

The Relationship Between Physical Education Teachers' Exposure to Mobbing and Organizational Commitment

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Abstract: The purpose of this study was to investigate the relationship between physical education teachers' exposure to mobbing and their organizational commitment. The sample group of the study was composed of 291 physical education teachers working in Sakarya and Bartın provinces. In order to find out mobbing and organizational commitment, Negative Acts Questionnaire and Organizational Commitment Scale (OCS) were adopted to the sample group. In order to analyze the data collected from these scales, descriptive statistical analysis, variance analysis, correlation analysis and multiple regression analysis were used. As a result of the study, it was found that physical education teachers had lower organizational commitment in the compliance sub-dimension, moderate organizational commitment in the identification sub-dimension and higher organizational commitment in the internalization sub-dimension. When physical education teachers' exposure to mobbing was evaluated, it was understood that they experience mobbing at lower levels. When sub-dimensions of physical education teachers' organizational commitment and exposure to mobbing were examined, positive moderate significant relationship between adaptation sub-dimension and mobbing and negative lower significant relationship between identification and internalization sub-dimensions and mobbing were observed.

Key words: Physical education teacher • Mobbing • Organizational commitment

INTRODUCTION

Conditions of work have vital importance in the well-being of individuals. An employee spent most of his/her time in his/her workplace. Therefore all the physical, social, psychological conditions of work place have great impact on the feelings of the employee. Particularly, the cases such as the differentiation of the social roles and experiencing conflicts in inter-employees relationships and existence of organizational competition and attempt of proving themselves by the employees and existence of higher level expectations have been resulting in adversely influence of the employees' mental health and their exposure to stress [1]. The business stress lived has been likely to constitute serious problems in terms of both individual and organizational senses once it was combined with the difficulties and issues in the private life of the individuals [1].

Mobbing: Although the success and productivity of an employee directly depends on the harmonious atmosphere in the organization, very often employees from the same workplace may have to work with the people whom they dislike. An organization's harmonious and functional interaction with its environmental sub-systems and upper systems has vital importance for the total success of that organization [2]. However, it might not be always easy for an employee to adapt to the social or organizational life at the workplace easily. This is such an issue that the people exposed to negative behaviors may experience various problems, psychologically get damaged and be turned into an incapacitated one. At this point, we are confronted by mobbing (mobbing)/deterrence from the workplace [3]. In brief, mobbing can be defined as the psychological pressures applied for the purpose of emotionally abusing or discharging an individual from a workplace. The fact

that emerges in form of a psychosocial stress is a conclusion of psychological violence, deterrence applied from the workplace [4]. Mobbing is a privacy invasion. Its aim is to force to walk out the work through putting systematic pressure on person or persons from a workplace and eliminating their performance and power of endurance by exerting an unethical approach [5]. It is important to know that mobbing (is a complex and multifaceted phenomenon. Fortunately, there is a huge literature which has been concentrated on enlightening various issues related to mobbing [6].

Organizational Commitment: Another subject which has vital importance for an organization's overall success is organizational commitment. Therefore there may be various links between mobbing and organizational commitment. Organizational commitment is defined as a psychological state reflecting the psychological approach to the organization and the relationship between the employee and the organization and leading to decision to maintain organization membership [7]. Simply, organizational commitment can be explained as a bond which the employee has with his/her organization [8]. O'Reilly and Chatman [9] described the organizational commitment as a 'psychological connection' of the individual with an organization. Their classification is based on model of Kelman (1958) related to the processes of social influence. Kelman recognizes that people are influenced through three different conceptual paths. These are (a) cohesion or transformation (b) identification or relationship and (c) assimilation or suitability of values [9]. Cohesion (harmony) takes place when the attitudes and behaviors were acquired, not for having shared the beliefs. It is the state when person is exposed to the influence of the group in order to win certain prizes or avoid penalties. In this case, the open and personal attitudes may vary [9].

Meyer and Allen (1990) offered a model of the three components of organizational commitment: affective commitment, normative commitment and continuance commitment. Affective commitment is defined as the emotional attachment, identification and involvement an employee has with its organization and goals, continuance commitment: The individual commits to the organization because he/she perceives high costs of losing organizational membership and normative commitment: Is the commitment a person believes he/she has to the organization or his/her feeling of obligation to his/her workplace. They separated two dimensions of attitudes and behavior commitment and the definitions for each of them and considered the affective and normative

commitments in the attitude dimension and continuance commitment in behavioral dimension and said that the three types of commitment are a psychological state "that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization" [10].

Mobbing and organizational commitment are closely related two issues which have vital importance for the success of an organization. An employee who is not faced with mobbing will certainly have higher level of organizational commitment and this will lead to better performance of this individual at work. Therefore this study is important as it tries to explore the relationship between these two issues in physical education teachers.

MATERIALS AND METHODS

Sample Group: The sample group of the study was composed of 291 physical education teachers working in Sakarya and Bartın provinces. The research was conducted during the 2009-2010 education term. The teachers participated to this study voluntarily and data was derived as self-report by them.

Data Gathering Tools: In order to find out mobbing, Negative Acts Questionnaire [11] was applied to the sample group. And in order to derive data about organizational commitment levels of the physical education teachers, Organizational Commitment Scale [12] was applied.

Reliability and Data Analyses: The data derived from these two tests were evaluated using the Statistical Package for the Social Sciences (SPSS) version 16.0 through descriptive statistics, t test, Regression Analysis and Pearson Product Moment Correlation.

A reliability analysis with calculation of Cronbach's alpha was also conducted to determine if the measurement tools were acceptable and reliable or not. Cronbach's alpha was calculated as 0.85 and 0.81, which indicate that the items of both tests have relatively high internal consistency. The p value for 2-tailed significance is .000, rounded to three decimal places.

RESULTS

When the descriptive findings pertaining to the dimension of "negative behaviors" of the physical education teachers were examined, it is seen that the items where the participation has occurred at highest level are "Disregarding your ideas and opinions", "Request for

execution of works below your mastery / competency level” and “Somebody holding information that might affect your achievement”. As to the items where the participation has been lowest are “The behaviors of intimidating like pointing with finger, private area invasion, pushing and knock-over”, “Being subject to excessive teasing and mobbing” and “Suggestive behaviors of others regarding walking out your work”.

When the descriptive findings of the physical education teachers are looked over from the aspect of organizational commitment dimension, it is seen that the articles where participation is at the highest level are “I do all kinds of self-sacrifice for the benefit of my school”, “I really think the future of this school” and “I consider that acting in conformance to the interests and expectations of my school is a duty”. As for the articles where the participation is the lowest are “I think I made a mistake by having decided to work at this school”, “I have difficulty in adapting to this school” and I follow the excessive rules of this school due to being obliged to”.

When sub-dimensions of organizational commitment related to the physical education teachers are examined among themselves, it is seen that there is a significant relationship between the sub-dimension of cohesion and the sub-dimension of identification towards negative ($r = 0.33$, $p < 0.01$) and a low-level relationship with sub-dimension of assimilation, again towards negative direction ($r = -0.12$, $p < 0.01$). So, while the behaviors related to the sub-dimension of the cohesion of the organizational commitment rise, a decrease is being lived at the sub-dimension level of assimilation. When the relationship between the sub-dimensions of organizational commitments of the physical education teachers and the mobbing undergone by them are examined, it appears that there is a significant relationship at intermediate level towards negative direction between the mobbing and its sub-dimension ($r = .58$, $p < 0.01$). As to the relationship between the sub-dimension of identification ($r = -.24$, $p < 0.01$) and assimilation ($r = -.16$, $p < 0.01$) of the negative behaviors experienced by the physical education teachers and the organizational commitments, a low - level expressive relationship emerges towards negative direction.

The negative behaviors yield a quite low – level and expressionless relationship in comparison to the organizational commitments ($R = 0.056$, $R^2 = 0.003$, $p = 0.353$) (R = Negative behaviors explains 0.3 % of the total variance with the organizational commitments). According to the standardized regression coefficient (beta), when the

Table 1: Correlation Values between Negative Behaviors Experienced by the Physical Education Teachers and Their Organizational Commitments (Cohesion Identification, Assimilation)

Variables	1	2	3	4
Negative behaviors	1			
Cohesion	0.58*	1		
Assimilation	-0.24*	-0.33*	1	
Identification	-0.16*	-0.12	0.26*	1

* $P < 0.01$

Table 2: The Outcomes of Organizational Commitment Estimation – Oriented Multiple Regression Analysis Report Related to Negative Behaviors (Mobbing)

Variables	B	Std. Error	Standard Beta	t	p
Constant	3.017	0.119		25.390	0.000
Negative behaviors	-0.086	0.093	-0.056	-0.930	0.353

$R = 0.056$ $R^2 = 0.003$

$F_{(1,271)} = 0.865$ $p = 0.353$

(Estimated variable organizational commitment)

relative importance level over the organizational commitments of the estimator variants is scrutinized, it is seen that the negative behaviors are not a sound estimator. As to when the expressiveness of the regression coefficients related to t-test results were examined, it has been revealed that the negative behaviors did not become an important (expressive) estimator over the organizational commitments.

A study that supporting this outcome has been carried out by Tengilimoğlu and Mansur as “Impact of Mobbing (Psychological Violence) Applied at Operations over Organizational Commitments” and it has been investigated whether or not there was a statistical difference between exposure to mobbing and organizational commitment and it has been concluded that a meaningful distinction did not existed at the 0.05 expressiveness level (Tengilimoğlu and Mansur, 2009:80). According to the results of regression analysis, the organizational commitment estimation – oriented regression equation (mathematical model) is given below.

DISCUSSION AND CONCLUSIONS

The results indicated that that as the level of experiencing negative behaviors by the physical education teachers increases, there would happen a decline with the values of the sub-dimensions of the identification and assimilation of their allegiance to their work.

Mobbing is a product of the unsolved conflicts and the behaviors oriented towards removal of an employee applied by the person so performing due to its personality

problems against an employee through mobbing and isolation from the business. As to the organizational commitment is the will of an employee to maintain its membership from the organization to bound and accomplish the objects and targets of the organization by making extra effort. Mobbing has been resulting in removal of the employees from the organization and adversely affecting their organizational commitments. The unethical behaviors committed, i.e. adversely influencing attempt of an employee to prove itself and to communicate and invasions committed against its social relationships, life quality and occupational position and health have been adversely influencing the employee and mobbing it [13].

As to when the expressiveness of the regression coefficients related to t-test results were examined, it has been revealed that the negative behaviors did not become an important (expressive) estimator over the organizational commitments. Previous researches found out that psychological defects or problems at work would result with the decrease of organizational commitment [14-16].

This study concluded that the physical education teachers experience low-level commitment at cohesion sub-dimension level of their organizational commitment sub-dimensions and an intermediate level at the identification sub-dimension and as to at assimilation sub-dimension, a commitment at the highest level.

Once looked at the analysis results of the negative behaviors scale employed for determination of mobbing exposure level of the physical education teachers, it is understood that the physical education teachers were exposed to the negative behaviors at the lowest level. According to this result, it can be stated that the physical education teachers experience low-level mobbing.

When we evaluated the organizational commitments of the physical education teachers in a single dimension, it appears that they have lived intermediate – level adherence. The fact that the organizational commitments of the physical education teachers generated an outcome at the intermediate level is correlated with the cohesion adherence at the sub-dimensions of the organizational commitments tending towards negative direction.

Once the relationship among themselves of the sub-dimensions of the physical education teachers – oriented organizational commitments was looked through, a meaningful relationship has appeared again at the low level towards negative direction in comparison to its assimilation sub-dimension.

When the results of the mobbing experienced by the physical education teachers and the sub-dimensions of their organizational commitments were examined, it is seen that there is a meaningful relationship towards positive direction between the mobbing and sub-dimension of adaptation. As for the negative behaviors experienced by the physical education teachers and assimilation sub-dimension of the organizational commitment, a low – level expressive relationship existing towards negative direction has arisen.

When looked through the regression analysis results between the organizational commitment level of the physical education teachers and mobbing levels experienced by the physical education teachers and the relative importance level of the estimator variables over the organizational commitment were examined according to the standardized regression coefficient (beta), it is seen that the negative behaviors were not a powerful estimator. However, when the regression coefficients expressiveness – oriented t-test results were scrutinized, it has been discovered that the negative behaviors were not a vital (meaningful) estimator over the organizational commitment.

Today, mobbing has turned out to be one of the most important realities of daily life which creates many problems such as loss of productivity, stress, psychological disorders, social conflicts, etc. Therefore this study suggests that very serious precautions should be taken through the adaption of specific laws and administrative control in order to prevent mobbing at workplace.

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