



## Relationship Between Mobbing and Intention to Leave in Hotel Industry\*\*

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### Abstract

The purpose of this study is to investigate the employees' perceptions of mobbing and explore the relationships between mobbing and intention to leave in hospitality settings. A questionnaire was prepared by using Heinz Leymann (1990) and Scott et al (1999)'s scales to collect data about mobbing and intention of leaving of employees. The study was carried out over 308 hotel employees of 17 accommodation firms which have the operating certificate issued by the Ministry of Culture and Tourism in Konya, Turkey. Mean, standard deviations, frequencies, correlation and regression were utilized to analyze the data gathered by survey. The results indicated that (1) the levels of mobbing and intention to leave were low, and (2) mobbing was related positively and significantly to intention to leave and; (3) mobbing affected significantly and positively to intention to leave.

\*\*This study was derived from the master thesis themed as "A Case Of Determining The Relationships Between Mobbing In Lodging Organizations And Employees' Intention To Leave" by Serkan Aylan.

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## INTRODUCTION

Organizations are formations that consisting of the people who come together planful and consciously to make real common purpose. The relationship between co-workers and administrators forms the social relationship of the employee in organizations. Person is not only affected by social relation in daily life but also affected by social environment of the organization in working life. There are many organizational behavior factors in configuration of individuals' social environment. While some of these factors have positive impact on person and organization, some of them cause adverse impact. In this study mobbing conception which has adverse impact on person and organization is handled.

Heinz Leyman is the first person who uses mobbing conception in business life. He asserts that mobbing is workplace terror in his studies that he made in Sweden. He describes mobbing as one or more person is subjected systematically to emotional debilitating behavior by one or more (rarely more than four) person every day and several months (Leymann, 1990, 1996; Koç & Topaloğlu, 2010; Zapf, 1999; Çobanoğlu, 2005). Leymann described these acts in 5 dimension as 1 attacks in manifestation of the victim and contact formation, 2 social relation attacks, 3 reputation attacks, 4 life of quality and professional status attacks, 5 direct attacks to the individuals health and 45 kinds of behavior. Systemically, intentionally and perpetually made acts means that psychological acts of violence are being realized rather than realization of one or several behaviors. Leymann constituted an psychological violence inventory as known LIPT (Leymann Inventory Of Psychological Terrorization) from these 45 behavior (Carneo & Martinez, 2005; Demirçivi, 2008).

Mobbing which can be qualified as psychological rape that victim is exposed to not only damages victim by causing health problems such as raise of blood pressure and pulse, obsession, depression which occur because of horror, nothingness feel, lack of confidence, decrease of self-esteem, demoralization but also it damages the organization by incompatibility, alienation and work dissatisfaction, absentation, intention to leave as a result of incompatibility, decrease of motivation, performance, productivity and creativity. (Einarsen, Raknes, and Matthiesen, 1994; Hesketh, Duncan, Estabrooks, Reimer, Giovannetti, Hyndman and Acorn, 2003, Kılıç, 2006). Intention to leave which is one of the other concepts of this study causes important losses in aspects of the organization and individual due to it creates bad emotion and lack of loyalty. For the business Intent to leave that named as "Intent to leave, propensity to leave, voluntary turnover, turnover intention" can be accepted an important concept to struggle for their workers who do not have substitution. Generally intent to leave is identified as worker's notion of desire to quit in the near future (Mobley, 1982; Şahin, 2011). Rusbelt and his friends described intent to leave as workers' devastating and active movements that made when they are dissatisfied with working conditions. Intend to leave is a

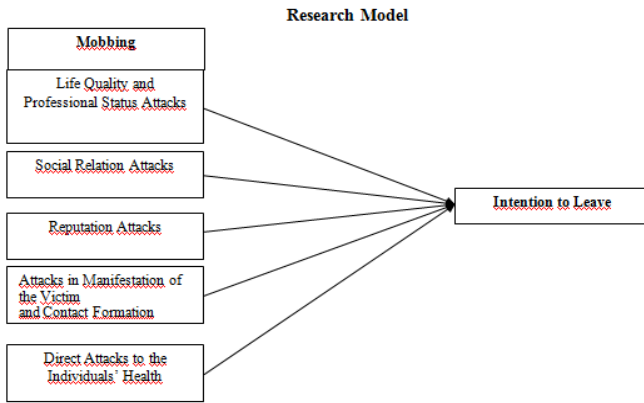
prodromal of real absenteeism and causes important costs to business (Gül, Oktay, and Gökçe, 2008).

When literature of intent to leave is investigated, many variances are seen that effect intent to leave. Alternative job opportunity, getting monotonous, participation pressive communication integration, salary, distribution justness, advancement opportunity, professionalism and general training are among these. In addition to these job satisfaction and worker loyalty effects intent to leave too (Price & Mueller, 1981; Yıldız, 2008) Also some researches show that there is a connection between mobbing which workers are exposed to and intent to leave (Einarsen, 2000; Leymann, 1996; Demirçivi, 2008; Groeblichhoff & Becker, 1996; Yapıcı, 2008; Rayner & Cooper, 1997; Zapf & Gross 2001; Çalışkan & Tepeci, 2008). In this sense the main purpose of this study is to determine the relation between mobbing and intent to leave and the hypothesis of the research is this;

**H1:** There is a connection between mobbing which hotel employees are exposed and intent to leave.

## METHOD

This study examines the relationship between mobbing and intention to leave in hotels in Konya, Turkey. To measure the employees' mobbing, the scale which consists of 45 items and 5 dimensions (Life Quality and Professional Status Attacks "7 items", Social Relation Attacks "5 items", Reputation Attacks "15 items", Attacks in Manifestation of the Victim and Contact Formation "11 items", Direct Attacks to the Individuals' Health "7 items") developed by Heinz Leymann has been performed. For measuring the employees' intention to leave, the scale includes 4 items developed by Scott et al (1999) has been utilized. The coefficients of Cronbach's alpha for mobbing is .97 ( $\alpha > .70$ ), and for intention to leave is .78 ( $\alpha > .70$ ). Full census sampling method was used and surveys were delivered to the hotels all staff on between 13.03.2012 and 14.04.2012. The list of hotels (n=17) was retrieved from Konya Provincial Directorate of Culture and Tourism. The total number of employees was obtained from human resource management departments of each hotels by phone (n=800). However, 400 questionnaires were collected. 92 of the questionnaires were incomplete or filled. 308 questionnaires were useable in order to analyze the developed hypothesize. Data analysis was performed utilizing SPSS 19.00. Descriptive statistics (frequencies and percents) and statistical analyses (correlation and regression) were used to analyze the data gathered via surveys.



**FINDINGS**

**Table 1:** Demographic Information of Participants

Demographic Information		Frequencies (f)	(%)
Gender	Female	103	33,4
	Male	205	66,6
	<b>Total</b>	308	100,0
Age	17-21	31	10,1
	22-26	96	31,2
	27-31	88	28,6
	32-36	52	16,9
	37 and more	41	13,3
<b>Total</b>	308	100	
Marital Status	Married	157	51,0
	Single	151	49,0
	<b>Total</b>	308	100,0
Educational Level	Primary School	84	27,3
	High School	128	41,6
	Pre-Bachelor	56	18,2
	Bachelor	37	12,0
	Master&Doctoral	3	1,0
<b>Total</b>	308	100,0	
Income	Less than 750 TL	91	29,5
	750-1000 TL	163	52,9
	1001-1500 TL	42	13,6
	1501-2000 TL	10	3,2
	2001 TL and more	2	0,6
<b>Total</b>	308	100,0	
Hotel's Star	2 **	3	1,0
	3 ***	44	14,3
	4 ****	199	64,6
	5 *****	62	20,1
	<b>Total</b>	308	100,0
Departments	Front Office	53	17,2
	Restaurant	63	20,5
	Bar	10	3,2
	Kitchen	62	20,1
	Security	10	3,2
	Housekeeping	63	20,5
	Accounting	16	5,2
	Human Resource Management	5	1,6
	Technique	11	3,6
	Other	15	4,9
<b>Total</b>	308	100,0	

Positions	Junior Administrative Officers	247	80,2
	Mid-Level Manager	42	13,6
	Senior Manager	19	6,2
	<b>Total</b>	308	100,0
Types of Positions	Trainee	14	4,5
	Permanent	274	89,0
	Part-Time	20	6,5
	<b>Total</b>	308	100,0
Tenure of Office	Less than one year	111	36,0
	1-5 years	128	41,6
	5- 10 years	53	17,2
	More than 10 years	16	5,2
	<b>Total</b>	308	100,0
Tenure of Industry	Less than one year	56	18,2
	1-5 years	137	44,5
	5- 10 years	65	21,1
	More than 10 years	50	16,2
	<b>Total</b>	308	100,0

Table 1 indicates that 205 employees are male (66,6%), 103 employees are female (33,4%). The age of 207 employees is between 17 and 36 ages (89%), which shows that major of participants are young employees.157 employees are single (51%) and 151 employees are married (49%), 128 of participants have high-school degree (41%), 163 of sample have income between 750 TL and 1000 TL (52,9%), 199 participants work in four-star hotels (64,6%) because of the majority of four-stars hotels in Konya, 63 of sample work in restaurants (20,5%), and also 63 of them work in housekeeping department (20,5%), 247 of them work as a junior administrative officers (80,2%), 274 of them work as permanent staff (89%), 128 of them have worked for 1 year and 5 years in hotels (41,6%),and last 137 of sample have worked for 1 year and five years in hotels (44,5%).

**Table 2:** Descriptive Statistics

MOBBING DIMENSIONS	N	Mean	Std.Deviation
Attacks in Manifestation of the Victim and Contact Formation	308	1,5130	,60873
Social Relation Attacks	308	1,4162	,62863
Reputation Attacks	308	1,3926	,56315
Life Quality and Professional Status Attacks	308	1,4276	,59903
Direct Attacks to the Individuals' Health	308	1,3488	,54997

Results also showed that employees scored lovely on direct attacks to the individuals' health (M= 1,34, SD=,54),

reputation attacks (M=1,39, SD=,56), social relation attacks (M= 1,41, SD=,62), life quality and professional status attacks (M= 1,42, SD=,59,) and attacks in manifestation of the victim and contact formation (M=1,51, SD=,60). The results mean that hotels employees more exposed to attacks in manifestation of the victim and contact formation, and less exposed to direct attacks to their health.

**Table 3:** Relationships Between Mobbing and Intention to Leave (Correlation Matrix)

		Attacks in Manifestation of the Victim and Contact Formation	Social Relation Attacks	Reputation Attacks	Life Quality and Professional Status Attacks	Direct Attacks to the Individuals' Health	Mobbing	Intention to Leave
Attacks in Manifestation of the Victim and Contact Formation	Correlation	1	,666**	,745**	,679**	,640**	,855**	,404**
	P		,000	,000	,000	,000	,000	,000
	N	308	308	308	308	308	308	308
Social Relation Attacks	Correlation	,666**	1	,811**	,589**	,733**	,871**	,260**
	P	,000		,000	,000	,000	,000	,000
	N	308	308	308	308	308	308	308
Reputation Attacks	Correlation	,745**	,811**	1	,763**	,774**	,934**	,297**
	P	,000	,000		,000	,000	,000	,000
	N	308	308	308	308	308	308	308
Life Quality and Professional Status Attacks	Correlation	,679**	,589**	,763**	1	,684**	,848**	,393**
	P	,000	,000	,000		,000	,000	,000
	N	308	308	308	308	308	308	308
Direct Attacks to the Individuals' Health	Correlation	,640**	,733**	,774**	,684**	1	,870**	,237**
	P	,000	,000	,000	,000		,000	,000
	N	308	308	308	308	308	308	308
Mobbing	Correlation	,855**	,871**	,934**	,848**	,870**	1	,365**
	P	,000	,000	,000	,000	,000		,000
	N	308	308	308	308	308	308	308
Intention to Leave	Correlation	,404**	,260**	,297**	,393**	,237**	,365**	1
	P	,000	,000	,000	,000	,000	,000	
	N	308	308	308	308	308	308	308

\*\* . Correlation is significant at the 0.01 level (2-tailed).

In this study, it is sought to the answer of this question; Are there relationship between mobbing and intention to leave in hotels?. Based on that, the relationships between the

psychological violence (mobbing) and intention to leave in the hotel industry were tested. According to the results of analysis, there were a strongly relationships between

mobbing and intention to leave significantly and positively ( $r=.365, p<.01$ ). The strongest relationship is seen between attacks in manifestation of the victim and contact formation and intention to leave ( $r = .404, p<.01$ ). The other correlations are as follows; for life quality and professional status attacks ( $r=.393, p<.01$ ), for reputation attacks ( $r=.297, p<.01$ ), for social relation attacks ( $r=.260, p<.01$ ), and for direct attacks to the individuals' health ( $r=.237, p<.01$ ). These results demonstrate that when mobbing increases/decreases, intention to leave also decreases/increases. As expected, mobbing correlates positively with intention leave in hotel industry.

**Table 4:** Results of Regression Analysis about the Effect of Mobbing on Intention to Leave

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.455 <sup>a</sup>	.207	.194	.93706

a. Predictors: (Constant), DSE, İBE, YİS, SİS, İTS

As seen in table 4, mobbing accounted for 20% variances in total intention to leave. According to the coefficient of determination (r square), as expected, mobbing is an important positive predictor of intention to leave ( $r^2 = .20, F=, p<.05$ ). Thus, this research's hypothesis is accepted.

**CONCLUSION**

Psychological violence phenomenon appears in many areas such as public institutions or private sector in which human relations are intense. Although it is a subject on which more studies have been done in West, psychological violence concept being confronted more in service oriented enterprises such as education, health, banking, tourism etc. is a concept which has been studied approximately for 10 years in Turkey. It has become a gospel truth that the key to satisfy customer is the satisfaction of worker in sectors such as tourism and hotel management sector in which human labour has a senior importance.

In this research, it is attempted to determine the relationship between the intention to leave job and the psychological violence behaviour which the staff working at the accommodation enterprises having Tourism Operation License in Konya is subject to. Based on the purpose, the problem of the study is determined as “ Is there any relationship between the psychological violence and the intention to leave job?”. To seek an answer for this question; firstly, a model has been determined and then, the effect of the dimensions of psychological violence on the intention of leaving work within the determined model has been examined in the method of the research. The research is limited to the employees who are working at accommodation enterprises having Tourism Operation License in Konya. Since, psychological violence is undesirable for any institution, the names of the enterprises are not mentioned in this study. The research is restricted to the data acquired from the answers for the questionnaires which are to determine the relationship between the psychological

violence that employees are subject to and the intention of leaving job. Besides, other factors operating on the employees' intention to leave job are not included in the content of the research.

The important results that emerge from the analysis of the data collected from the sample group that attended the research are as the following;

- According to the results of correlation analysis which is carried out in order to test the hypothesis of “there is a relationship between the psychological violence level of the sample group that attended the research and the intention to leave job” a relationship between the psychological violence behaviour that employees are exposed to and the intention to leave job is determined on the scale of  $r=0,365$ , and the hypothesis H1 is supported with enough evidence. The relationship between psychological violence and the intention to leave job is also analysed in terms of sub-dimensions of psychological violence, and it is seen that the highest relationship emerges on the first dimension (İBE) ( $r=0,404$ ).

- The impact of psychological violence that participants are exposed to on the intention to leave job is surveyed via regression analysis, and the scale of the impact is determined as  $r^2=0,207$ . The mentioned impact is surveyed in terms of sub-dimensions of psychological violence and just an impact on the dimensions of 1st Dimension(İBE) and 4th Dimension(YİS) emerged. Dimensions' beta values are compared and it is emerged that 4th Dimension(YİS) with its coefficient  $\beta=0,342$  has more impact on the participants' intention to leave job than 1st Dimension (İBE) that has coefficient  $\beta=0,335$ .

Through this study, it is attempted to contribute literature by making a detailed explanation of the issues of psychological violence and intention to leave job in terms of organization. On the basis of all of these results, the following recommendations could be made to those concerned:

First of all, the existance of the concept of psychological violence in Turkish tourism and hotel management sector has been proved with various studies including this one (Çalışkan ve Tepeci ,2008;Demirçivi ,2008;Aydın ve Özkul ,2007 ;Çelik 2009;Kaya,2009) Sector managers have crucial responsibilities in the struggle against psychological violence behaviours which have remarkable damage first and foremost on employees and bussiness organizations. Sector managers can develop some policies and implementations or can cooperate with bussiness organizations which apply these policies to keep up with psychological violence behaviour. Also hotel business can take necessary precautions by measuring their workers' psychological violence perception level and intend to leave.Thus, sustaining a lower cost, they can protect the institution from higher costs or loss that may be confronted in the future. In this research, the relationship between psychological violence and the intention to leave job is shortly surveyed as a matter of subject. This subject may be examined later by the researchers additionally in terms of the impacts of

psychological violence on service quality, customer satisfaction, employees' predisposition to service and turnover of employees.

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