

Çalışanların Örgütlerde Yaşadıkları Mobbing ve Rol Belirsizliğinin, Örgüt Kültürü ve Örgütsel Vatandaşlık Davranışı Üzerindeki Etkilerinin İncelenmesi

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ÖZ

Mobbing, çalışanın işyerinde psikolojik olarak şiddete maruz kalması, yani fiziksel şiddet olmadan, çalışanların stres, tükenmişlik, işten ayrılma niyeti yaşaması ve intihara kadar çeşitli olumsuz durumlara yol açabilme durumudur. Rol belirsizliği yaşayan çalışanlar örgütlerinde herhangi bir olumsuz durumla karşılaşmadığında, çalışanların tutum ve davranışları olumlu yönde olmaktadır. Ancak rol belirsizliğinin baskısı altında kalan çalışanlar da örgütten ayrılma isteği oluşmaktadır. Örgütlerinden memnun olan çalışanların, örgütsel vatandaşlığı benimsedikleri, planlama ve problem çözme gibi kurumsal yeteneklerini geliştirebildikleri görülmektedir. Ayrıca örgütsel vatandaşlık davranışının olduğu örgütlerde paydaşlara daha yüksek hizmet kalitesi sağlanabilmektedir. Araştırmanın amacı kapsamında 360 çalışan ile anket çalışması yürütülmüştür. Analizler IBM SPSS 25 İstatistik Paket Programı ve AMOS kullanılarak yapılmıştır. Değişkenler arasındaki ilişkilerin incelenmesinde korelasyon analizi; hipotezlerin test edilmesinde regresyon analizi yapılmıştır. Araştırma modeli kapsamında üretim sektöründe çalışanların psikolojik şiddet ve rol belirsizliği yaşadığı durumların örgüt kültürüne ve örgütsel vatandaşlık davranışına etkileri incelenmiştir. Analizler sonucunda, çalışanların mobbing yaşaması durumunda örgüt kültürü ve örgütsel vatandaşlık davranışının olumsuz yönde etkilendiği; ancak çalışanların rol belirsizliği yaşaması durumunda örgütsel vatandaşlık ve örgüt kültürünün olumlu yönde etkilendiği belirlenmiştir.

Anahtar Kelimeler: Mobbing, Rol belirsizliği, Örgütsel Vatandaşlık Davranışı, Örgüt Kültürü.

JEL: M120, M540, M510

Examining the Effects of Mobbing and Role Uncertainty on Organizational Culture and Organizational Citizenship Behavior

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ABSTRACT

Mobbing is the state where the employee is subjected to psychological violence in the workplace, that is, without physical violence, the stress, burnout, intention to quit, and suicide. Role uncertainty, When employees do not encounter any negative attitudes and behaviors, employees' attitudes and behaviors reflect positively to the organizations. However, only employees who are under the pressure of role ambiguity also desire to leave the organization. In addition, higher service quality can be provided to stakeholders in organizations with organizational citizenship behavior. Within the scope of the aim of the research, a survey was conducted with 360 employees. The analyzes were performed using IBM SPSS 25 Statistical Package Program and AMOS. Correlation analysis; regression analysis was used to test hypotheses. Within the scope of the research model, the effects of production workers on organizational culture and organizational citizenship behavior are examined in cases of psychological violence and role uncertainty. As a result of the analyzes, organizational culture and organizational citizenship are negatively affected if employees experience mobbing. However, organizational citizenship and organizational culture are positively affected if employees experience role uncertainty.

Keywords: Mobbing, Role Ambiguity, Organizational Citizenship Behavior, Organization Culture

JEL: M120, M540, M510

1. INTRODUCTION

Mobbing is defined as workplace bullying in the work environment. While defining the concept of mobbing, it has been found that it is used together with the concepts of harassment and bullying (Einarsen et al., 2010; Hershcovis, 2011). Since mobbing is done through humiliation and intimidation, abuse of people's sensuality is seen as bullying (Davenport et al., 2002). Mobbing is the psychological exposure of the employee to the workplace, that is, it does not involve physical violence, but can lead to a variety of negative situations, including stress, burnout, intention to quit and suicide. Psychological violence is a repetitive and undesirable, destructive and threatening employee's health and economic condition, but also threatens the capabilities and independence of employees without gender discrimination (Namie, 2003). Since role ambiguity is seen to be higher in organizations with complexity (Tubre & Collins, 2000), complex tasks are perceived as compelling by individuals, and difficulty leads to role ambiguity. Individuals who are aware of themselves do not experience uncertainty in the roles they are assigned (Allen & Shaw, 2009). Role uncertainty is higher in institutions where communication is not strong (Wright & Millesen, 2008). Receiving feedback prevents employees from experiencing role uncertainty so that employees understand whether they are meeting their desired goals (Wright & Millesen, 2008; Schulz & Auld, 2006). Since the motivational status of individuals also has an impact on their roles, role ambiguity is related to the individual's efforts to determine whether the individual understands his or her work and how much it is affected (Brown & Peterson, 1993). Can give importance to organizational citizenship behavior in order to be more effective in contemporary organizations (Kim et al., 2013; Marinova et al., 2010). With the adoption of organizational citizenship behavior in organizations, the procedures adopted by the organization are tried to be protected. In organizations with organizational citizenship, the tendency to help each other among the employees increases, teamwork and work processes become more efficient and a harmonious organizational structure is formed. Within the scope of the research model, how psychological perceptions of violence (mobbing) and role uncertainty are reflected in the behaviors and attitudes of employees and how this situation affects organizational citizenship behavior are examined.

2. LITERATURE REVIEW

2.1 Mobbing

Mobbing is psychological violence applied to employees in their organizations. In other words, mobbing is defined as negative, inappropriate and unreasonable behaviors on the employee (Einarsen et al., 2010; Saunders et al., 2007). Leymann (1996) is the first person who uses the concept of mobbing and examines adult behavior in working life. Leymann defines mobbing as "hostile" and "unethical" communication systematically carried out by one or more people. In this process, the person is vulnerable. These actions occur very often (often once a week) and last for a long time (at least six months). It causes psychological, psychosomatic and social destruction in those exposed to these protracted and systematic hostile actions. Before Leymann, no one noticed and defined such actions in the work environment. For this reason, Leymann's work on mobbing has become the basis for research on mobbing around the world (Leymann, 1996). It is necessary to avoid the development and maintenance of mobbing in the working environment in order to decrease the turnover rates of the employees and increase the performance (Wheeler et al., 2010). In the study conducted by Keashly and Harvey (2006), it is stated that employees exposed to mobbing are continuously treated negatively (Keashly & Harvey, 2006). The level of mobbing may vary from institution to institution (Zapf et al., 2011; Lewis & Gunn, 2007). Once in organizations, if mobbing occurs, the situation of mobbing repeated over time increases (Caponecchia & Wyatt, 2009). Mobbing is reported to be largely experienced among individuals in the working environment (Agervold, 2007). Employees leave their ability to defend themselves in the background of unfavorable and unfavorable situations, and if they continue to be treated negatively, their violence increases in their mobbing (Branch et al., 2008; Lamertz & Aquino, 2004). The most important reasons for leaving defense skills behind are the lack of alternative job opportunities, lack of new job search situations, and family and economic reasons. Generally, mobbing is not differentiated from forms of harassment (Davenport et al., 2002), but is considered part of environmental, situational, and personal factors that affect workers, which can cause workplace

violence (Di Martino & Chappell, 2000). For these reasons, the effect of Mobbing on Role Uncertainty, Organizational Citizenship Behavior, and Organizational Culture is investigated within the scope of the research model.

2.2 Role Ambiguity

Roles determine expected behaviors in the positions of employees in a particular group (Podsakoff et al., 2009). Role ambiguity is the lack of full resources for the individual to perform his/her duties (Sakires et al., 2009). Another definition is that the employee does not know the work clearly (Örtqvist & Wincent, 2006). Role ambiguity occurs when there is no clarity in the person's position in the job, or when the worker cannot learn the operations correctly. Role uncertainty arises if the employee does not have sufficient information about his/her job position, does not know the requirements of the position he/she works for, does not have knowledge about the responsibilities of his/her colleagues and himself/herself and lacks information about the external environment of the organization (Singh et al., 2012). In the organization, if the employee does not have the information related to this task as a result of promotion and empowerment in a higher position, role uncertainty may occur. The role of the individual is not knowing exactly what the duties of his/her role are, not being able to turn his/her task into behavior as desired due to reasons such as not being informed clearly of the limits of his/her duties and role uncertainties that may occur in the enterprise. Role uncertainty arises from performance of individuals in their work, performance outside of work, and performance results (Zhou et al., 2016). In the researches, it is emphasized that role uncertainty is negatively related to wages, satisfaction and performance of individuals (Doherty & Hoyer, 2011; Sakires et al., 2009). Another research showed that as the role uncertainty increases, the intention to quit of the employee also increases (Baroudi, 1985). When working people receive insufficient information about their responsibilities (Singh et al., 2012), they may be concerned about success. Role ambiguity negatively affects organizational citizenship behavior and individual motivation. As a result of the role uncertainty, the employees have negative attitude towards working conditions and that leads increasing of the feeling of burnout and intention to quit (Hobfoll et al., 2000; Demir, 2011; Ece, 2019; Han et al., 2015). When tasks are not fully defined (Quinn et al., 2012), employees feel tired (Schmidt et al., 2014). Role ambiguity is recognized as a major cause of organizational citizenship behavior. Role ambiguity weakens organizational citizenship behavior (Trépanier et al., 2013). In order to ensure organizational peace, organizational citizenship behavior needs to be strengthened (Curran & Prottas, 2017). In this study, the effects of role uncertainty on organizational culture and organizational citizenship behavior are examined.

2.3 Organization Culture

Many researchers define organizational culture as a set of values, beliefs, perceptions, assumptions, rules of conduct, practices, procedures, rituals, and symbols that typically define the way an organization does business (Ravasi & Schultz, 2006; Xiaoming & Junchen, 2012; Ghosh & Srivastava, 2014; Nguyen & Aoyama, 2014). Schein (2010) argues that organizational culture includes a range of structures, routines, rules and norms that direct or limit behavior. Kumar (2016) argues that organizational culture motivates employees for creativity, responds to consumer needs by providing quality products or customer service, and helps organizations face global competition. Companies that adopt organizational culture need various skills and abilities to produce, use and achieve knowledge (Garvin, 1993). Organizational culture, which distinguishes and distinguishes organizations from other organizations, is the traces left by previous employees and managers as well as the history of the organization. The values that organizations carry from the past are the elements that emerge through the preservation of some established values and beliefs as a result of the change in the historical process with the effect of sectoral and social developments. These elements help to recognize the organization (Erdem et al., 2010). Companies adopt the organization of individual and group learning and ensure the continuity of organizational development (Watkins & Marsick, 1993). Organizational culture supports individual communication, collaboration, goals, passions and development. The development of organizational culture contributes to the responsibility and personal development of individuals. In order to increase the sense of belonging of the employees, the cultural values they produce, except the work and responsibilities they have, which enable organizations to express themselves as institutional ones, are

extremely important. These values will also contribute to the recognition of the organization. The importance of this concept is even more important for the organizations that constitute their cultural values from their historical background. In general, organizational culture is the whole that enables the establishment of corporate identity by establishing the values that the institutions bring from their historical backgrounds to define the organization (Örücü & Ayhan, 2001). Within the scope of the research model, the effects of mobbing and role uncertainty on organizational culture are examined.

2.4 Organizational Citizenship Behaviour

Organizational citizenship behavior is a concept that is related to different variables such as effectiveness, productivity, labor turnover, low cost, employee satisfaction and employee performance. In particular, researches aiming at increasing organizational effectiveness include the concepts of organizational commitment, job satisfaction, motivation and organizational justice as well as the concept of organizational citizenship; the attitudes of the employees are examined closely and important analyzes are made on the subject (Karam & Kwantes, 2011). The concept of organizational citizenship behavior has become a popular research topic in industrial/organizational psychology and management (Farrell & Finkelstein, 2007; Lin, 2008; Chiaburu et al., 2011). Organizational citizenship behavior provides benefits to institutions in some cases and benefits to individuals in others (Williams & Anderson, 1991). Where it benefits the persons in the organization (Hu & Liden, 2013); It has an important effect on the formation of an environment of sacrifice and courtesy (Organ, 1988), strengthening the communication between the working individuals (Van Scotter & Motowidlo, 1996), the cooperation of the employees (Borman & Motowidlo, 1993), and the peaceful and harmonious working of the individuals in the working environment (Farh et al., 1997). Apart from the timely arrival and fulfillment of the tasks assigned to the employees, their organizations need to support change in order to ensure the efficiency and quality, to share information about the work with their colleagues and to provide a peaceful working environment (Ng & Van Dyne, 2005). The organizational citizenship behavior of the employee is to give value to the organization and to make efforts for it, without any coercion, coming from within itself (Liao & Rupp, 2005). Generally, organizational citizenship behavior provides benefits such as citizenship virtue and conscience (Organ, 1988), organizational loyalty (Graham, 1991), teamwork and support (Borman & Motowidlo, 1993), protection of the organization (George & Jones, 1997) for employees (Yang et al., 2007). A distinction is made between organizational citizenship behavior, commitment to employee behavior, or employees' challenge to the organization (Song et al., 2012). In cases related to employee behavior, in terms of strengthening and protecting employees' relations with their colleagues; It is seen that they have intentions such as helping behavior (Naumann & Ehrhart, 2011), sacrifice (Snape & Redman, 2010) and courtesy (Liao, 2002). Organizational citizenship behavior is also adversely affected, as the relationship between employees is impaired in challenging situations (Tangirala & Ramanujam, 2012). Within the scope of the research model, the effects of mobbing and role uncertainty on organizational citizenship behavior are examined.

3. METHODOLOGY

Within the scope of the aim of the research, a survey was conducted with 360 employees. The analyzes were performed using the IBM SPSS 25 Statistical Package Program and AMOS. Factor analysis and reliability analysis were applied to the questions using Likert scale. The results of factor analysis were checked by confirmatory factor analysis in AMOS. Correlation analysis; regression analysis was used to test hypotheses. The questionnaire consists of two parts. The first part included the questions related to the participants' demographic information and their job. The second part of the questionnaire consists of the scales which is measure the perception of psychological violence (mobbing), role uncertainty, organizational citizenship behavior and organizational culture. *Mobbing Scale* was adapted from the scales prepared by Leymann (1996), Aydın and Öcel (2009), Einarsen and Raknes (1997), Einarsen and others (2009). *Role Ambiguity scale* was adapted from the scales prepared by Rizzo et al. (1970), Eriguc (1994). *Organizational Citizenship Behavior Scale* was adapted from the scales prepared by Gürel (2012), Vandenberg et al. (2005), Organ et. al. (2006). *Organizational Culture scale* was adapted from the scales prepared by Cameron and Quinn (2011), Çakır (2017), Leblebici (2016), Tanrıöğen (2013), Oran (2016). The scales used a 5-point Likert scale ranging from strongly disagree to strongly agree. The

scale was applied to 360 white collar employees working in different departments of the companies. 73% of the white-collar respondents who answered the questionnaire were male and 27% were female. 148 (37%) of the participants were in the 17-27 age group; 199 (49.7%) were in the 28-40 age group. The number of managers over the age of 41 was 53 (13.3%). 280 (65.3%) of the respondents were university graduates; 80 (20%) have masters degrees. When the level of achievement of the goals determined by the employees individually examined; 34 participants stated that their level of achievement of the goals were very low, 57 participants stated that their level of achievement of the goals were low. 117 participants indicated that their level of achievement of the goals were medium, 106 participants reported that their level of achievement of the goals were high, 46 participants stated that their level of achievement of the goals very high.

3.1 Research Goal

The research was carried out on white collar workers working in companies operating in production sector. Mobbing and Role Uncertainty were taken as independent variables and Organizational Citizenship Behavior and Organizational Culture variables were taken as dependent variables. The reason for choosing the production sector and white collar for the research is to investigate the reactions of the employees to the situations in the organization in an environment where competition and working conditions are quite intense.

3.2 Research Framework

Based on the literature review, the data was analyzed to determine the relationship between statistical concepts due to a quantitative approach. In a quantitative study, one or more independent variables are used to judge the effects on dependent variables (Thomas et al., 2015).

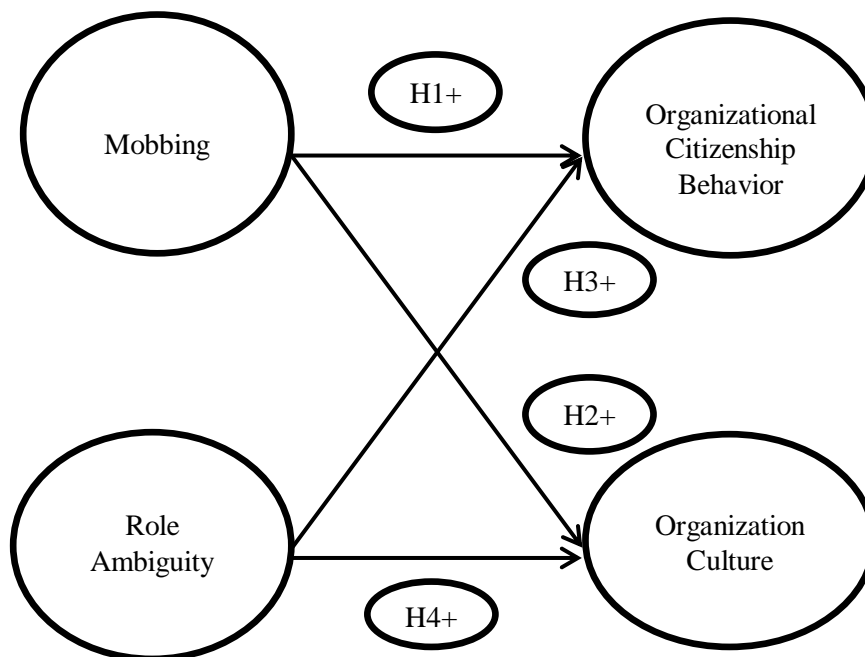


Figure 1. Research Model

Based on the aforementioned studies, the following hypotheses have been formed:

H1: Mobbing applied to employees in organizations has a negative effect on organizational citizenship behavior.

H2: Mobbing applied to employees in organizations has a negative effect on organizational culture.

H3: The Role uncertainty experienced by employees has a positive effect on organizational citizenship behavior.

H4: The Role uncertainty experienced by employees in organizations has a positive effect on organizational culture.

3.3 Analysis

Factor analysis was conducted to investigate the construct validity of the scales representing the variables used in the study. It is defined as a multivariate statistical method that aims to discover a few unrelated but significant new variables by bringing together the variables under investigation in the research model (Büyükoztürk, 2005). Kaiser-Meyer Olkin (KMO) sample suitability test and Bartlett's sphericity test were used to determine whether the data obtained from the pre-application were suitable for factor analysis, and the anti-image correlation matrix was used to determine whether the data obtained from the pre-application were suitable for factor analysis. Also diagonal values are examined.

For the factor analysis of SPSS 25 program, Kaiser Mayer Olkin (KMO) and Bartlett's Test value was found to be .922. While this value shows that the data is suitable for analysis (Tavşancıl, 2002), the sig value of .000 (sig <0.05) is also suitable for factor analysis, Chi-Square value is significant and the data is multivariate. It shows that it comes from the normal distribution. In the study, variables prepared according to 5-point Likert scale were measured with a 36-question questionnaire. Correlation analysis; One-to-one relationships between mobbing, role uncertainty, organizational citizenship behavior and organizational culture are discussed. As a result of factor analysis, 9 questions were excluded from the scale because they did not show factor distribution and decreased reliability to different factors. The remaining 27 questions were divided into 4 factors. Principal component analysis was used in factor analysis method. Variables subjected to factor analysis with factor loads are shown in table 1:

Table 1. Rotated Component Matrix^a

	Rotated Component Matrix ^a			
	Component 1	2	3	4
PSA10. There are situations where I have been deliberately left alone at work.	.832			
PSA9. There are situations where I'm excluded at work.	.825			
PSA5. My work is evaluated in a condescending manner.	.821			
PSA4. My work is judged wrongly.	.810			
PSA3. There are situations where I am prevented from expressing my ideas.	.772			
PSA2. There are situations where my presence is ignored.	.766			
PSA6. Because of the psychological pressures I've experienced, my sleep pattern is disrupted.	.717			
PSA8. Pointless, jobs I can't raise are given.	.655			
PSA1. Even if I finish my work on time, I will be deliberately criticized.	.635			
OK4. There is a strong communication between the employees in the institution I work for.		.819		
OK5. Employees are encouraged to work in a team spirit.		.817		
OK7. In our organization, employees are committed to protecting the organization.		.816		
OK8. In our organization, employees nurture a sense of loyalty and trust towards each other.		.811		
OK3. In the institution I work with, the decision making approach is taken as a basis with the employees.		.787		

OK6. The procedures and practices in my institution are well known by everyone.	.781
OK2. New approaches and ideas are encouraged in my institution.	.733
OVD6. I try not to make matters bigger than they are.	.745
OVD5. I refrain from complaining about minor issues.	.740
OVD4. I try to do the best I can when I have a problem.	.719
OVD3. I volunteer to help those with work problems.	.666
OVD8. In the business environment, I try to look at positive aspects rather than negative aspects of events.	.619
OVD7. I don't try to look for a mistake when the agency does.	.533
RB1. I always understand what's being asked of me.	.781
RB2. I'm sure I managed my time right.	.775
RB3. I know how competent I am about my job.	.748
RB5. I am fully aware of what my responsibilities are for my business.	.718
RB6. I have clear responsibilities to do with my work.	.645

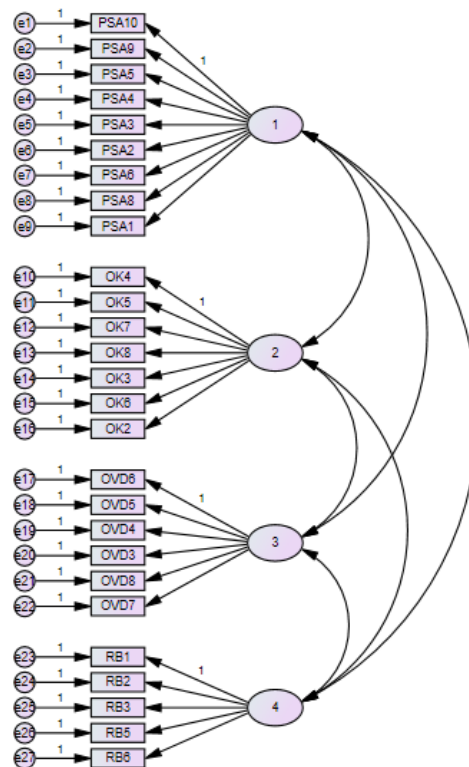
Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

PSA: Perception of Psychological Violence (Mobbing), RB: Role Ambiguity, OVD: Organizational Citizenship Behavior, OK: Organization Culture

Confirmatory Factor Analysis; It is used to identify statistical analyzes in research models that represent multiple variables and include more than one measured or observed variable (Özdamar, 2013).



PSA: Perception of Psychological Violence (Mobbing), RB: Role ambiguity, OVD: Organizational Citizenship Behavior, OK: Organization Culture

Figure 2. Confirmatory Factor Analysis

In AMOS, the accepted values for confirmatory factor analysis are the most favorable values in model fit; GFI, CFI, NFI, IFI and RMSEA (İlhan & Çetin, 2014). When the values in Model Fit are considered, they are in accordance with the research model; $X^2/df=3.451<5$, $0.85<GFI=0.874$, $0.90<IFI=0.916$, $0.90<NFI=0.912$, $0.90<CFI=0.919$, $RMSEA=0.060<0.070$. For this reason, the validity of the 4-factor structure revealed by exploratory factor analysis in SPSS 25 Statistical program was also confirmed by confirmatory factor analysis in AMOS. After the confirmatory and explanatory factor analysis, the reliability analysis is performed in order to measure the internal consistency of the questions representing the variables. According to the research conducted by Nunnally in 1978, it is seen that the Cronbach's alpha coefficient is 0.70 and above especially in the studies conducted in the field of social sciences (Nunnally, 1978; Hair et al., 2000).

When the literature is examined, it is seen that reliability of scale development studies is examined before validity. This is because an unreliable scale cannot be valid. For this reason, there is no need to make validity studies for a scale whose reliability is not provided (Çelik & Bindak, 2005). Therefore, the prepared statements should be examined in terms of their coherence, stability and the ability to observe the desired responses without arousing the unwanted reactions to be observed. For this purpose, item or scale scores are taken as basis in the item selection process (Draft Analysis) among the draft items (Bozdoğan & Öztürk, 2008). In the present study, the reliability of the scale was examined by item analysis and item analysis based on the difference of the upset group mean scores and item analysis based on correlation were used. The results of the reliability analysis showed that the Cronbach Alpha values of the scales were between 80%- 94% (see Table 2).

Table 2. Reliability Analysis

Variables	Number of Questions	Cronbach Alfa (α) Values
Mobbing	9	.931
Role Ambiguity	5	.821
Organizational Citizenship Behavior	6	.805
Organization Culture	7	.944

The reason for using statistics in research articles; In order to carry out analyzes within the scope of a specific research model, firstly, it is important to collect data, to classify the collected data according to the content of the subject, to interpret it after the classification, in other words, to translate the collected data into a comprehensible language (Johnson, 2005). The most important feature of descriptive statistics is that it is necessary to summarize and present the data after analysis.

Correlation analysis is used to test, interpret and explain the degree, strength and direction of the interrelationships between variables within the scope of the research model (Alpar, 2011; Kalaycı, 2006).

Correlation analysis is used to explain the relationships between the variables and to interpret the relationships between them statistically. For the correlation analysis between the variables, analyzes and interpretations are made between -1 and +1 values. The values of the variables indicate the direction and degree of the relationship between them (Ural & Kılıç, 2013). It can be explained that there is a negative relationship if one of the variables decreases and the other increases or one of the variables decreases. If there is a coefficient of "0", it is stated that there is no relationship between the variables (Kalaycı, 2010). Pearson correlation coefficient, which is frequently used to explain the relationships between variables, was used in this study.

Table 3. Correlations

		Correlations			
		Mobbing	Role ambiguity	Organizational Citizenship Behavior	Organization Culture
Mobbing	Pearson Correlation	1	-.260**	-.301**	-.614**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	360	360	360	360
Role ambiguity	Pearson Correlation	-.260**	1	.453**	.204**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	360	360	360	360
Organizational Citizenship Behavior	Pearson Correlation	-.301**	.453**	1	.393**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	360	360	360	360
Organization Culture	Pearson Correlation	-.614**	.204**	.393**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	360	360	360	360

** . Correlation is significant at the 0.001 level (2-tailed).

Correlation analysis; One-to-one relationships between mobbing, role uncertainty, organizational citizenship behavior and organizational culture are discussed. As mentioned earlier, so far analyzes (factor analysis, reliability analysis, descriptive analysis) were conducted on 360 questionnaires obtained from institutions.

The results of the correlation analysis showed that the perception of psychological violence (mobbing) was negatively related with the other variables. According to these results it can be said that the perception of psychological violence (mobbing) experienced by the employees in the organizations causes the employees to have negative thoughts against their organizations.

The results of the regression analysis to test the hypotheses are shown in the Table 4:

Table 4. The results of regression analysis and the supported status of the hypotheses

Hypotheses	Standard β	Sig.	t	Durbin-Watson	Supported / Not Supported	Significance Level (Sig.)
H1: Mobbing applied to employees in organizations has a negative effect on organizational citizenship behavior.	-.301***	0.000	-6.143	1.933	It was supported	$P < 0.001$
H2: Mobbing applied to employees in organizations has a negative effect on organizational culture.	-.614***	0.000	-15.122	1.972	It was supported	$P < 0.001$
H3: The Role uncertainty experienced by employees has a	.453***	0.000	9.879	1.941	It was supported	$P < 0.001$

positive effect on organizational citizenship behavior.

H4: The Role uncertainty experienced by employees in organizations has a positive effect on organizational culture.	.204***	0.000	4.050	2.054	It was supported	P <0.001
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*: p <0.05

** :p<0.01

***:p<0.001

Confidence intervals of regression coefficients and regression analysis are shown in Table 5.

Table 5. Confidence intervals

	One-Sample Test					
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mobbing	41.037	360	0.000	2.24386	2.1363	2.3514
Role uncertainty	106.322	360	0.000	4.12158	4.0454	4.1978
organizational citizenship behavior	117.450	360	0.000	4.15263	4.0831	4.2222
organizational culture	60.687	360	0.000	3.40150	3.2913	3.5117

As a result of regression analysis, it was determined that psychological violence perception (mobbing) has negative effect on organizational citizenship behavior and organizational culture. Another result showed that the role uncertainty experienced by employees has positive effect on organizational citizenship behavior and organizational culture. Hypotheses established between variables were supported by regression analysis.

4. DISCUSSION

Importance of organizational citizenship behavior; The reason for this is that the employees avoid each minor conflict in the organization, that the employees help each other, that the employees voluntarily want to work for their organizations and that the employees participate in organizational activities and participate in extra role behaviors (Robbins, 2001). In case organizational citizenship is achieved, the loyalty of employees to their organizations will also increase and thus their intention to leave will begin to disappear. Individuals are exposed to role uncertainty when they lack sufficient information about their responsibilities and when they do not have enough information about what they can do to fulfill their responsibilities (Srikanth & Jomon, 2013). According to Lyons (1971), role ambiguity is the result of the lack of sufficient information about its role due to the lack of clear definition of the expectations of the role liable and the limited access to information (Rogers & Molnar, 1976). Organization culture; the formation of the behaviors of individuals in organizations, the emergence of norms, roles, routines and structures in guiding other individuals (Schein, 2004). In addition to management practices, organizational culture has become one of the most important subjects of academic research in

organizational theories. Since the mobbing that may occur within the organization will feed the thoughts of the employees negatively, an increase in the intention to quit will occur. Robbins (2001)'s research, organizational citizenship in organizational structures, teamwork, that avoid unnecessary conflicts of employees, employees between each other and feed each other, it is important to volunteer to deal with an extra workload, respect for the rules and procedures of the organization, emphasized that there is a working environment. Therefore, it is seen that employees who have adopted organizational citizenship can develop their organizational skills such as planning and problem solving in organizations. Therefore, it is seen that employees who have adopted organizational citizenship can develop their organizational skills such as planning and problem solving in organizations. Also, higher service quality can be provided to stakeholders in organizations with organizational citizenship behavior. Organizations that pioneer in promoting organizational citizenship behavior can have the chance to hire the best staff, as it provides an attractive workplace for both employees and candidates who want to work (Organ & Ryan, 1995; MacKenzie et al., 1991). In the literature survey, researchers identified various factors that affect organizational citizenship behavior. Among them, job attitudes, interpersonal trust, job description, organizational justice (Tepper & Taylor, 2003), organizational support (Chen et al., 2005), internal work (Lee et al., 2004), job satisfaction (MacKenzie et al. 1998), perceptions of justice (Farh et al., 2004), organizational commitment (Williams & Anderson, 1991) and organizational culture. As it is seen in the researches, as a result of feeding employees with positive attitudes and behaviors in the organization, they show positive attitude and behavior towards employees in their organizations.

5. CONCLUSIONS

The acquisition of organizational culture and organizational citizenship behavior is important for the performance of organizations. Following the participation of the employees in the organization, organizational values, training, consultancy, interaction, participation in organizational activities, organizational issues and problems are followed and procedures and rules are followed (Suar & Khuntia, 2010). Thus, the organizational culture is transmitted to the newcomers and the organization wants to continue this culture in continuity. However, the presence of negative situations is higher in organizational cultures where organizational culture does not occur or where there are negative conditions for employees. In organizations with organizational citizenship behavior, as employees agree on a range of common values and practices, there is a wide range of cultural sharing, and as organizational commitment increases, organizational culture is adopted among employees (Gordon & DiTomaso, 1992; Kotter & Heskett, 1992; O'Reilly, 1989). When the findings obtained from the research are analyzed, it is seen that the adoption of organizational culture and organizational citizenship behaviors of the employees working in organizations with psychological violence perception (mobbing) are negative. In contrast to negative attitudes and behaviors, employees defend themselves with negative attitudes and behaviors. However, there is not any negative situation in the employees who only have role uncertainty. Employees who have ambiguity within the organization do not approach organizational citizenship behavior and organizational culture negatively. This applies to employees who do not encounter negative attitudes and behaviors, but whose work is not fully clear. Because negative attitudes and behaviors of employees are required to show negative attitudes and behaviors to them. Organ (1988) defines organizational citizenship behavior as behaviors that are not part of official organizational roles but affect the performance of the organization. These extra role behaviors are the opposite of behaviors known as in-role behaviors. In-role behaviors are the work-related behaviors of the employees described in their job descriptions and official responsibilities. The important thing is that the employees do not encounter any violence in the organization. In case of violence, employees defend themselves and start to have negative thoughts about the organization. In the context of the research model, in the case of psychological violence, employees' reactions are negative, while negative thoughts do not occur only in employees who fall into role uncertainty without experiencing any violence. This shows the importance that employees attach to peace and trust in terms of the conditions and opportunities offered to them.

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