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The Relationship Between Workplace Mobbing and Organisational Commitment Among Travel Agency Employees

Seyahat Acentelerinde Çalışanlarda İşyeri Mobbingi ile Örgütsel Bağlılık Arasındaki İlişki

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ABSTRACT

This study investigates the relationship between workplace mobbing and organisational commitment among travel agency employees in Türkiye, focusing on the post-pandemic service context. Designed as a cross-sectional and descriptive survey study, data were collected from 246 participants using an online, self-report questionnaire that included the Leymann Psychological Terror Scale and the Meyer and Allen Organisational Commitment Scale. Descriptive statistics, Spearman's correlation, and multiple regression analyses were performed. The findings revealed that mobbing levels were moderate, while organisational commitment scores varied across their sub-dimensions, with affective commitment being the highest. Significant negative correlations were found between mobbing and both affective and normative commitment ($p < .001$), while continuance commitment showed a weak positive association. Regression analysis demonstrated that affective and normative commitment significantly predicted perceptions of mobbing. No significant differences in mobbing scores were found across most demographic variables, except for gender. These results suggest that hostile workplace interactions diminish employees' emotional and moral attachment to their organisations, raising concerns for staff retention and organisational resilience in the travel sector. The study highlights the need for anti-mobbing policies and supportive leadership to enhance employee well-being and loyalty in tourism services.

Keywords: tourism, workplace mobbing, organisational commitment, travel agencies

ÖZ

Bu araştırma, pandemi sonrası hizmet bağlamında Türkiye'deki seyahat acentesi çalışanları arasında işyerinde mobbing ile örgütsel bağlılık arasındaki ilişkiyi incelemektedir. Kesitsel ve tanımlayıcı nitelikteki bu çalışma kapsamında veriler, Leymann Psikolojik Şiddet Envanteri ve Meyer ve Allen'in Örgütsel Bağlılık Ölçeğini içeren çevrim içi, öz bildirim yoluyla uygulanan bir anket aracılığıyla 246 katılımcıdan toplanmıştır. Betimleyici istatistikler, Spearman korelasyonu ve çoklu regresyon analizi yapılmıştır. Bulgular, çalışanların orta düzeyde mobbing yaşadığını, örgütsel bağlılık düzeylerinin ise alt boyutlar arasında farklılık gösterdiğini; duygusal bağlılığın en yüksek puana sahip olduğunu ortaya koymuştur. Mobbing ile duygusal ve normatif bağlılık arasında anlamlı negatif ilişkiler saptanırken ($p < .001$), devam bağlılığı ile zayıf düzeyde pozitif ilişki bulunmuştur. Regresyon analizine göre, duygusal ve normatif bağlılık mobbing düzeylerinin anlamlı yordayıcılarıdır. Cinsiyet dışında demografik değişkenlere göre mobbing düzeylerinde anlamlı farklılık bulunmamıştır. Bulgular, olumsuz işyeri ilişkilerinin çalışanların örgüte olan duygusal ve ahlaki bağlılıklarını zayıflattığını göstermektedir. Turizm sektöründe çalışan bağlılığını artırmak için mobbinge mücadele ve destekleyici liderlik yaklaşımına ihtiyaç vardır.

Anahtar Kelimeler: turizm, işyerinde mobbing, örgütsel bağlılık, seyahat acenteleri

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1. INTRODUCTION

Workplace psychological violence—commonly termed *mobbing*—is a pervasive phenomenon with deleterious consequences for employees and organizations alike and is often perceived by workers as an intractable problem. Since the 1990s, research across countries and sectors has conceptualized mobbing as a pattern of hostile, unethical, and systematically repeated acts directed at an employee with the intent (or effect) of isolating, discrediting, or forcing that person out of the job (Leymann, 1996). Leymann’s framework emphasizes frequency and duration thresholds (at least weekly over six months), underscoring mobbing as a chronic, processual form of harm rather than a single episode. In Türkiye, scholarly and institutional attention to mobbing has increased in recent years, with national guidance documents similarly defining it as systematic behaviors aimed at intimidation, passivation, or exclusion that damage the target’s dignity, professional standing, social relations, and health (Tınaz, 2006; Alper Ay, 2025).

Tourism, as a labor-intensive service industry, presents conditions that can heighten exposure to mobbing: extended and irregular working hours, high work tempo, seasonal and precarious employment, intensive customer contact, and sustained interaction with colleagues and guests from diverse cultural backgrounds. These dynamics amplify interpersonal strain and power asymmetries, thereby increasing the risk of psychological harassment (Cowie & Naylor, 2002; Wahba et al., 2023). The literature suggests that workplace mobbing is associated with significant human and economic costs, such as reduced well-being, higher sickness absence, productivity losses, staff turnover, and legal consequences. Nevertheless, underreporting remains common, largely due to fear of retaliation and job insecurity (Davenport et al., 2003; Efeoğlu & Karaman, 2023).

Mobbing unfolds as an escalating process shaped by the actions of perpetrators, the responses of targets and bystanders, and organisational handling of conflicts. Descriptions in the literature trace typical stages from initial conflict and aggression to managerial involvement (often misdirected), stigmatizing labels, and, in severe cases, termination or forced exit—sometimes with grave psychosocial sequelae for the target (Alper Ay, 2025). Explanations for why mobbing arises span individual (e.g., sociodemographic and personality factors), societal (e.g., unemployment, economic pressure, shifting norms), and organisational determinants (e.g., flawed staffing and promotion systems, weak communication and conflict resolution, authoritarian leadership) (Nielsen et al., 2024).

The organisational implications of mobbing are tightly intertwined with organisational commitment, a construct central to understanding workforce stability and performance. Building on classic definitions that link commitment to identification with organisational goals and the desire to remain (Mowday, Porter, & Steers, 1979, 1982), the three-component model conceptualizes commitment as affective (emotional attachment), continuance (perceived costs of leaving), and normative (felt obligation) (Meyer & Allen, 1991). Prior scholarship associates stronger commitment with productivity and retention, while weaker commitment correlates with absenteeism and turnover intentions (Benkarim & Imbeau, 2021). In stressful or unjust climates—conditions conducive to mobbing— affective and normative ties may erode, whereas continuance commitment may persist for pragmatic reasons, such as limited alternatives or high exit costs (Sheikh, 2023; Igbomor & Ogbuma, 2024).

Against this backdrop, the present study focuses on travel agency employees in Türkiye. Although workplace mobbing and organisational commitment have been extensively examined within the hospitality sector, evidence specific to travel agencies remains limited. Recent syntheses of the literature indicate that only a small number of empirical studies have directly investigated mobbing–commitment relationships in travel agency contexts, despite these settings being characterised by high customer contact, intense service demands, time pressure, sustained emotional labour, and close supervisory and interpersonal relations. Existing evidence further suggests that workplace mistreatment in travel agencies may operate through distinct mechanisms, such as organisational silence, innovation, and organisational citizenship behaviors, highlighting the need for sector-specific investigation. The study examines levels and dimensions of workplace mobbing and organisational commitment, sociodemographic differences in these experiences, and the association between mobbing and commitment. By focusing on a post-pandemic service context, the research aims to contribute sector-specific evidence to a body of literature that increasingly recognises both the multidimensional nature of mobbing and its organisational ramifications in work environments where human interaction constitutes the core of daily practice.

2. LITERATURE REVIEW

Research consistently points to the salience of psychosocial conditions in service settings—especially tourism and hospitality—for understanding employees’ organisational attachment. In hospitality contexts, mobbing (workplace psychological violence) has been shown to undermine employees’ commitment to their organizations. In a study from Antalya–Belek including 12 accommodation businesses and 325 respondents, it was reported that exposure to mobbing was associated with decreased organisational commitment; overall, their findings “generally confirm” a negative effect of mobbing on commitment among hospitality employees (Yildirim et al., 2014).

Complementing this line of inquiry, a parallel body of work in travel agencies examines how job satisfaction relates to organisational commitment. Drawing on Spector's multidimensional framework (pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, communication), studies across different samples have reported a robust, positive association between satisfaction and commitment. For example, surveys conducted with travel agency employees in Serbia found that overall job satisfaction correlated significantly with organisational commitment and that specific facets—pay, promotion, fringe benefits, co-workers, and communication—showed especially strong links to commitment, while supervision, contingent rewards, operating procedures, and nature of work displayed moderately positive relationships. These patterns were observed consistently across multiple studies (Pelit & Kilic, 2012; Yildiz et al., 2020; Dramićanin et al., 2021).

Taken together, this evidence suggests two complementary mechanisms relevant to service organizations. First, aversive social climates (e.g., mobbing) appear to erode affective bonds and loyalty, thereby lowering organisational commitment (Yildirim et al., 2014). Second, supportive work conditions captured by job satisfaction facets tend to bolster commitment—particularly where employees perceive fair compensation and advancement opportunities, positive peer relations, and clear, open communication (Pelit et al., 2012; Yildiz et al., 2020; Dramićanin et al., 2021). Conceptually, these strands point to a dual pathway: hostile interpersonal dynamics may depress commitment, whereas favorable job features can counterbalance or elevate it. Notably, most studies employ cross-sectional designs and sector- or region-specific samples (e.g., Antalya hospitality; Serbian travel agencies), which limits causal inference and generalizability. Still, the converging results across contexts indicate that improving relational climates and core job facets may be central to sustaining commitment in tourism/hospitality. Building on this literature, the present study focuses on travel agency employees in Türkiye, examining the link between mobbing and organisational commitment while situating findings within sector-specific demands and post-pandemic workplace realities.

3. METHOD

This descriptive cross-sectional study was conducted between April and September 2021 to explore the mobbing and organisational commitment levels of employees working in travel agencies during the COVID-19 pandemic and to examine the relationship between these two variables. The study further explored whether these variables differed across key sociodemographic characteristics, such as gender, marital status, education level, and tenure.

The target population of the study consisted of personnel employed in travel agencies in Istanbul, Türkiye, during the data collection period. Due to pandemic-related restrictions, a convenience sampling was employed. A total of 246 participants who aged over 18 years of age, actively working in a travel agency in Istanbul, and who voluntarily agreed to participate completed the online questionnaire. Although the exact size of the target population could not be determined, the sample size was considered adequate for the purposes of this study. To further evaluate sample adequacy, an a posteriori power analysis was conducted for the multiple regression analysis. Assuming a medium effect size ($f^2 = 0.15$), an alpha level of .05, and three predictors, the achieved statistical power with a total sample size of 246 was 0.99, indicating that the study was sufficiently powered to detect meaningful effects.

Data were collected using a self-administered online survey that included a two-part information form, the Leymann Inventory of Psychological Terror (LIPT), and the Organisational Commitment Scale. The information form, based on relevant literature, included questions regarding participants' sociodemographic characteristics, work-related features, and mobbing experiences. Mobbing was assessed using the 38-item Turkish version of the LIPT developed by Leymann (1996), which is scored on a 5-point Likert scale ranging from 1 (never) to 5 (always), with higher mean scores indicating higher levels of workplace mobbing. The overall scale demonstrated high internal consistency (Cronbach's $\alpha = .97$) in this study. Organisational commitment was measured using the Turkish version of Meyer and Allen's (1990, 1993) Organisational Commitment Scale, which includes 18 items rated on a 5-point Likert scale and measures three dimensions: affective, continuance, and normative commitment. Items 3, 4, 5, and 13 are reverse-coded, and subscale scores range from 6 to 30, with higher scores indicating stronger commitment. The scale demonstrated good reliability, with a Cronbach's alpha coefficient of .80 in this study. Data collection adhered to the ethical principles of the Declaration of Helsinki and complied with Personal Data Protection Law No. 6698. Ethical approval for the study was granted by the Istanbul Commerce University Social and Human Sciences Research Ethics Committee on April 2, 2021, with decision number E-65836846-044-206779. Written informed consent was obtained from all participants prior to data collection, and anonymity and confidentiality were strictly maintained throughout the study.

The data were analyzed using IBM SPSS Statistics version 30. Prior to analysis, the dataset was examined for missing data and outliers. Descriptive statistics, including mean, standard deviation, frequency, and percentage, were used to summarize the sociodemographic characteristics of the participants and the main study variables. The normality of the distribution for continuous variables was assessed using skewness and kurtosis values, with thresholds of ± 3 considered indicative of normal distribution. Emotional commitment, continuance commitment,

normative commitment, and total organisational commitment scores met acceptable normality criteria (skewness and kurtosis within ± 1.5). In contrast, the total mobbing score showed substantial deviation from normality (skewness = 2.235, kurtosis = 5.348). Therefore, nonparametric statistical tests were used for analyses involving the mobbing variable, whereas parametric tests were applied to the remaining variables. Spearman's rho correlation analysis was conducted to examine the relationships between mobbing and organisational commitment dimensions (affective, continuance, normative, and total commitment). Group comparisons based on gender, marital status, educational level, and years of work experience were carried out using independent samples t-tests or one-way ANOVA for normally distributed variables, and Mann–Whitney U or Kruskal–Wallis H tests for non-normally distributed variables. Additionally, multiple linear regression analysis was performed to evaluate the extent to which organisational commitment dimensions predicted mobbing levels. The assumptions of regression analysis, including linearity, homoscedasticity, multicollinearity, and independence of residuals, were checked and satisfied. A significance level of $p < .05$ was adopted for all statistical analyses.

4. FINDINGS

The sociodemographic characteristics of the sample are presented in Table 1. The study included 246 travel agency employees, of whom 58.5% were female and 41.5% were male. More than half of the participants were single (56.9%), while 40.7% were married. Regarding education, the majority held an undergraduate degree (56.9%), whereas 13.8% had a high school diploma and 12.2% reported postgraduate education. In terms of work experience in the tourism industry, nearly half of the participants (48.8%) had been working for 10 years or more, followed by those with 5–10 years of experience (24.4%). A majority (67.8%) expressed the intention to continue working in the profession in the future. The mean age of participants was 32.87 years ($SD = 6.81$), with ages ranging from 21 to 55. The largest proportion of employees (37.4%) worked in sales, marketing, or reservation positions, followed by those in mid-level or specialist positions (22.8%) and executive or senior management roles (15.4%). Support and service personnel represented 13.0% of the sample, while 11.4% were classified under other or unspecified positions. Nearly half of the participants (49.6%) worked in sales, marketing, or reservation departments, indicating the dominance of commercial activities within travel agencies. This was followed by operations and service units (17.5%) and senior management or administrative units (8.1%). Smaller representations were observed in finance and accounting (3.3%), front office/customer experience (5.7%), and food and beverage/internal services (3.3%). A total of 12.6% of respondents indicated departments that were either unclear or could not be categorized.

Table 1. Sociodemographic Characteristics of Participants

Categories	Variable	n	%
Gender	Female	144	58.5
	Male	102	41.5
Marital Status	Single	140	56.9
	Married	100	40.7
	Other	6	2.4
Educational Status	High School	34	13.8
	Vocational School	42	17.1
	Undergraduate	140	56.9
	Postgraduate	30	12.2
Years Working in Tourism	0–3 years	22	8.9
	3–5 years	44	17.9
	5–10 years	60	24.4
	10 years or more	120	48.8
Intention to Continue in Profession	Yes	164	67.8
	No	78	32.2
Position	Executive / Senior Management	38	15.4
	Mid-Level / Specialist Positions	56	22.8
	Sales, Marketing & Reservation	92	37.4
	Support & Service Personnel	32	13.0
	Other / Unspecified	28	11.4
Department	Sales, Marketing & Reservation	122	49.6
	Operations & Service	43	17.5
	Senior Management / Administrative Unit	20	8.1
	Finance & Accounting	8	3.3
	Front Office / Customer Experience	14	5.7
	Food & Beverage / Internal Services	8	3.3
	Other / Unspecified	31	12.6

Table 2 displays the descriptive statistics for the mobbing and organisational commitment scales. The total mobbing score ranged from 38 to 160, with a mean of 53.87 (SD = 22.72), indicating that the overall level of perceived mobbing among participants was relatively low to moderate. Regarding organisational commitment subdimensions, affective commitment had the highest mean score (M = 20.11, SD = 5.74), followed by normative commitment (M = 17.52, SD = 5.55) and continuance commitment (M = 16.41, SD = 5.74). The total organisational commitment score ranged between 24 and 80, with a mean of 54.05 (SD = 12.32), suggesting a moderate level of overall organisational commitment among employees. The descriptive findings reveal that participants reported relatively low-to-moderate levels of workplace mobbing, as indicated by the mean mobbing score (M = 53.87, SD = 22.72) on a scale ranging from 38 to 160. Although mobbing was present, the mean value suggests that it may not be experienced at an intense or widespread level across the sample. In contrast, the organisational commitment scores indicate that employees demonstrated a moderate level of overall commitment to their organizations (M = 54.05, SD = 12.32, range = 24–80). Among the three subdimensions of organisational commitment, affective commitment (emotional attachment to the organization) emerged as the strongest (M = 20.11), followed by normative commitment (sense of obligation; M = 17.52) and continuance commitment (perceived cost of leaving; M = 16.41). This pattern suggests that employees are more likely to remain in their organizations due to emotional attachment rather than necessity or obligation.

Table 2. Descriptive Statistics for Mobbing and Organisational Commitment Scales

Variable	Min	Max	Mean	SD
Mobbing (Total Score)	38	160	53.87	22.72
Affective Commitment	6	30	20.11	5.74
Continuance Commitment	6	30	16.41	5.74
Normative Commitment	7	30	17.52	5.55
Organisational Commitment (Total)	24	80	54.05	12.32

An analysis of the relationship between sociodemographic characteristics and workplace experiences revealed several noteworthy patterns (Table 3). Gender was the only demographic variable showing significant associations with both organisational commitment and mobbing. Specifically, women reported significantly higher continuance commitment than men, $t(244) = 3.13, p < .001$, suggesting that female employees may feel more compelled to remain in their organizations due to perceived costs of leaving. Additionally, women reported significantly higher levels of mobbing, as indicated by a Mann–Whitney U test, $U = 6256.00, p = .047$, with higher mean ranks than their male counterparts. No significant gender differences were found for affective, normative, or total commitment. In contrast, marital status was not found to significantly influence any dimension of organisational commitment or mobbing levels. Both married and single participants reported comparable levels of attachment to their organizations and similar perceptions of mobbing. Educational background revealed a slight but statistically significant difference in affective commitment, with individuals holding vocational degrees exhibiting higher emotional attachment compared to other education levels ($p = .013$). However, no significant differences were observed for other commitment dimensions or mobbing. Similarly, tenure in the tourism sector did not show any significant impact on organisational commitment or mobbing. Employees across different tenure groups (3–5 years, 5–10 years, and ≥ 10 years) reported comparable scores, suggesting that experience level alone does not strongly differentiate perceptions of workplace attachment or exposure to mobbing in this sample.

Table 3. Comparison of Organisational Commitment and Mobbing Scores Across Sociodemographic Groups

Variable	Sociodemographic Group	n	Affective M (SD)	Continuance M (SD)	Normative M (SD)	Total Commitment M (SD)	Mobbing Mean Rank
Gender	Women	144	20.08 (6.11)	17.36 (5.56)	17.71 (5.84)	55.15 (13.28)	131.06
	Men	102	20.16 (5.22)	15.08 (5.76)	17.25 (5.13)	52.49 (10.70)	112.83
Marital Status	Married	100	19.98 (5.22)	16.36 (4.96)	17.66 (4.97)	54.00 (10.94)	116.98
	Single	146	20.21 (6.09)	16.45 (6.23)	17.42 (5.94)	54.08 (13.22)	127.97
Education	High school	34	19.82 (5.72)	17.88 (4.88)	17.06 (5.49)	51.82 (11.73)	115.21
	Vocational degree	42	22.65 (5.28)	19.51 (5.70)	18.45 (4.72)	57.74 (13.42)	101.40
	Bachelor's degree	140	19.99 (6.03)	16.32 (5.71)	17.22 (5.68)	53.69 (12.34)	130.27
	Graduate degree	30	20.50 (6.39)	17.17 (6.07)	17.68 (6.39)	54.89 (13.55)	132.23
Tenure	3–5 years	66	19.88 (6.07)	16.91 (5.91)	17.41 (5.70)	54.21 (13.61)	120.86
	5–10 years	60	21.04 (5.84)	16.75 (6.58)	17.69 (6.30)	56.30 (13.18)	124.50
	≥ 10 years	120	19.55 (5.71)	16.17 (5.25)	17.23 (5.18)	53.23 (11.34)	124.45

The significance values include both parametric (t / ANOVA) and non-parametric (Mann–Whitney / Kruskal–Wallis) results depending on normality. $p < .001$ (Continuance); $p: .047$ (Mobbing); $p: .013$ (Affective) Only statistically significant results are highlighted. Mobbing is presented using mean ranks (non-parametric test).

Overall, the findings underscore the importance of gender as a key demographic variable in understanding organisational dynamics related to both commitment and hostile workplace behaviors. Other demographic factors such as marital status, educational attainment, and years of employment were not found to meaningfully influence these outcomes.

To examine the associations between mobbing and organisational commitment, Spearman’s rho correlation analysis was conducted due to the non-normal distribution of mobbing scores. The analysis focused on the relationships between mobbing, the three subdimensions of organisational commitment (affective, continuance, and normative commitment), and overall organisational commitment. The results of this analysis are presented in Table 4. Spearman's rho analysis revealed a strong and statistically significant negative correlation between mobbing and affective commitment ($\rho = -.686, p < .001$), indicating that employees who reported higher levels of mobbing tended to experience markedly lower emotional attachment to their organization. Mobbing also demonstrated a strong negative correlation with normative commitment ($\rho = -.612, p < .001$) and a moderate negative correlation with overall organisational commitment ($\rho = -.504, p < .001$). In contrast, mobbing showed a weak but statistically significant positive correlation with continuance commitment ($\rho = .142, p = .026$), suggesting that employees exposed to higher mobbing may remain in the organization not out of loyalty, but due to perceived costs of leaving (e.g., job insecurity, economic pressure). As expected, the three commitment subdimensions were positively intercorrelated. Affective and normative commitment showed the strongest association ($\rho = .679, p < .001$), while continuance commitment correlated moderately with both normative ($\rho = .219, p < .001$) and total commitment scores ($\rho = .538, p < .001$).

Table 4. Spearman Correlation Coefficients Between Mobbing and Organisational Commitment Variables

Variable	1	2	3	4	5
1. Mobbing (total)	—				
2. Affective commitment	-.686**	—			
3. Continuance commitment	.142*	-.028	—		
4. Normative commitment	-.612**	.679**	.219**	—	
5. Organisational commitment (total)	-.504**	.739**	.538**	.871**	—

Note: * $p < .01$, $p < .05$. Higher scores indicate higher levels in each construct.

To determine whether organisational commitment components predict employees’ exposure to mobbing, a multiple regression analysis was performed. Mobbing scores were entered as the dependent variable, while organisational commitment components were included as independent variables. This analysis aimed to identify the relative contribution of commitment dimensions in explaining variations in mobbing experiences. The results of the regression analysis are presented in Table 5.

Table 5. Multiple Regression Analysis Predicting Mobbing from Organisational Commitment Variables

Predictor	B	SE B	β	t	p	95% CI for B
Constant	82.89	5.41	—	15.32	< .001	[72.23, 93.55]
Continuance commitment	-1.51	0.28	-.38	-5.35	< .001	[-2.06, -0.95]
Normative commitment	1.12	0.21	.28	5.27	< .001	[0.70, 1.54]
Organisational commitment (total)	-0.98	0.30	-.24	-3.27	.001	[-1.57, -0.39]

Note: N = 246. Dependent variable = total workplace mobbing score. Model fit: R = .62, R² = .38, adjusted R² = .38.

The overall regression model was statistically significant, $F(3, 242) = 50.26, p < .001$, explaining 38.4% of the variance in workplace mobbing ($R^2 = .38, \text{adjusted } R^2 = .37$). Examination of the regression coefficients indicated that emotional commitment was a significant negative predictor of mobbing ($\beta = -.38, t = -5.35, p < .001$), suggesting that higher emotional commitment was associated with lower mobbing levels. Normative commitment also emerged as a significant negative predictor ($\beta = -.24, t = -3.27, p = .001$). In contrast, continuance commitment was a significant positive predictor of mobbing ($\beta = .28, t = 5.27, p < .001$), indicating that higher continuance commitment was associated with increased perceptions of mobbing. Overall, these findings suggest that while emotional and normative commitment function as protective factors against workplace mobbing, continuance commitment may be associated with heightened exposure to mobbing experiences.

5. CONCLUSION AND DISCUSSION

This study explored the relationship between mobbing and organisational commitment among travel agency employees in Istanbul. The findings revealed a significant negative relationship between the experiences of mobbing and employees' organisational commitment levels. As mobbing behaviors increased, employees' emotional and normative commitment to their organisations decreased. These findings support earlier studies conducted in the hospitality and tourism sectors, where workplace bullying was shown to diminish loyalty and engagement (Yıldırım et al., 2014). Likewise, job satisfaction and fair treatment have consistently been linked to higher organisational commitment in similar service-based industries (Pelit et al., 2012; Dramićanin et al., 2021).

The analysis of the relationship between sociodemographic characteristics and workplace experiences provides critical insights into the dynamics of organisational behavior, particularly concerning gender, marital status, educational background, and tenure. A noteworthy aspect of the findings is the significant association between gender and both organisational commitment and mobbing. Specifically, the data indicate that female employees exhibit higher levels of continuance commitment compared to their male counterparts. This suggests that women may perceive greater costs associated with leaving their organizations, aligning with findings that indicate gender differences in organisational commitment across various studies (Cogaltay, 2015)

The present findings indicate that emotional and normative commitment serve as protective factors against workplace mobbing, whereas continuance commitment is positively associated with mobbing perceptions. Within the Turkish context, this distinction is particularly salient given the structural characteristics of the service and tourism sectors, which are marked by employment insecurity, limited job mobility, and strong economic dependency on continued employment. Emotional commitment in such settings may reflect a genuine relational attachment and perceived organisational support, which can foster psychological safety and reduce both exposure to and tolerance of mobbing behaviors. Normative commitment, in turn, may be reinforced by collectivist cultural norms that emphasise loyalty, moral obligation, and reciprocal responsibility, thereby discouraging the legitimisation of interpersonal mistreatment (Khajuria & Khan, 2022).

By contrast, the positive association between continuance commitment and mobbing can be interpreted in light of post-pandemic labour conditions in Türkiye, where economic volatility, reduced employment alternatives, and prolonged uncertainty have heightened employees' reliance on job retention. In this context, remaining in an organisation may be driven less by identification or moral alignment and more by necessity, increasing vulnerability to power asymmetries and sustained interpersonal mistreatment. Employees who perceive high costs associated with leaving may tolerate or remain exposed to mobbing behaviors, while simultaneously reporting higher levels of such experiences due to heightened sensitivity and constrained agency.

These dynamics may be particularly pronounced in travel agencies, where close supervisory relationships, high customer demands, and performance pressures intersect with post-pandemic recovery challenges in the tourism industry. Continuance commitment in this setting may therefore function not as a stabilising form of attachment but as an indicator of constrained choice, amplifying the risk of mobbing. Collectively, these findings highlight the importance of addressing not only retention but also the quality and motivational basis of organisational commitment in post-pandemic service sectors in Türkiye. Strengthening affective and normative bonds through supportive leadership, transparent communication, and fair work practices may be crucial for reducing mobbing and promoting healthier organisational climates.

The findings underline that mobbing generates not only psychological harm but also organisational consequences such as turnover intentions, reduced productivity, and decreased institutional trust. This emphasizes the need for managers to implement preventive strategies, including conflict resolution training, transparent reporting mechanisms, and supportive leadership approaches. From a broader perspective, creating a psychologically safe workplace is essential in labour-intensive sectors like tourism, where interpersonal dynamics significantly affect service outcomes.

This study has several limitations that should be considered when interpreting its findings. First, the data were collected from a single region and sector, which may limit the generalisability of the results to other occupational or cultural contexts. In addition, the cross-sectional design precludes causal inferences regarding the relationships between mobbing and organisational commitment.

Future research should seek to address these limitations by employing longitudinal designs to better capture the dynamic and potentially reciprocal nature of the relationship between mobbing and organisational commitment. Expanding the sample to include different regions, sectors, and types of tourism enterprises may also help to identify contextual variations and enhance the generalisability of the findings. Moreover, qualitative or mixed-methods approaches could provide richer insights into the lived experiences of mobbing victims, as well as the organisational norms and cultural conditions that enable or sustain mobbing behaviors.

In conclusion, mobbing represents a critical organisational issue that affects not only employee well-being but also long-term organisational sustainability. Addressing mobbing requires not only managerial interventions and policy-level strategies but also a broader cultural transformation that promotes respect, inclusion, and fairness in the workplace. From a theoretical perspective, this study contributes to the literature by clarifying the differentiated roles of organisational commitment components in relation to workplace mobbing. While previous research has generally examined organisational commitment as a unified construct, the present findings demonstrate that affective and normative commitment are negatively associated with mobbing, whereas continuance commitment shows a positive association. This distinction provides theoretical support for multidimensional models of organisational commitment and suggests that remaining in an organization due to perceived costs may coexist with, or even exacerbate, exposure

to negative workplace behaviors. By conceptualizing mobbing not only as an outcome but also as a phenomenon shaped by different forms of commitment, this study extends existing theoretical frameworks on workplace aggression and organisational behavior.

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DECLARATION OF COMPETING INTEREST

The author(s) declare that they have no financial relationships or involvement with any organization or entity that could be perceived as a potential conflict of interest (including grants; educational scholarships; participation in speakers' bureaus; membership, employment, consultancies, stock ownership or other equity interests; and expert testimony or patent licensing arrangements). The author(s) also declare that they have no non-financial interests (such as personal or professional relationships, affiliations, opinions, or beliefs) related to the subject matter or materials discussed in this study.

AUTHOR CONTRIBUTION STATEMENT

F. P. Ayhan Algahbra: Conceptualization, Literature review, Method, Data Collection, Analysis and interpretation, Writing - preparation of original draft, Writing - review and editing, Funding, Project Management, Giving final approval.; E. Ulucan: Conceptualization, Literature review, Method, Analysis and interpretation, Writing - preparation of original draft, Writing - review and editing, Consultancy, Giving final approval.

ETHICAL STATEMENT

This study was ethically approved by the Istanbul Commerce University Social and Human Sciences Research Ethics Committee on April 2, 2021, with decision number E-65836846-044-206779.

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