

- RESEARCH ARTICLE -

**THE MODERATOR EFFECT OF THE PERCEIVED QUALITY
OF MEAL SERVICE ON THE RELATIONSHIP BETWEEN
MOBBING, JOB STRESS AND JOB PERFORMANCE**

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Abstract

With the increase of mobbing and stress in business life, employees such as depression, loss of motivation and anxiety may occur. These negative feelings can affect the job performance of employees. In addition, the nutrition of employees can regulate their stress and performance. In this study the mediating, moderating and moderated-mediation effects of the variables of mobbing, job stress, job performance and perceived quality of meal service have been examined. The study has been carried out with 283 blue-collar employees of a private company. The research has been conducted with the primary research method, the questionnaire. As a result of the study, it has been determined that the effect of mobbing on job performance is significant that is, job stress mediates the relationship between mobbing and job performance. It has been found that the effects of job stress, perceived quality of meal service and interactional term on job performance are significant. In addition, it has been revealed that the perceived quality of meal service has a moderating effect. Finally, the indirect effect of mobbing on job performance through job stress has been found to be higher when the perceived quality of meal service is low and moderate. That is, the moderated-mediation index value is significant.

Keywords: *Mobbing, Job Stress, Job Performance, Perceived Quality of Meal Service.*

JEL Codes: *D21, D22, M10.*

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MOBBİNG, İŞ STRESİ VE İŞ PERFORMANSI İLİŞKİSİNDE YEMEK HİZMETLERİNİN ALGILANAN KALİTESİNİN DÜZENLEYİCİ ETKİSİ²

Öz

İş yaşamında mobbing ve stresin artması ile çalışanlarda depresyon, motivasyon kaybı, kaygı gibi zararlar oluşabilmektedir. Bu zararlar çalışanların iş performanslarını etkileyebilmektedir. Ayrıca çalışanların beslenmeleri streslerini ve performanslarını düzenleyebilmektedir. Bu çalışmada mobbing, iş stresi, iş performansı ve yemek hizmetlerinin algılanan kalitesi değişkenlerinin aracılık, düzenleyicilik ve durumsal aracılık etkileri incelenmiştir. Çalışma özel bir şirketin 283 mavi yakalı personeli ile gerçekleştirilmiştir. Araştırma, birincil araştırma metodu olan anket ile yürütülmüştür. Çalışma sonucunda mobbingin, iş performansı üzerindeki etkisinin anlamlı olduğu, dolayısıyla da iş stresinin mobbing ile iş performansı arasındaki ilişkiye aracılık ettiği saptanmıştır. İş stresinin, yemek hizmetlerinin algılanan kalitesinin ve etkileşimsel teriminin iş performansı üzerine etkilerinin anlamlı olduğu tespit edilmiştir. Ayrıca yemek hizmetlerinin algılanan kalitesi değişkeninin düzenleyici etkiye sahip olduğu ortaya konulmuştur. Son olarak mobbingin iş stresi vasıtasıyla iş performansı üzerindeki dolaylı etkisi, yemek hizmetlerinin algılanan kalitesinin düşük ve orta düzeyde olduğunda daha yüksek olduğu belirlenmiştir. Yani, durumsal aracılık indeksi değeri anlamlıdır.

Anahtar Kelimeler: *Mobbing, İş Stresi, İş Performansı, Yemek Hizmetlerinin Algılanan Kalitesi.*

JEL Kodları: D21, D22, M10.

“Bu çalışma, Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

2 Genişletilmiş Türkçe Özet, çalışmanın sonunda yer almaktadır.

1. INTRODUCTION

Business life occupies a large place in the lives of employees with its economic, psychosocial and cultural aspects. For this reason, negative emotions such as stress and mobbing in the workplace are becoming increasingly important. Especially the competitive work environment encountered in recent years tends to pose a risk for employees by increasing job stress and mobbing (Keser, 2014). Stress and mobbing in the work environment can reduce the employee's performance. This may impair the physical and psychological health of the employee and cause work accidents (Oktay, 2005). Continuation of negative emotional states can create stress reactions in employees. Long-lasting negative emotions such as mobbing and stress can lead to difficult-to-treat consequences such as chronic fatigue, burnout syndrome, cardiovascular diseases and cause economic losses in terms of cost and time (Gumustekin and Oztemiz, 2004). It has been determined that approximately 60% of the lost working days in the workplace are caused by negative mood. (Bacak and Yigit, 2010).

A healthy eating can be of great importance in dealing with negative emotional situations. Employees who are not well nourished increase the risk of occupational accidents and a decrease can be observed in their production, productivity and performance. Blaug et al. (2007) claimed that overtime and poor diet quality lead to a decrease in the body's ability to cope with stress. Because the healthy eating of employees affects their psychology as well as their biology. Employees can feel less negative emotions such as distress, anger, sadness, and depression when they eat healthy meals, that is, when they are given healthy meals at work. Healthy eating contributes to the formation of a healthy mindset.

The purpose of this research is to determine whether mobbing experienced by employees in a private company affects their job performance through job stress and to identify the moderating role of perceived quality of meal service in the relationship between job stress and job performance. In addition, it has been aimed to reveal whether perceived quality of meal service has a moderating effect in the indirect effect of mobbing experienced by employees on job performance through job stress. Because it is thought that the meals eaten at the workplace will affect the performance and stress in a positive way. It is known that the foods eaten and the ingredients in the meals affect the human brain and psychology. For this reason, it was thought that such a study would contribute to the field. When the current literature is examined, no other study has been found that deals with these variables together. The model presented in the method part of the research is the first in the literature. It is thought that this aspect will fill the existing gap. The analysis of the research has been done with Process Macro version 3.5. The research made consists of five parts. After the

introduction, in the second part, mobbing, job stress, job performance and perceived quality of meal service have been explained and hypotheses have been developed. The methodology of the research is included in the third part of the study. In the fourth section, the findings obtained as a result of the analyzes made are shared. In the last section, the results of the findings are interpreted and suggestions for employees and future researchers are made.

1.2. Theoretical Background

1.2.1. Mobbing

According to Brodsky (1976), mobbing is “behaviors repeated by the person to torment”, the purpose of mobbing is to scare and disturb the employee. Often, mobbing develops gradually in the workplace. In the early stages of mobbing, exposure to this situation may not be noticed. Over time, direct aggressive behavior occurs. Employees exposed to mobbing are clearly humiliated next to their colleagues. Since it puts the employee in a difficult situation, according to Qureshi et al. (2015), mobbing is a dangerous communication weapon. Rigby (2002) stated that if employee who is exposed to mobbing acts passively, mobbing process can continue. This process can reduce or terminate depending on the resistance of employee. Rayner (2000) stated that the situation that started as pressure can turn into psychological harassment over time and employee can feel themselves as abused. Rayner (2000) also emphasized that if mobbing continues, mental trauma may occur due to stress experienced by employee. According to Wilson (1991), mobbing is the biggest cause of stress experienced by employee at work. Mobbing is a powerful stress factor. It can adversely affect employees and their performance. The negative effects of stress after mobbing may vary depending on the duration, frequency and severity of mobbing. Björkquist et al. (1994) stated that mobbing causes insomnia and social phobia in employees. Lutgen-Snadvik et al. (2007) put forward that employees exposed to mobbing have high stress levels. Bowling and Beehr (2006) also found a positive relationship between mobbing, stress, anxiety and depression. In more advanced degrees of mobbing, suicide attempts and post-traumatic stress disorder may occur (Agervold and Mikklesen, 2004).

1.2.2. Job Stress

According to Jex and Yankelevich (2008), stress is the effect of work on the physical and psychological health and well-being of employees. Stress, as a stimulant, makes employees feel the various incompatibilities that occur in their environment. Because employees react. The responses of employees are psychological, physical and behavioral. Employees may experience anxiety and depression in psychological response; feel headache, heart and stomach ailments in physical response; experience a loss of performance in behavioral response (Rosen et al., 2010). Behavioral reactions arising due to job stress can affect the organization negatively.

From an employee point of view, a high-stress workplace can cause high blood

pressure, gastrointestinal problems, weak immune system, and metabolic risks. Psychologically, excessive stress can increase anxiety, tension, depression, burnout and lack of self-confidence in employees. (Jex and Crossley, 2005). It can also reduce attention and memory capacity of employees and trigger a high level of risk taking. Excessive stress experienced outside of work can adversely affect the family life of employees (Sonnentag and Frese, 2013).

From an organization point of view, employees' job stress can trigger sabotage, hostile behavior, work accidents, anti-productive behavior and performance decline (Nahrgang et al., 2011). Increased job stress of employees can reduce their commitment to work, decrease their level of participation and increase their intention to leave (Podsakoff et al., 2007; Fried et al., 2008). In addition, employees can want compensation due to physiological and psychological disorders.

1.2.3. Job Performance

It is possible for businesses to successfully exist, to adapt to the changing environment and to ensure effective management of employees. Because job performance is very important for organizations. Business managers are obliged to continuously increase the performance of employees. At this point; managers implement a series of practices to make the most of the employees workforce and increase performance (Turunc and Celik, 2010).

Determining how much of the tasks assigned to employees are fulfilled is one of the important problems faced by organizations. Due to the frequent occurrence of these problems, performance becomes important for business managers. Job performance is defined as "the totality of individual behaviors that contribute to the achievement of the goals of organizations and can be measured according to the competence levels of individuals" (Campbell et al., 1990). The success of organizations depends on the job performance of employees and business performance must be continuously improved. Because in global markets where competition is very tough and the process of change develops rapidly, the main factor for businesses to gain superiority is employees. Therefore, job performance is important for both organization and employee.

Job performance can be affected by stress levels of employees and negative emotional situations such as mobbing in the workplace. Employees exposed to high levels of stress and mobbing may have a decline in their job performance. Because it can create a bad image among employees. In addition, job stress can reduce motivation and work efficiency among employees. Adams (1992) emphasized that mobbing can have high cost consequences such as reduced productivity, high turnover of the workforce, intense job stress, and low job performance. However, the relationship between job performance, job stress and mobbing has not been fully discovered. In order to clarify this situation, the following hypothesis has been developed;

H_1 : Mobbing indirectly affects job performance through job stress.

1.2.4. Perceived Quality of Meal Service

Dining halls in the workplace are businesses that provide food and beverage services. However, the quality of meals and service they provide may differ compared to other businesses, as they don't risk losing customers. It is very difficult to maintain the service quality in food and beverage businesses. It can also be affected by many factors. It can be inferred whether the business is of good quality by looking at the customer's perception, expectation and degree of satisfaction. Therefore, service providers should improve and sustain their service quality in order to influence customers' purchase / non-purchase preferences (Tavmergen, 2002).

Potential customers of dining halls in the workplace are employees. The attitudes and quality perceptions of employees in the dining halls are important in increasing the quality of meals. In most organizations, meals are offered free of charge. Therefore, there is no worry of customer loss. This may cause negative consequences such as poor quality service and unhealthy food. When employees are provided with a healthy diet, their cognitive activities are regulated, their attention span and memory improve, their focus capacity may increase, the risk of occupational accidents can be reduced and they can take business life to a higher level (Kilicarslan, 2020). They can work more efficiently by feeling energetic. Working pace can increase. Since they feel themselves and their minds healthy, they can cope with stress and mobbing, and their chances of making mistakes can decrease (Ozcan and Kizil, 2020). Because they will work with a high level of attention and focus. In addition, they can use their creativity to the full. As a result, it is inevitable that the job performance of employees will improve. That is, the food served in organizations must be of good quality and healthy. If the meals offered to employees are unhealthy and of poor quality, their work efficiency can decrease. Blaug et al. (2007) emphasized that increased workplace demands, overtime and unhealthy meals lead to decrease in the body's capacity to cope with stress. In the light of these explanations, it has been thought that the quality of meal served in the workplaces of employees can have a moderating effect on the relationship between job stress and job performance and the following hypotheses have been put forward;

H_2 : Perceived quality of meal service has a moderating effect on the relationship between job stress and job performance.

H_3 : Perceived quality of meal service has a moderating effect on the indirect effect of mobbing on job performance through job stress.

1.3. Examining The Relationships Between Variables

In this part of the study, similar studies between the variables of mobbing, job stress, job performance, and perceived quality of meal service were examined. No studies related to the perceived quality of meal service variable could be found. This reveals the originality of the study and is expected to contribute to the literature.

Yıldırım and Uysaloğlu (2012) investigated the perceived level of mobbing and the effect of mobbing by using the findings of a case study in a logistics company in Turkey. According to the results, demographic factors and job type affect mobbing perception.

Robert (2018) focused on the effect of workplace bullying on job performance and job stress. This research was carried out with a total of 250 employees of 6 private banks in Pakistan. According to the results, workplace bullying negatively affects performance and stress.

Liu and Chiu (2018) developed a mediation model that explains how job stress affects both job performance and turnover intention through a positive effect. The test results of the study show that intention to leave is directly and indirectly related to job stress through positive effect, while job performance is related to job stress.

Qureshi et. al., (2021) examined the different causes of mobbing and their relationship with mobbing behavior, stress and employee behavior in the workplace. Empirical findings reveal that mobbing has a positive relationship with stress and leads to negative employee behavior in the workplace.

Yesilbas and Wan (2017) investigated the relationship between stress and mobbing and burnout, and whether burnout affects the health-related quality of life of regional government representatives in Turkey. The results reveal that stress is positively and significantly associated with the burnout of regional state representatives in Turkey, and mobbing has a positive and significant relationship with burnout.

Okçu and Çetin (2017) investigated the mobbing levels experienced by teachers and to what extent mobbing affects their job satisfaction and burnout levels. As a result of the research, it was determined that there is a negative and moderate relationship between the levels of teachers' mobbing towards their profession or social relations and their satisfaction levels. In addition, a positive relationship was determined between the level of teachers' exposure to mobbing towards their profession or social relations and their burnout.

Penney and Spector (2005) examined the relationship between incivility, job stress, organizational constraints, interpersonal conflict, job satisfaction. The results showed that incivility, organizational constraints, and interpersonal conflict were negatively associated with job satisfaction.

Santos and Eger (2014) examined the relationship between job satisfaction, job stress, organizational and interpersonal workplace deviations among the five major personality traits among employees of a construction consultancy firm in Singapore. According to the results, job stress affects deviation, but job satisfaction does not.

Ulbeği et al. (2019) examined the relationship between manager-induced undermining behavior and employee performance, and investigated the mediating role of job stress and emotional burnout. Research findings revealed that manager-induced undermining

behavior is negatively related to employee performance and positively related to job stress and emotional burnout. In addition, according to the findings, negative effects of job stress and emotional exhaustion on performance were determined. In addition to these, it has been observed that job stress and emotional exhaustion have positive relations.

Kanapathipillai and Mahbab (2021) examined the relationship between cyberbullying and employee productivity in the manufacturing sector in Malaysia. In addition, this research examined the moderator effect of coworker support between stress and employee productivity in the manufacturing sector. According to the results of the study, cyberbullying affects the productivity of employees. In addition, there is a significant relationship between cyberbullying and employee productivity without stress as a mediator variable.

Machado et al. (2021) investigated the relationship between stress, anxiety, depression and mobbing among gastronomy workers. Research findings show that mobbing affects stress, anxiety and depression.

Bayraktar and Şentürk (2020) examined the effects of materialistic tendency, work stress, supervisor support, work-family conflict on life satisfaction. According to the results of the research, while materialistic tendency, work stress, work-family conflict do not have an effect on the life satisfaction of the employees, supervisor support has a positive effect on the life satisfaction of the employees.

2. METHODOLOGY

The research model that reveals the relationship between the relevant variables in this study is shown in Figure 1. The model shown in Figure 1 has been tested with Process Macro. Mediation analysis is used to understand what is the linkage mechanism between the two variables. The mediating variable is located between the independent variable and the dependent variable. The mediating variable (M), which works like the linkage mechanism between the independent variable (X) and the dependent variable (Y), helps to explain the effect of the independent variable on the dependent variable. Thus, the mediating variable helps to understand how the relationship between the two variables occurs. In order to talk about the mediating relationship, the direct ($X \rightarrow Y$) and indirect effects ($X \rightarrow M \rightarrow Y$) in the model given in Figure 2 should be tested empirically (Gurbuz, 2019: 18-19).

Moderating analysis is used to understand when the relationship between the two variables changes. The moderating variable affects the intensity of the relationship between the predictor variable and the dependent variable. As the moderating variable takes different values, the relationships between independent and dependent variables also change (Gurbuz, 2019: 19).

Moderated-mediation effect is used to reveal the circumstances in which the indirect effects occurring between two variables change. As mentioned above, the mediating

effect tests the indirect effect of the X variable on the Y variable; the moderating effect reveals under what circumstances the effect of X on Y changes. In moderated-mediation effect, both mediating mechanism and moderating effect are considered together. In the model in Figure 1, the effect of variable X on Y is moderated by W variable (Gurbuz, 2019: 20-22).

Figure 1. Theoretical Model

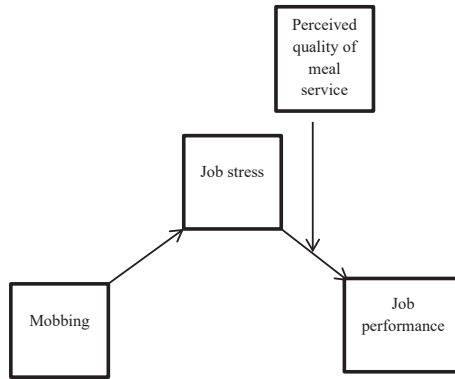
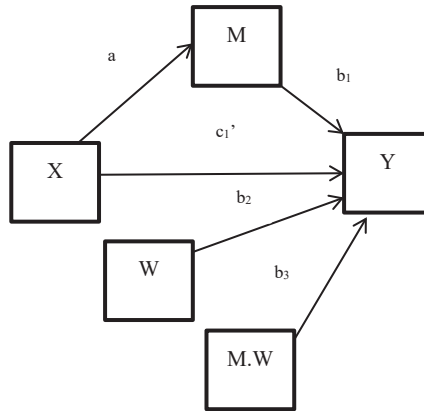


Figure 2. Statistical Model



2.1. Sample and Data Collection

Data set used in the study, in Turkey’s Balıkesir province has been obtained from a private firm’s blue-collar workers. This company located in Balıkesir has approximately 2000 blue collar employees. Surveys have been submitted digitally to the company management. Blue collar personnel conducted surveys (n=283). In order to determine whether this figure is sufficient, the equation in 3.1 proposed by Shirsavar et al., (2012) has been used.

$$n = 5q \leq n \leq 15q \tag{2.1}$$

“n” refers to the sample size, “q” refers to the number of questions in the study. There are 56 questions in the research, excluding demographic questions. The number of samples to be reached according to the equation has been calculated as $n = 5.56 \leq n \leq 15.56 \Rightarrow 280 \leq n \leq 840$. The obtained 283 pieces of data express the sufficient sample number according to the equation.

2.2. Measures

This study used established scale items consisting of such measures as Mobbing (Karakale, 2011), which comprises twenty-four items measuring the pressure an employee experiences at work (1=Strongly disagree; 5=Strongly agree). The Cronbach Alpha result of the mobbing (MO) scale has been calculated as 0.98. Job Stress (Cohen et al.,1983) and it comprises fourteen items measuring what situations in the employee’s life, to what extent employees find “unpredictable” and “uncontrollable” (1=Never; 5=Always). The Cronbach Alpha test result of job stress (JS) scale has been determined as 0.96. Job Performance (Sigler and Pearson, 2000) and it comprises four items measuring the employee’s performance (1=Strongly disagree; 5=Strongly agree). The Cronbach Alpha test result of job performance (JP) scale has been found as 0.91. Perceived Quality of Meal Service (Turen and Camoglu, 2015) and it comprises fourteen items measuring meal, hygiene and service quality in the workplace (1=Strongly disagree; 5=Strongly agree). The Cronbach Alpha test result of perceived quality of meal service (PQMS) scale has been identified as 0.96.

3. RESULTS

Regression analysis based on bootstrap method has been used to test the hypotheses of the research consisting of mediating and moderated mediation relationships (Hayes, 2018; Gurbuz, 2019). Analyzes have been performed using Process Macro (Models 4, 1, 14) developed by Hayes (2018).

3.1. Demographic Information

63.6% (180) of the 283 employees participating in the study are women and 36.3% (103) of them are men. 4.5% (41) of the employees are primary school graduates, 33.9% (96) of them are high school, 25.4% (72) of them are associate degree and 26.1% (74) have a bachelor’s degree. Forty five (15.9%) employees have work experience of between 0-5 years, 59 (20.8%) have work experience of between 6-10 years, 70 (24.7%) have work experience of between 11-15 years, 61 (21.6%) have work experience of between 16-20 years and 48 (17%) have work experience of more than 21 years. In addition, the average age of blue-collar employees is calculated as 38.

3.2. Data Analysis

H_1 has been tested with a simple mediating effect (indirect effect), H_2 with a simple

moderating effect and H_3 with moderated mediation effect claiming that the indirect effect depends on the moderating variable.

Table 1. The Effects of Predictor Variables on the Dependent Variable

JS							
Model Summary							
	R	R-sq	MSE	F	df1	df2	P
Model	0,583	0,340	0,457	145,023	1,000	281,000	0,000
		coeff	SE	t	P	LLCI	ULCI
	constant	1,841	0,121	15,164	0,000	1,602	2,080
	MO	0,431	0,035	12,042	0,000	0,360	0,502
		standardized coefficient					
		coeff					
	MO	0,583					
JP							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
Model	0,625	0,391	0,492	90,182	2,000	280,000	0,000
		coeff	SE	t	P	LLCI	ULCI
	constant	1,697	0,169	9,992	0,000	1,362	2,031
	MO	0,072	0,045	1,576	0,115	-0,017	0,162
	JS	0,613	0,061	9,911	0,000	0,491	0,735
		standardized coefficient					
		coeff					
	MO	0,090					
	JS	0,568					

Table 2. Total, Direct and Indirect Effects

JP							
Model Summary							
	R	R-sq	MSE	F	df1	df2	P
	0,422	0,178	0,663	61,00	1,000	281,000	0,000
Model		coeff	SE	t	P	LLCI	ULCI
	constant	2,826	0,146	19,342	0,000	2,539	3,114
	MO	0,336	0,043	7,810	0,000	0,251	0,421
		standardized coefficient					
		coeff					
	MO	0,422					
Total effect of X on Y:							
		effect	SE	t	P	LLCI	ULCI
		0,336	0,043	7,810	0,000	0,251	0,421
Direct effect of X on Y:							
		effect	SE	t	P	LLCI	ULCI
		0,072	0,045	1,576	0,115	-0,017	0,162
Indirect effects of X on Y:							
		effect	BootSE	BootLLCI	BootULCI		
	JS	0,264	0,052	0,167	0,370		
Partially standardized indirect effects of X on Y:							
		effect	BootSE	BootLLCI	BootULCI		
	JS	0,295	0,047	0,204	0,309		
Completely standardized indirect effects of X on Y:							
		effect	BootSE	BootLLCI	BootULCI		
	JS	0,331	0,057	0,221	0,446		

Looking at the findings in Table 1, it is seen that MO (X), which is the predictor variable, has a significant and positive effect on JS (M), which is the mediating variable ($b = 0,431, 95\%CI [0,360, 0,502], p < 0,001$). In the next part, the effects of JS (M), which is the mediating variable, and MO (X), on JP (Y), which is the result variable, are seen. Accordingly, JS affects JP significantly and positively ($b = 0,613, 95\%CI [0,491, 0,735], p < 0,001$). It has been determined that MO does not have a significant effect on JP.

Table 2 shows the indirect effect of MO (X), on JP (Y) through JS (M), the mediating variable. It is seen that the effect of MO on JP is significant, thus JS mediates the relationship between MO and JP ($b = 0,264, 95\%BCACI [0,167,0,370]$). Values belonging to the confidence interval (CI) do not include the value 0. In the light of these results, the H_1 tested has been supported.

Table 3. Analysis Results Regarding Hypothesis 2

JP							
Model summary							
	R	R-sq	MSE	F	df1	df2	p
	0,792	0,627	0,302	156,830	3,000	279,000	0,000
Model		coeff	SE	t	P	LLCI	ULCI
	Constant	-0,771	0,287	-2,67	0,007	-1,337	-0,204
	JS	1,008	0,092	10,88	0,000	0,826	1,190
Perceived quality of meal		1,096	0,102	10,66	0,000	0,894	1,298
	Int_1	-0,198	0,030	-6,527	0,000	-0,258	-0,138
Tests of highest order unconditional interactions:							
			R ² -chnng	F	df1	df2	P
		X.W	0,056	42,602	1,000	279,000	0,000
Conditional effects of the focal predictor at values of the moderators:							
perceived quality of meal	effect	SE	t	P	LLCI	ULCI	
	2,428	0,526	0,043	12,061	0,000	0,440	0,611
	3,285	0,355	0,046	7,663	0,000	0,264	0,447
	4,000	0,213	0,058	3,66	0,003	0,099	0,328

In Table 3, the effects of predictor (X), moderating and interaction term ($X.W$) variables on JP (Y), which is the dependent variable, are seen. Accordingly, it is determined that the effects of JS, PQMS and interaction term on JP are significant. It has been found that PQMS has a moderating effect ($b = -0,198, 95\%CI [-0,258, -0,138] p < 0,005$). Based on this result, it can be said that H_2 is supported. In addition, when PQMS is low, the relationship between JS and JP is significant ($b = 0,526, 95\%CI [0,440, 0,611] p = 0,000$). The relationship between JS and JP is significant when PQMS is moderate ($b = 0,355, 95\%CI [0,264, 0,447] p = 0,000$). Finally, when PQMS is at a high level, the relationship between JS and JP is significant ($b = 0,213, 95\%CI [0,099, 0,328] p = 0,000$).

Table 4. Model Summary and Coefficients Table

stress							
Model Summary							
	R	R-sq	MSE	F	df1	df2	P
Model	0,583	0,340	0,457	145,023	1,000	281,000	0,000
		coeff	SE	t	P	LLCI	ULCI
	constant	1,841	0,121	15,16	0,000	1,602	2,080
	MO	0,431	0,035	12,04	0,000	0,360	0,502
JP							
Model Summary							
	R	R-sq	MSE	F	df1	df2	P
Model	0,800	0,640	0,293	123,648	4,000	278,000	0,000
		coeff	SE	t	P	LLCI	ULCI
	constant	-0,847	0,284	-2,977	0,003	-1,407	-0,287
	MO	0,110	0,035	3,098	0,002	0,040	0,180
	JS	0,909	0,096	9,405	0,000	0,781	1,099
perceived meal quality of	Int_1	1,101	0,101	10,872	0,000	0,901	1,300
	Int_1	-0,196	0,030	-6,536	0,000	-0,255	-0,137
Int_1 :	stress X perceived quality of meal						
Tests of highest order unconditional interactions:							
			R2-chng	F	df1	df2	p
	M.W		0,055	42,731	1,000	278,000	0,000

Table 5. Situational Effects Table According to Different Values of the Moderating Variable

Perceived quality of meal	effect	SE	t	P	LLCI	ULCI
2,428	0,433	0,052	8,27	0,000	0,330	0,536
3,285	0,265	0,054	4,88	0,000	0,158	0,372
4,000	0,125	0,064	1,94	0,052	-0,01	0,251

Table 6. Direct, Indirect and Moderated Mediation Effects

Direct effect of X on Y:					
effect	SE	T	P	LLCI	ULCI
0,110	0,035	3,09	0,002	0,040	0,180
Conditional indirect effects of X on Y					
Indirect effect:					
MO	➔ JS	➔ JP			
Perceived quality of meal		Effect	BootSE	BootLLCI	BootULCI
2,428		0,186	0,032	0,125	0,253
3,285		0,114	0,031	0,055	0,178
4,000		0,054	0,032	-0,009	0,118
Index of moderated mediation:					
		Index	BootSE	BootLLCI	BootULCI
Perceived quality of meal		-0,084	0,011	-0,106	-0,063

Tables 4, 5, 6 show the results of moderated mediation impact analysis. In Table 4, the analysis results showing the effect of MO (X), the predictor variable, on JS (M) which is the mediating variable, are included. Accordingly, MO affects JS significantly and positively ($b = 0,431, 95\%CI [0,360, 0,520] p < 0,001$). The effects of predictor (X), mediating (M) and moderating (M, MW) variables on JP, which is the dependent variable, are seen. Accordingly, MO affects JP significantly and positively ($b = 0,110, 95\%CI [0,040, 0,180] p < 0,001$). In addition, the effects of JS, PQMS and the interaction term on JP have been found to be significant ($b = 0,909, 95\%CI [0,718, 1,099] p < 0,001$) ($b = 1,10, 95\%CI [0,901, 1,30] p < 0,001$), ($b = -0,196, 95\%CI [-0,255, -0,137] p < 0,001$).

The results of the slope analysis given in Table 5 show whether the effects of JS on JP are significant when PQMS, which is the moderating variable, is low, moderate and high. When PQMS is at a low level, the relationship between JS and JP is significant. When PQMS is at a moderate level, the relationship between JS and JP is significant. However, when PQMS is at a high level, the relationship between JS and JP is not significant.

Table 6, with direct, indirect and moderated mediation effects, shows whether the indirect effect of MO on JP through JS depends on PQMS. Looking at Table 6, the indirect effect of MO on JP has been seen first. Then, it has been stated whether PQMS is significant when it is low, moderate or high level. According to this situation; the indirect impact of MO on JP through JS is significant when PQMS is at a low level (2.42) ($b = 0,186, 95\%CI [0,125, 0,253]$). When PQMS is at a moderate level (3.28), the indirect effect of MO on JP through JS is significant ($b = 0,114, 95\%CI [0,055, 0,178]$). The indirect impact of MO on JP through JS is not significant when PQMS is at a high level (4.00) ($b = 0,054, 95\%CI [-0,009, 0,118]$). The indirect effect of MO on JP through JS is higher

when PQMS is at a low and moderate level. As can be understood from Table 6, the moderated mediation index value is significant ($b = -0,085,95\%CI[-0,010,-0,063]$). As the moderated mediation index is significant according to Bootstrap results, H_3 has been supported.

In addition, t-test has been conducted to compare the averages of two separate groups for a certain variable. The purpose of performing the t test is to compare the mean of two independent groups for the same variable. ANOVA test has been done to test whether the means of more than two groups are equal to each other. The purpose of doing the ANOVA test is to compare the mean of more than two groups. A statistically significant difference has been found between MO and gender as a result of the t test. According to the test result, male employees are more exposed to MO at work ($malemean = 3,68; femalemean = 2,91; t = -5,833; p = 0,00$). According to Arcimowicz (2003), modern men are sensitive, and emotional, while traditional men are dominant and independent. Mandal (2000) emphasized that modern women are aggressive, ambitious and confident; while traditional women are sensitive and caring. Goralewska-Slonska (2019) also

stated that some characteristics related to biological gender changed with the period and sensitivity and emotional characteristics could be associated with MO. In addition, a difference has been found between JP and gender. This difference is statistically significant ($malemean = 4,14; femalemean = 3,76; t = -3,501; p = 0,046$). According to the test result, men's JP is better than women. Since men work more result-oriented, these features can be reflected in their performance. While doing their job, men want immediate results. Women, on the other hand, like to observe the process when they do their job. The physiological difference can cause men to perform better than women in this workplace.

As a result of ANOVA test, a statistically significant difference has been found between blue-collar workers' exposure to MO ($F = 25,66; p = 0,00$), JS ($F = 23,17; p = 0,00$), JP ($F = 12,05; p = 0,00$) and PQMS ($F = 2,59; p = 0,037$) variables and their education levels. According to LSD test results, university graduates are more clearly aware of MO ($MO \Rightarrow educationlevel; p < 0,001$) and JS ($JS \Rightarrow educationlevel; p < 0,001$) than associate degree, high school and primary school graduates. Similarly, university graduates pay more attention to their performance at work compared to associate degree, high school and primary school graduates ($JP \Rightarrow educationlevel, p < 0,001$). In addition, quality perceptions of meal services are more developed among university graduates ($PQMS \Rightarrow educationlevel; p < 0,001$). As the education level of employees increases, their emotional intelligence develops. Accordingly, their awareness, their ability to manage negative emotions, and their ability to understand the other person's emotions improve then a change begins in their behavior. According to LSD test, those who have a total working time of 0-10 years are more exposed to MO and JS ($MO \Rightarrow totalworkingtime; p < 0,001$), ($JS \Rightarrow totalworkingtime; p < 0,001$). The fact that the total working time is 0-10 years means that employee is new in business life. Because they can feel worthless in the eyes of the company, they can experience adaptation problems and fear of losing the job, depending on the MO they experience. Especially in recent years, change in businesses can cause stress to the employees and their superiors to MO.

4. DISCUSSION

Employee factor is of primary importance on the basis of the success of organizations. It is the human that enables businesses to be established and moves them in line with their goals. Therefore, the higher the qualifications of the employees, the higher the efficiency of the enterprises. In this context, it should be emphasized that MO, JS, JP and PQMS at work are extremely important for employees and organizations. When the current literature is examined, it is seen that there are many studies on MO, JS, and JP. However, the number of studies investigating these three variables together is very few. When PQMS is included in the research, no other study has been found in which four variables are considered together in terms of blue-collar personnel. This is the first study evaluating four variables together and it is thought to fill the gap in the literature.

Firstly, in this study, it has been concluded that the exposure of employees to MO indirectly affects their JP through JS. Demir and Cavus (2009) have found that MO negatively affects JS and indirectly personal performance. Similarly, Yıldırım and Uysaloğlu (2012) claimed that the perception of mobbing is affected by most situations in the workplace. Demir and Cavus's (2009) findings are partially supported by the findings of this study. Employees' behavior can change when there is MO in the workplace. Employees can make more mistakes, experience more stress, and their performance can decrease due to pressure. Business managers are advised to stay away from MO in order to avoid a negative change in employees' behavior. Secondly, in this research has been found that PQMS has a moderating effect on its relationship with JP and JS. In addition, it has been underlined that PQMS has a moderating effect in the indirect effect of MO on JP through JS. These findings constitute the main contribution of the study. Similarly, Turen and Camoglu (2015) emphasized that PQMS can increase JP.

CONCLUSION

JS and MO in business life negatively affect the health and performance of employees and cause labor losses. Variables such as the nature of the job, conditions, age, gender, profession, and education level can have an impact on JS and MO. Regarding this issue, Robert (2018) emphasized that workplace bullying affects job performance and job stress. Liu and Chiu (2018) claimed that job performance and job stress affect each other. Qureshi et al., (2021) suggested that employee behaviors in the workplace affect stress and mobbing. Similarly, Yesilbas and Wan (2017) emphasized that burnout and mobbing affect work stress. These findings are similar to the results of the study. In addition to the stress and MO experienced in the workplace, when employees eat poor quality food, a serious change occurs in their behavior and they can experience health problems. In addition, poor quality meals can reduce employees' commitment to job. According to Turen and Camoglu (2015), attention should be paid to food, hygiene and quality so that employees do not experience any health problems and

their performance is good. For example; Google company aims to increase their performance and reduce their stress by offering a variety of dishes from different cultures to its employees. Businesses are recommended to recruit with the support of the human resources department while recruiting kitchen personnel. Because human resources are responsible for both motivation and performance of employees. Therefore, human resources do not make a decision that will adversely affect the employee. Appropriate nutrition programs should be established by paying attention to the balance of all nutrients in the nutrition of employees. Collective Nutrition Team employment can even be provided to businesses. Businesses should be made aware of quality nutrition. Any negative working conditions that harm the physical and psychological health of employees in the workplace should be corrected. The whole process must be of high quality at every step of collective nutrition for employees. Otherwise, employee dissatisfaction, stress, inefficiency, performance decline and consequently the failure of the business are inevitable.

This study has limitations. Blue collar employees of a company were reached with the questionnaire. The results can be generalized by supporting different applications in the context of the sector and business. Similar research can be done in the future with white-collar personnel. More than one company can be included in the study and the results can be compared.

MOBBİNG, İŞ STRESİ VE İŞ PERFORMANSI İLİŞKİSİNDE YEMEK HİZMETLERİNİN ALGILANAN KALİTESİNİN DÜZENLEYİCİ ETKİSİ

1. GİRİŞ

İş hayatı ekonomik, psikososyal ve kültürel yönüyle çalışanların yaşantısında büyük yer kaplamaktadır. Bu sebeple iş yerinde yaşanan stres, mobbing gibi olumsuz duygu durumları giderek önem kazanmaktadır. Özellikle son yıllarda karşılaşılan rekabetçi iş ortamı, iş stresini ve mobbingi artırarak çalışanlar için risk oluşturma eğilimindedir (Keser, 2014). İş ortamında oluşan stres ve yapılan mobbing çalışanın performansını düşürebilmektedir. Bu durum çalışanın fiziksel ve psikolojik sağlığını bozabilir ve iş kazalarına neden olabilir (Oktay, 2005). Olumsuz duygu durumlarının devam etmesi, çalışanlarda stres reaksiyonları oluşturabilmektedir. Mobbing, stres gibi uzun süre devam eden olumsuz duygular kronik yorgunluk, tükenmişlik sendromu, kardiyovasküler hastalıklar gibi tedavi edilmesi zor, maliyet ve zaman açısından ekonomik kayıplara neden olacak sonuçlara yol açabilmektedir (Gümüştekin ve Öztemiz, 2004). İşyerindeki kayıp çalışma günlerinin yaklaşık %60'ının olumsuz duygu durumu kaynaklı olduğu tespit edilmiştir (Bacak ve Yiğit, 2010).

Olumsuz duygu durumları ile baş edilmesinde sağlıklı beslenmenin önemi büyük olabilmektedir. İyi beslenmeyen çalışanların iş kazası riski artmakta, üretim, verimlilik ve performanslarında düşüş gözlenebilmektedir. Blaug vd. (2007) fazla mesai ve düşük diyet kalitesinin, vücudun stresle baş edebilme kapasitesinde azalmaya neden olduğunu iddia etmiştir. Çünkü çalışanların sağlıklı beslenmesi biyolojilerinin yanı sıra psikolojilerini de etkilemektedir. Çalışanlar sağlıklı beslendiklerinde yani iş yerlerinde onlara sağlıklı besinler verildiğinde sıkıntı, öfke, üzüntü, depresyon gibi olumsuz duyguları daha az hissedebilirler. Sağlıklı beslenmek sağlıklı bir zihin yapısının oluşmasına katkıda bulunmaktadır.

Bu araştırmanın amacı özel bir şirkette çalışanların yaşadıkları mobbingin iş performanslarını iş stresleri aracılığıyla etkileyip etkilemediğini tespit etmek ve iş streslerinin iş performansları üzerindeki etkisinde yemek hizmetlerinin algılanan kalitesinin düzenleyici etkisini belirlemektir. Ayrıca çalışanların yaşadıkları mobbingin iş stresleri aracılığıyla iş performansları üzerindeki dolaylı etkisinde yemek hizmetlerinin algılanan kalitesinin düzenleyici bir etkisi olup olmadığını ortaya çıkarmak amaçlanmıştır. Mevcut literatür incelendiğinde özel bir şirkette çalışanların maruz kaldıkları mobbing, iş stresleri, iş performansları, yemek hizmetlerinin algılanan kalitesini birlikte ele alan başka bir araştırmaya rastlanmamıştır. Araştırmanın yöntem kısmında sunulan model literatürde ilk olma özelliğine sahiptir. Bu yönüyle mevcut boşluğu dolduracağı düşünülmektedir. Araştırmanın analizi Process Macro

3.5 versiyonu ile yapılmıştır. Yürütülen araştırma beş bölümden oluşmaktadır. Giriş bölümünün ardından ikinci bölümde mobbing, iş stresi, iş performansı ve yemek hizmetlerinin algılanan kalitesi açıklanmış ve hipotezler geliştirilmiştir. Çalışmanın üçüncü bölümünde araştırmanın metodolojisi yer almaktadır. Dördüncü bölümde yapılan analizler sonucunda elde edilen bulgular paylaşılmaktadır. Son bölümde ise elde edilen bulgulara ait sonuçlar yorumlanmakta, çalışanlara ve gelecekteki araştırmacılara yönelik öneriler geliştirilmiştir.

2.YÖNTEM

Çalışanların yaşadıkları mobbingin iş performanslarını iş stresleri aracılığıyla etkileyip etkilemediğini tespit etmek, iş streslerinin iş performansları üzerindeki etkisinde yemek hizmetlerinin algılanan kalitesinin düzenleyici etkisi olup olmadığını belirlemek, ayrıca mobbingin iş stresleri aracılığıyla iş performansları üzerindeki dolaylı etkisinde yemek hizmetlerinin algılanan kalitesinin düzenleyici bir etkisi olup olmadığını ortaya çıkarmak için yapılan bu çalışmada ilgili değişkenler arasındaki ilişkiyi ortaya koyan araştırma modeli Process Macro ile test edilmiştir.

Araştırmada kullanılan veri seti, Türkiye'nin Balıkesir İlinde bulunan özel bir firmanın mavi yakalı çalışanlarından anket yolu ile elde edilmiştir. Balıkesir'de bulunan bu şirket yaklaşık 2000 mavi yakalı çalışanı sahiptir. Yaklaşık 2000 mavi yakalı çalışan, araştırmanın evrenini oluşturmaktadır. Anketler dijital ortamda şirketin yönetimine sunulmuştur. Şirketin yöneticileri, mavi yakalı personele anketleri yaptırtmıştır. Toplamda 283 mavi yakalı çalışandan veri toplanabilmiştir. Elde edilen veriler “Kesinlikle Katılıyorum”, “5”, “Kesinlikle Reddediyorum”, “1” kodu ve “Hiçbir Zaman”, “1”, “Sık Sık”, “5” kodu kullanılarak analiz programına girilmiştir.

3.BULGULAR

Tahmin değişkeni olan mobbing (X), aracı değişken olan iş stresini (M) anlamlı düzeyde ve olumlu yönde etkilemektedir ($b = 0,431,95\%CI[0,360,0,502], p < 0,001$). İş stresi iş performansını anlamlı düzeyde ve olumlu yönde etkilemektedir ($b = 0,613,95\%CI[0,491,0,735], p < 0,001$). Mobbingin ise iş performansı üzerinde anlamlı bir etkisi bulunmamaktadır. Mobbingin (X), aracı değişken olan iş stresi (M) vasıtasıyla, iş performansı (Y) üzerindeki dolaylı etkisi bulunmamaktadır. Mobbingin, iş performansı üzerindeki etkisinin anlamlı olduğu, dolayısıyla da iş stresinin mobbing ile iş performansı arasındaki ilişkiye aracılık ettiği görülmektedir ($b = 0,264,95\%BCACI[0,167,0,370]$). Bu sonuçlar ışığında test edilen H_1 desteklenmiştir. İş stresinin (b_1'), yemek hizmetlerinin algılanan kalitesinin (b_2') ve etkileşimsel teriminin (b_3') sonuç değişkeni olan iş performansı üzerine etkilerinin anlamlı olduğu tespit edilmektedir. Yemek hizmetlerinin algılanan kalitesi değişkeninin düzenleyici etkiye sahip olduğu tespit edilmiştir ($b = -0,198,95\%CI[-0,258,-0,138] p < 0,005$). Bu sonuca dayanarak H_2 'nin desteklendiği söylenebilir. Ayrıca yemek hizmetlerinin algılanan kalitesi düşük düzeyde olduğunda iş stresi ile iş performansı arasındaki ilişki anlamlıdır ($b = 0,526,95\%CI[0,440,0,611] p = 0,000$). Yemek hizmetlerinin algılanan kalitesi orta düzeyde olduğunda iş stresi ile iş performansı

arasındaki ilişki anlamlıdır ($b = 0,355,95\%CI[0,264,0,447]p = 0,000$). Yemek hizmetlerinin algılanan kalitesi yüksek düzeyde olduğunda iş stresi ile iş performansı arasındaki ilişki anlamlıdır ($b = 0,213,95\%CI[0,099,0,328]p = 0,000$). Mobbing, iş stresini anlamlı düzeyde ve olumlu yönde etkilemektedir ($b = 0,431,95\%CI[0,360,0,520]p < 0,001$). Mobbing, iş performansını anlamlı düzeyde ve olumlu yönde etkilemektedir ($b = 0,110,95\%CI[0,040,0,180]p < 0,001$). Ayrıca iş stresinin, yemek hizmetlerinin algılanan kalitesinin ve etkileşimsel terimin iş performansı üzerindeki etkilerinin anlamlı olduğu tespit edilmiştir ($b = 0,909,95\%CI[0,718,1,099]p < 0,001$), ($b = 1,10,95\%CI[0,901,1,30]p < 0,001$), ($b = -0,196,95\%CI[-0,255,-0,137]p < 0,001$).

Yemek hizmetlerinin algılanan kalitesi düşük seviyede olduğunda, iş stresi ile iş performansı arasındaki ilişki anlamlıdır. Yemek hizmetlerinin algılanan kalitesi orta seviyede olduğunda, iş stresi ile iş performansı arasındaki ilişki anlamlıdır. Ancak yemek hizmetlerinin algılanan kalitesi yüksek seviyede olduğunda, iş stresi ile iş performansı arasındaki ilişki anlamlı değildir. Yemek hizmetlerinin algılanan kalitesi düşük seviyede olduğunda (2,42), mobbingin iş stresi vasıtasıyla iş performansı üzerindeki dolaylı etkisi anlamlıdır ($b = 0,186,95\%CI[0,125,0,253]$). Yemek hizmetlerinin algılanan kalitesi orta seviyede olduğunda (3,28), mobbingin iş stresi vasıtasıyla iş performansı üzerindeki dolaylı etkisi anlamlıdır ($b = 0,114,95\%CI[0,055,0,178]$). Yemek hizmetlerinin algılanan kalitesi yüksek seviyede olduğunda (4,00) mobbingin iş stresi vasıtasıyla iş performansı üzerindeki dolaylı etkisi anlamlı değildir ($b = 0,054,95\%CI[-0,009,0,118]$). Yani; mobbingin iş stresi vasıtasıyla iş performansı üzerindeki dolaylı etkisi, yemek hizmetlerinin algılanan kalitesinin düşük ve orta düzeyde olduğunda daha yüksektir. Durumsal aracılık indeks değeri anlamlıdır ($b = -0,085,95\%CI[-0,010,-0,063]$). Bootstrap sonuçlarına göre durumsal aracılık indeksi anlamlı olduğundan H_3 desteklenmiştir.

4.TARTIŞMA

İşletmelerin başarılarının temelinde çalışan faktörü birincil derecede önemlidir. İşletmelerin kurulmasını sağlayan ve amaçları doğrultusunda harekete geçiren, insandır. Dolayısıyla çalışanların nitelikleri ne kadar fazla ise işletmelerin etkinliği de o derece artacaktır. Bu bağlamda mobbingin, iş stresinin, iş performansının ve iş yerindeki yemeklerin kaliteli olmasının çalışanlar ve işletmeler açısından son derece önemli olgular olduklarının vurgulanması gerekmektedir. Mevcut literatür incelendiğinde mobbing, iş stresi, iş performansı ile ilgili çok fazla çalışmanın yapıldığı görülmüştür. Fakat bu üç değişkenin birlikte araştırıldığı araştırma sayısı oldukça azdır. Yemek hizmetlerinin algılanan kalitesi değişkeni de incelemeye dahil edildiğinde dört değişkenin beraber ele alındığı başka bir araştırmaya rastlanmamıştır. Bu, dört değişkeni birlikte değerlendiren ilk çalışmadır.

İlk olarak bu çalışmada çalışanların mobbing algılarının, iş performanslarını iş stresleri aracılığıyla dolaylı olarak etkilediği sonucuna ulaşılmıştır. Demir ve Çavuş (2009)'ta mobbingin iş stresini etkilediği ve mobbingin kişisel performansı dolaylı olarak olumsuz yönde etkilediğini tespit etmiştir. Demir ve Çavuş (2009)'un bulguları

bu çalışmanın kişilerle kısmen desteklenmektedir. İkinci olarak çalışmada iş stresinin, iş performansı üzerindeki etkisinde yemek hizmetlerinin algılanan kalitesinin düzenleyici etkisi olduğu belirlenmiştir. Ayrıca mobbingin, iş stresi aracılığıyla iş performansı üzerindeki dolaylı etkisinde yemek hizmetlerinin algılanan kalitesinin düzenleyici bir etkisi olduğu ortaya konulmuştur. Bu bulgular çalışmanın ana katkısını oluşturmaktadır. Benzer olarak Türen ve Çamoğlu (2015) yemek hizmetlerinin algılanan kalitesinin iş performansını artırabileceğini vurgulamıştır.

SONUÇ

İş yaşamında stres ve mobbing çalışanların sağlığını ve performanslarını olumsuz etkileyerek işgücü kayıplarına neden olmaktadır. İşin niteliği, koşulları, yaş, cinsiyet, meslek, eğitim düzeyi gibi değişkenler iş stresi ve mobbing üzerinde etkiye sahip olabilmektedir. İş yerindeki stresin ve mobbingin nedenleri ile birlikte çalışanlara kalitesiz yemekler verildiğinde çalışanlar sağlık problemi yaşayabilirler. Ayrıca kalitesiz yemekler, çalışanların işe karşı bağlılıklarını azaltabilir. Türen ve Çomoğlu (2015)'na göre çalışanların herhangi bir sağlık sorunu yaşamamaları ve performanslarının artması için yemeklerin kalitesine, çeşitliliğine, yemek için ayrılan süreye, hijyene önem verilmelidir. Örneğin; Google şirketi çalışanlarına farklı kültürden çeşitli yemekler sunarak performanslarını artırmayı, streslerini azaltmayı amaçlamaktadır. İşletmelere, mutfak personeli alınırken insan kaynakları departmanının desteği ile işe alım yapmaları önerilmektedir. Çünkü insan kaynakları, çalışanların hem motivasyonlarından hem performanslarından sorumludur. Bu nedenle çalışanın olumsuz etkileyecek bir karar vermez. Çalışanların beslenmesinde bütün besin öğelerinin dengesi önemsenerak uygun beslenme programları oluşturulmalıdır. Hatta işletmelere Toplu Beslenme Yöneticisi veya Toplu Beslenme Ekibi'nin istihdamı sağlanabilir. Kaliteli beslenme konusunda işletmeler bilinçlendirilmelidir. İşyerinde çalışanların fiziksel ve psikolojik olarak sağlığını bozan her türlü olumsuz çalışma koşulları düzeltilmelidir. Çalışanlara yönelik toplu beslenmenin her adımında tüm süreç kaliteli olmalıdır. Aksi halde çalışanların memnuniyetsizliği, moral bozukluğu, stres, verimsizlik, performans düşüşü ve sonuç olarak işletmenin başarısızlığı kaçınılmazdır.

Bu çalışma sınırlılıklara sahiptir. Tek bir şirketin mavi yakalı çalışanlarına anket yolu ile ulaşılmıştır. Gelecekte benzer çalışma beyaz yakalı personel ile yapılabilir. Birden fazla şirket araştırmaya dahil edilebilir ve sonuçlar kıyaslanabilir.

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Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	Emine KAMBUR
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Emine KAMBUR
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Emine KAMBUR
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Emine KAMBUR
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Emine KAMBUR