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The Relationship between Mobbing the Academics are Exposed to and the Organizational Commitment: A Study in the Public and Private Universities

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Abstract

The aim of this study is to determine the level of impact of mobbing academics are subjected to, on organizational commitment. It was attempted to implement the research on academics working in the public and private universities in Turkey. As it is impossible to reach all target population, random sample selection method was used and the database of 408 randomly selected academics` was formulated. In order to determine the level of mobbing, mobbing scale, developed by Heinz Leymann (1993); and in order to determine the level of organizational justice, organizational commitment scale, which is classified as affective, normative and continuance commitment, developed by Meyer and Allen (1991) has been used. According to the results, while there exists a significant relationship between mobbing and emotional and normative commitment, we found no evidence in favour of a relationship between commitment and continuity.

Keywords: Mobbing, Emotional Commitment, Continuance Commitment, Normative Commitment

Introduction

An organization is a structure formed by people, who have different characters, thoughts, expectations, experiences, education levels and have come together to accomplish the same objective. The highest priority to accomplish organizational goals is to have a well-structured organization. Moreover, to maintain the permanence of the organization, it must have a strong structure, mission and vision in light of organizational culture and values, show high performance by working with qualified and highly commitment workers. On the other hand the success of organization is related with "human" factor, which has the most important place among production factors. Commitment, loyalty and participation of workers to organizations provide setting for the right strategies and a regular functioning for organizations.

Examining the factors affecting the individual's commitment to the organization, the organization's structure, justice, job satisfaction, social dimension of work, wages, safety, working hours, advancement opportunities outside the organizational behaviour literature, a relatively new concept of "mobbing" are also included. The concept of mobbing could be defined as a form of conflict arising because of the differences, purposes, benefits between people that make up the organization. On the other hand, it could be named as consciously psychological pressure on a regular basis by one or several people to an individual or to a group.

Mobbing was defined as the crucial problems of workplaces by International Labour Organization. According to the International Labour Organization, mobbing is defined as "a behaviour which stands out with attitudes like revenge, cruelty, maliciousness and humiliation in order to disrupt an individual or a group". Employees are coming together and exert psychological intimidation against a person exposing him/her to harassment (*ILO, 2008*).

For the first time the concept of mobbing in the workplace was identified by a German psychologist Heinz Leymann at the end of the 1980s. Leymann was defined mobbing at workplace as every day and systematically for a period of several months being exposed to emotionally injurious behaviour by one or more persons, of one or more persons (*Leymann, 1996: 167-168*).

As a type of violence in the process of mobbing: "Person's dignity, credibility, professional competence have being attacked; negative, degrading, harsh, malicious have being given; performed systematically and consistently by one or more persons, the victim is reduced to the defective condition, moreover, victim is forced into submission, and will be forced to leave job, and this show as victim's own choice" (*Baltas, 2007*). Mobbing in the workplace is a 5-step process including stages as dispute, aggressive actions, psychological attacks, labelling as "insane" and resign or being fired (*Leymann, 2007*).

There are three criteria for the definition of the concept based on mobbing. These criteria are "frequency", "continuity" and "power differences". During the research, on the subject, was defined that, the shortest mobbing period is 6 months, average is 15 months and the main period of emergence of the severe permanent effects of a process is 29-46 months (*Tinaz, 2006:13*). Mobbing emerging in organizations causes not only individual sense of inefficiency and poor performance, but also, significant inefficiency in the organizational sense and disruption of organizational climate.

Organizational behavior, on the other hand, could cause productivity and performance gains in the both individual and organizational sense. Developing world and difficult competition conditions directed organizations to work with qualitative workers. So far, working with skilled employees has drawn attention to how to increase organizational commitment and how to sustain long-term effectiveness and efficiency. As qualified employees show their dedication to work, the level of their commitment to organization depends on level of satisfaction. For this reason, management will ensure continuity in work by strengthening employee's commitment to the work; and will prevent financial loss, motivation, work quality and decrease in productivity by reducing the rate of employee turnover.

Organizational commitment, in general, refers to integration to organization and the degree of adopting values of organization and willingness to stay as a member of the organization of an employee (*Blau and Boal, 1987*). On the other hand, organizational commitment means the acceptance of organization's goals and values, being affiliated with the goals and values, in an effort to volunteer for the organization and willing to work with and having a strong demand to continue

membership in the organization by the members of an organization (*Mowday et al. 1979:227, Steers, 1977:46, Porter et al. 1974:604, Morrow 1993:47*).

Meyer and Allen (1997:11) define commitment to organization as a believing of individual to the organizational goals and values, striving to be a part of the organization and a behaviour of individuals allowing them to receive the organization's decision to become a permanent member.

The organizational commitment, a psychological condition which positively affects the employees and, the mobbing, practices which have a negative effect are two main concepts which form the basis of the research. In this context, the impact on academic staff on the relationship between organizational commitment and the mobbing employees are exposed to is the main objective of the research. In parallel, the research hypotheses are as follows:

H₁: "There is a relationship between the mobbing academics are exposed to and the emotional commitment."

H₂: "There is a relationship between the mobbing academics are exposed to and the continuance commitment."

H₃: "There is a relationship between the mobbing academics are exposed to and the normative commitment."

H₄: There is a relationship, in terms of gender variable, between the mobbing academics are exposed to and (a) affective commitment, (b) commitment to continuity, (c) normative commitment.

H₅: There is a relationship, in terms of title variable, between the mobbing academics are exposed to and (a) affective commitment, (b) commitment to continuity, (c) normative commitment.

H₅: There is a relationship, in terms of type of institution distribution variable, between the mobbing academics are exposed to and (a) affective commitment, (b) commitment to continuity, (c) normative commitment.

Methodology

The study is of descriptive one. The purpose of descriptive research is to define, cases of this problem, variables and the relationships between variables (*Kurtulus, 1996:310*). In the research the relationship between mobbing and organizational commitment will be explained. The research model; according to the typology by Heinz Leymann (1993) there are 38 mobbing behaviour and could be classified in 5 groups as victim shows himself according to his behaviour and influencing communication formation, attacks on social relations, attacks on reputation, attacks on individuals life quality and occupational status and directly attacking to the health of individual. In addition to these behaviours there has been developed the scale consisting of 9 items of attacks on academic life to measure the mobbing behaviour of academic life. Therefore, mobbing behaviour was studied in 6 different dimensions. Organizational commitment, however, is considered a three-dimensional organizational commitment developed by Meyer and Allen (1991). We have tried to introduce at what level and to what extent the mobbing behaviour in every groups affects affective commitment, continuance commitment and normative commitment in terms of organizational commitment.

The population of the research consists of the state and private universities in Turkey. As a sample, we have taken the academics of state and public universities which are located in Ankara, Istanbul, Izmir and Eskisehir.

Simple random sampling method was used to determine sample size. The population of the research is 105427 by 2010 (www.osym.gov.tr). The sample size defined as 382. During the survey we were able to reach a total of 408 academics.

In order to determine mobbing and levels of organizational commitment, which are the variables of research, the research was applied to the academics as determined in sample. As the responses to questionnaires of individuals were obtained, a data base was created; the purpose of investigation of various statistical analyses (frequency, Pearson Correlation) *are tried to be interpreted.*

Results

The distribution of the demographic characteristics of surveyed academics is given in Table 1.

Table 1. Distribution of Demographic Characteristics of the academics participating research

Demographic Characteristics	N	%
Gender		
Female	208	51,0
Male	200	49,0
Age		
21-30	132	32,4
31-40	140	34,3
41-50	82	20,1
51-60	38	9,3
61 and more	16	3,9
Institution		
State University	222	54,4
Private University	186	45,6
Degree		
Instructor / Expert	16	3,9
Research Assistant	134	32,8
Instructor	46	11,3
Doctor	32	7,8
Asst. Assoc. Doctor	96	23,5
Associate Professor	28	6,9
Professor	56	13,7
Length of Duty		
Less than 1 year	20	4,9
1-5 years	144	35,3
6-10 years	84	20,6
11-15 years	60	14,7
16-20 years	32	7,8
21 and more years	68	16,7

By analysing the table 1, we could see some information about the numbers of academics attended the research:

- It consists of 200 male (51%) and 208 female (49%);

- The highest rate (34.3%) is in the range of 31-40 age group, and the lowest rate (3.9%) is in the range of 60 and above age group;
- 222 participants (54.4%) in public universities and 186 (45.6%) persons are working in private universities;
- 32.8% to be a research assistant with the highest participation rate and 3.9% Instructor / Specialists with the lowest participation rate;
- 144 participants (the highest rate of 35.3%) having 1-5 years of service, and 20 persons (the lowest rate of 4.9%) having less than 1 year of service.

Table 1. Correlation Analysis between Mobbing and Organizational Commitment Dimensions

Dimensions of Mobbing	Organizational Commitment			Emotional Commitment		Continuance Commitment		Normative Commitment	
	n	r	p	r	p	r	p		
Attacks in Manifestation of the Victim and Contact Formation	408	-.526	.000	.092	.063	-.403	.000		
Social Relation Attacks	408	-.331	.000	.074	.136	-.239	.000		
Reputation Attacks	408	-.331	.000	.111	.025	-.258	.000		
Life Quality and Professional Status Attacks	408	-.508	.000	.152	.002	-.420	.000		
Direct Attacks to the individual's health	408	-.192	.000	.113	.023	-.100	.044		
Academic Life Attacks	408	-.527	.000	.068	.168	-.394	.000		

Table 2 investigated whether there is a statistical difference between the dimensions of organizational commitment and mobbing dimensions. According to Pearson's correlation test result, at the 0.05 of significance level there was a significant difference. While separately analysing the differentiations between mobbing dimensions and organizational commitment dimensions, the following results were emerged.

Between Emotional Commitment:

- And, the first dimension of mobbing, “attacks to victim’s revealing himself/herself and to the contact formation” there is a relationship in the opposite direction at the rate of $r = -.526$ and $p = .000$ level of significance.
- And, the second dimension of mobbing, “attacks on social relations” there is a relationship in the opposite direction at the rate of $r = -.331$ and $p = .000$ level of significance.
- And, the third dimension of mobbing, “attacks on reputation” there is a relationship in the opposite direction at the rate of $r = -.331$ and $p = .000$ level of significance.
- And, the fourth dimension of mobbing, “attacks on the quality of life and occupational situation” there is a relationship in the opposite direction at the rate of $r = -.508$ and $p = .000$ level of significance.
- And, the fifth dimension of mobbing, “direct attacks to the individual’s health” there is a relationship in the opposite direction at the rate of $r = -.192$ and $p = .000$ level of significance.

- And, the last dimension of mobbing, “*attacks on the academic life*” there is a relationship in the opposite direction at the rate of $r = -.527$ and $p = .000$ level of significance.

While investigating the relationship between mobbing and emotional commitment, it can be seen that mobbing affects emotional commitment negatively, as mobbing increases the emotional commitment reduces. Because emotional commitment is described as the desire of employees to stay in business on their own initiative, so the corporate and personal goals are the same. The employees feel as a part of the organization and working there makes him/her happy. Nevertheless, the mobbing applied in organizations makes employees unhappy, putting them out of organization.

According to results, hypothesis **H₁**: “There is a relationship between the mobbing academics are exposed to and the emotional commitment conditions” has been supported by sufficient evidences.

Between Continuance Commitment:

- And, the first dimension of mobbing, “*attacks to victim’s revealing himself/herself and to the contact formation*” there is a relationship in the same direction at the rate of $r = .092$ and $p = .063$ level of significance.

- And, the second dimension of mobbing, “*attacks on social relations*” there is a relationship in the same direction at the rate of $r = .074$ and $p = .136$ level of significance.

- And, the third dimension of mobbing, “*attacks on reputation*” there is a relationship in the same direction at the rate of $r = .111$ and $p = .025$ level of significance.

- And, the fourth dimension of mobbing, “*attacks on the quality of life and occupational situation*” there is a relationship in the same direction at the rate of $r = .152$ and $p = .002$ level of significance.

- And, the fifth dimension of mobbing, “*direct attacks to the individual’s health*” there is a relationship in the same direction at the rate of $r = .113$ and $p = .023$ level of significance.

- And, the last dimension of mobbing, “*attacks on the academic life*” there is a relationship in the same direction at the rate of $r = .068$ and $p = .168$ level of significance.

While investigating the relationship between mobbing and continuance commitment, it can be seen that mobbing has not severe impact on continuance commitment. Looking at dimensions, however, because academics have been subjected to the research behaviours related to the exposure to attacks on academic life has resulted in the lowest level of continuity commitment. And when it comes to value it adds to the academic career of this individual, it is considered as a profession which needs a more idealistic approach.

According to results hypothesis **H₂**: “There is a relationship between the mobbing academics are exposed to and the continuance commitment conditions” has been supported by sufficient evidences.

Between Normative Commitment:

- And, the first dimension of mobbing, “*attacks to victim’s revealing himself/herself and to the contact formation*” there is a relationship in the opposite direction at the rate of $r = -.403$ and $p = .000$ level of significance.

- And, the second dimension of mobbing, “*attacks on social relations*” there is a relationship in the opposite direction at the rate of $r = -.239$ and $p = .000$ level of significance.

- And, the third dimension of mobbing, “attacks on reputation” there is a relationship in the opposite direction at the rate of $r = -.258$ and $p = .000$ level of significance.
- And, the fourth dimension of mobbing, “attacks on the quality of life and occupational situation” there is a relationship in the opposite direction at the rate of $r = -.420$ and $p = .000$ level of significance.
- And, the fifth dimension of mobbing, “direct attacks to the individual’s health” there is a relationship in the opposite direction at the rate of $r = -.100$ and $p = .000$ level of significance.
- And, the last dimension of mobbing, “attacks on the academic life” there is a relationship in the opposite direction at the rate of $r = -.394$ and $p = .000$ level of significance.

While looking to the relationship between mobbing and emotional commitment, it can be seen that mobbing affects normative commitment negatively, as mobbing increases the normative commitment reduces. Looking at dimensions, however, the life quality and occupational status attacks have the greatest impact on decreasing of normative commitment. According to the normative commitment, staying in organization is accepted morally as a right thing by individuals. Moreover, after evaluating their lives before and after joining the organization they are being tied to organization with a sense of gratitude. Even, after, if they will face with better opportunities, they could be not evaluated with that sense of commitment. It could be said that, if there is an attack to life quality and occupational status of those employees’, showing that much organization commitment, the commitment is decreasing. On the other hand, a relationship has been determined between the direct attacks to the health of individual and normative commitment.

According to results hypothesis H_3 : “There is a relationship between the mobbing academics is exposed to and the normative commitment conditions” has been supported by sufficient evidences.

Table 2. Correlation Analysis between the mobbing and the organizational commitment dimensions according to the gender variable

Dimensions of Organizational Commitment			Emotional Commitment		Continuance Commitment		Normative Commitment	
Mobbing Dimensions	Gender	n	r	p	r	p	r	p
Attacks in Manifestation of the Victim and Contact Formation	Female	208	-.473	.000	-.097	.165	-.344	.000
	Male	200	-.577	.000	.260	.000	-.458	.000
Social Relation Attacks	Female	208	-.271	.000	-.048	.495	-.155	.026
	Male	200	-.383	.000	.181	.010	-.314	.000
Reputation Attacks	Female	208	-.266	.000	-.011	.879	-.195	.005
	Male	200	-.394	.000	.226	.001	-.317	.000
Life Quality and Professional Status Attacks	Female	208	-.507	.000	-.012	.865	-.410	.000
	Male	200	-.517	.000	.304	.000	-.433	.000
Direct Attacks to the individual’s health	Female	208	-.090	.195	-.031	.656	-.014	.841
	Male	200	-.313	.000	.276	.000	-.210	.003
Academic Life Attacks	Female	208	-.457	.000	-.089	.200	-.303	.000
	Male	200	-.588	.000	.203	.004	-.477	.000

Table 3 investigated whether there is a statistical difference between the dimensions of organizational commitment and mobbing dimensions according to the gender variable. According to Pearson's correlation test result, at the 0.05 of significance level there was a significant difference. While separately analysing the differentiations between mobbing dimensions and organizational commitment dimensions, in accordance to gender variable, the following results were emerged.

Between Emotional Commitment

- And, the first dimension of mobbing, "*attacks to victim`s revealing himself/herself and to the contact formation*" there is a relationship in the opposite direction at the rate of $r = - .473$ in females and $r = - .577$ in males at $p = .000$ level of significance (for both).
- And, the second dimension of mobbing, "*attacks on social relations*" there is a relationship in the opposite direction at the rate of $r = - .271$ in females and $r = - .383$ in males at $p = .000$ level of significance (for both);
- And, the third dimension of mobbing, "*attacks on reputation*" there is a relationship in the opposite direction at the rate of $r = - .266$ in females and $r = - .394$ in males at $p = .000$ level of significance (for both).
- And, the fourth dimension of mobbing, "*attacks on the quality of life and occupational situation*" there is a relationship in the opposite direction at the rate of $r = - .507$ in females and $r = - .517$ in males at $p = .000$ level of significance (for both);
- And, the fifth dimension of mobbing, "*direct attacks to the individual`s health*" there is a relationship in the opposite direction at the rate of $r = - .090$ in females at $p = .195$ level of significance and $r = -.313$ in males at $p = .000$ level of significance.
- And, the last dimension of mobbing, "*attacks on the academic life*" there is a relationship in the opposite direction at the rate of $r = - .457$ in females and $r = - .588$ in males at $p = .000$ level of significance (for both).

Mobbing behaviour that most affect women's emotional commitment is the dimensions of life quality and professional status attacks. However, mobbing behaviour that most affect men's emotional commitment is the dimension of academic life attacks. Emotional commitment of men decreases more than women`s when it is exposed to mobbing. Women are more emphasizing on familial roles rather than on organizational values relatively to men. And that could be defined as a reason why mobbing has less impact on women than men. In both genders there was defined opposite relationship between all dimensions of mobbing and emotional commitment.

Between Continuance Commitment:

- And, the first dimension of mobbing, "*attacks to victim`s revealing himself/herself and to the contact formation*" there is a relationship in the opposite direction at the rate of $r = - .097$ in females at $p = .165$ level of significance and in the same direction $r = - .260$ in males at $p = .000$ level of significance.
- And, the second dimension of mobbing, "*attacks on social relations*" there is a relationship in the opposite direction at the rate of $r = .048$ in females at $p = .495$ level of significance and in the same direction $r = .181$ in males at $p = .010$ level of significance.

- And, the third dimension of mobbing, "*attacks on reputation*" there is a relationship in the opposite direction at the rate of $r = -.011$ in females at $p = .879$ level of significance and in the same direction $r = .266$ in males at $p = .001$ level of significance.
- And, the fourth dimension of mobbing, "*attacks on the quality of life and occupational situation*" there is a relationship in the opposite direction at the rate of $r = -.012$ in females at $p = .054$ level of significance and in the same direction $r = .304$ in males at $p = .000$ level of significance.
- And, the fifth dimension of mobbing, "*direct attacks to the individual's health*" there is a relationship in the opposite direction at the rate of $r = -.031$ in females at $p = .656$ level of significance and in the same direction $r = .276$ in males at $p = .000$ level of significance.
- And, the last dimension of mobbing, "*attacks on the academic life*" there is a relationship in the opposite direction at the rate of $r = -.089$ in females at $p = .200$ level of significance and in the same direction $r = .203$ in males at $p = .004$ level of significance.

From data examined we could see that, continuance commitment has decreased slightly in all mobbing behaviours which women face. However, considering men, mobbing does not affect continuance commitment negatively.

Between Normative Commitment:

- And, the first dimension of mobbing, "*attacks to victim's revealing himself/herself and to the contact formation*" there is a relationship in the opposite direction at the rate of $r = -.344$ in females at $p = .000$ level of significance and in the opposite direction $r = -.458$ in males at $p = .000$ level of significance.
- And, the second dimension of mobbing, "*attacks on social relations*" there is a relationship in the opposite direction at the rate of $r = -.155$ in females at $p = .026$ level of significance and in the same direction $r = -.314$ in males at $p = .000$ level of significance.
- And, the third dimension of mobbing, "*attacks on reputation*" there is a relationship in the opposite direction at the rate of $r = -.195$ in females at $p = .005$ level of significance and in the opposite direction $r = -.317$ in males at $p = .000$ level of significance.
- And, the fourth dimension of mobbing, "*attacks on the quality of life and occupational situation*" there is a relationship in the opposite direction at the rate of $r = -.410$ in females at $p = .000$ level of significance and in the opposite direction $r = -.433$ in males at $p = .000$ level of significance.
- And, the fifth dimension of mobbing, "*direct attacks to the individual's health*" there is a relationship in the opposite direction at the rate of $r = -.014$ in females at $p = .841$ level of significance and in the opposite direction $r = -.210$ in males at $p = .003$ level of significance.
- And, the last dimension of mobbing, "*attacks on the academic life*" there is a relationship in the opposite direction at the rate of $r = -.303$ in females at $p = .000$ level of significance and in the opposite direction $r = -.477$ in males at $p = .000$ level of significance.

Mobbing behaviour that most affect women's normative commitment is the dimensions of attacks to the life quality and professional status. Nevertheless, mobbing behaviour that most affect men's normative commitment is the dimensions of attacks to the academic life. Normative commitment of men decreases more than women's when exposed to mobbing. Moreover, in both genders there is an opposite relationship between all dimensions of mobbing and normative commitment.

According to results hypothesis “H4: There is a relationship, in terms of gender variable, between the mobbing academics are exposed to and (a) affective commitment, (b) commitment to continuity, (c) normative commitment” has been supported by sufficient evidences.

Table 3. Correlation analysis between the mobbing and the organizational commitment dimensions according to the academic degree variable

Dimensions of Organizational Commitment			Emotional Commitment		Continuance Commitment		Normative Commitment	
Mobbing Dimensions	Degree	n	r	p	r	p	r	p
Attacks in Manifestation of the Victim and Contact Formation	Research Asst.	134	-.529	.000	-.063	.467	-.470	.000
	Instructor Expert /	16	.216	.422	-.743	.001	.375	.152
	Instructor	46	-.626	.000	.365	.013	-.339	.021
	Doctor	32	-.437	.012	.462	.008	-.353	.047
	Asst. Doctor Assoc.	96	-.371	.000	.185	.072	-.179	.082
	Assoc. Professor	28	-.718	.000	.067	.735	-.804	.000
	Professor	56	-.663	.000	.016	.910	-.484	.000
Social Relation Attacks	Research Asst.	134	-.305	.000	-.084	.332	-.277	.001
	Instructor Expert /	16	.568	.022	-.650	.006	.693	.003
	Instructor	46	-.341	.020	.206	.169	-.281	.059
	Doctor	32	-.425	.015	.527	.002	-.210	.250
	Asst. Doctor Assoc.	96	-.254	.012	.231	.024	-.129	.211
	Assoc. Professor	28	-.376	.048	-.235	.229	-.493	.008
	Professor	56	-.640	.000	.152	.263	-.486	.000
Reputation Attacks	Research Asst.	134	-.466	.000	-.114	.191	-.489	.000
	Instructor Expert /	16	.529	.035	-.604	.013	.685	.003

	Instructor	46	-.539	.000	.196	.191	-.365	.013
	Doctor	32	-.312	.082	.556	.001	-.209	.252
	Asst. Assoc. Doctor	96	-.254	.012	.231	.024	-.129	.211
	Assoc. Professor	28	-.197	.315	.270	.164	-.229	.241
	Professor	56	-.065	.634	.111	.416	.044	.745
	Research Asst.	134	-.526	.000	-.141	.104	-.553	.000
	Instructor / Expert	16	-.140	.604	-.380	.146	-.491	.053
Life Quality and Professional Status Attacks	Instructor	46	-.580	.000	.341	.020	-.396	.006
	Doctor	32	-.325	.070	.612	.000	-.179	.328
	Asst. Assoc. Doctor	96	-.327	.001	.188	.067	-.170	.097
	Assoc. Professor	28	-.768	.000	.425	.024	-.689	.000
	Professor	56	-.446	.001	-.033	.809	-.185	.173
	Research Asst.	134	-.270	.002	.173	.045	-.191	.027
	Instructor / Expert	16	.661	.005	-.528	.035	.733	.001
Direct Attacks to the individual's health	Instructor	46	-.404	.005	.017	.908	-.418	.002
	Doctor	32	-.269	.137	.670	.000	-.117	.523
	Asst. Assoc. Doctor	96	-.065	.532	.397	.000	.084	.414
	Assoc. Professor	28	-.172	.382	.491	.008	.058	.769
	Professor	56	-.268	.046	-.281	.036	-.074	.588
	Research Asst.	134	-.530	.000	-.094	.282	-.490	.000
	Instructor / Expert	16	.226	.400	-.748	.001	.395	.130
Academic Life Attacks	Instructor	46	-.684	.000	.295	.047	-.438	.002

Doctor		32	-.551	.001	.428	.014	-.448	.010
Asst. Doctor	Assoc.	96	-.292	.004	.273	.007	.021	.837
Assoc. Professor		28	-.678	.000	-.028	.889	-.714	.000
Professor		56	-.693	.000	-.020	.883	-.460	.000

Table 4 investigates the relationship between the dimensions of organizational commitment and mobbing according to the academic degree variable:

Between Emotional Commitment:

- And, the first dimension of mobbing, “attacks to victim`s revealing himself/herself and to the contact formation” there is, the highest, opposite relationship at the rate of $r = -.718$ in Assoc. Professor group at $p = .000$ level of significance and in the opposite direction $r = -.216$ in Instructor/Expert group at $p = .000$ level of significance the lowest relationship.

- And, the second dimension of mobbing, “attacks on social relations” there is, the highest, opposite relationship at the rate of $r = -.640$ in Professor Doctor group at $p = .000$ level of significance and in the same direction $r = .568$ in Instructor/Expert group at $p = .022$ level of significance the lowest relationship.

- And, the third dimension of mobbing, “attacks on reputation” there is, the highest, opposite relationship at the rate of $r = -.539$ in Research Assistant group at $p = .000$ level of significance and in the same direction $r = .529$ in Instructor/Expert group at $p = .035$ level of significance the lowest relationship.

- And, the fourth dimension of mobbing, “attacks on the quality of life and occupational situation” there is, the highest, opposite relationship at the rate of $r = -.768$ in Assoc. Professor group at $p = .000$ level of significance and in the same direction $r = -.140$ in Instructor/Expert group at $p = .640$ level of significance the lowest relationship.

- And, the fifth dimension of mobbing, “direct attacks to the individual`s health” there is, the highest, opposite relationship at the rate of $r = -.404$ in Research Assistant group at $p = .005$ level of significance and in the same direction $r = .661$ in Instructor/Expert group at $p = .005$ level of significance the lowest relationship.

- And, the last dimension of mobbing, “attacks on the academic life” there is, the highest, opposite relationship at the rate of $r = -.693$ in Professor Doctor group at $p = .000$ level of significance and in the same direction $r = .226$ in Instructor/Expert group at $p = .400$ level of significance the lowest relationship.

From data analysed, it can be seen that Assoc. Doctors are mostly affected from attacks in 1st and 4th dimension, Professor Doctors are mostly affected from attacks in 2nd and 6th dimension, Instructors are mostly affected from attacks in 3rd and 5th dimension, what causes decrease in their emotional commitment. The group whose emotional commitment least affected is Instructor/Expert group of academicians.

Between Continuance Commitment:

- And, the first dimension of mobbing, *“attacks to victim`s revealing himself/herself and to the contact formation”* there is opposite relationship at the rate of $r = -.743$ in Instructor/Expert group at $p = .001$ level of significance and in the same direction $r = -.462$ in Doctor group at $p = .008$ level of significance.

- And, the second dimension of mobbing, *“attacks on social relations”* there is opposite relationship at the rate of $r = -.650$ in Instructor/Expert group at $p = .006$ level of significance and in the same direction $r = .527$ in Doctor group at $p = .002$ level of significance.

- And, the third dimension of mobbing, *“attacks on reputation”* there is opposite relationship at the rate of $r = -.604$ in Instructor/Expert group at $p = .013$ level of significance and in the same direction $r = .556$ in Doctor group at $p = .001$ level of significance.

- And, the fourth dimension of mobbing, *“attacks on the quality of life and occupational situation”* there is opposite relationship at the rate of $r = -.380$ in Instructor/Expert group at $p = .146$ level of significance and in the same direction $r = .612$ in Doctor group at $p = .000$ level of significance.

- And, the fifth dimension of mobbing, *“direct attacks to the individual`s health”* there is opposite relationship at the rate of $r = -.528$ in Instructor/Expert group at $p = .035$ level of significance and in the same direction $r = .670$ in Doctor group at $p = .000$ level of significance.

- And, the last dimension of mobbing, *“attacks on the academic life”* there is opposite relationship at the rate of $r = -.748$ in Instructor/Expert group at $p = .001$ level of significance and in the same direction $r = .428$ in Doctor group at $p = .014$ level of significance.

From data analysed, it can be seen that most of the Instructor/Expert group is exposed to attacks in all dimensions, which causes decrease in continuance commitment. If it is considered that continuance commitment consists of economic benefits and lack of alternatives for those people, it's thought that those types of attacks affects negatively continuance commitment and could be bigger concern for the future. The group whose continuance commitment least affected is Doctor Group of academicians.

Between Normative Commitment:

- And, the first dimension of mobbing, *“attacks to victim`s revealing himself/herself and to the contact formation”* there is, the highest, opposite relationship at the rate of $r = -.804$ in Assoc. Professor group at $p = .000$ level of significance and in the opposite direction $r = .375$ in Instructor/Expert group at $p = .152$ level of significance the lowest relationship.

- And, the second dimension of mobbing, *“attacks on social relations”* there is, the highest, opposite relationship at the rate of $r = -.493$ in Professor Doctor group at $p = .008$ level of significance and in the same direction $r = .693$ in Instructor/Expert group at $p = .003$ level of significance the lowest relationship.

- And, the third dimension of mobbing, *“attacks on reputation”* there is, the highest, opposite relationship at the rate of $r = -.489$ in Research Assistant group at $p = .000$ level of significance and in the same direction $r = .685$ in Instructor/Expert group at $p = .003$ level of significance the lowest relationship.

- And, the fourth dimension of mobbing, *“attacks on the quality of life and occupational situation”* there is, the highest, opposite relationship at the rate of $r = -.689$ in Assoc. Professor group

at $p = .000$ level of significance and in the same direction $r = -.170$ in Asst. Assoc. Doctor group at $p = .097$ level of significance the lowest relationship.

- And, the fifth dimension of mobbing, “*direct attacks to the individual’s health*” there is, the highest, opposite relationship at the rate of $r = -.418$ in Research Assistant group at $p = .002$ level of significance and in the same direction $r = .733$ in Instructor/Expert group at $p = .001$ level of significance the lowest relationship.

- And, the last dimension of mobbing, “*attacks on the academic life*” there is, the highest, opposite relationship at the rate of $r = -.714$ in Professor Doctor group at $p = .000$ level of significance and in the same direction $r = .395$ in Instructor/Expert group at $p = .130$ level of significance the lowest relationship.

From data analysed, it can be seen that, the normative commitment of Associate Professor group, who were exposed to 1st, 2nd, 4th and 6th dimensions, decreases mostly. The sense of gratitude, which is obtained as a result of given Associate Professor status, supposed to be affected negatively as a result of the attacks. The group whose normative commitment least affected is Instructor/Expert group of academicians.

According to results hypothesis “ H_5 : There is a relationship, in terms of type of institution distribution variable, between the mobbing academics are exposed to and (a) affective commitment, (b) commitment to continuity, (c) normative commitment” has been supported by sufficient evidences.

Table 4. Correlation analysis between the mobbing and the organizational commitment dimensions according to institution variable

Dimensions of Organizational Commitment			Emotional Commitment		Continuance Commitment		Normative Commitment	
Mobbing Dimensions	Institution	n	r	p	r	p	r	p
Attacks in Manifestation of the Victim and Contact Formation	State	222	-.579	.000	.061	.368	-.450	.000
	Private	186	-.477	.000	.140	.057	-.369	.000
Social Relation Attacks	State	222	-.478	.000	.026	.698	-.396	.000
	Private	186	-.162	.027	.128	.082	-.083	.261
Reputation Attacks	State	222	-.454	.000	.111	.098	-.403	.000
	Private	186	-.201	.006	.121	.100	-.114	.121
Life Quality and Professional Status Attacks	State	222	-.537	.000	.129	.054	-.415	.000
	Private	186	-.009	.903	-.023	.754	.040	.590
Direct Attacks to the individual’s health	State	222	-.392	.000	.217	.001	-.268	.000
	Private	186	-.505	.000	.118	.110	-.395	.000
Academic Life Attacks	State	222	-.548	.000	.046	.499	-.394	.000
	Private	186	-.505	.000	.118	.110	-.395	.000

Table 5 investigates the relationship between the dimensions of organizational commitment and mobbing according to the institution variable:

Between *Emotional Commitment*:

- And, the first dimension of mobbing, "*attacks to victim's revealing himself/herself and to the contact formation*" there is a relationship in the opposite direction at the rate of $r = -.579$ in state universities at $p = .000$ level of significance and in the opposite direction $r = -.477$ in private universities at $p = .000$ level of significance.

- And, the second dimension of mobbing, "*attacks on social relations*" there is a relationship in the opposite direction at the rate of $r = -.478$ in state universities at $p = .000$ level of significance and in the opposite direction $r = -.162$ in private universities at $p = .027$ level of significance.

- And, the third dimension of mobbing, "*attacks on reputation*" there is a relationship in the opposite direction at the rate of $r = -.454$ in state universities at $p = .000$ level of significance and in the opposite direction $r = -.201$ in private universities at $p = .006$ level of significance.

- And, the fourth dimension of mobbing, "*attacks on the quality of life and occupational situation*" there is a relationship in the opposite direction at the rate of $r = -.537$ in state universities at $p = .000$ level of significance and in the opposite direction $r = -.009$ in private universities at $p = .903$ level of significance.

- And, the fifth dimension of mobbing, "*direct attacks to the individual's health*" there is a relationship in the opposite direction at the rate of $r = -.392$ in state universities at $p = .000$ level of significance and in the opposite direction $r = -.505$ in private universities at $p = .000$ level of significance.

- And, the last dimension of mobbing, "*attacks on the academic life*" there is a relationship in the opposite direction at the rate of $r = -.579$ in state universities at $p = .000$ level of significance and in the opposite direction $r = -.477$ in private universities at $p = .000$ level of significance.

It will be affected emotional commitment to be exposed mobbing in the Public University than Foundation university. In the public university the most affecting emotional commitments are attack of represented yourself and attack of making communication. Hierarchic and organization structure of Public University is bigger than Foundation university. For that reason it is thought that it can be tolerated all these aggressions. In the foundation university the most visible mobbing attitude is the attitude which affects person's health and academic life. It was seen two of the situations that when the mobbing increase, the emotional commitment will be decreased.

Between *Continuance Commitment*:

"*Attacks of Represented yourself and attacks of making communication*", which is first dimension of mobbing, has inverse correlation with an indicator of $r = .061$ and significance level of $p = .367$, in public universities, and also it has inverse correlation with an indicator of $r = .140$ and significance level of $p = .057$ in foundation universities.

"*Attacks on Social Relationship*", which is second dimension of mobbing, has inverse correlation with an indicator of $r = .026$ and significance level of $p = .698$, in public universities, and also it has inverse correlation with an indicator of $r = .128$ and significance level of $p = .082$ in foundation universities.

"*Attacks of Esteem*", which is third dimension of mobbing, has inverse correlation with an indicator of $r = .111$ and significance level of $p = .098$, in public universities, and also it has inverse correlation with an indicator of $r = .121$ and significance level of $p = .100$ in foundation universities.

"Life quality and attacks to occupational conditions", which is fourth dimension of mobbing, has inverse correlation with an indicator of $r = .129$ and significance level of $p = .054$, in public universities, and also it has inverse correlation with an indicator of $r = .023$ and significance level of $p = .754$ in foundation universities.

"Direct attacks to personal health", which is fifth dimension of mobbing, has inverse correlation with an indicator of $r = .217$ and significance level of $p = .001$ in public universities, and also it has inverse correlation with an indicator of $r = .118$ and significance level of $p = .110$ in foundation universities.

"Attacks to the academic life", which is the last dimension of mobbing, has inverse correlation with an indicator of $r = .046$ and significance level of $p = .499$ in public universities, and also it has inverse correlation with an indicator of $r = .118$ and significance level of $p = .110$ in foundation universities.

As data is analysed, there is no inverse correlation between mobbing and permanence commitment in terms of types of institutions variable except the quality of life in foundation universities and attacks to occupational conditions. Looking at other variables, increase in mobbing does not affect permanence commitment.

Between Normative Commitment:

"Attacks to Represented yourself and attacks of making communication", which is first dimension of mobbing, has inverse correlation with an indicator of $r = -.450$ and significance level of $p = .000$ in public universities, and also it has inverse correlation with an indicator of $r = -.369$ and significance level of $p = .000$ in foundation universities.

"Attacks to Social Relationship", which is second dimension of mobbing, has inverse correlation with an indicator of $r = -.396$ and significance level of $p = .000$ in public universities, and also it has inverse correlation with an indicator of $r = -.083$ and significance level of $p = .261$ in foundation universities.

"Attacks to Esteem", which is third dimension of mobbing, has inverse correlation with an indicator of $r = -.403$ and significance level of $p = .000$ in public universities, and also it has inverse correlation with an indicator of $r = -.114$ and significance level of $p = .121$ in foundation universities.

"Life quality and attacks to occupational conditions", which is fourth dimension of mobbing, has inverse correlation with an indicator of $r = -.415$ and significance level of $p = .000$ in public universities, and also it has inverse correlation with an indicator of $r = -.040$ and significance level of $p = .590$ in foundation universities.

"Direct attacks to personal health", which is fifth dimension of mobbing, has inverse correlation with an indicator of $r = -.268$ and significance level of $p = .000$ in public universities, and also it has inverse correlation with an indicator of $r = -.395$ and significance level of $p = .000$ in foundation universities.

"Attacks to the academic life", which is the last dimension of mobbing, has inverse correlation with an indicator of $r = -.394$ and significance level of $p = .000$ in public universities, and also it has inverse correlation with an indicator of $r = -.395$ and significance level of $p = .000$ in foundation universities.

Mobbing behaviour that affects normative commitment in public universities the most is attack to victim's manifestation and formation of communication. Because the public universities have larger organizational structure and more hierarchical structure compared to foundation universities

as it seems to be an advantage, this is why the reason for this result can be an idea of assimilating victim by these kinds of attacks. The most seen mobbing behaviour in public universities is attacks to the academic life. Looking at two types of institution, it is seen that as mobbing increases normative commitment decreases. As a result; the hypothesis "H6: There is a relationship between mobbing exposed to academicians and organizational commitment conditions by means of distribution of institution types" is confirmed by enough number of evidences.

Conclusions

Although mobbing has become a current issue lately, it is a kind of complex behaviours which exist from old times, knock out individual psychologically and physically by exercising power over themselves systematic, stupefy, pall on, and in the end cause passivation in the institution and release.

Today mobbing is a kind of abuse which is applied in every institution without age, gender and education difference. So this violence is applied in academic life.

Unless there is no effort for preventing mobbing, it spreads like a virus from substratum to upper crust in the institution and not only hurts personal but also causes damage to the organization.

Organizational commitment refers to individual's perception for organization and in order to maintain membership in the organization somebody goes the extra mile with same aim and target by identifying their interests as same as organization's interest.

Aims of organizations are to work with people with high commitment, with people who are tightly coupled to aim and values of organization. But existence of mobbing obstructs these aims come true.

Results of research are supportive for problem of research. In addition to this, results and suggestions obtained from analysis and tests in research are as below:

It is determined that there is a statistical relationship between exposure of mobbing and emotional commitment for academicians who attend this research. And also research shows that mobbing affects emotional commitment negatively. As mobbing increases, emotional commitment decreases. So H1 hypothesis is supported. The result of decreasing of emotional commitment is attacks to academic life.

It is determined that there is no statistical relationship between exposure of mobbing and continued commitment for academicians who attend this research. Mobbing doesn't affect to continued commitment. So, H2 hypothesis isn't supported. There is low level between the continued commitment and Attacks to the academic life because the research was made from the academicians.

It is determined that there is a statistical relationship between exposure of mobbing and normative commitment for academicians who attend this research. And also research shows that mobbing affects normative commitment negatively. As mobbing increases, emotional commitment decreases. . So H3 hypothesis isn't supported. The result of decreasing of emotional commitment is attacks to life quality and attacks to occupational conditions.

It is determined that there is a significant relationship between mobbing exposed to academicians and organizational commitment conditions in terms of gender variable. When exposed to mobbing, men's emotional commitment goes down more than women's, women's permanence commitment goes down more than men's but there is no impact seen neither positive nor negative

among men and men's normative commitment goes down more than women. So H4 hypothesis is confirmed.

It is determined that there is a significant relationship between mobbing exposed to academicians and organizational commitment conditions in terms of title variable. When exposed to mobbing; lecturer or a higher title academicians' emotional commitment goes down the most whereas instructor/expert titled academicians' emotional commitment is affected the least, instructor/expert titled academicians' permanence commitment goes down the most whereas doctor titled academicians' permanence commitment is affected the least, associate professor titled academicians' normative commitment goes down the most whereas instructor/expert titled academicians' normative commitment is affected the least So H5 hypothesis is confirmed.

It is determined that there is a significant relationship between mobbing exposed to academicians and organizational commitment conditions in terms of types of institution variable. When exposed to mobbing; emotional commitment goes down more in public universities rather than foundation universities. Permanence commitment has not much effect on both institutions but foundation universities are affected more with slight difference. Normative commitment goes down more in public universities rather than foundation universities. So H6 hypothesis is confirmed.

In this research it is analysed that how the organizational commitment is affected by mobbing exposed to academicians. So the factors that affect organizational commitment are not taken into consideration. In this respect effect of mobbing can be researched with the other factors that affect organizational commitment.

Research is carried out among academicians of public and foundation universities in Ankara, İstanbul, İzmir and Eskişehir which are the most intense cities of Turkey by means of university. In future studies different cities can be taken into research and there can be done much better comparison.

Implementation of mobbing has to be prevented among academicians by creating awareness about mobbing in universities which are the top level educational institutions.

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