HOTEL EMPLOYEES' MOBBING, BURNOUT, JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT: A RESEARCH ON HOSPITALITY IN TURKEY

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Abstract

In the present study, investigation of mobbing, burnout,job satisfaction and perceived organizational support, which is considered to influence hotel employees, has been planned. For this purpose, Negative Acts Questionnaire (NAQ), Job Satisfaction Questionnaire (JSQ), Burnout Inventory (BI) and Perceived Organizational Support Questionnaire (POSQ) were applied to 273 participants (149 men, 54.6% and 124 women, 45.4% and, between the ages 18-55) in the research sample. Frequency, t test, ANOVA, partial correlation and multiple regression analysis was applied to the data. To results; mobbing prevalence in hotel employees was found to be 15.8%. Mobbing, burnout, job satisfaction and perceived organizational support levels of hotel employees do not differ significantly to the gender variable, and they show difference significantly to age variable. It was found that mobbing had positive and significant correlation with burnout, and negative and significant correlation with job satisfaction and perceived organizational support. According to Multiple Regression Analysis; emotional exhaustion was a significant predictor of mobbing; and it was determined that age, desensitization and job satisfaction was found to be significant predictors. The results were discussed according to the literature and especially it is important that intensive interpersonal relations of employees working in service sector, work load, role ambiguity and risks such as negativity in job conditions, exposure to mobbing, experiencing burnout and job dissatisfaction and it is important that organizational support perceptions are revealed to be low in relation with these factors as well.

Introduction

Tourism industry today contributes to economies of countries which have proper potential as a sector. Many countries having this potential are in competition in the international tourism market in order to grow, provide employment opportunity and increase market share in terms of economy (Bahar and Kozak, 2005). Tourism service field is open to innovation and change and brings along competition. In order to become a country preferred in tourism, it is necessary to present more different and prominent choices than countries which invest on tourism. The most important one of these choices is to provide service focused on satisfaction in services made for tourists face to face. Providing services by employees, who are committed to their job, genial, happy and devoted, is the greatest gains of tourism employers. In the sustainability of tourism industry, in addition to intense performance of work force, human resources are an important and distinct factor. Enabling tourism employees to work at the most suitable level can be managed by enabling them to be efficient, function suitably, by their improvement, and by considering their effective requests. Thus, this situation is possible by keeping the sector alive, and to keep pace with the rapid competition and global environment (Zopiatis, Constanti, and Theocharous, 2014).

As it is true in all service sectors, employees working closely and face to face with customers play an important role because of interaction of customer-employee. Employees both influence how customers perceive an organization, and quality of the perceived service and customer satisfaction directly (Rothfelder, Ottenbacher, and Harrington, 2013). Therefore, perceptions, emotions and opinions of employees who work in hospitality area about their job are a vital influence on their job efficiency and performances. Another factor having an influence on job performances of employees working in hospitality field, which requires intense interpersonal interaction, is communication and interaction with superiors and sub ordinates, co-workers and customers. These communications and interactions can turn into interpersonal conflicts in time, and conflicts not able to be resolved within the organization can lead to mobbing in the progressing process. Psychological terror or mobbing surfacing in working life includes hostile and non-ethical behaviour. Mobbing is systematic behaviour directed to a person by one or more persons. Ongoing mobbing behaviour (these behaviours happens at least once a week and continue for at least six months) makes the victim unaided and defenceless (Leymann, 1996). Current studies not only show that mobbing in work place includes tyrants and victims but also it shows that it can have negative effect in the organizational level (Escartin, Zapf, Arrieta, and Carballeira-Rodrigez, 2011). "Mobbing that could surface in organizations or businesses can cause

important and mostly long-term damages on individuals who are exposed to oppression directly, in inter-employee relationships, in organizations, and in environments where organizations take place" (Tınaz, 2008: 176). Stressed situations stemming from inter-personal relationships in work place, from the job itself or working conditions can be a negative factor for hotel employees as for employees in other service fields. "Stress experienced in hospitality businesses is related to physiological symptoms, headache, digestion problems, ulcer, hypertension, heart attack, and stroke of employees, and results caused by these problems decrease production and increase health spending of employees" (O'Neill and Davis, 2011: 386). Stress faced by hotel employees is vital because these stressed   situations can end with burnout in employees.

"Burnout concept was used for the first time by Freudenberger in 1974. Freudenberger defined burnout as alienation, depression, anxiety, loss of idealism, loss of soul, and a response mechanism for coping with the work and stress. Farber indicated burnout as a result of stressed working conditions rather than a coping mechanism"(Söderfeldt, Söderfeldt, and Wark, 1995: 639). Freudenberger used the burnout term for employees of assistance professions who experience excessive stress frequently, for instance in social workers, nurses and teachers. Burnout is a chronic and emotional response to highly excessive demands, specifically for the well-being of other persons or directed for the distress and conflicts resulting from responsibility and interaction for success (Warr, 2002). Individuals working in organizational structure may follow methods that are different in the individual or organizational level for coping with stress that is caused by various reasons. The most important component that employees in the organizational level can provide support is the organizational support. "Hellman et al. (2006) defines organizational support as acceptance of the contribution made as a result of the activities of employees by the organization where they work, and perception by employees of the tending by the organization" (as cited in Bedük, 2014: 128). Perceived organizational support points to organizational values for employees, their contributions, and connection on the well being of them (Loi, Ao, Olivia., and Xu., 2014). Content of the perceived organizational support means meeting the acceptance necessities and positive emotional development of employees, because of the joining of self identification and organizational membership of employees as well (Eisenberger, et. al., 1986).

Job satisfaction is another phenomenon that is affective in the perceptions of workers directed to their jobs in working life and in their productivity. "Job satisfaction was defined by Hoppock in 1935 as a combination of psychological, physical and environmental events. Locke, on the other hand, defined job satisfaction in 1976 as a result of the perceptions

of employees directed to the values, jobs, and environments of employees" (Yew, 2008: 30). Job satisfaction in the tourism field is a vital concept for both employees and customers. Hotel employees affect both the perception of service quality and customer satisfaction directly. In the end, service industry needs to regard job satisfaction necessities of employees primarily and always for providing customer satisfaction (Rothfelder, et al., 2013: 201).

The present study is important for scrutinizing mobbing, job satisfaction, burnout and perceived organizational support levels affecting employees in organizations who work in hotels in the hospitality service area.

Literature Review

Organizations in working life are made of systematic structures affected by employees and organizational factors. Although manufacturing is made by machinery predominantly, human factor using and checking the machinery maintains its importance. Elton Mayo et al. scrutinized the effect of human factor on the production process in an organization, and revealed that humans are an important factor in production by their experiments performed on the productivity of employees working in a production department of an electric company in Hawthorne (Riggio, 2014). It is observed in many studies carried on hotel employees in the literature that mobbing, job satisfaction, burnout and organizational support matters are related to separate or other variables(Einarsen and Skostad, 1996; Yew, 2008; Aydın and Özkul, 2008; Altay, 2009; Kılıç, Pelit and Selvi., 2011; Lee and Lee, 2012; Jung, Yoon and Kim., 2012; Üst, 2012; Bentley, et al., 2012; Karatepe, 2012; Chen, et al., 2012; Rothfelder, et al., 2013;Loi, et al., 2014; Santa Cruz, Guzman, and Canizares, 2014;Zopiatis, et al., 2014). When these researches are reviewed, it is clear that research patterns, utilized questionnaires and applied statistical analyses show differences. When several of these studies are examined; in a research conducted in New Zealand, mobbing and stress matters were investigated by researchers from different fields on employees working in different sectors. In the research, in addition to the survey method, a qualitative study was carried out involving administrators. 1728 employees participated in the research from four different sectors (education, health, hospitality and travel), and it was determined that mobbing was at the highest rate in the education sector by 22.4%, and health sector followed this by 18.4 % and then came the hospitality sector by 15%, and mobbing prevalence was 11.4% in the travel sector. Furthermore, it was determined in the study that there was no difference between female and male workers in terms of mobbing. There was significant difference in the hierarchic level in terms of experiencing

mobbing, and it was determined that administrators in the first stage experienced more mobbing in comparison to less senior administrators (Bentley, et al., 2009).

In a study conducted in ten five-star hotels in Istanbul with the participation of 226 employees, job satisfaction and burnout was determined by the survey model, and it was determined that personal success, emotional exhaustion and desensitization dimensions of burnout were at a low level. It was observed that job satisfaction levels of the employees were at a medium level, and job satisfaction displayed unfavourable approach to promotion opportunities, applications of administration policies and wages. Moreover, a significant correlation was found in the study between the characteristics of employees and job satisfaction; accordingly, it was determined that female workers had less job satisfaction in comparison to male workers, and employees under 30 years of age had less job satisfaction in comparison to employees over 51 years of age, married employees had less job satisfaction in comparison to single employees, employees who received less salary had less job satisfaction in comparison to those who received higher salary, employees with post graduate degree had less job satisfaction than those who had undergraduate degree, those who did not have administrative duty had less job satisfaction than those who had administrative duty, and employees in the housekeeping and food&beverage departments had less job satisfaction in comparison to those employed in other departments. It was determined that there was significant correlation between job satisfaction and sub-dimensions of burnout (personal success, emotional exhaustion and desensitization). On the other hand, in the findings about burnout; it was found out that personal success level of burnout in hotel employees was above average, and emotional exhaustion and desensitization was under average (Kılıç, et al,. 2011).

In another research conducted in 513 hotel employees in Taiwan, the relationship between the perceived organizational support and job performance, organizational citizenship behaviour and psychological strengthening was investigated by the survey model; and it was found that both the perceived organizational support and psychological strengthening affected organizational citizenship behaviour positively and significantly, and perceived organizational support did not affect job performance positively, and organizational citizenship had partial mediator effect on the perceived organizational support and job performance (Chiang and Hsieh, 2012). Although there are many studies in the literature investigating mobbing matter on hotel employees with different variables and demographic variables, no research in the literature was found investigating mobbing along with job satisfaction, burnout, perceived organizational support and demographic variables and on employees working in five-star

hotels. It is expected that the results obtained in the present study will contribute to the inadequacy in this aspect. Hotels, important components of tourism field, provide accommodation to customers by means of employees in various departments. Job perceptions of employees working in these areas, work environment, interpersonal relationships in the work environment, organizational structure (organizational culture, organizational justice, organizational climate, etc.) are related to vital factors such as job efficiency of individuals, their creativity, productivity, sense of belonging to the job, their performance, and their physiological and psychological health. In the present research, it was aimed to scrutinize mobbing, burnout, job satisfaction and perceived organizational support phenomena which have effect on perceptions of hotel employees about their job, interpersonal relationships and productivity. Answers were sought for the following questions in order to reach this goal:

1. What is the prevalence ratio for the exposure to mobbing in hotel employees? What is the observation ratio of mobbing exposure perception in blue collar hotel employees and white collar hotel employees?

2. Do mobbing, job satisfaction, burnout and perceived organizational support levels of hotel employees significantly difference according to gender, working position (blue collar and white collar) and age variables?

3. When mobbing scores are checked, is there a significantly correlation between burnout, job satisfaction and perceived organizational support scores?

4. Do gender, age, educational situation, working position, job satisfaction, burnout and perceived organizational support together predict mobbing variable significantly?

Method
Survey method was used in the research. In this method, participants who participated in the research voluntarily were informed that a scientific research was conducted on hotel employees and they were asked to read explanations in the questionnaires given to them and to check in writing the answers in the questionnaires expressing them.

Population covered the hotels in Konyaaltı, Kemer and Aksu Counties of Antalya where five-star hotels are located intensively. Hotels located in the locations where the research is conducted and tourism employees participated in the research were selected by random sampling method. 304 hotel employees participated in the study, and 31 out of these were removed from the research sampling since they answered the questionnaires incompletely. 124 women (45.4%) between the ages 18-55 and 149 men (54.6%), a total of 273 hotel employees working in different departments

took part in the research sampling. 12 (4.4%) of the participants were elementary school graduates, 41 (15%) were secondary school graduates, 129 (47.3%) were high school graduates and 91 (33.3%) were university graduates (see Appendix for more information on the Table 1).

Hotel employees provide service to customers in two different positions. Therefore the participants were divided into two groups as blue collar if they work in a low level and white collar if they work in an upper level. Blue collar hotel employees were determined as housekeeping, kitchen, food & beverage, bar, launderer, front office, cleaning service, technical service, and security workers. Hotel employees in upper levels were determined as administrators, administrative office workers, accounting, human resources, purchasing, and data processing workers. Blue collar employees indicated hotel workers, who provide service directly to customers directly in the front line position and being at the lower level in terms of statue, white collar hotel employees indicated hotel workers who provide service to customers indirectly and being at the upper position in terms of statue.

Data Collection and Analysis

The researcher started to collect research data after having received a written approval from the Scientific Research Ethical Commission connected with Akdeniz University Presidency. For research data collection, the researcher communicated with human resources or personnel managers included in the sampling and informed them about the research and with the coordination of these employees, oral permission was received from hotel management for conducting the research and the poll was conducted in different days and times. The reason for conducting the poll in different days and times is to improve representation of employees in the sampling since they work in shifts and to reach employees working in different departments as well.

Data obtained from the participants were entered into SPSS 21 by the researcher. In data resolving according to the research model, frequency distribution, t test, one way ANOVA, partial correlation and multiple regression analysis were applied. It was examined whether there was a multi co-linearity problem among predictor variables in the first stage of the analysis. Multi co-linearity is to be a high level correlation among independent variables, and is expressed as multi connection problem in data pattern (Büyüköztürk, 2005:100). For this purpose, linearity and normality assumptions of data in the first stage were examined by graphics. It was also determined that histogram and normal distribution curves formed for standardized predictor values showed a distribution close to normal. In the second stage, binary correlation between independent variables was

investigated and it was found that binary correlations among independent variables were below 80.

Measures

Personal Characteristic Form (PCF): It was made of questions directed to the participants for determining demographic characteristics of the participants. It included gender, age, educational level and working position of the participants.

Negative Acts Questionnaire (NAQ): This form, used by Einarsen and Raknes (1997) to measure mobbing at work place, adapted to Turkish in 21 articles by Cemaloğlu (2007) was used. NAQ was a self-evaluation questionnaire of 5 point likert questionnaire rating between (1) never and (5) every day. It has 4 sub-dimensions. These are: Self showing and affecting communication forming, attack to social relations, attack to dignity and living quality of the persons and attack to occupational position. It was determined as a result of the factor analysis made for determining the validity of the questionnaire that 21 items were gathered under a factor and total variance was 0.71, internal consistency coefficient was 0.94 and factor loads were between 0.59 to 0.87 (Cemaloğlu, 2007: 80-81).Internal consistency values of the original form of the questionnaire were determined to be between 0.84 to 0.91 Cronbach's Alpha in studies conducted on different samplings (MikkelsenandEinarsen, 2001:398). In this study, internal consistency value of NAQ was found to be 0.95 Cronbach's Alpha.

Job Satisfaction Questionnaire (JSQ):It was developed by Hackman and Oldham (1980) as 12 items for measuring job satisfaction, and in the reliability analysis conducted according to the test repeat method, in the first application 34.27 score was obtained and in the second application 34.71 score was obtained. A form of the job satisfaction questionnaire (JSQ) adapted to Turkish by Gödelek (1988) and Güler (1990) was used. The questionnaire was prepared in 14 items as a likert test type. Questionnaire scoring was made based on grading ranging between (1) highly unsatisfactory and (5) highly satisfactory. Job satisfaction questionnaire was prepared in a single dimension and developed for using in the evaluation about the work of individuals (Yüksel, 2005). The lowest score to be received in the questionnaire was 14 and the highest score was 70. Scores lower than 33 in the questionnaire indicated that job satisfaction was low, and scores lower than 52 showed that job satisfaction was high (Avşaroğlu vd., 2005). Internal consistency value of JSQ in this study was measured as 0.90 Cronbach's Alpha.

Perceived Organizational Support Questionnaire (POSQ): ThisQuestionnaire, adapted to Turkish by making reliability and validity study by Önderoğlu (2006) from the original questionnaire developed by

Eisenberger et al. (1986) was used for measuring Perceived Organizational Support. Önderoğlu adapted the questionnaire as six point likert test type in 36 items. Scoring of the questionnaire was made according to ranging between (1) I do not agree at all and (6) I completely agree. It was determined that the questionnaire was loaded to a single factor as a result of the factor analysis. In the present study, reliability analysis result of POSQ was measured as 0.78 Cronbach's Alpha.

Maslach Burnout Inventory (MBI):The Inventory was used, developed by Maslach and Jackson in 1981 to measure burnout and adapted to Turkish by Ergin (1992). The scale, which was made of 22 items, evaluated burnout in three sub-dimensions. These are classified as emotional exhaustion, desensitization and personal success. The inventory was of likert test type and had 5 answering selections and scoring. These were done according to a grading ranging between (0) never and (4) always. High burnout reflects a high score in emotional exhaustion and desensitization sub-dimensions and it reflects low score in the personal success sub dimension. Reliability analysis results of the inventory was measured by Ergin (1992) as emotional exhaustion 0.83, desensitization 0.72, and personal success 0.67 Cronbach's Alpha. Structure validity of the inventory was studied by factor analysis and it was determined that they piled up in 3 factors (Izgar, 2001). In the present study, emotional exhaustion was measured as 0.92, personal success was 0.75 Cronbach's Alpha and desensitization was 0.71 Cronbach's Alpha.

Discussion

The first question in the study was "What is the prevalence ratio for the exposure to mobbing in hotel employees? What is the observation ratio of mobbing exposure perception in blue collar hotel employees and white collar hotel employees?" According to the findings obtained based on the answers given to these questions that were asked to the participants; 43 (15.8%) of all hotel employees participated in the research had the perception that they were exposed to mobbing, and the number of hotel employees who did not have the perception that they were exposed to mobbing was 216 persons and had 79.1% ratio. The number of hotel employees who did not answer the question 'were you exposed to mobbing' was 14 persons and had a ratio of 5.1%. When hotel employees, who think that they were exposed to mobbing according to their working position, white collar hotel employees had 0.73% ratio with 2 persons, 41 (15.01%) of blue collar hotel employees indicated that they had the perception that they were exposed to mobbing (see Appendix for more information in Table 2).

This obtained ratio was parallel to the results of another study where mobbing prevalence of hotel employees was investigated. In a study

conducted in Norway on 7986 employees (172 of them were hotel and restaurant workers) working in different work fields, it was found that mobbing prevalence among employees was 8.6% (Einarsen and Skogstad, 1996). In a study investigating mobbing with the participation of 427 persons working in four- and five-star hotels located in seven different cities in Turkey, it was determined that 117 persons (24.7%) were exposed to mobbing (Aydın and Özkul, 2008). In an investigation scrutinizing mobbing prevalence in different sectors in New Zealand (health, education, hotel management and travelling) on 308 employees, mobbing exposure ratio was found to be 15% (Bentley, et al., 2012).

The second question in the research was;"Do mobbing, job satisfaction, burnout and perceived organizational support levels of hotel employees significantly difference according to gender, working position (blue collar and white collar) and age variables? It was found as a result of the made analysis based on the gender variable that mobbing, job satisfaction, burnout and perceived organizational support levels did not show significant difference(see Appendix for more information in Table 3).

This obtained result is in consistent with the research results, which suggest that there is no significant difference in terms of mobbing, job satisfaction, burnout and perceived organizational support (EinarsenandSkogstad, 1996; Güngör, 2008;PelitandÖztürk, 2010; Bentley, et al., 2012;Rast andTourani, 2012; Çivilidağ andSargın, 2013; Yavuzer and Çivilidağ, 2014). As being different than this finding, researches revealing that mobbing, job satisfaction and burnout significantly different based on gender were encountered(Salin, 2001; Altay, 2009; Kılıç et. al, 2011; Lee and Lee, 2012). Working of female and male hotel workers in almost any department together may have an effect on the non-significant differentiation of mobbing, job satisfaction, burnout,and perceived organizational support levels of hotel employees based on gender variable. The number of female workers is close to male workers in hotels in comparison to other service areas, and this means that both genders are exposed to similar working conditions.

Based on the working position (blue collar – white collar) variable; mobbing, job satisfaction, burnout and perceived organizational support levels of hotel employees showed significant difference (see Appendix for more information in Table 3). In other words,it was concluded that blue collar hotel employees were exposed to mobbing in terms of attack to dignity, self-realization and affecting establishment of communication, attack to living quality and occupational situation of the person, and attack to social relationships sub-dimensions of mobbing more than white collar hotel employees, and they had less job satisfaction and perceived organizational support at a less level. This result is parallel to the results of studies

conducted in the literature about the research subject (Salin, 2001; Özen, 2007; Uyar, 2011; Üst, 2012). It was determined in a work handling mobbing in work life that individuals in low situated in the hierarchic structure are more vulnerable to mobbing (Güngör, 2008). For blue collar hotel employees' exposure to mobbing more than white collar employees, factors such as direct communication with customers, insufficient number of personnel employment, role ambiguity, persistent demands and requests of the superiors for completing the works, and competitive working conditions between the workers and units may play a role. For blue collar hotel employees' low job satisfaction and perceived organizational support levels in comparison to white collar hotel employees; factors such as excessive work load, long working hours, mandatory working in shifts, low wages, insufficient day off, social rights and job security, unjust awarding and promotion system, lack of support among employees, and insufficient physical conditions in the work environment may be effective. Furthermore, all of these listed reasons may lead blue collar hotel employees to feel tired and worn out emotionally and to feel disinterested in their job and to display negligent behaviour and desensitization, briefly they may lead them to experience more burnout in comparison to white collar employees as well.

According to the age variable; score averages of attack on dignity, one of mobbing sub dimensions, in hotel employees in a significantly difference[$F(2, 270)= 5.610$, p $<.01$], they did not show significantly difference according to other variables. In other words, attack on dignity sub-dimension of mobbing in hotel employees showed significantly difference according to age; job satisfaction, burnout and perceived organizational support levels showed no significantly difference according to age (see Appendix for more information in Table 4). According to the results of Tukey test performed to find out which group differences are between which units; it was determined that score averages of attack on dignity, one of mobbing sub-dimension, among hotel employees of 18-28 years of age were ($\overline{X} = 12.0698$) higher than the averages of attack on dignity of hotel employees of respectively 40 years of age and over ($\overline{X} = 9.2432$) and they were significantly higher than the average scores of attack on dignity of hotel employees of 29-39 years of age ($\overline{X} = 10.1869$). According to this result, it can be stated that hotel employees of between 18-28 years of age have more mobbing perception than both hotel employees of 40 years of age and over and between hotel employees of 29-39 years of age. This result is parallel to the research results included in literature (Scott, et al., 2005; Korkmaz and Cemaloğlu, 2010; Rashedi, et al. 2012; Üst, 2012; Lee and Lee, 2012). Whereas in some studies in literature, research results revealing significantly differences between sub-dimensions of burnout and age, and also between job satisfaction and age variable as well were found (Garrosa, et al, 2006;

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Kord, 2012). For hotel employees of 18-28 years of age to be exposed to attack on dignity sub-dimension of mobbing, in comparison to hotel employees in other age groups (29-39 and 40 years of age and over); inconsistency between the education level of the individuals in this age group who stepped into work life recently and their expectations from their work may have a role. Expectations of individuals about their works, specifically new graduates from university (statue, salary, social rights, etc.) may be at a high level however individuals may perceive the much lower level of the working conditions presented to them in the tourism sector as an unfavourable situation directed for their dignity.

The third question in the study was; when mobbing scores are checked, is there a significantly correlation between burnout, job satisfaction and perceived organizational support scores? As a result of the analysis made for this question; when mobbing scores of hotel employees were checked; it was found out that there was an intermediate level of positive and significantly correlation with burnout (r=.506, p<.01). An intermediate level of negative correlation was found between mobbing and job satisfaction (r= -.430, p<.01). A negative, low level and significant correlation was found between mobbing and perceived organizational support (r=-.242, p<.01). In other words; as mobbing scores of hotel employees increased their burnout scores increases, on the other hand, as mobbing scores increase, job satisfaction and organizational support scores decrease (see Appendix for more information in Table 5). This result is parallel to the research results reported in literature (Vartia, 1996; Einarsen, et al., 1996; Tuckey, et al., 2009; Kılıç, et al. 2011; O' Driscoll, et al., 2011; Cengiz and Aytan, 2013). Employees, who were exposed to mobbing in work place, were not satisfied with the work they were doing as they were exposed to negative behaviour, and they may experience burnout feeling due to stressful working environment and since they were victims of mobbing, it can be stated that they could not find support from their co-workers, superiors and subordinates.

The fourth question in the study was; do gender, age, educational situation, working position, job satisfaction, burnout and perceived organizational support together predict mobbing variable significantly? As a result of the analysis performed; gender, educational level, age, working position, sub-dimensions of burnout (emotional exhaustion, personal success and desensitization), job satisfaction, perceived organizational support variables displayed an intermediary and significant correlation with mobbing scores of hotel employees (R=0.594, R2= 0.353, p< .01). Nine variables included in the research explain 35% of total variance in mobbing. According to standardized regression coefficient, β; significance relative order of importance of predictive variables on mobbing, emotional

exhaustion, age, job satisfaction, desensitization, educational status, working position, personal success, gender and perceived organizational support. When t test analysis results regarding regression coefficient significance are examined; emotional exhaustion dimension of burnout was a significant predictor at $p<.01$ level; it was observed that age, desensitization dimension of burnout and job satisfaction were significant predictors at $p<.05$ level (see Appendix for more information in Table 6). This result consistent with the results of studies included in literature (Cabarcos, et al. 2010; Kılıçet al., 2011).

The results obtained in the present study provide descriptive results for researchers, hotel administrators and human resources experts according to gender, age and working position (blue collar-white collar) about mobbing, job satisfaction, burnout and perceived organizational support levels. As the customer satisfaction in the hotel sector is related to job performance and efficiency of employees, whether the employees are exposed to mobbing, their job satisfaction, burnout levels and perceived organizational support levels and the relationship of these phenomena with each other include valuable and important findings for researchers, hotel administrators and human resources experts.

Limitations

The following can be stated about the limitations of the study: The present study is limited with the five-star hotel workers in Konyaaltı, Aksu and Kemer Counties of Antalya, Turkey, where the research sampling is selected, and the research subject was mobbing, job satisfaction, burnout and perceived organizational support phenomena, and it was limited with the studied demographic variables, questionnaire used in the research and answers given to these questionnaire by the participants. Furthermore, the research was limited with the time for research data collection. Research data were collected during May-July months when specifically the tourism season is open for providing participation of more participants. However, this time period, with high tourism activity, coincides with the time when work load of the employees is the highest, and this situation prevented more employees from participating in the study. Excessive work loads of hotel employees caused them not to be able to find time for filling out the questionnaires, and led to missing data because some participants did not answer the questions completely. A decrease in the number of participants generated another limitation for the research.

Conclusion

It is very important that at hospitality hotel employees' performance and positive perception of their work for both businesses and national

economy because the customers are directly affected by hotel employees' attitude and service so this study was performed on hotel employees and its conclusions are presented below.

According to the results of the study; prevalence of mobbing exposure of hotel employees at work place was found to be 15.8%. According to the working position, this ratio was determined to be 15.1% for blue collar employees and it was 0.73% for white collar employees.Based on the working position variable; it was found that blue collar hotel employees were exposed to more mobbing than white collar hotel employees, and according to white collar, they experienced more burnout, except for the personal success sub-dimension of burnout, and their job satisfaction and perceived organizational support levels were lower.

According to the gender variable; mobbing, job satisfaction, burnout and perceived organizational support levels of hotel employees did not show significantly difference.Based on the age variable; it was determined that hotel employees of 18-28 years of age had perception for exposure to more mobbing in terms of attack on dignity sub-dimension in comparison to employees of other age groups (40 years of age and over and between 29-39). Also according to educational status variable there was no significantly difference between mobbing, job satisfaction, burnout and perceived organizational support levels of hotel employees.

When the correlation between mobbing and job satisfaction, burnout and perceived organizational supportwas analysed; it was found that mobbing had negative and significant correlation with job satisfaction and perceived organizational support, and had positive and significant correlation with burnout.

Variables predicting mobbing; were determined to be emotional exhaustion, age, desensitization, job satisfaction, educational status, working position, personal success, gender, and perceived organizational support.

In the present study, mobbing at work place, job satisfaction, burnout and perceived organizational support matters in employees working at five-star hotels and some demographic variables were scrutinized. In future studies to be conducted, factors such as job performance, productivity, interpersonal relationships, and organizational structures in employees working at hotels or businesses other than five-star hotels providing accommodation service; one-, two-, three-, four-star hotels and boutique hotels, travel agents, businesses providing catering services and airway companies can be examined. Furthermore, studies can be carried out by handling different variables and by using methods different than the research method used in this study.

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Appendix

Table 1. Frequency and Percentage Values with Respect to Participants' Demographic Characteristics

Demographic Variables	**f**	**%**
Female	124	45.42
Male	149	54.57
18-28 Ages	129	47.25
29-39 Ages	108	39.56
40 and over Ages	36	13.18
White Collar	66	24.17
Blue Collar	207	75.80
Primary School	12	4.39
Second School	41	15.01
High School	129	47.25
University	91	33.33

Table 2. Frequency and Percentage Results with Regard to Mobbing Prevalence in all Hotel Employees and Blue Collar-White Collar Hotel Employees

I was a victim of mobbing (All hotel employees)	f	%
No	216	79,1
Yes	43	15,8
No answer	14	5,1
Total	273	100
Based on White Collar Employee Position I was a victim of mobbing	f	%
No	64	23.44
Yes	2	0.73
No answer	-	-
Total	66	24.17
Based on Blue Collar Employee Position I was a victim of mobbing	f	%
No	152	55.67
Yes	41	15.01
No answer	14	5.12
Total	207	75.80

Table 3.t Test Results of Mobbing, Burnout, Job Satisfaction and Perceived Organizational Support Scores with Respect to Gender and Working Position Variables

	$\overline{\mathbf{X}} \pm SS$ Male (n=149)	$\overline{\mathbf{X}} \pm SS$ Female (n=124)	t	p
*Self-realization& affecting establishing of communication	6.7919 ± 3.01634	6.6613 ± 2.65920	.380	.704
*Attack to social relations	3.1074 ± 1.67308	3.0806 ± 1.59061	.135	.893
*Attack on dignity	11.1074 ±5.92309	10.7581±5.03544	.527	.599
*Attack to living quality &occupational situation of the person	14.2819 ±7.01743	14.1774±5.96473	.133	.894
*Emotional exhaustion	20.5369 ±8.16430	21.5000±8,56206	-.945	.346
*Personal success	14.9463 ±3,28548	15.5403±3.25951	-.494	.136
*Desensitization	15.2550 ±4,31552	15.6210±4.88833	-.649	.517
*Organizational support	120.7383±18.562	116.8710±19.071	1.68	.093
	$\overline{\mathbf{X}} \pm SS$ Blue collar (n=149)	$\overline{\mathbf{X}} \pm SS$ White Collar (n=124)	t	p
*Self-realization& affecting establishing of communication	7.1449± 3.01425	5.4394± 1.75525	5.66	.000
*Attack to social relations	3.3188 ±1.75011	2.3939 ± 0.89234	5.64	.000
*Attack on dignity	11.7488 ±5.92466	8.4394 ± 2.88299	6.08	.000
*Attack to living quality &occupational situation of the person	15.2174 ±6.94542	11.1515±3.72204	6.10	.000
*Emotional exhaustion	22.0193 ±8.40652	17.6970±7.28744	4.03	.000
*Personal success	15.2995 ±3.26903	14.9545±3.33020	0.73	.463
*Desensitization	15.9324 ±4.64311	13.8182±3.99965	3.59	.000
*Job satisfaction	46.0193±10.3749	53.0303±9.00593	-5.30	.000
*Organizational support	117.4831±19.256	123.6818±16.842	123.6	.013

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Table 4. Variance Analysis (ANOVA) Results of Mobbing, Burnout, Job Satisfaction and Perceived Organizational Support Scores with Respect to Age Variable

		Age	n	Average of Squares	$\overline{X} \pm SS$	F	p
Self realization& affecting establish. of communication		18-28 29-39 40& over	129 107 37	16.369 8.092	7.0930±3.0450 6.4579±2.7618 6.2703±2.2930	2.023	.134
Attack to social relations		18-28 29-39 40& over	129 107 37	1.784 2.674	3,2093 ± 1.76190 2.9626 ±1.55360 3.0811± 1.38199	.667	.514
Attack on dignity		18-28 29-39 40& over	129 107 37	165.919 29.583	12.0698±6.19499 10.1869±4.86639 9.2432 ± 3.96096	5.609	.004
Attack to living quality&occupational situation of the person		18-28 29-39 40& over	129 107 37	73.561 42.659	14.9535±7.07644 13.8131±6.17990 12.9459±5.42600	1.724	.180
Emotional exhaustion		18-28 29-39 40& over	129 107 37	89.156 69.506	20.8217±8.54076 20.4673±8.11860 22.9730±8.23774	1.283	.279
Personal success		18-28 29-39 40& over	129 107 37	1.966 10.831	15.2481±3.25968 15.0935±3.26656 15.4595±3.46887	.182	.834
Desensitization		18-28 29-39 40& over	129 107 37	15.330 21.014	15.7519±5.03741 15.0280±4.03629 15.4054±4.40618	.729	.483
Job Satisfaction		18-28 29-39 40& over	129 107 37	20.831 110.608	47.3023±10.2275 48.1028±10.2955 48.0270±12.0634	.188	.828
Organizational Support		18-28 29-39 40& over	129 107 37	332.901 355.856	117.3488±18.997 120.6262±17.482 119.9189±22.039	.935	.394

Table 5. Results of Partial Correlation Analysis Made in Relation to the Relationship Between the Scores of Mobbing, Burnout, Job Satisfaction and Perceived Organizational Support

		Job satisfaction	Organizational support	Mobbing	Burnout
Job satisfaction	PearsonCorrelation	1	.486**	-.430**	-.567**
	Sig. (2-tailed)		.000	.000	.000
	N	273	273	273	273
Organizational support	PearsonCorrelation	.486**	1	-.242**	-.354**
	Sig. (2-tailed)	.000		.000	.000
	N	273	273	273	273
Mobbing	PearsonCorrelation	-.430**	-.242**	1	.506**
	Sig. (2-tailed)	.000	.000		.000
	N	273	273	273	273
Burnout	PearsonCorrelation	-.567**	-.354**	.506**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	273	273	273	273

Table 6. Results of Multi Regression Analysis in Relation to Mobbing Prediction

Variable	B	Standard Error B	β	T	p	Binary r	Partial R
Constant	42.643	9.570	-	4.456	.000		
Gender	-1.183	1.568	-0.039	-0.754	.451	-0.020	-0.047
Educational Status	-1.991	1.120	-0.105	-1.777	.077	-0.179	-0.109
Age	-3.179	1.288	-0.156	-2.469	.014	-0.144	-0.151
Working Position	-2.375	2.136	-0.067	-1.112	.267	-0.281	-0.069
Emotional Exhaustion	0.680	0.129	0.371	5.280	.000	0.519	0.310
Personal Success	-0.243	0.246	-0.052	-0.990	.323	0.094	-0.061
Desensitization	0.410	0.196	0.123	2.087	.038	0.379	0.128
Job Satisfaction	-0.199	0.099	-0.137	-2.005	.046	-0.430	-0.123
Organizational Support	0.017	0.047	0.021	0.364	.716	-0.242	0.023

R= 0.594   R2=0.353
F(10, 262)=   14.271,   p=.000