The Relationship Between Mobbing and Organizational Commitment in Workplace

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ABSTRACT: The concept which is called mobbing in work place means that a person is the subject of consistent negative behaviors of one or numerous individuals in a certain period of time. When the related literature is analyzed, it is observed that there is a limited number of studies focusing on the mobbing and organizational commitment. In these regards, the primary aim of this study is to test if there is a relation between mobbing in working place and organizational commitment of employees.

1. INTRODUCTION

Studies on social relations in work environment have extended as far as the Howthorne Resarch of Elton Mayo (Agervold, 2007:161). The concept of mobbing[*] has increasingly drawn attention of studies on personal relations in work place in the last 10-15 years (Leymann, 1996:165; Zapf and Einarsen, 2001:369; Agervold, 2007:161; Girardi et al.. 2007:172; Nolfe et al.. 2007:67). In these studies, while the subject of mobbing conceptually has been investigated by Leymann (1996) and Zapf and Earnisen (2001), Resch and Schubinski (1996) has studied on the concept of prevention of mobbing in work environment. Mikkelsen and Einarsen (2001), has explored to spread of the subject of mobbing between Danish employees, and then by comparing outcomes with other countries, has measured the relationship of mobbing with psychological and psychosomatic stress symptoms. Hoel et al., (2001), has worked on the concept of mobbing in England, and has also measured the effects of mobbing to organization by the answers of 5288 employees among 70 organizations. Between previous and present mobbing victims, the psychological relation of mobbing has been explored by using MMPI-2. Furthermore, Agervold (2007) has investigated the definition and boundaries of mobbing on 3024 public sector employees. It appears that, studies on presence, definition, severity and measurement of mobbing in work place has been performed extensively in Europe and Australia (Hoel et al., 2001:443; Liefooghe and Davey, 2001:375).

In Turkey, the concept of mobbing has been studied by many researchers. While Kırel (2007) has conceptually researched what could be preventive measures aimed to succeed to prevent or to manage mobbing, what may affect performance negatively and what may also decrease the

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[*] Principally, it should be focus on the expression of "mobbing". According to Zapt and Eainarsen (2001), the expression of "mobbing at work" is a term used in German spoken and Scandinavia countries. This term is called "bullying at work" in English spoken countries. Leyman (1996) has not used terms of "bully" especially in English. According to Leyman, "bullying" refers physical attack and principally it is observed between children and young communication. Mobbing is generally appeared in adults and this situation is related with behaviors. In the literature, several other terms have also been used to used instead of "mobbing" such as "scapegoating", "psychological terror", "workplace trauma", " work harassment", "emotional abuse" (Nolfe et al., 2008:68), "bullying", "abusive behavior" and "workplace terror " (Aydın and Özkul, 2007:170). In this study, "mobbing" term has been used.

organizational and professional commitment. Cemaloğlu and Ertürk (2007) have investigated mobbing, which elementary school teachers and managers have been exposed to, relevant to gender. In addition, while Aydın and Özkul (2007) have explored the scope of mobbing and its size in the hotel administration, Yıldırım and Yıldırım (2007) have investigated the emotional, social and psychological influences of mobbing on nurses working in healthcare sector and methods of individualistic avoidance methods from the mobbing. Likewise, Aksu and Balcı (2009) have researched on exposing the level of mobbing and the perceptions of coping with mobbing of elementary school teachers. An empirical research has been explored in order to determine the relationship between the mobbing and organizational climate by Yılmaz et al. (2008). Öztürk et al., (2008) have researched to develop a mobbing scale for academic nurses and to determine the size of mobbing at nursing collages by using the mobbing experiences of academic nurses. While Demirel (2009) has investigated to determine whether the mobbing behaviors of employees in different public institutions differ from each other according to the institutions, Kılıç (2009) has researched the mobbing in learning organizations.

Tengilimoğlu and Mansur (2009) have researched whether there is a relationship between the mobbing and organizational commitment however, any significant relations could not be find out between both of them in their studies. But Demirgil (2008) has found a significant relationship between the mobbing and organizational commitment. According to these two studies, the main aim of our study is to investigate the relationship between the mobbing and organizational commitment in different organizations in Turkey.

2. THE DEFINITION AND HISTORICAL DEVELOPMENT OF THE MOBBING
2.1. Definition of Mobbing

According to Leymann, the mobbing in the work place is unethical and unkind communication way. This communication way is generally applied to one person by one or several persons in a systematical and direct way. The mobbing behaviors, to which a person is exposed, cause to stay in helpless and undefended position. Those unkind behaviors which are taking a long time and repeated frequently are concluded with psychological, psychosomatic and social misery. In other words, according to Leymann (1996:168), the scientific definition of the mobbing is a social interaction which includes bringing the person into the helpless position with potentially high risk of impulsion

According to Zapf and Einarsen, the phenomenon called as mobbing in work life, refers to negative actions are being exposed to a person by one or several others in work place in a certain time interval and having difficulties defending him or herself against these actions because of different reasons (Zapf and Einarsen, 2001:369).

When we investigate descriptions, the mobbing as conceptual refers aggressor and unfriendly actions to apply directly and systematically one or several persons and as a consequence, people are aggrieved (Mikkelsen and Einarsen, 2001:394; Leymann, 1996:168; Zapf and Einarsen, 2001:369, Hubert and Veldhoven, 2001:416).

The mobbing which is defined as serious problems (Salin, 2001:426), are different from conflicts where are encountered in work place. There must be power instability to be exposed to the mobbing and behaviors must systematically go on in a certain time. Besides, person who is exposed to the mobbing does not able to defend her/himself (Aydın and Özkul, 2007:171). In other words, as a consequence of power instability between parties or because of the mobbing, victim begins to be incapable to get over from the mobbing (Mikkelsen and Einarsen, 2001:394).

To mention about the mobbing, there must be a rumor, innuendo, intimidation, humiliation (Girardi et al., 2007:172), discrediting and isolation which creates all sorts of infelicity behaviors. (Matthiesen and Einarsen, 2001:468).

Whereas in many countries, the mobbing is defined for every negative behaviors directed against particular target, researchers advocates different criteria to speak about mobbing. Leyman suggests that mobbing duration must continue through 6 months and occur at least once a week. (Leymann, 1996:168). Zapf and Eirnarsen (2001), other researchers suggest that if the duration of the mobbing is less than 6 months and it occurs less than once a week, it is sufficient to be exposed to the mobbing. However, there is a consensus that mobbing should be directed against a special target, that there is a more than single action and that the target is or ends up in an inferior position from which it is difficult to defend him or herself (Zapf and Einarsen, 2001:370).

2.2. Historical Development of Mobbing

The mobbing was defined for the first time as a behavior of animal groups by the ethnologist, Konrad Lorenz (1991). Lorenz called the threat of a larger animal to a group of smaller animals as the mobbing. Later, a Swedish physician Heinemann who was investigating the relations of children between their class hours, has used this terminology, "the mobbing", to define the very destructive behavior of small groups of children directed against a single child (Leymann, 1996:168; Aydın and Özkul, 2007:171).

The publication of Brodsky in 1976 referred to "the harassed worker" was about the mobbing at work place. The typical cases regarding the mobbing were studied for the first time in that book. However, Brodsky presented cases as workplace accidents, psychological stress and exhaustion caused by long work hours instead of analyzing them directly. This book has focused on inconvenient conditions of employees, nowadays investigated by stress research (Leymann, 1996:167).

As a result of the concept of mobbing, or bullying, has introduced to the Scandinavian and German communities since the mids-1980s by Leymann, a great number of studies have been undertaken in order to more precisely define the concept and nature of workplace bullying to describe the prevalence and forms of bullying and to identify personality traits and organizational factors associated with bullying (Salin, 2001:426; Hoel et al., 2001:443; Zapf and Einarsen. 2001:369).

In 1996, eight articles by researchers from six countries have been published together in the special edition of "European Journal of Work and Organizational Psychology" magazine. These papers were presented at the Seventh European Congress on Work and Organizational Psychology in Györ (Hungary). Afterwards, a series of symposia on mobbing in workplace have followed that in Verona in 1997, in Helsinki in 1999, and in Prague in 2001. All these symposia have a major force on studies regarding the subject of mobbing in order to become a widespread phenomenon in Europe (Zapf and Einarsen, 2001:370-1).

According to studies, "mobbing" has become a widespread phenomenon in many countries. In fact, %3-4 of the working population of Scandinavia has been affected from mobbing. In addition, Finnish and British studies have pointed out higher prevalence rates, approximately 10% (Salin, 2001:426).

2.3. Effects of Mobbing on Individual, Organizational and the Society

The mobbing may be directly verbal or physical attacks to the victim, but it also may be subtle actions such as excluding or isolating the victim from his/her work group. According to organizational measures, acts of mobbing such as taking away responsibilities or devaluating one's work and efforts, social isolation and exclusion, and exposure to the teasing, insulting remarks, and ridicule are the most common behaviors (Zapf and Einarsen, 2001:370).

When the effects of mobbing to the organization are being investigated, it is seen that the mobbing causes higher absenteeism, higher intent to leave the organization, higher turnover, and earlier retirements (Salin, 2001:426, Leymann, 1996:174). Additionally, it is determined the mobbing has negative effects on performance of employees (Kırel, 2007) and organizational commitment (Demirgil, 2008:74).

In the studies, it is seen that the mobbing has negative influences on psychological and physical health of the victim, and also efficiency of other employees (Mikkelsen & Einarsen, 2001:394). In fact, the rises in negligence, staff turnover, and cases of sick leave have related to mobbing in the workplace (Mikkelsen & Einarsen, 2001; 394). Furthermore, it causes several troubles in both job satisfaction and health of victim (Salin, 2001:426).

The unfriendly behaviors in work place have not been completely negative structure when they have started to become apparent. They were formed by quite normal interactive behaviors. However, if they keep go on frequently and for a long time, their concept and meaning has changed. So, the mobbing has to be set apart from conflicts in the organization. According to Leymann, these all negative behaviors should be investigated in five categories depending on the effects they have on the victim (Leymann, 1996:170).

1. Effects on the victims' possibilities to communicate adequately (no occasion to communicate by the management; verbal attack regarding work tasks; verbal threats; verbal activities to reject victim etc.).
2. Effects on the victims' possibilities to maintain social contacts (colleagues do not talk to victim or forbidden to contact with them by isolating victim).

3. Effects on the victims' possibilities to maintain their personal reputation (gossiping about victim; others ridicule victim; making fun of victim's inadequacy).
4. Effects on the victims' occupational situation (do not give any works to victim or given unnecessary tasks).
5. Effects on victims' physical health (given very dangerous work tasks to victim, victim is threatened or attacked physically, etc.).

Studies connected to the mobbing point out that many victims of mobbing suffer from several psychological stresses such as anxiety, depression, irritability and self-hate. The majority of victims of mobbing exhibit various psychosomatic symptoms. In addition, the mobbing on victims has also negative effects on other employees in the work environment. In this way, the mobbing is a significant factor of psychological stress (Mikkelsen and Einarsen, 2001:394).

3. ORGANIZATIONAL COMMITMENT

In the organizational psychology discussion, the concept of organizational commitment is being an expanding interest since 1960s (Wasti, 2005:291, Becker, 1960:32, Gul, 2002:32). In studies on organizational commitment, it is determined that organizational commitment correlates with job satisfaction (Witt & Wilson, 1989:268, Chen, 2006:274), organizational adaptability and turnover (Angle & Perry, 1981:3), job scope and challenge, role clarity and freedom from conflicts, organizational dependability or concern for the workers, participation in decision making (Meyer & Allen, 1988:196), absenteeism (Cohen, 1991:253), and efficiency of the organization in general (Meyer and Herscovitch, 2001:299). Although the increase of attention given to the organizational commitment, there is still plenty of collisions about what commitment is, where it is directed, how it develops, and how it affects behavior. In addition, the commitment takes various forms including commitment to organizations, unions, occupations and professions, team and leaders, goals and personal careers (Meyer and Herscovitch, 2001:300). According to Oliver (1990; 19), research on organizational commitment has produced various viewpoints to the concept and also overmuch definitions of the phenomenon.

Although organizational commitment has been conceptualized in various ways, in the literature of organizational commitment, it is described as an "affected attachment" characterized by a sharing of values, to be desirous to keep membership, a willingness to exert effort on behalf of the organization (Meyer and Allen, 1988:196).

The variety of definitions on organizational commitment causes confusion in categorized of the concept (Gul, 2002:38). For instance, Buchanan (1974:533) has used three measures, "identification", "involvement" and "loyalty", in order to measure the commitment.

Organizational commitment has been investigated under two subscales, "value commitment" and "commitment to stay in the organization" by Angle and Perry (1981, 1); three subscales, "justification", "identification" and "internalization" by O'Reilly and Chatman (Seymen, 2008), and three subscales "moral commitment", "calculative commitment" and "alienative commitment" (Penley and Gould, 1988:46-47).

A three-component model involving "affective", continuance" and "normative" approaches has been developed in order to conceptualization of organizational commitment has been developed to define organizational commitment as a psychological case that binding the person to the organization by Allen and Meyer (1990; 3-4). Furthermore, this model developed by Meyer and Allen has been commonly used in other studies in last 20 years (Dawley et al., 2005:512, Tengilimoğlu, Mansur, 2009:72).

According to Meyer and Allen, "affective commitment" is concerned with employees' attachment to, identification with and involvement in, the organization (Meyer et al., 1998; 32, Seymen, 2008). According to authors, affective commitment to the organization could be characterized by a sharing the values, a desire to maintain membership and working without any expectations for the benefit of the organization (Meyer and Allen, 1988:196). In consequence of the affective commitment, employees want to maintain their memberships in the organization (Dawley et al., 2005:513).

"Continuance commitment" is interested employees to be aware of the high costs of leaving by employees (Meyer and Herscovitch, 2001:304, Meyer et al., 1998:32). In other words, it is to keep working because of the financial damage by demitting (Seymen, 2008).

Once and for all, "normative commitment" is the feeling of obligation to work and loyalty to the organization (Dawley et al., 2005; 513). This feeling of obligation can be thought as the result of familial or cultural pressures (Dawley et al., 2005:513, Seymen, 2008). The employees, having high degree of normative commitment, feel that they ought to continue their jobs in the organization (Dawley et al., 2005:513).

In this study, the organizational commitment model of Allen and Mayer, as stated above, is used to specify the commitment dimensions, because this model is the most comprehensive model including other alternative models.

4. THE RELATIONSHIP OF MOBBING AND ORGANIZATIONAL COMMITMENT

As mentioned before, the mobbing causes higher absenteeism, higher intent to leave the organization, higher turnover, and earlier retirements (Salin, 2001; 426, Leymann, 1996; 174). In present organizations by the increases of economical slumps and changes in working conditions, to increase commitment feelings of employees has become more important. In this regard, mobbing in work place has been estimated having a close relationship with organizational commitment. Although a (r=-.22) meaningful, negative and weak relationship has been determined between mobbing and organizational commitment in the study of Demirgil (2008), any significant relations cannot be found between both of two in the study of Tengilimoğlu and Mansur (2009).

By considering these two studies, out first hypothesis in this research is going to be tested like that; H_1; There is a negative relationship between mobbing in work place and organizational commitment. In studies on organizational commitment, employees, having high degree of affective commitment, make involvement in goals and values of the organization (Meyer et al., 1998; 33). Thus, it affects the turnover positively (Seymen, 2008). The acts of mobbing, the verbal or physical attacks to the victim, additionally subtle actions such as excluding or isolating the victim from his/her work group, causes higher absenteeism without any excuses, and also higher intent to quit from the organization. Hence, our second and third hypotheses are;

H_2; There is a negative relationship between mobbing in work place and affective commitment.

H_3; There is a positive relationship between mobbing in work place and intention to quit.

According to the studies, employees, higher degree of continuance commitment, maintain to stay in the organization because of the costs of leaving from the organization. In other words, employees have been obligated to stay in the organization (Seymen, 2008).

Especially the unemployment ratio in Turkey has been considered; individuals keep staying in the organization, and also consume more efforts in order to stay in the organization, even the level of mobbing increases. So, individuals endure to acts of mobbing due to obligation and spend efforts in order not to lose their jobs. In consequence of our fourth hypothesis is;

H_4; There is a meaningful relationship between the level of mobbing and continuance commitment. In other words, even the level of mobbing applied to employees increases; their continuance commitment to the organization does not decrease.

The employees, higher level of normative commitment, keep working because of their loyalty (Dawley et al., 2005; 513) and feeling of obligation (Meyer and Allen, 1990; 4) to the organization. So, they perceive to keep working in the organization as thinking it is an obligation, and keep also staying in the organization thinking doing the right. The mobbing in work place influences the feelings of employees negatively. Therefore, our last hypothesis is;

H_5; The normative commitment decreases by the increase of mobbing in work place. In other words, by the increase of mobbing applied to employees, normative commitment of employees decreases.

5. METHOD OF THE RESEARCH
5.1. The Sample

The private hospitals in downtown of Balıkesir are formed the sample of our research based on survey work. When the occupation of hospitals in Turkey is considered, employees in the hospitals have quite intense communication with their executives and colleagues, and also the patients. Therefore, the private hospitals have been used for the research in order to measure the mobbing more precise.

The managements of four hospitals in Balikesir downtown have been informed about questionnaire and have been asked for permission in order to exercise the research. While three of the

hospitals have confirmed the confirmed, the last one has rejected the survey application. The total employee number of these hospitals is 457. 200 of questionnaires have been delivered to random employees from these three hospitals and necessary explanations have been declared to the participants. After three days, the questionnaires have been collected. 135 of the questionnaires delivered to the participants have been taken back as filled up with the %67.5 return rates. 120 questionnaires are useable in order to analyze the developed hypothesizes.

5.2. The Measures

The questionnaire consists there sections. The survey includes demographic specialties of employees in the first section; points to measure the level of mobbing to which employees are exposed in the second section, and questions to determine their organizational commitment in the third section. All of the variables used in the second and third section of the questionnaire have been measured by the measures prepared according to the five Likert type between 1= never and 5= always.

The Mobbing; The measure including 26 questions, developed by Leymann (1993) and interpreted by Demirgil (2008), has been used in order to measure the level of the mobbing to which employees are exposed.

Organizational Commitment; In last 20 years, the model arranged by Allen and Meyer, has been using extensively in the studies on organizational commitment (Dawley et al., 2005). In this respect, four-dimensional organizational commitment measure, developed by Allen and Meyer and interpreted by Demirgil (2008), has been used in this questionnaire.

The questionnaire has been tested on 28 employees work in service industry, in order to identify the eristic or abstruse expressions. The reliability of the questionnaire has been determined by the Cronbach Alpha reliability coefficient, and it has been taken .96 for the mobbing and 0.82 for the organizational commitment.

5.3 Analysis Method

The data gathered by the questionnaire has been analyzed by the statistical data analysis package programme named as SPSS 15.0. The data regarding the demographic characteristics of the applicants have been evaluated by using frequency and percent values. The correlation analysis has been applied to relations between variables; besides, the categorical regression analysis has been performed to determine whether the mobbing has a control over the organizational commitment.

6. OUTCOMES AND COMMENTS

6.1. Factor Analysis

The Mobbing; The measure including 26 questions, developed by Heinz Leymann (1993) and interpreted by Demirgil (2008), has been used in order to measure the level of the mobbing to which employees are exposed. The coefficient of Cronbach Alpha regarding the measure is 0.96. The factor analysis has not been performed to measure. It is analyzed by one dimensional via the study of Demirgil (2008).

Organizational Commitment; The KMO value regarding the measure of organizational commitment has been found as 0.717. The Barlett test has been resulted meaningful (X^2= 515.493). According to both of tests' results, to apply the factor analysis concerning the measure of organizational commitment has been decided to be suitable. Four dimensions which values are greater than one have been determined by factor analysis. The five dimensions have explained 0.6179 of total variances. The states have formed the Factor 1, 2, 3 and 4 represent "Affected Commitment", "Normative Commitment", "Continuance Commitment" and "Aim to give up the job" respectively. The coefficient of Cronbach Alpha is 0.82. The based values are proper for the reliability of the measure.

6.2. Outcomes Related with Demographic Characteristics of the Participants

As seen in Table 1, %75.8 of the sample is female and %24.2 of the sample is male. %38.3 of the participants is between 21-25 years old and education level of %43.3 is high school. %49.2 of the participants has been working between 1-5 years in their present organizations. The martial status of employees is %51.7 married and %48.3 single. The ratio of participants, working as temporary and permanent is %85.8 and %14.2 respectively.

Table 1. Demographic variables of applicants

Demographic Variables		f	%
Gender	Female	91	75,8
	Male	29	24,2
Martial Status	Married	62	51,7
	Single	58	48,3
Age	20 and under	13	10,8
	21-25 years	46	38,3
	26-30 years	20	16,7
	31-40 years	26	21,7
	41 and over	15	12,5
Education	Elementary	7	5,8
	High School	52	43,3
	Vocational High School	44	36,7
	Undergraduate Degree	14	11,7
	Master Degree / Doctorate	3	2,5
Tenure of Office	Less than a year	39	32,5
	1-5 years	59	49,2
	6-10 years	10	8,3
	11 years and over	12	10
Staff Status	Permanent	17	14,2
	Temporary	103	85,8

6.3. Outcomes Related with Relationship between the Mobbing and Organizational Commitment

By examining the total points of the mobbing, it is determined that 5 (%0.04) of the 120 participants have been exposed to high level mobbing, 20 (%17) participants have been exposed to mid-level mobbing and 95 participants have not been exposed to any mobbing.

The mean and standard deviation values of variables and the correlation results of variables have been shown in Table 2. There is a capability of being understood that a meaningful and positive relation between the points of the mobbing with continuance commitment, intent to leave the organization and organizational commitment; however, a meaningful and negative relation between the mobbing and affective commitment. Nevertheless, any meaningful relation cannot be found between psychological violence and normative commitment according to results of the analysis.

Table 2. The Relationship between the Total Points of The Mobbing with Affective Commitment, Normative Commitment, Continuance Commitment, Intention to Leave the Organization and Organizational Commitment

	Ave.	ss	1	2	3	4	5
1 The Mobbing	1,98	,78					
2 Organizational Commitment	3,00	,44	,220(*)				
3 Affective Commitment	3,37	,65	,-359(**)	,-0,21			
4 Normative Commitment	2,83	,94	,015	,555(**)	,057		
5 Continuance Commitment	3,01	,96	,273(**)	,793(**)	,-206(*)	,287(**)	
6 Intention to Leave the Organization	2,78	,82	,360(**)	,708(**)	,-545(**)	,142	,491(**)
*p<0.05, ** p< 0.01							

6.4. The Categorical Regression Analysis

After the relation of variables has been determined by correlation analysis, the categorical regression analysis has been performed in order to test hypothesizes.

Table 3. The Categorical Regression Analysis to Determine the Effects of the Mobbing on Organizational Commitment

	R^2	F	β	P
Organizational Commitment	,10	4,388	,319	.006

As shown in Table 3, there is a significant relationship between the mobbing and organizational commitment. Being positive of the Beta value, points out that there is no negative relation between them. In this instance, Hypothesis 1 (There is a negative relationship between mobbing in work place and organizational commitment) has been rejected.

Table 4. The Categorical Regression Analysis to Determine the Effects of the Mobbing on Affective Commitment

	R^2	F	β	P
Affective Commitment	,198	7,903	-,444	.000

A meaningful relation between the mobbing and affective commitment has been detected as seen in Table 4. Being negative of Beta value expresses the negative relation among them. In other words, the mobbing influences the affective commitment by a ratio of %19.8. In fact, Hypothesis 2 (There is a negative relationship between mobbing in work place and affective commitment) has been accepted. Therefore, with the increase of the mobbing level applied to employees, there is going to be decreases in affective commitment to their organizations. This result supports the outcomes of Demirgil (2008) and Tengimoğlu and Mansur (2009).

Table 5. The Categorical Regression Analysis to determine the Effects of the Mobbing on Intention to Leave the Organization

	R^2	F	β	P
Intention to Leave the Organization	,157	4,250	,396	.001

As seen in Table 5, the mobbing has been effective on intention to leave the organization with a ratio of %15.7. The Beta value is positive; thereby, it shows the relation is not negative. Hence, there is going to be intentions to leave the organization with the increase of the mobbing. By virtue of results, Hypothesis 3 (There is a positive relationship between the mobbing in work place and intention to quit) has been accepted. This result parallels to the study of Demirgil (2008).

Table 6. The Categorical Regression Analysis to Determine the Effects of the Mobbing on Continuance Commitment

	R^2	F	β	P
Continuance Commitment	,136	3,585	,369	.005

The Table 6 exhibits that the mobbing has been %13.6 effective on the continuance commitment. Being positive of Beta value expresses there is not any negative relation among them. Moreover, if the mobbing applied to employees increases, their continuance commitment to the organization is not going to decrease. Hence, Hypothesis 4 (There is a meaningful relationship

between the level of mobbing and continuance commitment) has been accepted. This result also supports the outcomes of Demirgil (2008).

Table 7. The Categorical Regression Analysis to Determine the Effects of the Mobbing on Normative Commitment

	R^2	F	β	P
Normative Commitment	,033	1,979	,182	.141

As you see in the Table 7, there is no meaningful relation between the mobbing and normative commitment. Hereby, Hypothesis 5 (The normative commitment decreases by the increase of mobbing in work place) has not been accepted. In addition, this result confirms outcomes of Demirgil (2008) and Tengimoğlu and Mansur (2009).

7. RESULTS AND DISCUSSION

The mobbing is being defined internationally as a growing serious problem in work place (Salin 2001:426), influences the physical and mental health, efficiency (Mikkelsen and Einarsen, 2001:394), performance, work satisfaction (Salin 2001:426), and organizational satisfaction (Demirgil 2008:74) of employees as competitive advantage sources negatively.

In this study, it is determined that 5 (%0.04) of the 120 participants have been exposed to high level mobbing, 20 (%17) participants have been exposed to mid-level mobbing and 95 participants have not been exposed to any mobbing by examining the total points of the mobbing. In other words, it is understood that %21 of the participants have been exposed to the mobbing in work environment. When the literature about the concept has been investigated, the research has shown that the mobbing is a widespread phenomenon in many countries. Especially, %3-4 of the population of employees in Scandinavia has been subject of the mobbing. In fact, in Finland and England, the mobbing ratio increases more than %10 (Salin, 2001:426).

The remarkable results have been observed in this research. Principally, the ratio of employees to which exposed to the mobbing, has been recognized to reach quite high level (%21). In the literature, it is specified as the mobbing has a negative effect on organizational commitment; however, the relationship between the mobbing and organizational commitment has been determined as positively. In addition, the effect of the high level of continuance commitment of employees has been considered in connection with these results.

A negative and meaningful relation between the mobbing and affective commitment has been identified in our study. This outcome supports the outcomes of Demirgil (2008) and Tengilimoğlu and Mansur (2009). The average of affective commitment of the participants in this research is 3.37. This ratio reports the affective commitments to the organizations of the employees are in high level. By examining analysis, a negative and meaningful relation between affective commitment and intention to leave the organization, has been arisen. In other words, the increase of affective commitment of employees is going to be cause the decrease in intention to quit and continuance commitment.

A positive and meaningful relation has been determined between the mobbing in work place and tendency to leave the organization. This outcome is a sustaining result to the literature. Even employees intend to leave the organization; they cannot put this idea into practice because of the economical conditions of Turkey. In other words, employees have a high level of continuance commitment in this time period which has a growing unemployment ratio, especially affected by the 2008 Economical Crisis (The average of continuance commitment in this study has been determined as 3.01). Thus, even the level of mobbing applied to employees increases; employees are going to show more commitment to their organizations because of being vacated. In addition, this subject also has been supported by our research.

In this research, any relation between the mobbing and normative commitment, cannot be found. This outcome supports the research of Demirgil (2008).

The biggest issue in this project is to determine that whether the employees are exposed to the mobbing. The employees have been hesitating to share the mobbing behaviors to which they are exposed and also, they live with the fear of losing their job. Even performing the research by

protecting the privacy of participants, employees could fill the survey with unlike answers. Otherwise, the results cannot be generalized because the research has been performed only in private hospitals in Balikesir.

In generally, the persons always expose to the mobbing, are thought only the executives. In the following studies, it can be investigated that whether subordinates expose to the mobbing to their executives. Furthermore, to be chosen of the sample in different managements' areas is going to be more suitable in order to investigate the concept.

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