iř doyumunda anlamlı bir düşüş olmamaktadır. Bu durum, mevcut çalıřmada kullanılan ölçekten kaynaklı olabilir. Genel İř Doyumu ölçeđi, iř ile ilgili genel doyumunu yansıtırken, daha çok boyut ölçen (astlar ve üstler ile iliřki vs.) bir ölçek kullanımı ile farklı sonuçlar elde edilebilmesi olasıdır.

4.2 Çalıřmanın Sınırlılıkları ve Öneriler

Bu çalıřmada birkaç sınırlılık bulunmaktadır. Hipotez 3 desteklenmemiř olup, negatif duygulanım dıřında, iř talepleri ve mobbing arasındaki iliřkiyi

düzenleyecek başka değişkenler olabilir. Gelecekteki çalışmalar için bunun sorgulanması önerilmektedir.

İkinci olarak, çalışmada kişi beyanatl ı raporlar üzerinden bulguların elde edilmesinden ötürü, cevaplar sosyal istenirlik yanlılıđı nedeniyle gerçeđi yansıtmayabilir. Bu nedenle, gelecek çalışmalar, özellikle negatif duygulanım için üstü kapalı ölçekler kullanmalı veya bilgileri kişinin yakınlarından, çalışma arkadaşlarından ve/veya ailelerinden almalıdır.

Üçüncü olarak mobbing skorları, diđer diđer değişkenlere göre daha düşük bulunmuştur. Anket, Mobbing İle Mücadele Derneđi'ne gönderilmiş fakat çok fazla geri dönüş sağlanmamıştır. Oradan daha fazla geri dönüş elde edebilmek adına, birebir gidilerek veri toplanması, ilerideki araştırmalara önerilmektedir.

Bu çalışmada, tükenmişlik anahtar rol oynamaktadır. Mobbingin negatif sonuçlarının yaşanmasında tükenmişliđin önemli derecede etkisi bulunmaktadır. Bu nedenle, ilerideki çalışmalarda, mobbingin neden tükenmişliđe yol açtığı araştırılmalıdır.

Aynı zamanda, mobbingin, tükenmişliđin, iş kaynakları ve iş taleplerinin farklı alt boyutları bulunmaktadır. Mevcut çalışmada bunlar bütün olarak alınmış olup, gelecekteki çalışmalar için boyutların da analiz edilmesi, daha detaylı bilgi alınabilmesi açısından önerilmektedir.

4.3 Çalışmanın Katkıları

Bu çalışma, mevcut literatüre bazı katkılar sağlamıştır. İlk olarak, iş talepleri ve kaynakları ile mobbing arasındaki ilişkiyi inceleyen çok fazla çalışma bulunmamaktadır. Bu çalışma iş özelliklerinden olan iş talepleri ve kaynaklarının mobbing ile ilişkisini incelerken negatif duygulanımın moderatör rolünü de analiz ederek bir yenilik sağlamıştır. İkinci olarak, tükenmişliđin mobbingin sonuçlarına ettiđi aracı etki de önemlidir. Bu bulgu mobbingin negatif sonuçlarını azaltmak için aksiyon planlamada önemli rol oynayabilir. Son olarak, mobbingin nedenleri ve sonuçlarının mobbing ile olan ilişkilerinin araştırılmasında moderatör ve aracı

rollerin araştırılmış olması, ilişki mekanizmalarının daha detaylı anlaşılması açısından önem taşımaktadır.

4.4 Yöneticiler ve Kurumlar için Uygulama Önerileri

Mobbingi azaltmak ve önlemek, sonuçlarının ciddiyetinden dolayı uzun süredir araştırma konusudur. Bu çalışmanın sonuçları, mobbingi azaltarak daha iyi bir örgüt iklimi yaratmak adına önem taşımaktadır.

Kurumlar öncelikle iş taleplerini azaltmalıdırlar. Çalışanın negatif duygulanımı yüksek olsun olmasın, iş talepleri yüksek olduğunda mobbing rapor etmektedir. Bunun sonucunda tükenmişlik de yükselmekte ve bağlantılı olarak, genel sağlık durumu bozulmakta, iş doyumunu azalmakta ve duygusal örgütsel bağlılık düşmektedir. Bu nedenle, iş taleplerini azaltmak, tüm bu negatif sonuçların azalmasına yardımcı olabilir.

Kişilik testleri işe alımlarda yaygın olarak kullanılmaktadır. Yöneticiler işin özelliklerini değerlendirdikten sonra, eğer iş kaynakları düşükse, negatif duygulanımı daha düşük seviyelerde olan kişileri işe almayı tercih edebilirler.

Tükenmişliği azaltmak da, mobbingin negatif sonuçlarını önlemek açısından büyük önem taşımaktadır. Bu da iş kaynaklarının arttırılmasıyla mümkün olabilir. İş kaynaklarının arttırılması, hem mobbing rapor etmeyi azaltabilmekte hem de tükenmişlik seviyelerini düşürebilmektedir. İş kaynaklarını arttırmak için ise, yüksek kalitede lider çalışan ilişkileri kurulmalıdır (Thomas & Lankau, 2009). Sonuç olarak, yöneticiler çalışanlarını desteklemeli, karşılıklı güven inşa etmeli ve kariyer yollarında onlara rehberlik etmelidir. Bu tutum, mobbingi düşürerek çalışanların refah seviyelerini yükseltecektir.

APPENDIX L: TEZ FOTOKOPİSİ İZİN FORMU

ENSTİTÜ

- Fen Bilimleri Enstitüsü
- Sosyal Bilimler Enstitüsü
- Uygulamalı Matematik Enstitüsü
- Enformatik Enstitüsü
- Deniz Bilimleri Enstitüsü

YAZARIN

Soyadı : Yeldan
Adı : Sinem
Bölümü : Psikoloji

TEZİN ADI (İngilizce) : Job Demands and Resources as the Antecedents of Mobbing and Its Consequences

TEZİN TÜRÜ : Yüksek Lisans Doktora

1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir.
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir.
3. Tezimden bir (1) yıl süreyle fotokopi alınamaz.

TEZİN KÜTÜPHANEYE TESLİM TARİHİ: