

## Examination of the Effects of Psychological Violence Perception on Service Workers

### *Hizmet Sektöründe Psikolojik Şiddet Algısının Çalışanlar Üzerindeki Etkilerinin İncelenmesi*

Zafer ADIGÜZEL<sup>(1)</sup>, İrem KÜÇÜKOĞLU<sup>(2)</sup>

**ABSTRACT:** In cases of mobbing, individuals who lose control, feel themselves under pressure while performing their duties and work hard. This also destroys employees' passion for their jobs. In organizations where there is no perception of psychological violence, employees' passion for their work both eliminates the intention to leave and increases their creative performance. Within the scope of the research model, data were collected from 321 employees operating in the service sector and the relationships and effects between psychological violence perception, Work Engagement, intention to leave and creativity performance were analyzed in SPSS 25 and AMOS programs.

**Keywords:** Perception of Psychological Violence, Work Engagement, Intention to Leave, Creativity Performance

**Öz:** Örgütler, çalışanların performanslarını ve verimliliklerini dinamik tutacak kültürü oluşturabilirse, bu durum çalışanların yaratıcılığının geliştirilmesine katkı sağlayacaktır. Mobbing'in olduğu durumlarda, kontrolü kaybeden bireyler, görevlerini yerine getirirken kendilerini baskı altında hissetmekte ve zorla çalışmaktadırlar. Bu durum çalışanların işlerine olan tutkularını da yok etmektedir. Psikolojik şiddet algısının olmadığı örgütlerde, çalışanların işlerine olan tutkunlukları hem işten ayrılma niyetini ortadan kaldırmakta hemde yaratıcılık performanslarını artırmaktadır. Araştırma modeli kapsamında hizmet sektöründe faaliyetde bulunan 321 çalışandan veriler toplanarak SPSS 25 ve AMOS programlarında, psikolojik şiddet algısı, çalışmaya tutkunluk, işten ayrılma niyeti ve yaratıcılık performansı arasındaki ilişkiler ve etkiler incelenmiştir.

**Anahtar Kelimeler:** Psikolojik Şiddet Algısı, Çalışmaya Tutkunluk, İşten Ayrılma Niyeti, Yaratıcılık Performansı

**JEL Classifications:** M120, M540, M510

### 1. Introduction

Stressful and oppressive working environments that employees complain intensively can be seen in every sector. The perception of psychological violence that occurs when the rights of the employees are seized by their superiors in an intensive work environment creates a negative environment within the organization (Leymann & Gustafsson, 1996). Mobbing's main goal is to ensure that the employee leaves the organization as a result of pressure (Shallcross et al., 2008). In order for the activities in the organization to continue, there must be a willingness of the employees. The employees who work in harmony with work engagement both carefully in their

<sup>(1)</sup> İstanbul Medipol Üniversitesi, İşletme ve Yönetim Bilimleri Fakültesi, Uluslararası Lojistik Yönetimi; [zadiguzel@medipol.edu.tr](mailto:zadiguzel@medipol.edu.tr); ORCID No: 0000-0001-8743-356X

<sup>(2)</sup> İstanbul Medipol Üniversitesi, İşletme ve Yönetim Bilimleri Fakültesi, İnsan Kaynakları Yönetimi; [ireemkckglu@gmail.com](mailto:ireemkckglu@gmail.com); ORCID No: 0000-0003-0159-3621  
Geliş/Received: 18-09-2019; Kabul/Accepted: 20-04-2020

professional duties (Brown et al., 2007) and gain positive experiences (Vallerand et al., 2014). When mobbing behaviors are concealed and indirect, employees often do not understand the situation, they feel guilty, their psychological and physiological health is damaged and their intention to leave and creative activities begin to decrease. According to the researchers, mobbing is more common than sexual and verbal abuse (Namie et al., 2004). Since mobbing is considered a crime in some countries, companies are imposed fines (Daniel, 2006). In individuals who are passionate about their work, the state of passion has a positive effect on individuals. When mobbing occurs, employees also experience low job satisfaction and a weakening in performance, ie they tend to burnout (Burke & Fiksenbaum 2009). In order not to lose the passion of the employees to work, it is necessary to make managerial decisions in order to prevent mobbing in the organizational culture. Employees' passion for their work gives them a sense of determination and becomes a motivational resource for the individual (Cardon et al., 2009). The development and training of the employees is important for the successful performance of the employees. Job satisfaction, working conditions, opportunities, being able to act independently, professional stability and professionalism are the concepts of employee success (Tanjeen, 2009). In the research model examines the effects of psychological violence on employees.

## **2. Literature Review**

### **2.1. Perception of Psychological Violence (Mobbing)**

According to the first research on mobbing in 1980, for the word mobbing; bullying, maltreatment, emotional abuse, victimization, intimidation, verbal abuse, psychological terrorism and psychological violence meanings have been used (Demirgil, 2008). Mobbing is the psychological pressure on the individual working in the organization by approaching them through malicious and disrespectful behaviors (Tigrel & Kokalan, 2009). In the case of mobbing, employees develop negative behaviors (Di Martino et al., 2003) and push employees to leave (Noring, 2000). Employees exposed to mobbing experience physical, mental and behavioral problems. Physical problems; stomach diseases, weight gain or loss, insomnia, various pains in the body, low immunity, increased alcohol and cigarette use and drug use. Emotional problems; depression, burnout, anxiety, apathy, emotional emptiness, meaninglessness of life, low motivation and adjustment disorder. Behavior disorder; nervousness, risky behavior, lack of attention, forgetfulness, lack of emotion, rigidity, family problems, suicide of the victim may result ( Josipović-Jelić et al., 2005). The commitment and participation of an employee increases with meeting basic needs and innovations in the working environment (Safiullah, 2015). Basic needs differ among employees as well as job satisfaction (Saeed et al., 2013). In this context, the effects of Perception of Psychological Violence on Intention to Leave, Creativity Performance and Work Engagement are examined.

### **2.2. Work Engagement**

Engagement is when an individual spends time and energy on what she/he likes and finds important, and identifies herself with the work she/he is passionate about (Vallerand & Houliort, 2003). Engagement is accepted as a motivational approach and defined as the tendency of the employee towards a job where he spends time and energy (Vallerand et al., 2003). Sternberg (1986) states that employees should be willing to be able to participate in the work, so that organizational activities can be carried out. Employees who exhibit harmonious behaviors within the organization

do not participate in every activity in the organization as an obligatory task, because employees enjoy what they do. Engagement for work is also recognized as a motivational force that affects individuals' personal lives in various ways. Individuals who perform their duties in the workplace with engagement are also able to communicate with their colleagues and use their working hours efficiently (Zigarmi et al., 2009). Within the scope of the research model, the effect of the engagement for work on both intention to leave and creativity performance as a mediation variable and independent variable is examined.

### **2.3. Intention to Leave**

The intention of employees to leave work; what they like to do is quit their job (Jung et al., 2017) or leave their organization (Wynen et al., 2013). It is also accepted as the cognitive process that the individual plans to quit his/her job and leave the organization within a certain period of time (Lambert & Hogan, 2009). When employees increase their participation and support for the organization to which they are affiliated, when they make good use of opportunities, their thoughts of leaving work weaken (Harter et al., 2002). The support of the organization and managers also affects the intention of employees to leave (Wynen et al., 2013). When organizations support the development of employees, employees tend to stay in the organization (Knox, 2014). If employees intend to leave, job satisfaction and organizational commitment are negatively affected (Chen et al., 2018). According to the researches, factors such as employee relations, salary, supervisors, characteristics of the work done, premiums, status, innovations and job satisfaction affect the intention of individuals to leave. Within the scope of the research model, the effects of psychological violence perception and the work engagement on the intention to leave are examined.

### **2.4. Creativity Performance**

Creativity is defined as the creation of new and useful ideas by employees individually (Amabile, 1983). Creativity is considered a pioneer in order to ensure organizational innovation (Woodman et al., 1993). The creativity performance of the employees is important for the success of the organization in the competitive environment (Chang et al., 2013). Therefore, employees in institutions should be encouraged to be creative (Gong et al., 2013). Specific factors; Open to development (Feist, 1998), cognitively innovative (Tierney et al., 1999), individuals with high learning orientation (Gong et al., 2009), are considered as creativity elements and pave the way for creative ideas. Employees' performances should be evaluated regularly and their salaries should be paid according to their level of expertise. These are practices determined by management such as job design, selection, training and performance evaluation (Delery & Doty, 1996). Within the scope of the research model, the effects of the perception of psychological violence and the work engagement on creativity performance are examined.

## **3. Methodology**

Within the framework of the research model, data were collected from 321 white-collar workers in the service sector (1 public bank and 1 private bank in Istanbul). Data were analyzed using IBM SPSS 25 and AMOS statistics program. Factor (confirmatory and descriptive) and reliability analyzes were performed because the Likert scale was used in the data collected from the white collar. Correlation analysis is used to examine the relationships between variables, while regression

analysis is used to test hypotheses. In addition, the sobel test and hayes process were used to analyze the effect of the mediation variable. *Psychological Violence Perception Scale*; in the studies carried out by Leymann (1996), Leymann and Gustafsson (1996), Leymann and Zapf (1996), questions about mobbing have been stated, Einarsen et al. (2009), these questions were arranged and turned into a questionnaire. In the study, Einarsen et al. (2009) (22-Items, Cronbach Alpha=0.90), organized and developed questions were used. *Intention to leave scale*; The questions developed by Polat and Meydan (2010) (5-Items, Cronbach Alpha=0.91), Sökmen and Mete (2015) (3-Items, Cronbach Alpha=0.840) were used. *Creativity Performance Scale*; Tsai et al. (2015) (13-Items, Cronbach Alpha=0.94), Çiftçi (2014) (12-Items, Cronbach Alpha=0.785), Kerse and Karabey (2014) (9-Items, Cronbach Alpha=0.841), were used to measure the highest number of questions in factor analysis. *Work Engagement scale*; Balducci et al. (2010) (Cronbach Alpha=0.92), Shimazu et al. (2008) (7-Items, Cronbach Alpha=0.91), Fong and Ng, (2012) (17-Items, Cronbach Alpha=0.880). A total of 321 white-collar people from the public bank (142) and private bank (179) answered our survey according to the criteria. 153 female, 168 male white collar answered our survey. 36.7% of the participants were in the 17-27 age group; 49.7% are in the 28-40 age group. The number of managers over the age of 41 is 13.1%. 67.4% (278 Participants) of the respondents had a University and 12.3% (43 Participants) had a postgraduate degree.

### 3.1. Research Purpose

In this research, the aim of the study was to determine the effects of the relationship between the psychological violence perception, the intention to leave and creativity performance, along with the mediation variable effect of the work engagement. The reason why the service sector is chosen is that it allows employees to easily examine their thoughts, attitudes and behaviors towards their organizations due to the intense work pace, and that the turnover rate is experienced more intensely in the service sector. The reason for the selection of the white-collar employees is that they are in close contact with the senior management and also because they form the waist bones of the organizations.

### 3.2. Research Framework

Based on the literature review, Independent Variable; Perception of Psychological Violence; Work Engagement, Dependent Variables; A research model was applied as intention to leave and creativity performance. In the research, the data was analyzed in determining the relationships between statistical concepts because a quantitative approach was adopted. In a quantitative study, independent variables are used to evaluate the effects on dependent variables (Thomas et al., 2015).

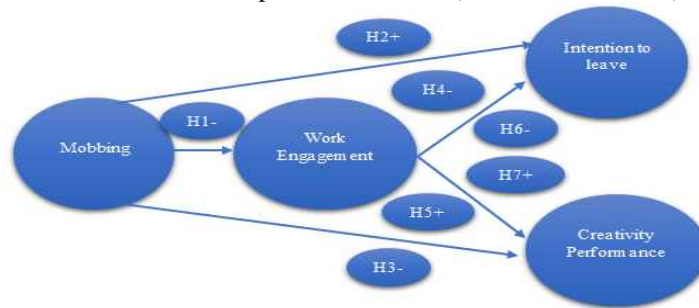


Figure 1. Research Model

### 3.3. Analysis

Factor analysis was conducted to investigate the construct validity of the scale. For factor analysis in SPSS 25 program, Kaiser Mayer Olkin (KMO) value was found to be .933. The fact that KMO is higher than .90 is interpreted as “excellent” result (Kline, 2014). This value indicates that the data is appropriate for analysis. Bartlett's Test result sig. The value of .000 (sig <0.05) is also suitable for factor analysis of the data obtained. Chi-Square value is significant and shows that the data comes from a multivariate normal distribution. In the study, a questionnaire of 40 questions on the 5 Likert scale (1. Absolutely Disagree - 5. Absolutely Agree) was prepared and analyzed. Variables; Perception of psychological violence, intention to leave, creativity performance and work engagement were subjected to factor analysis. 13 The question was drawn from factor analysis because it did not fall into factor distribution and affect reliability. As shown in Factor Analysis Table 1, correlation and regression analysis of variables distributed in 4 factors and 27 questions were performed.

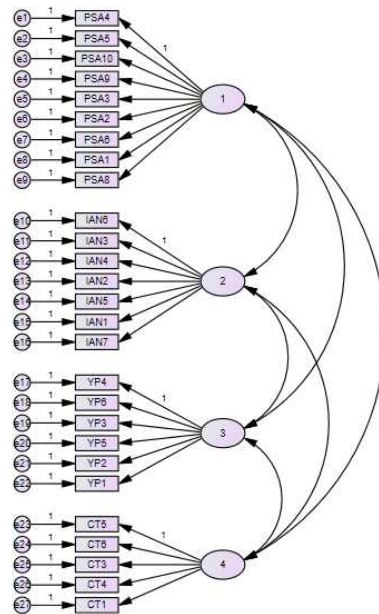
**Table 1.** Rotated Component Matrix<sup>a</sup>

| Rotated Component Matrix <sup>a</sup>   |           |       |       |   |
|---|-----------|-------|-------|---|
|   | Component |       |       |   |
|   | 1         | 2     | 3     | 4 |
| PSA4. My work is judged wrongly.  | 0.816     |       |       |   |
| PSA5. My work is evaluated in a condescending manner.   | 0.814     |       |       |   |
| PSA10. There are situations where I have been deliberately left alone at work.                | 0.806     |       |       |   |
| PSA9. There are situations where I'm excluded at work.  | 0.802     |       |       |   |
| PSA3. There are situations where I am prevented from expressing my ideas.                     | 0.750     |       |       |   |
| PSA2. There are situations where my presence is ignored.                                      | 0.750     |       |       |   |
| PSA6. Because of the psychological pressures I've experienced, my sleep pattern is disrupted. | 0.711     |       |       |   |
| PSA1. Even if I finish my work on time, I will be deliberately criticized.                    | 0.665     |       |       |   |
| PSA8. Pointless, jobs I can't raise are given.  | 0.662     |       |       |   |
| IAN6. I will leave this institution as soon as I can.   |           | 0.854 |       |   |
| IAN3. Sometimes I think about leaving my job.   |           | 0.845 |       |   |
| IAN4. If I had the chance, I'd leave my job.  |           | 0.837 |       |   |
| IAN2. I'll probably look for another job next year.   |           | 0.835 |       |   |
| IAN5. I prefer to work in a more ideal job than the one I'm currently working on.             |           | 0.801 |       |   |
| IAN1. I want to leave my job right now.   |           | 0.776 |       |   |
| IAN7. I'm willing to leave whatever happens.  |           | 0.775 |       |   |
| YP4. I can produce new and different  |           |       | 0.824 |   |

|  |  |  |       |       |
|--|--|--|-------|-------|
| solutions to problems.   |  |  |       |       |
| YP6. I try to use new business technologies.                                 |  |  | 0.786 |       |
| YP3. I constantly look for ways to improve myself by learning.               |  |  | 0.783 |       |
| YP5. I exhibit an attitude open to change in the application of new methods. |  |  | 0.765 |       |
| YP2. I'm not afraid to risk trying new ideas.                                |  |  | 0.756 |       |
| YP1. I give creative ideas about business.                                   |  |  | 0.691 |       |
| CT5. My work gives me excitement.  |  |  |       | 0.802 |
| CT6. My work inspires me.  |  |  |       | 0.776 |
| CT3. I feel happy when I work at an intense pace.                            |  |  |       | 0.705 |
| CT4. I get lost in my work.  |  |  |       | 0.570 |
| CT1. I feel like I'm full of energy at work.                                 |  |  |       | 0.564 |
| Extraction Method: Principal Component Analysis.                             |  |  |       |       |
| Rotation Method: Varimax with Kaiser Normalization.                          |  |  |       |       |
| a. Rotation converged in 5 iterations.                                       |  |  |       |       |

PSA: Perception of Psychological Violence (Mobbing), IAN: Intention to leave, YP: Creativity Performance, CT: Work Engagement

**Confirmatory Factor Analysis;** It is used to define statistical analyzes in research models that represent more than one variable and include more than one measured or observed variable (Özdamar, 2013). In SPSS AMOS, the accepted values for confirmatory factor analysis are the most favorable values in model fit; GFI, CFI, NFI, IFI and RMSEA (Brown, 2015).



PSA: Perception of Psychological Violence (Mobbing), IAN: Intention to leave, YP: Creativity Performance, CT: Work Engagement

**Figure 2. Confirmatory Factor Analysis**

When the values in Model Fit are considered, they are in accordance with the research model;  $\chi^2 / df = 3.122 < 5$ ,  $0.85 < GFI = 0.889$ ,  $0.90 < IFI = 0.919$ ,  $0.90 < NFI = 0.916$ ,  $0.90 < CFI = 0.929$ ,  $RMSEA = 0.060 < 0.075$ . For this reason, the validity of the 4-factor structure revealed by exploratory factor analysis in SPSS 25 Statistical program was also confirmed by confirmatory factor analysis in SPSS AMOS. After the confirmatory and explanatory factor analysis, the reliability analysis is performed in order to measure the internal consistency of the questions representing the variables. According to the research conducted by Nunnally in 1978, it is seen that the Cronbach's alpha coefficient is 0.70 and above especially in the studies conducted in the field of social sciences (Nunnally, 1978; Hair et al., 2000).

**Table 2.** Reliability Analysis

| Variables                                      | Number of questions | Cronbach Alfa ( $\alpha$ ) |
|--|---------------------|----------------------------|
| Perception of Psychological Violence (Mobbing) | 9                   | 0.931                      |
| Intention to leave                             | 7                   | 0.962                      |
| Creativity Performance                         | 6                   | 0.881                      |
| Work Engagement                                | 5                   | 0.862                      |

Correlation analysis is used to test, interpret and explain the degree, strength and direction of the interrelationships between variables within the scope of the research model (Kalaycı, 2006). In other words, correlation analysis is used to explain the relationships between the variables and to interpret the relationships between them statistically. For the correlation analysis between the variables, analyzes and interpretations are made between -1 and +1 values.

**Table 3.** Correlation

|  |                     | Correlations                                   |                    |                        |                 |
|--|---------------------|--|--------------------|------------------------|-----------------|
|  |                     | Perception of Psychological Violence (Mobbing) | intention to leave | Creativity Performance | Work Engagement |
| Perception of Psychological Violence (Mobbing) | Pearson Correlation | 1  | .669**             | -.178**                | -.353**         |
|  | Sig. (2-tailed)     |  | 0.000              | 0.000                  | 0.000           |
|  | N                   | 321  | 321                | 321                    | 321             |
| intention to leave                             | Pearson Correlation | .669**   | 1                  | -.153**                | -.462**         |
|  | Sig. (2-tailed)     | 0.000  |                    | 0.000                  | 0.000           |
|  | N                   | 321  | 321                | 321                    | 321             |
| Creativity Performance                         | Pearson Correlation | -.178**  | -.153**            | 1                      | .601**          |
|  | Sig. (2-tailed)     | 0.000  | 0.000              |                        | 0.000           |

|  |                     |         |         |        |     |
|--|---------------------|---------|---------|--------|-----|
|  | N                   | 321     | 321     | 321    | 321 |
| Work Engagement  | Pearson Correlation | -.353** | -.462** | .601** | 1   |
|  | Sig. (2-tailed)     | 0.000   | 0.000   | 0.000  |     |
|  | N                   | 321     | 321     | 321    | 321 |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |         |         |        |     |

As a result of correlation analysis; if there is a perception of psychological violence on employees, the intention to leave increases and the creativity performance and work engagement are negatively affected.

**In the analysis of the relationships between independent-dependent variables except for the effect of the mediation variable;** The 5 hypotheses accepted are shown in table 4.

**Table 4.** Supported / Unsupported Status of Hypotheses Investigating the Effect of Independent Variables on Dependent Variables

| Hypotheses   | Standard $\beta$ | Sig.         | Supported / Not Supported | Significance Level (Sig.)  |
|--|------------------|--------------|---------------------------|----------------------------|
| <i>H1: Perception of psychological violence applied to employees in organizations has an effect on work engagement.</i>            | <b>-0.353***</b> | <b>0.000</b> | <b>It was supported</b>   | <b><i>P &lt; 0.001</i></b> |
| <i>H2: Perception of psychological violence applied to employees in organizations has an effect on intention to leave.</i>         | <b>0.669***</b>  | <b>0.000</b> | <b>It was supported</b>   | <b><i>P &lt; 0.001</i></b> |
| <i>H3: The perception of psychological violence applied to employees in organizations has an effect on creativity performance.</i> | <b>0.178***</b>  | <b>0.000</b> | <b>It was supported</b>   | <b><i>P &lt; 0.001</i></b> |
| <i>H4: Work engagement owned by employees in organizations has an impact on intention to leave.</i>                                | <b>0.462***</b>  | <b>0.000</b> | <b>It was supported</b>   | <b><i>P &lt; 0.001</i></b> |
| <i>H5: Work engagement owned by employees in organizations has an impact on creativity performance.</i>                            | <b>0.601***</b>  | <b>0.000</b> | <b>It was supported</b>   | <b><i>P &lt; 0.001</i></b> |

\*:  $p < 0.05$

\*\* :  $p < 0.01$

\*\*\*  $p < 0.001$



As a result of regression analysis of hypothesis tests established between independent and dependent variables; the fact that sig values are less than \*\*\*:  $p < 0.001$  is significant and supports the hypotheses.

**Mediation Variable (MV) Effect Analysis;** The relationship between the work engagement and the regression analysis psychological violence perception independent variable (iv), intention to leave and creativity performance dependent variables (dv) are tested. The effect of the mediation variable was tested with the Hayes process macro program developed by Hayes (2017). This program was added to the SPSS program and the model 4, which is suitable for the research model, was tested in the framework of mediation variable models.

**Table 5. Mediation Variable Effect According to Hayes Process Analysis**

|   |  |
|---|--|
| Hayes Process Analysis; Investigation of the effect of work engagement mediation variable on the relationship between perception of psychological violence and intention to leave | Hayes Process Analysis; Investigation of the effect of work engagement mediation variable on the relationship between psychological violence perception and creativity performance |
| PROCESS Procedure for SPSS Version 3.4  | PROCESS Procedure for SPSS Version 3.4   |
| Model: 4, Y: Intention to leave, X: Psychological violence perception, M: Work engagement   | Model: 4, Y: Creativity, X: Psychological violence perception, M: Work engagement  |
| Sample, Size: 321   | Sample, Size: 321  |
| Indirect effect(s) of X on Y:   | Indirect effect(s) of X on Y:  |
| Effect BootSE BootLLCI BootULCI   | Effect BootSE BootLLCI BootULCI  |
| Work engagement ,1157 ,0246 ,0710 ,1677   | Work engagement -,1299 ,0252 -,1827 -,0841   |
| Partially standardized indirect effect(s) of X on Y:  | Partially standardized indirect effect(s) of X on Y:   |
| Effect BootSE BootLLCI BootULCI   | Effect BootSE BootLLCI BootULCI  |
| Work engagement ,0828 ,0175 ,0510 ,1195   | Work engagement -,1975 ,0326 -,2624 -,1345   |
| Completely standardized indirect effect(s) of X on Y:   | Completely standardized indirect effect(s) of X on Y:  |
| Effect BootSE BootLLCI BootULCI   | Effect BootSE BootLLCI BootULCI  |
| Work engagement ,0912 ,0187 ,0561 ,1292   | Work engagement -,2174 ,0358 -,2885 -,1478   |

In order to understand whether the mediation variable has an effect, the result of indirect effect (s) of X on Y is checked. If there is a value of "0" between BootLLCI and BootULCI, the mediation effect cannot be mentioned. As a result of the test, it is confirmed that the mediation variable of work engagement has a significant effect since there is no "0" value between BootLLCI and BootULCI.

Sobel (1982) test was performed in order to test the effect of mediation variable between independent variable and dependent variable. The purpose of testing the effect of the mediation variable; to explain whether there is a meaningful relationship. Sobel (1982) test, unadjusted regression coefficients of the variables and standard error values are used to analyze the effect of the mediation variable. MacKinnon, Warsi and Dwyer (1995) as a result of their work by extending the use of statistical methods in the evaluation of the variable contributed to the literature. The Sobel (1982) test has two versions, Aroian (1947) and Goodman (1960).

**Table 6.** Sobel Test Analysis

| <b>Investigation of the effect of work engagement mediation variable on the relationship between perception of psychological violence and intention to leave;</b>  |                                      |    |               |               |                        |                    |                |
|--|--------------------------------------|----|---------------|---------------|------------------------|--------------------|----------------|
|  |                                      |    | <b>Input:</b> |               | <b>Test statistic:</b> | <b>Std. Error:</b> | <b>p-value</b> |
| IV   | Perception of Psychological Violence | a  | -0.255        | Sobel test:   | 4.66515                | 0.02257            | 0.00000        |
| MV   | Work Engagement                      | b  | -0.413        | Aroian test:  | 4.63944                | 0.02269            | 0.00000        |
|  |                                      | Sa | 0.035         | Goodman test: | -4.69129               | 0.02244            | 0.00000        |
| DV   | Intention to leave                   | Sb | 0.068         |               |                        |                    |                |
| If the p value is less than <0.05, we can explain that there is a mediation effect.  |                                      |    |               |               |                        |                    |                |
| <b>Investigation of the effect of work engagement mediation variable on the relationship between psychological violence perception and creativity performance;</b> |                                      |    |               |               |                        |                    |                |
|  |                                      |    | <b>Input:</b> |               | <b>Test statistic:</b> | <b>Std. Error:</b> | <b>p-value</b> |
| IV   | Perception of Psychological Violence | a  | 0.335         | Sobel test:   | 6.47643                | 0.02004            | 0              |
| MV   | Work Engagement                      | b  | 0.509         | Aroian test:  | -6.46367               | 0.02008            | 0              |
|  |                                      | Sa | 0.035         | Goodman test: | -6.48927               | 0.02000            | 0              |
| DV   | Creativity Perormance                | Sb | 0.036         |               |                        |                    |                |
| If the p value is less than <0.05, we can explain that there is a mediation effect.  |                                      |    |               |               |                        |                    |                |

Results of Hypothesis;

**Table 7. Supported / Unsupported Status of Research Hypotheses**

| <b>Hypotheses</b>   | <b>Supported / Not Supported</b> | <b>Significance Level (Sig.)</b> |
|---|----------------------------------|----------------------------------|
| <b>H6:</b> <i>Work engagement has a mediation variable effect on the relationship between perception of psychological violence and intention to leave.</i>    | <b>It was supported</b>          | <b><i>P &lt;0.001</i></b>        |
| <b>H7:</b> <i>Work engagement has a mediation variable effect on the relationship between perception of psychological violence and creativity perormance.</i> | <b>It was supported</b>          | <b><i>P &lt;0.001</i></b>        |

Mediation variable effect is supported by hayes process and sobel test. While the perception of psychological violence affects both the intention to leave and the creativity performance, if the work engagement has mediation effect, the intention to leave decreases and the creativity performance increases.

#### **4. Discussion**

Mobbing is a negative situation that occurs with the violation of the rights of individuals working in an institution (Bulut, 2019). Mobbing at the same time; aggressive, destructive, emotional and negative behavior is a process that targets the working individual (Leymann, 1996). Psychological situations that may occur in employees as a result of mobbing: Emotional abuse, hopelessness, burnout, low job satisfaction, and inefficiency occur (Zapf et al., 1996). The results of the research show that the perception of psychological violence decreases the passion of the employees for their jobs, ie eliminates them and increases the intention to leave. Tanrıverdi et al. (2018) and, Aylan and Koç (2016) stated that the perception of psychological violence increases the intention to leave the employees. In addition, the creativity of employees who are exposed to psychological violence is eliminated and their creativity activities end. Erdirençelebi and Şendoğdu (2016) explain that employees' performance decreased in their innovation activities and creativity because of their perception of psychological violence. Negative effects such as self-esteem, anxiety, depression, headache, attention deficit disorder, digestive system problem, fatigue, insomnia, increase in smoking or alcohol use and migraine are seen in people exposed to mobbing (Bulut et al., 2011). Kassing et al. (2012) and Bal et al. (2013) explain that decrease in the intention of the employees to leave when the work engagement is strong. Employees are affected by more than one management process (Delery & Doty, 1996). At the same time, if The Human Resources (HR) system has, this system can enable employees to generate creative ideas by empowering them psychologically. The HR system is shaped according to the employee's experience (Collins & Smith, 2006), and Employee performance is improved through HR practices. Creativity performance is related to the personality of the employee and his ideas, after the exchange of information with his colleagues. HR systems should encourage employees to think creatively. HR systems have an impact not only on individual performance but also it should also be remembered that it also has an impact on social performance.

#### **5. Conclusion**

Individuals with a work engagement feel a sense of positive control over their business decisions and behaviors. This sense of control weakens the intention to leave. The performance of individuals who work in harmony or passion is also positive. Some researchers argue that passionately balancing individuals' work also balances the activities of their lives (Vallerand & Houliort 2003). However, changes in the job roles of the employees within the organization negatively affect the employees' career and job satisfaction. Professional commitment is an individual's psychological response to his / her profession. Research shows that the work engagement is related to the individual's behaviors (Day, 2004). Organizations can gain a strong competitive advantage when they use their human resources effectively. When the human resources are managed correctly, success can be achieved for the organization. When the top management of organizations have an unbalanced or uncontrolled management approach, the balance of employees in business life cannot be achieved and their performance is negatively affected. In the researches, factors such as economic factors, working environment, evaluation of the individual's performance and career development are considered as determinants of the intention of employees to leave. As the constraints of the research are collected survey only in a certain region, a general assumption can be made about the results of the analysis. It would be possible to achieve better results if there was a

possibility of collecting a wide range of participatory surveys. As the questionnaire could not be applied to the blue collar employees, only the data obtained from the white collar about the employees were interpreted. In studies to be carried out in this area, it may be better to conduct research in different sectors and to make comparative analyzes between sectors. Meta-analysis may also offer a different perspective to contribute to the literature.

## 6. References

- Amabile, T. M. (1983). The social psychology of creativity: A componential conceptualization. *Journal of personality and social psychology*, 45(2), 357.
- Aroian, L. A. (1947). The probability function of the product of two normally distributed variables. *The Annals of Mathematical Statistics*, 265-271.
- Aylan, S., & Koç, H. (2016). Relationship Between Mobbing and Intention to Leave in Hotel Industry. *Journal of Tourism and gastronomy Studies*, 14, 20.
- Bal, P. M., De Cooman, R., & Mol, S. T. (2013). Dynamics of psychological contracts with work engagement and turnover intention: The influence of organizational tenure. *European Journal of Work and Organizational Psychology*, 22(1), 107-122.
- Balducci, C., Fraccaroli, F., & Schaufeli, W. B. (2010). Psychometric properties of the Italian version of the Utrecht Work Engagement Scale (UWES-9). *European Journal of Psychological Assessment*.
- Brown, T. A. (2015). Confirmatory factor analysis for applied research. *Guilford publications*.
- Brown, K. W., Ryan, R. M., & Creswell, J. D. (2007). Mindfulness: Theoretical foundations and evidence for its salutary effects. *Psychological inquiry*, 18(4), 211-237.
- Bulut, S. (2019). Why Mobbing is Important. *OA J Behavioural Sci Psych*, 2(3), 180019.
- Bulut, S., Eiden, P., Beichel, W., Slattery, J. M., Beyersdorff, T. F., Schubert, T. J., & Krossing, I. (2011). Temperature dependence of the viscosity and conductivity of mildly functionalized and non-functionalized [Tf2N]<sup>-</sup> ionic liquids. *ChemPhysChem*, 12(12), 2296-2310.
- Burke, R. J., & Fiksenbaum, L. (2009). Work motivations, work outcomes, and health: Passion versus addiction. *Journal of business ethics*, 84(2), 257.
- Cardon, M. S., Wincent, J., Singh, J., & Drnovsek, M. (2009). The nature and experience of entrepreneurial passion. *Academy of management Review*, 34(3), 511-532.
- Chang, S., Gong, Y., Way, S. A., & Jia, L. (2013). Flexibility-oriented HRM systems, absorptive capacity, and market responsiveness and firm innovativeness. *Journal of Management*, 39(7), 1924-1951.
- Chen, C. A., Bozeman, B., & Berman, E. (2018). The grass is greener, but why? Evidence of employees' perceived sector mismatch from the US, New Zealand, and Taiwan. *International Public Management Journal*, 1-30.
- Çiftçi, A. M. (2014). İş Ortamının Yaratıcılık Performansına Etkisi: Mutfak Çalışanları Üzerine Bir Uygulama. *Yayımlanmamış yüksek lisans tezi*. Akdeniz Üniversitesi Sosyal Bilimler Enstitüsü, Antalya.

- Collins, C. J., & Smith, K. G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of management journal*, 49(3), 544-560.
- Daniel, T. A. (2006). Bullies in the workplace: A focus on the abusive disrespect of employees. *Society for Human Resource Management*.
- Day, C. (2004). *A Passion for Teaching* (London/New York: RoutledgeFalmer).
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management Journal*, 39(4), 802-835.
- Demirgil, A. (2008). İşletmelerde mobbing uygulamaları ile örgütsel bağlılık ilişkisinin incelenmesine yönelik bir araştırma. *Yayınlanmamış Yüksek Lisans Tezi, Yıldız Teknik Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul*.
- Di Martino, V., Hoel, H., & Cooper, C. L. (2003). *Preventing violence and harassment in the workplace*. European Foundation for the improvement of living and working conditions.
- Einarsen, S., Hoel, H., & Notelaers, G. (2009). Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the Negative Acts Questionnaire-Revised. *Work & Stress*, 23(1), 24-44.
- Erdirençelebi, M., & Şendoğdu, A. A. (2016). Effects of Mobbing and Organizational Silence on Employee's Performance. *The Macrotheme Review*, 5(5), 101-116.
- Fong, T. C. T., & Ng, S. M. (2012). Measuring engagement at work: Validation of the Chinese version of the Utrecht Work Engagement Scale. *International journal of behavioral medicine*, 19(3), 391-397.
- Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of management Journal*, 52(4), 765-778.
- Gong, Y., Zhou, J., & Chang, S. (2013). Core knowledge employee creativity and firm performance: The moderating role of riskiness orientation, firm size, and realized absorptive capacity. *Personnel Psychology*, 66(2), 443-482.
- Goodman, L. A. (1960). On the exact variance of products. *Journal of the American statistical association*, 55(292), 708-713.
- Hair, J. F., Bush, R. P., & Ortinau, D. J. (2000). *Marketing research: A practical approach for the new millennium*. Irwin Professional Publishing.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of applied psychology*, 87(2), 268.
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.
- Josipović-Jelić, Ž., Stoini, E., & Celić-Bunikić, S. (2005). The effect of mobbing on medical staff performance. *Acta Clinica Croatica*, 44(4), 347-352.
- Jung, C. S., Chan, H. S., & Hsieh, C. W. (2017). Public employees' psychological climates and turnover intention: evidence from Korean central government agencies. *Public Management Review*, 19(6), 880-904.

- Kalaycı, Ş. (2006). SPSS uygulamalı çok değişkenli istatistik teknikleri [SPSS applied multivariate statistical techniques]. *Ankara, Turkey: Asil Yayın Dağıtım*.
- Kassing, J. W., Piemonte, N. M., Goman, C. C., & Mitchell, C. A. (2012). Dissent expression as an indicator of work engagement and intention to leave. *The Journal of Business Communication (1973)*, 49(3), 237-253.
- Kerse, G., & Karabey, C. N. (2014). Personel Güçlendirme İle Bireyin Yaratıcılık Algısı Arasındaki İlişki: Bankacılık Sektöründe Bir Uygulama. *Akdeniz Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 14(29), 22-41.
- Kline, P. (2014). An easy guide to factor analysis. *Routledge*.
- Knox, A. (2014). Human resource management (HRM) in temporary work agencies: Evidence from the hospitality industry. *The Economic and Labour Relations Review*, 25(1), 81-98.
- Lambert, E., & Hogan, N. (2009). The importance of job satisfaction and organizational commitment in shaping turnover intent: A test of a causal model. *Criminal Justice Review*, 34(1), 96-118.
- Leymann, H. (1996). The content and development of mobbing at work. *European journal of work and organizational psychology*, 5(2), 165-184.
- Leymann, H., & Gustafsson, A. (1996). Mobbing at work and the development of post-traumatic stress disorders. *European Journal of work and organizational psychology*, 5(2), 251-275.
- Leymann, H., & Zapf, D. (Eds.). (1996). *Mobbing and victimization at work* (No. 2). Psychology Press.
- MacKinnon, D. P., Warsi, G., & Dwyer, J. H. (1995). A simulation study of mediated effect measures. *Multivariate behavioral research*, 30(1), 41-62.
- Namie, G., Namie, R., Stein, J., & Stein, B. M. (2004). The Workplace Bullying and Trauma Institute. *2003 report on abusive workplaces*.
- Noring, S. (2000). Mobbing: Emotional abuse in the American workplace. *American Journal of Public Health*, 90(4), 636.
- Nunnally, J. C. (1978). *Psychometric Theory: 2d Ed*. McGraw-Hill.
- Özdamar, K. (2013). Paket programlar ile istatistiksel veri analizi (Cilt 1). *Ankara: Nisan Kitapevi*.
- Polat, M., & Meydan, C. H. (2010). Örgütsel özdeşleşmenin sinizm ve işten ayrılma niyeti ile ilişkisi üzerine bir araştırma. *Savunma Bilimleri Dergisi*, 9(1), 145-172.
- Saeed, R., Lodhi, R. N., Iqbal, A., Nayyab, H. H., Mussawar, S., & Yaseen, S. (2013). Factors influencing job satisfaction of employees in telecom sector of Pakistan. *Middle-East Journal of Scientific Research*, 16(11), 1476-1482.
- Safiullah, A. B. (2015). Employee motivation and its most influential factors: A Study on the telecommunication industry in Bangladesh. *World*, 5(1), 79-92.
- Shallcross, L., Sheehan, M., & Ramsay, S. (2008). Workplace mobbing: Experiences in the public sector. *Workplace Mobbing: Experiences in the public sector*, 13(2), 56-70.
- Shimazu, A., Schaufeli, W. B., Kosugi, S., Suzuki, A., Nashiwa, H., Kato, A., ... & Goto, R. (2008). Work engagement in Japan: validation of the Japanese version of the Utrecht Work Engagement Scale. *Applied Psychology*, 57(3), 510-523.

- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13, 290-312.
- Sökmen, A., & Mete, E. S. (2016). Bezdininin İş Performansi, İş Tatmini Ve İşten Ayrılma Niyeti Üzerindeki Etkisi: Ankara'da Bir Araştırma. *Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 17(3), 271-295.
- Sternberg, R. J. (1986). A triangular theory of love. *Psychological review*, 93(2), 119.
- Tanjeen, E. (2013). A study on factors affecting job satisfaction of Telecommunication industries in Bangladesh. *IOSR Journal of Business and Management*, 8(6), 80-86.
- Tanrıverdi, H., Koçaslan, G., & Taştan, N. O. (2018). Psikolojik şiddet algısı, tükenmişlik sendromu ve işten ayrılma niyeti arasındaki ilişki: Banka çalışanları üzerinde bir araştırma. *Yönetim ve Ekonomi: Celal Bayar Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 25(1), 113-131.
- Thomas, J. R., Nelson, J. K., & Silverman, S. J. (2015). *Research methods in physical activity*. Human kinetics.
- Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel psychology*, 52(3), 591-620.
- Tigrel, E. Y., & Kokalan, O. (2009). Academic mobbing in Turkey. *International Journal of Behavioral, Cognitive, Educational and Psychological Sciences*, 1(2), 91-99.
- Tsai, C. Y., Horng, J. S., Liu, C. H., & Hu, D. C. (2015). Work environment and atmosphere: The role of organizational support in the creativity performance of tourism and hospitality organizations. *International Journal of Hospitality Management*, 46, 26-35.
- Vallerand, R. J., & Houlfort, N. (2003). Passion at Work: Toward a New Conceptualization, Vol. 7. *Charlotte: Information Age Publishing*.
- Vallerand, R. J., Houlfort, N., & Fores, J. (2003). Passion at work. *Emerging perspectives on values in organizations*, 175-204.
- Vallerand, R. J., Houlfort, N., & Forest, J. (2014). Passion for work: Determinants and outcomes. *Oxford handbook of work engagement, motivation, and self-determination theory*, 85-105.
- Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of management review*, 18(2), 293-321.
- Wynen, J., Op de Beeck, S., & Hondeghem, A. (2013). Interorganizational mobility within the US federal government: Examining the effect of individual and organizational factors. *Public Administration Review*, 73(6), 869-881.
- Zapf, D., Knorz, C., & Kulla, M. (1996). On the relationship between mobbing factors, and job content, social work environment, and health outcomes. *European Journal of work and organizational psychology*, 5(2), 215-237.
- Zigarmi, D., Nimon, K., Houson, D., Witt, D., & Diehl, J. (2009). Beyond engagement: Toward a framework and operational definition for employee work passion. *Human Resource Development Review*, 8(3), 300-326.