The Relationship between Mobbing and Organizational Commitment: An Application on City and Resort Hotels

Elbeyi PELİT
Afyon Kocatepe University
ANS Campus- Afyonkarahisar, Turkey
elbeyipelit@aku.edu.tr

İbrahim KILIÇ
Afyon Kocatepe University
ANS Campus- Afyonkarahisar, Turkey
kilicibrahim@aku.edu.tr

Mobbing is a phenomenon which contains negative effects for individuals in the business life and it is one of the issues that businesses (regardless of their area of activity) should consider, also it comes up with applications like repression, intimidation, ignoring and it is considered as a phenomenon that endanger the existence of a businesses by causing problems such as organizational conflict, inefficiency and loss of motivation (Tutar, 2004). On the other hand, the literature about the effect of mobbing (which is the subject of the study and has an important role in employees' feeling about businesses) on employees' organizational commitment were examined (Grusky, 1996; Vartia, 1996, Namie and Namie, 2000; Einarsen et al, 1994, Zapf et al, 1996; Çekmecelioğlu, 2005; Özler et all., 2008; Demirgil, 2008; Tengilimoğlu et al, 2010, Yüksel and Tunçosiper, 2011), and it was concluded that mobbing has an adverse effect on employees' attitudes to the businesses and accordingly, it decreases commitment to the organization. As a result, employees' job satisfaction and organizational commitment are decreasing and they are starting to have an intention to leave. The literature about relationship between mobbing and organizational commitment shows that the relationship between these two concepts is generally negative. Generally organizational commitment of employees are weakened when they are exposed to mobbing behaviors (Demirgil, 2008, Yılmaz et al. 2008; Özler et al., 2008; Yüksel and Tunçosiper, 2011). On the other hand, there is a lack of research to identify the current situation in hotel businesses where a large portion of service depends on human labor. Accordingly, because of hotel employees' thoughts and attitudes to the work and businesses have a significant impact on organizational commitment, revealing the current situation will contribute to the literature and business manager. On the other hand, in terms of the resort hotels (which is usually concentrated on the certain periods of the year (May-September)) and city hotels (which is open all year), differentiation of mobbing and commitment can be considered because of both the intensity of the jobs and differentiation in hierarchy. Thus, resort and city hotels can show differences because of their characteristics like offered services, customer profiles, accommodation purposes, qualification of employees, business designs etc. Businesses' perception of existing events may differ because of differentiation of working conditions of city, resort hotels' employees and above-mentioned reasons. In this regard, studies aimed at identifying these differences will contribute to the literature and
relevant businesses. On the other hand, the studies were mostly in specific regions and one-sided and a study about researching and comparing the current situation of employees' mobbing perceptions and organizational commitment levels and their relationship especially in terms of city and resort hotel (which have two different functioning) wasn't seen in the literature. This issue was formed the starting point for the study and the need for comparing mobbing and organizational commitment in these hotel types and research hypotheses were developed as follows:

H1: There are significant differences between city and resort hotels' employees' perceptions of mobbing.

H2: There is a significant difference between city and resort hotels' employees' organizational commitment levels.

H3: There is a significant opposite relationship (negative) between city and resort hotels' employees' perceptions of mobbing and organizational commitment levels. (mobbing has a negative impact on organizational commitment).

In the study, the survey technique was used as a method of data collection. The survey covers two scales as mobbing and organizational commitment and Leymann's (1990, 1996) mobbing scale was used for determining employees' levels of mobbing exposure. 5-point Likert scale was used for rating of each behavior of mobbing (1: never; 5: always). In the third section of the survey Mowday et al. (1979)'s organizational commitment scale was used in order to measure the levels of organizational commitment, 20 statements generated by this scale and expressions was rated with 5-point Likert-scale (1: strongly disagree, 5: strongly agree).

Employees of five-star city and resort hotel businesses were consisting the population of this study. The sample was taken due to some restrictions in the study such as time, cost and distance and firstly five star hotels were stratified by locations (city hotel and resort hotel) with the method of stratified sampling and then the hotels were selected as representing each layer by cluster sampling method. Accordingly by taking factors like cost, time and accessibility into account; 5 hotels from Antalya/Kemer province were selected to represent the coastal hotels and 5 hotels from Istanbul were selected to represent the city hotels. A total of 10 hotels were selected as a cluster by this way. 50 questionnaires were applied to the each hotels' employees (500 questionnaires in total). 430 questionnaires were returned and for various reasons (missing, incorrect filling, etc.), total of 426 questionnaires were evaluated. The obtained data were analyzed by using SPSS program, for reliability analysis Cronbach's alpha coefficients were calculated. Cronbach's alpha values, which represent reliability coefficients of each mobbing scale factors were found higher than 0.70. On the other hand, Cronbach's alpha values for Organizational Commitment scale were calculated as 0.912. Employees general levels of exposure to mobbing and organizational commitment levels were interpreted by giving the arithmetic means. Moreover, to compare mobbing perceptions and organizational commitment levels of city and resort hotels; t-test was used. On the other hand, correlation analysis was applied to determine the relationship between organizational commitment and mobbing, the correlation coefficients between mobbing and organizational commitment were calculated separately for the city and resort hotels. The formula of $z = \frac{\Delta \bar{z}}{\sqrt{1/(n_1 - 3) + 1/(n_2 - 3)}}$ was used in the test of significance of the difference of correlation coefficients obtained
from independent (unrelated) two samples (city-resort). Z-value obtained from the formula was compared with the critical z value of 1.96 and the significance value of 0.05 ((Dunn and Clark 1969).

When the results were evaluated as general, overall mean of employees' mobbing perceptions was found below the average value of three. Employees' opinions about exposure to mobbing were showed that mobbing isn't happenning much. These results revealed that levels of exposure to mobbing are low in these hotel establishments. On the other hand, while the mobbing dimensions of "attacks on the self-realization and formation of communication" have been determined at the highest level, the dimension of "direct attacks on the person's health" has been determined at the lowest level. The arithmetic mean value of the level of employees 'overall organizational commitment, on the contrary to employees' perceptions of mobbing, was over the mean value of three points. In other words, the employees' organizational commitment level was high and in the literature especially this situation comply with the negative relationship between organizational commitments and mobbing.

According to the t-test results (which compared employees' mobbing perceptions and organizational commitment levels in terms of location (city/resort)), mobbing and organizational commitment levels have significant differences in terms of hotels' locations (city/resort). These results supports this study's first and second hypothesis of "There are significant differences between city and resort hotels' employees' perceptions of mobbing." and "There is a significant difference between city and resort hotels' employees' organizational commitment levels." According to these results, both in general and in all aspects of mobbing, perceptions of resort hotels' employees were higher than the city hotels, whereas the level of organizational commitment of city hotels' employees were higher than the resort hotels.

In the study, according to the results of the correlation analysis, (which compared the relationship between organizational commitment and mobbing) a negative relationship was found between employees' mobbing perceptions and organizational commitment levels. This relationship took place in all hotel businesses (city, resort) as well as in separate city and resort hotels' employees. Accordingly, when the employees were exposed to higher levels of mobbing, their levels of organizational commitment were reduced. The results of correlation analysis support the third hypothesis which was "There is a significant opposite (negative) relationship between city and resort hotels' employees' perceptions of mobbing and organizational commitment levels. (mobbing has a negative impact on organizational commitment)". On the other hand, when the correlation coefficients were evaluated in terms of city and resort hotels, correlation coefficients between mobbing and commitment were found relatively higher in city hotels but as a result of z-test, (which tests the difference between the two correlation) there was no significant difference between correlations (z <1.96). In other words, correlation coefficients were found close in the city and resort hotels.