

# The Relationship between Mobbing and Organizational Commitment in Work Place: In Case of Loshan Power Plant

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## Abstract

The main purpose of this study is to consider the relationship between Mobbing and organizational commitment of employees of Shahid beheshti power plant of Loshan in 2018. Methodology of research is descriptive and correlation type. Statistical population composed of 80 individuals who are selected by random sampling and by means of Kerjcie & Morgan table and finally 76 individuals selected with 95% confidence coefficient. Data gathering instrument are two standard questionnaires including Standard Spillage and Holt Organizational Bullying Questionnaire (2001) and Allen & Meyer's Organizational Commitment Questionnaire. Spillage and Holt Organizational Bullying Questionnaire (2001) have three dimension (bulling, victim, fighting) with reliability of (0.766). Also Allen & Meyer's Organizational Commitment Questionnaire composed of three dimension (Emotional, Continuous, Normative). Data analysis is done by descriptive statistics include :( gender, marital status, education, work experience) And inferential statistics include: (Kolmogorov-Smirnov, Spearman correlation coefficient, Cruet Bartlett's test) through SPSS and Amos software. Findings showed that there is a negative meaningful correlation between Mobbing and Organizational commitment of employees, as well spearman correlation showed. In fact with increasing bully in organization or Mobbing, organizational commitment decreased.

**Key words:** Mobbing, Organizational Commitment, Shahid Beheshti of Loshan Powerplant, Organizational Bully.

## Introduction

Today's complexity of working relationships caused to be formed new pattern in work behavior. Unfortunately, in some cases bad behavior become a behavioral pattern. Mobbing, as a sociological term, means bullying of an individual by a group, in any context, such as a family, peer group, school, workplace, neighborhood, community, or online.

When it occurs as emotional abuse in the workplace, such as 'ganging up' by co-workers, subordinates or superiors, to force someone out of the workplace through rumor, innuendo, intimidation, humiliation, discrediting, and isolation, it is also referred to as malicious, nonsexual, and nonracial. Racial, general.

According to Leymann, the mobbing in the work place is unethical and unkind communication way. This communication way is generally applied to one person by one or several persons in a systematical and direct way. The mobbing behaviors, to which a person is exposed, cause to stay in helpless and undefended position. Those unkind behaviors which are taking a long time and repeated frequently are concluded with psychological, psychosomatic and social misery. In other words, according to Leymann (1996:168), the scientific definition of the mobbing is a social interaction which includes bringing the person into the helpless position with potentially high risk of impulsion they also point out that the victims of mobbing are usually individuals who have demonstrated exceptional accomplishment, commitment to work, integrity, innovation, and intelligence and competence. Mobbing behavior is identified with increasing frequency in the organizational world and in the workplace, and is called by different names in different countries. The term *psychological terrorism* is also used to describe workplace mobbing because, like political terrorism, the victim knows that another wave of terror will come but does not know when or from what angle. (Leymann, 1990, p.119) Workplace mobbing is a phenomenon that has really only been identified since the 1990s and is the subject of scientific and legal attention, particularly in Europe, but has recently become the subject of increasing attention in the United States and Canada.

According to its most often cited definition, attitudinal (or affective) organizational commitment (AOC) is 'the relative strength of an

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individual's identification with and involvement in a particular organization' (Mowday and et al, 1979).

Commitment is an organizational concept which has important outcomes for organizations. Employees, commitment to the organization has an undeniable, strong effect on the outcomes of a business. These powerful effects in organizational commitment result not from professionals, working for personal expectations but from their working for organizational expectations (Cohen 2000).

The commitment takes various forms including commitment to organizations, unions, occupations and professions, team and leaders, goals and personal careers (Meyer and Herscovitch, 200).

A general definition of job satisfaction is viewed as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Vandenabeele 2009). Another definition regarding job satisfaction is "the degree to which employees have a positive affective orientation toward employment by the organization" (Buchko and et al, 1998).

According to Balfour and Wechsler (1996), organizational commitment is defined as an employee's desire to remain with the organization. The concept of the organizational commitment involves the following three factors (Maxwell and Steele 2003);

- (a) A strong belief in and acceptance of the organization's goals and values,
- (b) A willingness to exert considerable effort on behalf of the organization,
- (c) A definite desire to maintain organizational membership.

#### *Concepts and History*

- *Mobbing*

According to Zapf and Einarsen, the phenomenon called as mobbing in work life, refers to negative actions are being exposed to a person by one or several others in work place in a certain time interval and having difficulties defending him or herself against these actions because of different reasons (Zapf and Einarsen, 2001)

The mobbing which is defined as serious problems are different from conflicts where are encountered in work place. There must be power instability to be exposed to the mobbing and behaviors must systematically go on in a certain time. Besides, person who is exposed to the mobbing does not able to defend her/himself (Aydın and Özkul, 2007). In other words, as a consequence of power instability between parties or because of the mobbing, victim begins to be incapable to get over from the mobbing (Mikkelsen and Einarsen, 2001).

To mention about the mobbing, there must be a rumor, innuendo, intimidation, humiliation, discrediting and isolation which creates all sorts of infelicity behaviors (Matthiesen and Einarsen, 2001).

Konrad Lorenz, in his book entitled *On Aggression* (1966), first described mobbing among birds and animals, attributing it to instincts rooted in the Darwinian struggle to thrive (see animal mobbing behavior). In his view, most humans are subject to similar innate impulses but capable of bringing them under rational control. Lorenz's explanation for his choice of the English word Mobbing was omitted in the English translation by Marjorie Kerr Wilson. According to Kenneth Westhues, Lorenz chose the word mobbing because he remembered in the collective attack by birds, the old German term *Hessen auf*, which means "to hate after" or "to put a hate on" was applied and this emphasized "the depth of antipathy with which the attack is made" rather than the English word mobbing which emphasized the collective aspect of the attack. (Westhues & Kenneth, 2007)

In the 1970s, the Swedish physician Peter-Paul Heinemann applied Lorenz's conceptualization to the collective aggression of children against a targeted child.

In the 1980s, professor and practicing psychologist Heinz Leymann applied the term to ganging up in the workplace.

In 2011, anthropologist Janice Harper published an essay in *The Huffington Post* suggesting that some of the anti-bully approaches effectively constitute a form of mobbing by using the label "bully" to dehumanize, encouraging people to shun and avoid people labeled bullies, and in some cases, sabotage their work or refuse to work with them, while almost always calling for their exclusion and termination from employment.

In 2017 Yaghoobi et al investigated on the Effect of Organizational Mobbing Behaviors on Job and Organizational Attitude. Result of study showed that Spearman's correlation coefficient between Organizational Mobbing behaviors and occupational and organizational attitude was found to be negative, and a negative and significant correlation between occupational and organizational attitude and mobbing behaviors was appeared. The analysis indicate that there is a negative and significant relationship between Organizational Mobbing behaviors and occupational and organizational attitudes.

In 2011 YÜKSEL and TUNÇSİPER researched on The Relationship between Mobbing and Organizational Commitment in Workplace. As result they can't find any relation between the mobbing and normative commitment. The biggest issue in this project is to determine that whether the employees are exposed to the mobbing. The employees have been hesitating to share the mobbing behaviors to which they are exposed and also, they live with the fear of losing their job. Even performing the research by The Relationship between Mobbing and Organizational Commitment in Workplace.

- *Organizational commitment*

Organizational commitment (OC) has been a popular topic for research into work attitudes and behaviors in recent years (Meyer and et al, 2002). It has been formulated in a variety of ways, typically as a construct with multiple components describing individuals' feelings of attachment to, identification with and obligation to the organization. (E.g. Meyer and Allen, 1997; Cook & Wall, 1980; Mowday and et al, 1979). Organizational commitment reflects a multidimensional psychological attachment of an individual to the organization, (Walsh & Taylor, 2002) which plays a positive role in retention of members in the organization.

Meyer and Allen (Meyer & Allen, 1997) defined organizational commitment as a psychological state that characterizes the employee's relationships with the organization and has implications for the decision to continue membership in the organization.

According to Kate and Masako (2002) individual and organizational factors may influence the level of affective commitment. Individual factors include, for example, factors such as personality, values orientation, education or age, while organizational factors include believing that employee's roles and job goals are clearly defined and receive management support.

According to its most often cited definition, attitudinal (or affective) organizational commitment (AOC) is 'the relative strength of an individual's identification with and involvement in a particular organization' (Mowday and et al, 1979).

Probably the main reason for the extensive and long-lasting research interest in AOC is that it is assumed to influence almost any behavior that is beneficial to the organization such as performance, attendance, and staying with the organization (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982).

With these interpretations, the question arises whether there is a meaningful and negative relationship between mobbing and organizational commitment in power plant of Loshan or not?

- *Research hypothesis*

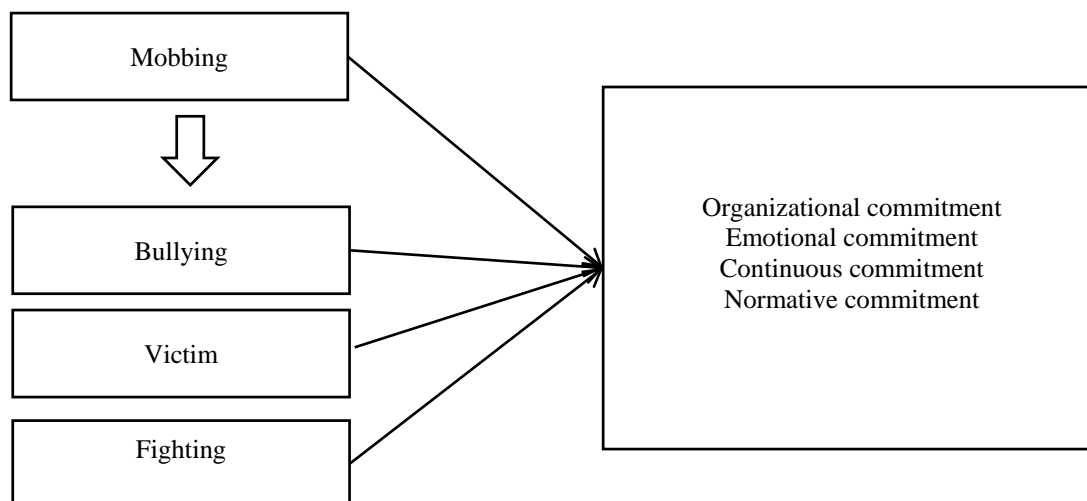
Main hypothesis:

1. Is there negative and meaningful relationship between mobbing and organizational commitment in employees of Loshan power plant?

Sub-hypotheses:

2. Is there negative and meaningful relationship between mobbing and emotional commitment in employees of Loshan power plant?
3. Is there negative and meaningful relationship between mobbing and continuous commitment in employees of Loshan power plant?
4. Is there negative and meaningful relationship between mobbing and normative commitment in employees of Loshan power plant?

- *Analytical model*



## Methodology of Research

The methodology of this research is descriptive and correlation type with purpose of explanation.

In this research described mobbing and its relation with organizational commitment in work places and relationship between mobbing (independent variable) and organizational commitment (dependent variable) is measured.

### *Statistical population*

The research zone is Shahid Beheshti power plant of Loshan in Iran with 311 individuals at the time. The research unit is section of operating of power plant with 80 individuals which looks more homogeneous in their function or job. This research done in October of 2018. In this research try to assure the employees about their job security. On the other hand, employment status of statistic population is permanently (based on their job's contract) and they are almost not worried a lot about their job. Most of respondents have good skills in their job which is caused to their necessity for the organization.

### *Sampling method*

In this research random sampling was used. this sample selected by means of Kerjcie & Morgan table and finally 76 individuals selected with 99% of confidence coefficient. For the reason of equal chance of people in answering the questionnaires random sampling is selected.

### *Data gathering instrument*

Is two standard questionnaires including Standard Spillage and Holt Organizational Bullying Questionnaire (2001) and Allen & Meyer's Organizational Commitment Questionnaire.

Spillage and Holt Organizational Bullying Questionnaire (2001) have three dimensio (bulling, victim, fighting) with reliability of (0.766). Also Allen & Meyer's Organizational Commitment Questionnaire composed of three dimension (Emotional, Continuous, Normative).

### *Data analysis instrument*

Research analysis done by descriptive statistics include :( gender, marital status, education, work experience) And inferential statistics include: (Kolmogorov-Smirnov, Spearman correlation coefficient, Cruet Bartlett's test) through SPSS and Amos software.

## Analysis and Results

### *Descriptive Statistics*

- *Gender of respondents*

At this time only 5 woman worked in Loshan power plant. Also because of cultural and political situation of country no woman work in control room of Loshan power plant.so all respondents are men.

**Table 1-** Gender frequency

cumulative percentage	Percent	frequency	Gender
100	100	76	Men
100	0	0	Women
	100	76	Total

- Respondents' marital status*

As seen in the table, 95% of respondents are married and 5% are single

**Table 2-** Marital status frequency

cumulative percentage	percent	frequency	marital status
94.7	94.7	72	married
100	5.3	4	single
	100	76	total

- Educational status of respondents*

As seen in the table, 15% of respondents have a college degree or lower, 71.25% of the respondents have bachelor's degree, 12.5% of respondents have master's degree, 1.25% of respondents have PhD.

**Table 3-** Educational status frequency

cumulative percentage	percent	frequency	Level of education
14.47	14.47	11	Technician or less
85.52	71.05	54	bachelor
98.68	13.16	10	master
100	1.32	1	PhD
	100	76	total

- Work experience of respondents*

As shown in the table: 17.5% of respondents have a work experience of under 5 years old, 60% of respondents have a work experience of 5 to 15 years old and 22.5% of respondents have a work experience of over 15 years old.

**Table 4-** Work experience frequency

cumulative percentage	percent	frequency	Work experience
18.42	18.42	14	Under 5
76.31	57.89	44	5-15
100	23.69	18	Over 15 years old
	100	76	total

### *Inferential statistics*

- Reliability coefficient*

In this research, Cronbach's alpha coefficient calculated with using SPSS software.

After distributing 20 questionnaires as a test, the Cronbach's alpha coefficient was obtained which is calculated value related to each variable given in table 2.

**Table 5-** Reliability coefficient of questionnaire sections

number of question	Cronbach's alpha coefficients	variable
8	0.777	emotional commitment
8	0.786	continuous commitment
8	0.807	normative
24	0.906	organizational commitment total:
9	0.929	bullying
4	0.879	victim
5	0.858	fighting
18	0.953	Total: mobbing

According to Nunnally (1998) if Cronbach's alpha is higher than 0.7, the questionnaires is reliable. According to result of table 2, the research questionnaires have acceptable reliability.

#### *Analytical Findings*

Before doing statistical tests, it's necessary to check the normality of gathering data. For this purpose, Kolmogorov-Smirnov test is used. Result of this test for variables of this research are as follow.

In this section, the gained result are derived from the use of inferential methods. The usual method for testing assumptions are considering statistical hypotheses, first. Next based on the gained result use SPSS statistical software and the assumption of this case accepted or rejected.

#### *Testing to be normal (Kolmogorov-Smirnov)*

Since for using of contingency statistical techniques must be determine whether the data has normal distribution or not. In this stage we examine the result of the Kolmogorov-Smirnov test on each of the variables. Considering that the level of meaningfulness is less than 5%, the result indicate that the data are not normal. Since the variable of this research are found to be abnormal, the Spearman correlation coefficient, which is a nonparametric technique, is used to study research hypotheses.

**Table 6-** Results for test of normality (Kolmogorov-Smirnov's test)

Meaningfulness	Amount of Kolmogorov's statistics	name variable
0.000	2.484	emotional commitment
0.000	2.670	continuous commitment
0.000	3.504	Normative
0.000	2.070	organizational commitment
0.000	1.232	bullying
0.055	1.015	victim
0.006	2.697	fighting
0.080	1.268	bullying organizational

#### *Correlation matrix*

The severity of the dependence of the two variables is defined as a correlation. In general the correlation coefficients vary from -1 to 1 and the relationship between two variables can be positive or negative. The correlation coefficient is a symmetric relationship. Whatever correlation coefficient is closer to 1, the dependency of two variables increases. This dependency doesn't any related to mean of cause &

effect relationship. Also correlation coefficient doesn't matter of which is cause or which is effect. With doing correlation test; elementary relationship between variables can find. According to the result we can claim that there is a relationship between variable and it's possible to look closer at these relationships.

**Table 7-** Correlation coefficients of research variables

row	variable	organizational commitment	Emotional commitment	continuous commitment	normative	Organizational bullying	bullying	victim	Fighting
1	organizational commitment	1							
	possibility	----							
2	Emotional commitment	0.820	1						
	possibility	0.000	----						
3	continuous commitment	0.802	0.537	1					
	possibility	0.000	0.000	----					
4	normative	0.636	0.336	0.407	1				
	possibility	0.000	0.003	0.000	----				
5	Organizational bullying	0.339-	0.336-	0.340-	0.253-	1			
	possibility	0.003	0.003	0.003	0.027	----			
6	bullying	0.321-	0.325-	0.296-	0.236-	0.944	1		
	possibility	0.005	0.004	0.009	0.040	0.000	----		
7	victim	0.306-	0.304-	0.335-	0.216-	0.899	0.816	1	
	possibility	0.007	0.008	0.003	0.061	0.000	0.000	----	
8	fighting	0.273-	0.240-	0.329-	0.170-	0.826	0.698	0.680	1
	possibility	0.017	0.036	0.004	0.142	0.000	0.000	0.000	0.000

#### Test result of research hypotheses

- There is a negative and meaningful relationship between mobbing and organizational commitment of employees in Loshan power plant.

**Table 8-** Correlation test results

test result	confidence level	the significance level	spearman correlation coefficient	hypothesis
accept	95%	0.003	0.339-	The main hypothesis

As result of spearman's correlation test of two variables, showed that there is a meaningful and negative correlation between mobbing and organizational commitment (spearman's correlation coefficient: - 0.339 & meaningfulness: 0.003). Since Sig= 0.003 and this value is less than  $\alpha= 5\%$ , so this assumption confirmed. It can be said from the point of view of the respondents; Mobbing have meaningful and negative relationship with organizational commitment of Loshan power plant.

- There is a negative and meaningful relationship between mobbing and emotional commitment of employees in Loshan power plant.

**Table 9-** Correlation test results

test result	confidence level	the significance level	spearman correlation coefficient	hypothesis
accept	95%	0.003	0.336-	Sub hypothesis1

As result of spearman's correlation test of two variables, showed that there is a meaningful and negative correlation between mobbing and emotional commitment (spearman's correlation coefficient: - 0.336 & meaningfulness: 0.003). Since Sig= 0.003 and this value is less than  $\alpha= 5\%$ , so this assumption confirmed. It can be said from the point of view of the respondents; Mobbing have meaningful and negative relationship with emotional commitment of Loshan power plant.

- There is a negative and meaningful relationship between mobbing and continuous commitment of employees in Loshan power plant.

**Table 10-** Correlation test results

test result	confidence level	the significance level	spearman correlation coefficient	hypothesis
accept	95%	0.003	0.340-	Sub hypothesis2

As result of spearman's correlation test of two variables, showed that there is a meaningful and negative correlation between mobbing and continuous commitment (spearman's correlation coefficient: - 0.340 & meaningfulness: 0.003). Since Sig= 0.003 and this value is less than  $\alpha= 5\%$ , so this assumption confirmed. It can be said from the point of view of the respondents; Mobbing have meaningful and negative relationship with continuous commitment of Loshan power plant.

- There is a negative and meaningful relationship between mobbing and normative commitment of employees in Loshan power plant.

**Table 11-** Correlation test results

test result	confidence level	the significance level	spearman correlation coefficient	hypothesis
accept	95%	0.027	0.253-	Sub hypothesis3

As result of spearman's correlation test of two variables, showed that there is a meaningful and negative correlation between mobbing and normative commitment (spearman's correlation coefficient: - 0.253 & meaningfulness: 0.027). Since Sig= 0.027 and this value is less than  $\alpha= 5\%$ , so this assumption confirmed. It can be said from the point of view of the respondents; Mobbing have meaningful and negative relationship with normative commitment of Loshan power plant.

**Table 12-** Value of KMO & Cruet Bartlett test results for the correlation matrix

the significance level	Freedom degree	Cruet Bartlett's test	KMO
0.000	861	3526.509	0.828

In order to implement the principal components analysis method and the proof that the matrix of variables correlation in sample community is not zero, we use Cruet Bartlett's test. The value of KMO and the Cruet Bartlett test result for the correlation matrix of the questionnaire are shown in Table (8).As you see on Table value of KMO is more than 0.7 and the meaningfulness rate of Cruet Bartlett test is less than 0.001. Therefore, based on both criteria, it can be concluded that the implementation of the factor analysis is justified by the correlation matrix in the sample group. So factor analysis is eligible. To select items, the boundary 0.30 has been used to calculate the factor load. The primary statistics for the factor analysis are the specific amount and the percentage variance percentage of each reduced factors are calculated.

### Structural Equation study

Structural equation modeling (SEM): To investigate the causal relationships between variables in a coherent way, many efforts have been made in recent decades. one of this ways is structural equation modeling with Multivariate analysis and latent variables. Structural equation modeling is A comprehensive statistical approaches used to test the assumptions about the variables observed and latent variables. Regardless of its many names or concepts, the term refers to a series of public models that include confirmatory factor analysis, classical structural modeling, path analysis, multiple regression, statistical analysis, and other statistical methods. Through this approach, we can test the acceptability of theoretical models in a particular society using correlation data in non-experimental way. One of the strongest and most appropriate methods for analyzing behavioral science and social sciences research and organizational issues is multivariate analysis management. Because the nature of these issues is multivariate and cannot be solved with a two-variable method. In models of structural equations it is necessary to test until two models. The first model includes a measurement model for each latent variable. The measurement model represents the factor loads of the observed variables (factor) for each latent variable. Fitting indicators used in the measurement models for latent variables were calculated. Among the fitness indexes, if the ratio( $\chi^2$ ) to the degree of freedom is less than 3, the model is fitted appropriately. The RMSEA indicator less than 0.07 is desirable. Other Indicators are more favorable if they are closer to one. If you can see the main indicators fit all latent variables in scope is appropriate and acceptable. The ( $\chi^2/df$ )

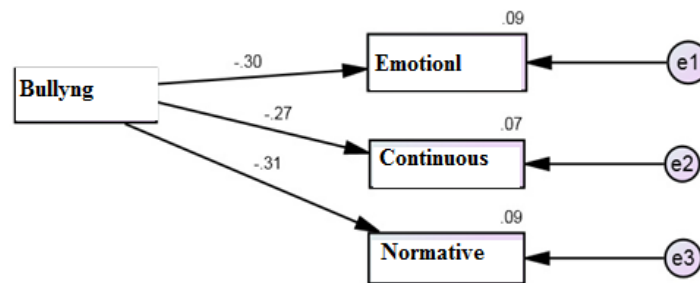


indicator can be considered as the most common and most widely used indicator of fit in structural equations. This indicator must less than (4). The good fit or fit indicator and the adjusted ones are well-known for fitting indicators, and the optimal amount should be 90% higher. In this model, the value of the (CMIN/df) indicator was estimated at 3.813, which indicates a good fit of the above model. After testing the measurement models, it is necessary to provide a structural model that shows the relationship between the latent variables of the research. With using the structural model, we can examine the research hypotheses.

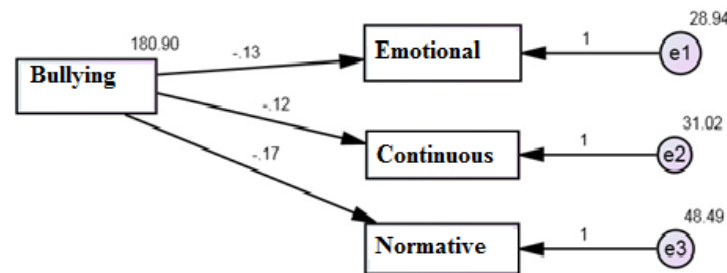
**Table 13-** Model fitting indicators

<i>RMSEA</i>	<i>CFI</i>	<i>NFI</i>	<i>AGFI</i>	<i>GFI</i>	$\frac{\chi^2}{df}$	<i>df</i>	$\chi^2$
0.091	0.656	0.563	0.473	0.840	2.77	252	700.177

In this research, structural equation modeling and model fitting have been evaluated using the software Amos as below:



**Fig. 1**



**Fig. 2**

The model is tested with Amos software and shows that mobbing and emotional commitment with a coefficient of 0.30 and continuous commitment with a coefficient of 0.27, as well as normative commitment with a coefficient of 0.31, have a reverse effect on organizational commitment.

## Results

Findings showed that there is a negative meaningful correlation between Mobbing and Organizational commitment of employees, as well spearman correlation showed. In fact with increasing bully in organization or Mobbing, organizational commitment decreased. Also according to respondents mobbing have negative and meaningful relationship with other variable of organization commitment (emotional commitment, continuous commitment, normative commitment) in workplace of Loshan power plant. As sub-result, 66.5% of correspondents observed mobbing behavior in work place and it's interesting that the 57.6% of correspondents think, they have been victims of mobbing.

This research has similar result to Yaghoobi's research in 2017 in Iran. In this research try to assure the employees about their job security. On the other hand, employment status of statistic population is permanently and they are almost not worried a lot about their job. In fact they are not afraid to respond to the responses. In 2011 in Turkey YÜKSEL and TUNÇSİPER researched on The Relationship between Mobbing and Organizational Commitment in Workplace; the result of this research is similar to our research, but they can't find any relation between the mobbing and normative commitment. The biggest issue in YÜKSEL project is to determine that whether the employees are exposed to the mobbing. In our research this restriction has been lost and caused to find a negative and meaningful relationship between mobbing and normative commitment. This showed that the phenomenon of mobbing exist in organizations and based on lots of research in this field, rate of mobbing is increase in the world.

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