

# Determining the Effects of Mobbing on Organizational Commitment: A Case of Educational Sector in Pakistan

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## Abstract

Mobbing is an activity where group of people behave negatively against a person to enforce him/her in an unsecure position to push out of the organization. The study assessed this behavior by collecting data through questionnaires based survey from the employees of universities in Pakistan. Questionnaires were circulated among 400 employees of the universities but the response rate was 73.25%. The study found out that mobbing and organizational commitment has significant relationship. It was also noted that affective commitment and intention to leave organization (ILO) have significant relationship with mobbing in education sector.

**Keywords:** Mobbing, Organizational Commitment, Educational Sector

## 1. INTRODUCTION

Mobbing is a group activity where some people are collectively exercises negative behavior against a person to pressurize and enforce to bring him/her in an unsecure position that may cause to drag out of the organization. Mobbing has a subjective nature and very difficult to understand. As stated by a Leymann (1990), that mobbing is an unseen and complicated notion that can affect employees' performance in organization (Yildirim & Yildirim, 2007).

Mobbing has discussed by researchers in various names, like Leymann (1966,1990) called it mobbing as well as psychological terror, Hoel, Cooper and Faragher (2001) called it bullying, Keashly (1998) named it emotional abuse and Bassmann (1992) mentioned it as work abuse.

Organizational Commitment (OC) is the emotional and psychological attachment of a person to his/her respective organization. Like, Allen and Meyer (1990) defined it as "psychological state that binds the individual to the organization". A researcher Meyer and Allen (1997) developed a comprehensive model to assess employees' commitment and proposed three main types that are Affective commitment (AC), Continuance commitment (CC) and Normative Commitment (NC). The study is interested to assess the effects of mobbing on organizational commitment in education sector of Rawalpindi and Islamabad in Pakistan, where work load is normally high that may enhance the importance of mobbing and organizational commitment. Further, the study will assess the effects of intention to leave organization on mobbing as well. The study will highlight some new insight in knowledge area.

## 2. LITERATURE REVIEW

Mobbing has been widely researched since 1990 in various phenomenons in different countries of the world, as there are differences in culture and values, thus mobbing is seen slightly different. The study assesses previous studies to analyze mobbing behavior at various levels.

Leymann (1992) conducted interviews of 2428 workers and found out that 3.5 percent workers were exposed to mobbing. The study noted that 40 percent workers were mobbed by 2 to 4 people while 1/3 were mobbed by one. It was concluded that 6.5 percent people were mobbed in educational institutions. Similarly, Niedl (1996) found that 7 to 27 percent people were mobbed in Australian organizations. Another study was conducted by Quine (1999) through questionnaires based survey in the department of National Health Service Community in England. The study found that 38 percent participant were confront with mobbing. In the survey of Stanford University Business School (SUBS), it was found that 53 percent participants were exposed to mobbing while the 78 percent said that they witnessed the others that have been confronted with mobbing (Andrea Adams Trust, 2010).

Likewise, Hole and Cooper (2000) conducted a study by taking 5000 employees of 70 different organizations. The study found that 28 percent women and 22 percent men were exposed to mobbing in the last five years. It was noted that the younger people were more exposed to mobbing as compare to older employees. Quite different results were found in Norway where the aged people were found more exposed than the younger employees to the mobbing. Di-Martino (2002) conducted a survey with the help of various international organization (ILO, ICN, WHO) and noted that the percentage of mobbing at workplace was different in various

societies. For example, the percentage of mobbing in Bulgaria was noted 30.9%, in South Africa 20%, in Lebanon 22%, in Thailand 11% and in Brazil 15% mobbing was found in various workplaces. Metthiesen and Einnarsen (2007) noted 3 to 4 percent mobbing in workplace in Scandavian countries. Likewise, Mikkelsen and Einarsen (2001) conducted an empirical study in Denmark and found a low level of mobbing. It was concluded that the empirical findings does not capture the true picture of the story.

Sa and Fleming (2008) conducted a study in Portugal and found that 13 percent nurses are exposed to mobbing. According to the study, higher level of mobbing was found in those areas where there was work degradation, the load of work that were unmanageable and through giving unlikable work tasks. The study found that because of being mobbed, 1/3 nurses showed intention to quit their jobs. Half of the nurses found it difficult to sleep, 43 percent nurses demoralized and 71 percent has observed bad tempered.

Celik and Peker (2010) conducted a study in Turkey to collect data from high school teachers. They attempted to find out the victim teachers of mobbing at high school. Data was collected through questionnaire and used t-test, ANOVA and Kruskal-Wallis tests for data analysis. The study found that various factors have significant variation on mobbing like age, experience, career and status etc. It was concluded that mobbing is found in the form of rumoring, non-appreciation and criticism.

Yuksel and Tuncsiper (2011) interviewed 120 participants and found that only 5 participant have confront mobbing with intense, 20 participants faced mid level mobbing and rest of 95 participants do not confront with such a situation that can be called mobbing. Likewise, SibelGok (2011) conducted a study in Istanbul, Turkey, to find out mobbing behavior. A total of 384 participants were interviewed. It was concluded that 32 percent people were mobbed in their whole working life. 16 percent faced the mobbing behavior since the last year.

Celep and Eminoglu (2012) found that mobbing by colleagues and superiors were of high significance. The mobbing from administrative and colleagues' side affects competency of teachers, affects attitude and behavior. Concluding the findings of their study it can be said that mobbing has negative impacts on the teacher efficiency. The teachers who were attach with a particular subject exposed more to mobbing as compare to a simple class teacher, teachers having the age between 23 to 32 were more confront with mobbing behavior from their heads as compared to the those having the age in between 33 years to 42 years.

Aydan et al (2012) attempted to find out the mobbing behavior in educational institution. They interviewed 280 instructors. It was noted that managers exhibit mobbing behavior especially in the age group between 23 to 35 years. With the increase of the age the mobbing behavior were decreased significantly, e.g. amongst the age of 23 to 25 this behavior were found to be 67% while in the age between 36 to 48 the mobbing was found to be 23%. In the age group of 49 and above the mobbing behavior were decreased up to appreciable extent and it was found that in this group the mobbing behavior was 9.6%. On the basis of previous literature, the study developed the following theoretical model:

### 3. THEORATICAL MODEL

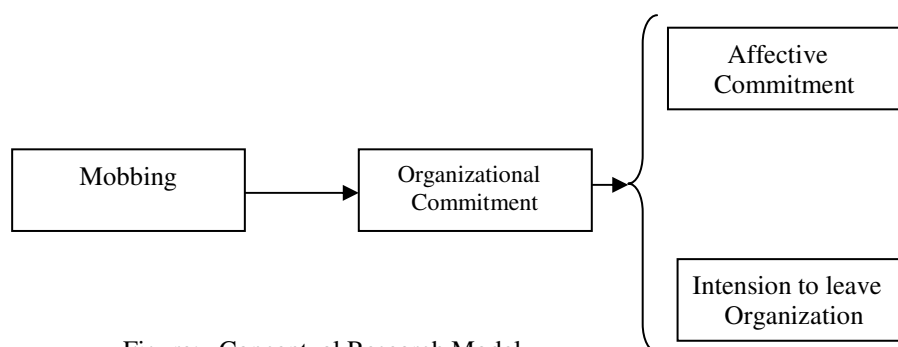


Figure: Conceptual Research Model

#### 3.1 Research Hypothesis

- H1:** Mobbing has significant affects on organizational commitment.
- H2:** Mobbing is negatively correlated with Affective commitment.
- H3:** There is positive relationship between mobbing in the workplace and intension

to leave the organization.

#### 4. METHODOLOGY

The study applied questionnaire based survey to collect data from the employees of different universities in Rawalpindi and Islamabad. The sample size of the study was 400 but only 293 respondents participated in the study. Questionnaires of the study were consisted of demographic information's as well as data about other important variables of the study. These items were adopted from different sources like Meyer and Allen (1997), Commeiras and Fournier, (2001) etc. All the items of the study are measured from the range of strongly disagree to strongly agree on likert scale. It was assured to the respondents that the survey is only for research purposes. To check the reliability of instrument a pilot study was conducted. The study collected data from 60 employees of universities. The results of the pilot study are presented in the following table:

Table 1. Reliability Analysis

Sub Scale	Number of Items	Value of Cronbach Alpa
AC	5	.81
CC	5	.77
NC	5	.85
ILO	5	.79

*AC: Affective Commitment; CC: Continuance Commitment; NC: Normative Commitment; ILO: Intentions to Leave Organization*

After having constructed instrument and data collection, the study used descriptive statistics and regression analysis to find results. Regression analysis is a powerful and flexible procedure for the analysis of associative relationship between dependent variables and independent variables [22].

#### 5. RESULTS

The study used descriptive statistics to determine the demographic information's of the respondents. Following this, correlation among variables and regression analysis were used to analyze data.

Table II provides demographic information's of the respondents in term of gender, the percentage ratio of male is 73.7 percent, while female ratio is 26.3 percent. In term of age, 29.3 percent belongs to 21-28 years of age group, 38.2 percent belongs to 29-36, 15.3 percent belongs to 37-44, 9.2 percent belongs to 45-52 and 7.8 percent belongs to 53-60.

Table II. Frequency and Percentage Dispersion of Demographic Factors

Demographic Variables	Variables	Frequency	Percentage
Gender	Male	216	73.7
	Female	77	26.3
Age	21 – 28	86	29.3
	29 – 36	112	38.2
	37 – 44	45	15.3
	45 – 52	27	9.2
	53 – 60	23	7.8
Qualification	Bachelor	82	27.9
	Master	139	47.4
	Other	72	24.5

In term of education, 27.9 percent having bachelor degrees, 47.4 percent having master degrees, while 24.5 percent having other levels of education.

Table III shows detail about correlations between mobbing and organizational commitment. Results indicate that mobbing and organizational commitment has strong positive and significant relationship ( $r = .613$ ). The analysis of correlation indicates that mobbing has significant ( $r = -.764$ ) but strong negative correlation with affective commitment. The relationship between mobbing and intention to leave organization is statistically insignificant.

Table III. Results of Correlation

Model	Mean	St. Dev	Mobbing
Mobbing	2.51	1.18	1
OC	2.90	0.74	.613**
AC	3.62	0.81	-.764**
ILO	2.93	0.76	.627

\*\**. p<0.01 significance levels (2-tailed). \*p<0.05 significance levels (2-tailed)*

Table IV shows the results of regression analysis to assess relationship between an independent variable (Mobbing) and dependent variable (Organizational Commitment). Results of regression indicate that there is significant ( $p = .008$ ) but negative association between the two variables. This result is supported by the findings of a study Pelit, and Kilic, (2012).

Table IV. Results of Regression

Model	R <sup>2</sup>	F	Beta	Sig
Mobbing	.21	31.16	-.195	.008

*Dependent Variable: Organizational Commitment*

It can be inferred from the results that effect of mobbing on the employees may be due to low level of self confidence, work stress, high absenteeism and low level of morale.

Table V provides information about regression output between an independent variable (Mobbing) and a dependent variable (Affective Commitment). Results indicate that there is positive and significant ( $p = .004$ ) association between the two variables. The result of the study is supported by the findings of Yuksel and Tuncsiper (2011). Ertureten et al., (2012).

Table V. Mobbing Effects on AC

Model	R <sup>2</sup>	F	Beta	Sig
Mobbing	.41	43.5	-.36	.004

*Dependent Variable: Affective Commitment*

It can be inferred from the results that mobbing hurts badly the affective commitment of employees may be due to lack of providing friendly working environment. Minimizing fairness and involvement in decision making may improve the affective commitment of employees.

Table VI gives information of regression output between mobbing and intention to leave organization. Results indicate that there is positive and significant relationship ( $p = .000$ ) between the two variables. This result is supported by the findings of Yuksel and Tuncsiper (2011). Namie and Namie (2003).

Table VI. Mobbing and Intention to Leave Organization

Model	R <sup>2</sup>	F	Beta	Sig
Mobbing	.029	4.37	.26	.000

*Dependent Variable: Intentions to leave Organization*

It can be inferred from the results that instead of happening mobbing in organizations, employees do not leaving their respective organizations due to high level of unemployment in the country.

## 6. CONCLUSION

The study assessed the affects of mobbing on organizational commitment in education sector of Pakistan. The study collected data through questionnaires based survey from the employees of universities in Rawalpindi and Islamabad. The study used descriptive statistics, correlation and regression to analyze data. In the light of findings of this study, mobbing has significant relationship with employee's organizational commitment, affective commitment and intension to leave organization in the education sector of Pakistan.

### Limitations and recommendations of the Study:

- The sample size of the study was only limited to Rawalpindi and Islamabad. It needs to be extended to other regions of the countries to draw more precious reflection of the study.

- The study is only limited to public sector organization. It needs to be conducted in private sector organizations.
- The study is suggesting to be conducted in manufacturing sector where work load normally high, education level is low and workers need to be motivated.

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