STIGMA, DISSATISFACTION, DISENGAGEMENT AND INTENTION TO QUIT: A MODEL PROPOSAL

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ABSTRACT

Stigma defines the process where a target's attribute or set of attributes is devalued by an existing social group (Phelan, Link, & Dovidio, 2008). It is also expressed as an attribute which is discrediting in organizations. On the other side, Jones, and colleagues (1984) stated undesired situations like physical violence, bullying and mobbing can observe towards to the labeled employees in organizations. Moreover, perception of stigma influences employees' behaviors, attitudes, and work outcomes. Intention to quit, dissatisfaction and disengagement are undesired attitudes in the workplace. Although, they are various factors that affect these variables, stigma also continues to increase its impact on negative outcomes. In addition, the increasing importance of psychosocial relationships and psychological factors on employees' perceptions reveals the need to examine the concept of stigma in detail in work-related studies. For that reason, in this study, it was mentioned about stigma, intention to quit, dissatisfaction and disengagement in the conceptual framework. Later, a research model was created related to variables. Finally, with this study, it is expected to tend scholars to researches about stigma in organizations.

Key Words

Stigma, Intention to Quit, Dissatisfaction, Disengagement

DAMGALANMA, İŞ TATMİNSİZLİĞİ, GERİ ÇEKİLME VE İŞTEN AYRILMA NİYETİ: BİR MODEL ÖNERİSİ

ÖZ

Damgalanma, bir hedefin niteliğinin veya nitelik kümesinin mevcut bir sosyal grup tarafından değerinin önemsizleştirildiği süreci ifade etmektedir (Phelan, Link ve Dovidio, 2008). Aynı zamanda, örgütlerde insanları itibarsızlaştıran bir özellik olarak da ele alınmaktadır. Öte yandan, Jones ve meslektaşları (1984) fiziksel şiddet, zorbalık ve mobbing gibi istenmeyen durumların baş göstererek farklı özelliklere sahip olan bireylerin damgalanma ile etiketlenmeye çalışıldığını vurgulamaktadır. Bu şekilde olumsuz tutumların algılanması, çalışanların davranış, tutum ve iş çıktılarını da etkilemektedir. İşten ayrılma niyeti, iş tatminsizliği ve geri çekilme, işyerinde istenmeyen tutumlardır. Her ne kadar bu değişkenleri etkileyen çeşitli faktörler olsa da damgalanma da olumsuz sonuçlar üzerindeki etkisini artırmaya devam etmektedir. Ayrıca, psikososyal ilişkilerin ve psikolojik faktörlerin çalışanların algıları üzerindeki öneminin artması, damgalama kavramının işyeri ile ilgili çalışmalarda ayrıntılı olarak incelenmesi gerekliliğini ortaya çıkarmaktadır. Bu nedenle, bu çalışmada damgalanma, işten ayrılma niyeti, tatminsizlik ve geri çekilme kavramları irdelenmiştir. Daha sonra araştırma değişkenleri ile ilgili bir model oluşturulmuştur. Son olarak, bu çalışma ile araştırmacıların örgütlerdeki damgalanma ile ilgili araştırmalara yönelmeleri beklenmektedir.

Anahtar Kelimeler

Damgalanma, İşten Ayrılma Niyeti, İş Tatminsizliği, Geri Çekilme

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Introduction

Stigma is a significant concept in psychology, sociology and organizational behavior sciences and has enhanced its popularity in recent years. The importance of stigma based on social norms related with individuals and groups also triggers the conceptual reputation (Harvey & Wade, 2019:48).

Goffman (1963) explained social stigma as a social discrimination of some individuals because of social expectations. Moreover, it was stated that individuals who are perceived as different are also stigmatized with negative attitudes (Rintamaki & Brashers, 2010:157). Corrigan and Penn (2015) also defined stigma as a social construct that forms from negative prejudices and stereotypes. Stereotyping is generally evaluated as labels of individuals or groups by some of their special characteristics like blacks, homosexuals etc. In this approach, it is tried to stigmatized people with some negative attitudes due to their features. These negative attitudes, beliefs or stereotypes tend to alienate these people in social groups (Wildes, 2005; Crocker & Major, 1989). In this context, workplace stigma is considered as an isolation, treat or disidentification of some people because of their beliefs, attitudes, religions, sexual choices, political opinions, tongue, color, race etc (Wildes, 2005; Özaslan- Çalışkan & Akca, 2017).

On the other side, Jones, and colleagues (1984) stated undesired situations like physical violence, bullying and mobbing can observe towards to the labeled employees in organizations. In this way, perception of negative attitudes also influences employees' behaviors. Steele and Aronson (1995) emphasized that stigmatization guides the individuals to deviant behaviors that leads performance losses in the workplace. Özaslan-Çalışkan and Akca (2017) also revealed out that perception of stigma is correlated with workplace deviance in organizations. Besides, rejection by the society related with stigma has a major role on social, psychosocial and economic consequences for the ones who are stigmatized as loss of self-esteem, self-confidence, willingness for the success, satisfaction, commitment and increase of turnover (Akkoca, 2019; Önk & Cemaloğlu, 2016, Öztürk, 2013).

Reference to upper explanations, in this study, it was aimed to figure a model proposal about stigma, dissatisfaction, disengagement and intention to quit. In this context, variables were mentioned in the contextual framework and research model was figured detailed.

Contextual Framework

Stigma in the Workplace

Stigma points out the process that a target's attribute or set of attributes is devalued by an existing social group (Phelan, Link, & Dovidio, 2008). It is also defined as an attribute that is deeply discrediting. Attitude components create a mental scheme that affects behavioral, cognitive, and emotional responses in the interaction process of individuals. Stigma also refers to the process of degrading the value of a group by an existing social group. One of the side effects of the depreciation of an individual's qualifications in this way is that the individual is excluded from social acceptance. These discrediting attributes cause individuals to be "disqualified from full societal acceptance" (Goffman, 1963). Moreover, Crocker and colleagues (1998:505) emphasized that stigmatized individuals have a trait that has a devalued social identity in a particular social relationship.

According to Corrigan and colleagues (2001), stigma is a phenomenon that make differentiates between individuals because of their features. In this way, labeled employees (racial, sexual, religious, ableism etc.) feel bad at work and perceived negative aproaches towards them (Yaman ve Güngör, 2013). This difference can also leads to discrimination both in workplace and society (Karabekiroğlu et al., 2009).

Nevertheless, stigma can be considered as a situation experienced in many dimensions and experienced by individuals or groups from different segments (Dever et al., 2009). Most of the research on stigma has evolved within the framework of Goffman's original conceptualization of the subject. When the relevant literature is searched, it is noteworthy that different theoretical definitions regarding stigma are made.

Goffman (1963) states that the stigmatized individual carries a symbol which is thought to be discrediting and is excluded in this respect for the acceptance of various social groups. Stigma can be seen immediately or because of the interaction of members of a group. Stigmatized individuals may try to conceal their characteristics such as sexual preference and substance addiction that may cause stigma. According to Goffman (1963), stigma occurs because of a conflict between personal characteristics (eg race, sexual orientation, registration) and group identity. In some cases, the individuals who are stigmatized can provide the stigma management by controlling their stigmatized qualities in line with the social norms of the group.

Jones et al. (1984) accepted stigmatization as an extreme form of classification that described individuals as deviant and unreliable. Like Goffman's (1963) approach, it is a central and permanently attributed feature to the identity of the stigmatized individual. According to Jones et al. (1984), generally, stigma is associated with social group norms, and the individual who is the victim of stigmatization is excluded by the public through a disparaging sign. Jones et al. (1984) argued that stigma prevents interpersonal interaction and stated that people can be stigmatized according to the six factors they define. The interaction of these six variables in the form of confidentiality, behavior, separatism, aesthetic characteristics, origin, and the potential to create a threat can have an effect ranging from indecision to exposure to threats of physical violence and abuse.

Stigma also refers to the humiliation of individuals with certain characteristics by those who do not. Stigma occurs when an individual carries a worthless social identity because of the characteristics that the individual possesses or believes to have (Crocker & Major, 1989). Furthermore, stigma has harmful effects on personality and identity. According to Goffman (1963), the behavior of the stigmatized individual emerges primarily as a social reaction, and self-perception changes from normal to deviant; accordingly, the individual acquiring or stigmatizing a new identity acts internally and acts in accordance with this stigma and exhibits deviant behaviors.

On the other side, Link et al. (1989) combined stigmatization with the Labeling Theory. The Labeling Theory asserts that the labeled individual will form an identity by shaping the behavior and beliefs based on the expectations of the society (Link et.al., 1989). The theory suggests that they associate these labels, as defined by social standards, to those associated with them, due to the stigmatization of individuals with mental disorders (Link et.al., 1989). When the label becomes part of an individual's identity, the individual attempts to keep it confidential, withdraw from various social groups and / or educate others about the label. The label affects the individual's environment, work, and self-esteem. Moreover, when the stigma becomes incredibly significant for the person, there is a decrease in the interpersonal interaction of individuals stigmatized for fear of devaluation and exposure to discrimination.

Besides, factors that generate stigma are also significant. Social psychologists generally point out the stereotypes, prejudices, and a sense of discrimination as antecedents of stigma (Topkaya, 2011; Önk &Cemaloğlu,2016). Steele and Aronson (1995) also developed a Stereotype Threat (Stereotypical Threat) Model that emphasizes stigma may have negative psychological effects on the individual. In addition to psychological effects, stigmatization is thought to have a negative impact on an employee's performance that influences the identity of the stigmatized individual. The ability to hide or adjust situational and contextual factors and stigmatized features can increase or decrease the identity of identity-threatening situations. Such threats can also reduce employee performance and productivity (Steele & Aronson, 1995). Furthermore, the negative effects of stereotypical judicial threat have been confirmed in different studies in the based of variables as terms of

variables such as age, sexual orientation, gender, physical disability, race and socio-economic status (Roberson & Kulik, 2007). In their study, Steele and Aronson (1995) conducted an experiment that included measures designed to measure awareness of racial stereotypes on black and white American students. A difficult verbal task given in this study is linked to two experimental conditions. In the first condition, the subjects were told that the intellectual performance of the task was distinctive, and that the performance of the blacks was reduced by being influenced by the stereotype 'blacks have a low mental capacity'. In the second condition, there was no difference between blacks and whites. As it is understood from this result, stigmatized individuals are threatened by stereotypes when others do not know exactly what negative stereotypes themselves are about.

Later, Link and Phelan (2001) improved a Social Cognitive Approach to stigma and mentioned the existence of five related elements to demonstrate the existence of stigma. These are defined as labeling, stereotyping, categorizing, loss of status and discrimination. Scholars argued that the central elements of the convergence of these five elements of stigmatization were groups, social influence, economic power, and political power. Kurzban and Leary (2001) also developed the Evolutionary Model of Stigmatization. According to the Evolutionary Model based on the natural selection process, cognitive systems exist in human nature and provide guidance in the cost-benefit analysis of interpersonal interaction. Nevertheless, these cognitive functions imply that similar people come together to form groups and avoid contact with those that are different enough to carry infectious pathogens.

After all, based on the Evolutionary Model, Parker and Aggleton (2003) improved a similar model. They described stigmatization as a condescending sign and argued that a group of people with undesirable characteristics were positioned at lower levels in the social hierarchy. They expressed functions of stigma as difference, power and intersection of culture.

Herek (2009) also described stigma in three dimensions in the typology of stigma. He identified these dimensions as performed (staged) stigmatization, felt stigmatization, and internalized (adopted) stigmatization. In this study, internalized stigmatization, which is a dimension of stigmatization, is considered as the acceptance of negative stereotypes created by the society about the disease and the isolation of the individual from the society by experiencing feelings such as worthlessness and shame (Corrigan, 1998). The person has the expectation that other individuals will react to his or her illness. As a result of internalized stigma, it has been shown that patients have social adaptation problems, deviating behaviors, decreased job performance, and even face problems such as unemployment (Sirey et. al, 2001). Internalized stigma is a concept that has been dealt with especially in studies on mental illnesses, and it is a subject that has been validated and reliable for many diseases by means of tested scales (Ersoy & Varan, 2007). Watson and colleagues (2007) also classified stigma as social stigmatization and self-stigmatization. While the attitude of individuals in society towards a person is called as social stigma, the individual's feeling of being inadequate and low is announced as self-stigma (Önk & Cemaloğlu, 2016).

Intention to Quit

Today, organizations must ensure that their intellectual capital, namely it's employees, are happy, peaceful, satisfactory and successful in order to continue their existence under competitive conditions, to obtain maximum profit, to be effective and efficient (Yenihan, Öner & Çiftyıldız, 2014:40). Otherwise, the ideas of the employee that aim to quit his/her current job is considered as the intention to quit (Kim & Ahn, 2012). The intention to quit is the most significant signal of leaving the job (Tett & Meyer, 1993). In this context, intention to quit is the individual assessment process of the employee's possibility to leave the organization in the short term (Theron, Barkhuizen & Du Plessis, 2014:3). When the employee thinks about leaving his/her current job; he/she evaluates many alternatives such as working in another organization, employing in a different job or retiring. (Akbolat et al., 2014:4; Öktem, Kızıltan & Tarhan, 2016:166). For that reason, an employee who intends to quit job, spends most of his/her time looking for new jobs or evaluating his/her career status.

Besides, the employees who intend to quit their jobs are observed to have a decrease in their individual work outcomes (Çalışır, Gümüşsoy & Işkın, 2011; Tzeng, 2002; Bowen, 1982). The individual's energy and willingness on the current job also decreases in this process (Ersoy & Bayraktaroğlu, 2012).

There are several theories and models in the literature connected with the intention to quit. For example, reference to the Business Embeddedness Model (Mitchell et al., 2001), employees with strong workplace relationships and connections continue their activities with intensive effort, but if dark leaders or destructive work environment affect their loyalty by weak and poor communication skills, this approach negatively affects employees' commitment to work and organization. Such a case, employee tends the ideas of the intention to quit. In addition, Lee, and Mitchell's (1994) Unfolding Model also explains turnover of employees. According to the model, employees consider quitting job as a reaction with various reasons (lack of communication, abusive supervision, injustice, poor bilateral relations) that exists in the workplace (Weaver & Yancey, 2010:109). However, Social Exchange Theory developed by Blau (1964) emphasized that when the employee experiences a negativity caused by the leader or other members, he/she can turn it into a negative situation both against the leader, members and the organization. In addition to that, The Theory of Met Expectations, discussed by Porter and Steers (1973), may also clarify the intention to quit. Reference to the theory, it is possible to have a good communication with the managers among the expectation groups regarding to the business life of the employees. If this expectation is not met (the existence of a poor relationship with the manager-colleagues), the employee who is not satisfied with the business life that can direct to quit the job (Pradhan & Jena, 2016:241). On the other side, Horner and Swarbrooke (2004: 282) expressed the factors that affect turnover as; low wages, poor working conditions, lack of career path, working time problems. In the study of Islam and colleagues (2019:6), factors related to intention to quit was reported as injustice appointment and rewarding. Nevertheless, according to various researchers, factors related with intention to quit are generally classified under individual factors (age, gender, education status, marriage etc.), organizational-work related factors (working condition, leadership, stigma, wage, job content, co-worker relations etc.), environmental factors(crisis, employment policies, sectoral features)(Cotton & Tuttle,1986; Babalık, 2016:68; Jiang et al., 2019:160; Alsaraireh et al., 2014).

Especially, intention to quit ideas of popular employees may damage motivation and moral of his/her colleagues in the workplace (Ersoy and Bayraktaroğlu, 2012). Furthermore, new employee recruitment and selection costs and internal orientation process of the new employee is troublesome for the organizations. Therefore, to retain qualified and competent workforce and prevent leaving the job, factors that lead individuals to such behaviors should be revealed and their negative effects should be eliminated (Arnold vd., 1985). If this intention is noticed by the management in advance, measures may be taken to ensure qualified employees remain at work (Pradhan & Jena, 2016:240).

Dissatisfaction

Job satisfaction defines an individual's attitude towards his/her work as well as his/her attitude towards the working environment and working condition characteristics (Akcadağ & Özdemir, 2005). Eren and Titizoğlu (2014) also expressed job satisfaction as happiness resulting from the acquisitions of the individual in relation to the business life. In this context, satisfaction is an emotional answer. It is an attitude that can be expressed. For that reason, satisfaction is associated with being satisfied or not (Davis, 2004). Satisfaction is an emotion felt in the individual by comparing expectations and outcomes (Yazıcıoğlu, 2010: 244). If the employee is happy with his/her job and the business environment and behavior towards him/her, satisfaction is actualized, on the contrary, dissatisfaction occurs (Keser, 2006:104; Cheung et al., 2009).

Job satisfaction is directly connected with the job itself, income earned, promotion opportunities, organizational culture, leader-member relations, workplace climate

and colleague's relations (Robie et al., 1998; Shim, Lusch & O'Brien, 2002). Job satisfaction is related with assessment of physiological, psychological and environmental working conditions (Arnold & Feldman, 1982). In this perspective, positive attitude of employees resulting from the evaluation of the expectations with the realization about work environment is explained by job satisfaction while the negative attitudes are considered as job dissatisfaction (Poyraz & Kama, 2008:147; Weiss, 2002). Nevertheless, dissatisfaction is associated with unhappiness and negative attitudes towards to workplace. Negative attitudes and feelings towards work and workplace are also comprised of dissatisfied and disgruntled emotions (Lee, 2008). Besides, while the performance of employees who have achieved job satisfaction is affected positively, the job outcomes of employees who are dissatisfied due to various factors are shaped negatively (Ahmad, Ahmad & Shah, 2010; Sy, Tram & O'hara, 2006; Judge et al., 2001).

Disengagement

Schaufeli and colleagues (2002) explained work engagement as "*a constructive, satisfying, state of mind which is characterized by enthusiasm, dedication, and absorption*". Engagement, a positive and desirable situation, has been viewed by scholars from a variety of viewpoints of such as Role Theory Approach (Kahn 1990), Social Exchange Theory Approach (Saks, 2006) and Burnout Approach (Leiter & Maslach, 1999; Schaufeli et.al., 2002). On the contrary, disengagement is discussed as a negative and undesired concept. While employee engagement has been studied in the literature, disengagement of individuals has not catched the eyes of scholars (Kahn, 1990; Dawsey & Taylor, 2011).

According to Singh (2009) disengaged employees appear in the workplace although they leave their mind, heart, soul elsewhere. From this point, disengagement in organizations proves to be a constant issue of problems in the workplace. Disengagement also have negative impacts such as loss of individual productivity and morale (Prencipe, 2001). For that reason, employee disengagement starts off as a concern in the business world.

Kahn (1990) identifies disengagement as defending or withdrawing of oneself, cognitively, physically or emotionally during employees' task performance. According to this explanation, it is seen that disengaged individuals differ cognitively and emotionally from tasks and their behavior becomes unresponsive and effortless. Besides, disengagement means, interest, commitment and reluctance to job or organization. It shows that the self-employed staffs is less engaged and less committed in their jobs, and they are likely to leave the organization. Moreover, disengagement can be expressed as a negative, unforgettable, work-related state of mind shaped with weakness, subtlety and infidelity.

In the literature, it is reported that disengaged individuals in the workplace show behaviors and attitudes as; lack of endorsement and commitment, loss of energy and social behaviors, discontent, withdrawal, indifference disconnection, dissatisfaction, weak job performance, uncertainty, and inefficient working behavior (DuVernay, 2007; Momal, 2003; Branham, 2005). These behaviors and attitudes include several pioneering and disengagement results in practice. Nevertheless, practitioner study is formed by methodological complexity and lack of theoretical foundation (Shaw & Lunt, 2011). However, the urgency and extent of the discourse of practitioners on the concept has not made a sound in academic research. In academic research generally negative states are examined by researchers.

Model Proposal

Stigma in the workplace has negative outcomes in stigmatized ones as fear, stress, disidentification, disengagement, intention to quit, dissatisfaction and performance losses (Pickern & Costakis, 2017; Hatzenbuehler, Phelan and Link, 2013; Wang et al., 2018; Wang et al., 2014). Moreover, stigma in the workplace, results with harassment and hostility. It is possible to say that stigmatized employees in the workplace also tend to demonstrate behaviors such as deviant or counterproductive and anti-social (Picker & Costakis, 2017). On the other side, the intention to quit is an undesirable

factor for organizations. Especially, qualified workforce will cause various costs to increase in this intention (Porter et al, 1974). Loyalty to the organization, job dissatisfaction, weak leader-member interaction, weak team relations are among the precursors of the intention to quit (Çekmecelioğlu, 2014). Furthermore, disengagement, disidentification and dissatisfaction are also related with intention to quit. Employees who are not happy in the workplace and have low levels of satisfaction tend to quit their jobs more than satisfied ones (Lambert, Hogan & Barton,2001; Tett & Meyer,1993).

Preston and Bigelow (1998) found that there is a positive relation between discrimination and dissatisfaction in the workplace. Harter, Schmidt, and Hayes (2002) obtained that satisfaction has a positive impact on productivity while negative impact on absenteeism, turnover and intention to quit. Muqadas, Rehman and Aslam (2017) found that organizational justice has a negative impact on job dissatisfaction. Pandita and Domnic (2019) also obtained that perception of librarians' discrimination in the workplace is related with racial, religious, and ethnic. Besides, Önk and Cemaloğlu (2016) revealed out that teachers' stigma scores were high in prejudice and psychological health. Wildes (2005) also found that there is a negative correlation with stigma and intention to stay in service industry.

Accordance with the upper explanations, model proposal and propositions were formed as below.
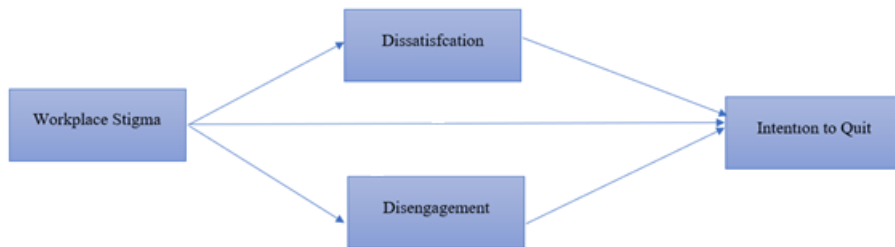

Figure 1: Research Modal

P_1: Workplace Stigma has a positive effect on intention to quit of employees.

P_2: Workplace Stigma has a positive effect on disengagement of employees.

P_3: Workplace Stigma has a positive effect on dissatisfaction of employees.

P_4: Dissatisfaction will mediate the relationship among workplace stigma and intention to quit.

P_5: Disengagement will mediate the relationship among workplace stigma and intention to quit.

Conclusion

Workplace discrimination and stigma is a major problem for employees. Especially, stigmatization impacts discrimination related practices in some organizations (Pandita & Domnick, 2019). Jones and collegues (1984) explain stigmatization as a sign that distinguishes one person from another and means that it has an unwelcome and unpleasant nature. Devers, Dewett, Mishina and Belsito (2009) also identified stigma as "*A label that evokes a collective perception that the organization is deeply flawed and discredited*".

Stigma is also considered as labeling individuals due to their qualities such as race, religion, mental illness or physical disability. This labeling process creates a negative emotions on labeled ones (King et al., 2007). With this approach, it is possible to say that stigmatization leads significant negative impacts on both individuals and organizations. Besides, stigmatization causes social, political, psychological problems like prejudice,hate and hostility (Dovidio, 2001).

Picker and Costakis (2017) emphasized that job satisfaction and job performance are generally related with ethical organizational situations. However, stigma in organizations has unethical consequences as fear, isolation, intention to quit of victims (Hatzenbuehler ,2016; Hatzenbuehler et al,2013). Besides, Devers and colleagues (2009) determined that stigma has negative affect on individuals that causes disidentification and social and economic sanctions. In this context, it is required to remove the stigmatization in the workplace to provide satisfaction and engagement of employees that leads them to stay in the organization. Engaged and satisfied employees are likely to outperform their disengaged and dissatisfied colleagues; therefore, engagement and satisfaction is important variables for desired work outcomes (Wollard, 2011). If an organization foster an organizational climate that respect all differences to minimize diversification, consequences of work outcomes will have better results and encourages employees' well-being. Nevertheless, human resource policies, needs to revise detailed to prevent stigmatization in the workplace. After all it can be said that it is significant to build trust, create a favorable environment and organizational culture and provide progression of interpersonal skills to reduce stigmatization, disengagement and dissatisfaction related issues which may guide the victims to intention to quit the organization.

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