

## Araştırma Makalesi

# THE IMPACT OF MOBBING ON EMPLOYEE SATISFACTION: A CASE STUDY IN THE SERVICE SECTOR

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**Abstract:** This study seeks to investigate the impact of mobbing practices on employee satisfaction among individuals employed in the service sector in Azerbaijan. This quantitative study polled 351 employees to examine the impact of four primary mobbing sub-factors—attacks on self-assertion and communication, attacks on social ties, attacks on reputation, and attacks on professional status—on employee satisfaction. Simple linear regression studies indicated that each form of mobbing had a negative and statistically significant impact on employee satisfaction. We determined that attacks on professional status had the most significant impact on satisfaction. The findings indicate that employees are predominantly content with their work environment; yet, instances of mobbing behaviors are occasionally encountered in certain aspects of communication and social interactions. The study highlights the need for careful and organized plans to tackle mobbing at both the personal and company levels, offering practical advice for creating rules, handling complaints, and improving leadership methods. Mitigating the adverse impacts of mobbing on employee satisfaction is essential for workplace productivity and organizational viability.

**Keywords:** Mobbing, Psychological Harassment, Employee Satisfaction, Service Industry

## MOBBİNGİN ÇALIŞAN MEMNUNİYETİ ÜZERİNDEKİ ETKİSİ: HİZMET SEKTÖRÜNDE BİR VAKA ÇALIŞMASI

**Öz:** Bu çalışma, Azerbaycan'da hizmet sektöründe çalışan bireyler arasında mobbing uygulamalarının çalışan memnuniyeti üzerindeki etkisini araştırmayı amaçlamaktadır. Bu nicel çalışmada, dört temel mobbing alt faktörünün (kendini kanıtlama ve iletişime yönelik saldırılar, sosyal bağlara yönelik saldırılar, itibara yönelik saldırılar ve mesleki statüye yönelik saldırılar) çalışan memnuniyeti üzerindeki etkisini incelemek için 351 çalışanla anket yapılmıştır. Basit doğrusal regresyon çalışmaları, her bir mobbing türünün çalışan memnuniyeti üzerinde negatif ve istatistiksel olarak anlamlı bir etkiye sahip olduğunu göstermiştir. Mesleki statüye yönelik saldırıların memnuniyet üzerinde en önemli etkiye sahip olduğu tespit edilmiştir. Bulgular, çalışanların ağırlıklı olarak çalışma ortamlarından memnun olduklarını, ancak iletişim ve sosyal etkileşimlerin belirli yönlerinde zaman zaman mobbing davranışlarına rastlandığını göstermektedir. Çalışma hem kişisel hem de şirket düzeyinde mobbing ile mücadele etmek için dikkatli ve organize planlara duyulan ihtiyacı vurgulamakta ve kurallar oluşturmak, şikayetleri ele almak ve liderlik yöntemlerini geliştirmek için pratik tavsiyeler sunmaktadır. Mobbingin çalışan memnuniyeti üzerindeki olumsuz etkilerinin azaltılması, işyeri verimliliği ve organizasyonun yaşayabilirliği için elzemdir.

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**Anahtar Kelimeler:** Mobbing, Psikolojik Taciz, Çalışan Memnuniyeti, Hizmet Sektörü

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## 1. INTRODUCTION

The work environment, characterized by intense interpersonal interactions, relies not only on production but also on the psychological welfare of employees. In this perspective, mobbing, a significant issue that has garnered attention recently, is regarded as a form of psychological aggression that is more prevalent in workplace situations. Throughout history, psychological coercion and emotional degradation have supplanted physical violence, and mobbing has emerged as a covert menace in contemporary corporate environments. Mobbing, regarded as a significant issue in the workplace following sexual harassment, can adversely impact both individual mental health and organizational productivity.

Mobbing is a phenomenon when individuals are consistently subjected to adverse behaviors in the workplace, leading to significant deterioration in job satisfaction,

motivation, performance, and overall contentment over time. Such activities jeopardize the psychological well-being of the individual and undermine the organizational climate by fostering a network of toxic relationships within the workplace. Given the structure of the service sector, which necessitates significant emotional work, mobbing results in more detrimental effects in this domain.

This study examines the correlation between mobbing encounters among service sector employees and the impact of these incidents on job satisfaction. The research seeks to delineate mobbing, identify its kinds, and investigate the underlying causes of its prevalence in the service industry, while also addressing the implications for employee satisfaction. Comprehending the implications of mobbing at both individual and organizational levels is essential for organizations to evaluate their human resources policies and cultivate a healthy work environment.

In this context, mobbing, a kind of psychological aggression in the workplace, is a complex phenomenon with significant repercussions at both the individual and organizational levels. Systematic psychological intimidation adversely impacts employees' emotional well-being, job performance, organizational dedication, and overall life satisfaction. This circumstance arises as a significant factor jeopardizing employee pleasure. Employee satisfaction reflects the psychological and physical contentment an individual gains from their employment and is a primary factor influencing organizational productivity, workplace dedication, and sustainable performance. Consequently, comprehending the impact of detrimental organizational behaviors, such as mobbing, on employee satisfaction is crucial for both the formulation of human resources policy and the establishment of a healthy organizational atmosphere. Particularly in the service sector, due to the intensity of emotional labor and the nature of business connections, the detrimental impact of mobbing on employees is more pronounced, potentially resulting in substantial declines in satisfaction levels. Therefore, improving workplace rules to prevent psychological harassment and creating thorough policies that focus on long-term employee satisfaction are crucial for protecting individual well-being and boosting how well organizations function.

## 2. RELATIONSHIP BETWEEN MOBBING AND EMPLOYEE SATISFACTION

Workplace mobbing is characterized as a type of psychological assault wherein individuals endure systematic, persistent, and deliberate emotional coercion, jeopardizing their professional livelihood. Psychological harassment in the workplace has multifaceted repercussions for victims, perpetrators, organizations, society, and the economy (Dalgaldere, 2021: 65). These effects are interconnected with elements that directly influence employee happiness.

Mobbing activities are associated with the victim's personal traits, the perpetrators' individual inclinations, and the decline in organizational structure. Personal variables, such as victims' susceptibility, diminished self-esteem, or failure to adhere to social standards, can render them targets (Yıldırım & Ekici, 2019: 25). Conversely, the personality disorders, power-seeking tendencies, or historical traumas of perpetrators may further exacerbate these behaviors (Dalgaldere, 2021: 66; Palabıyık, 2021: 46). Leymann (quoted in Palabıyık, 2021: 46) elucidates the acts of offenders through psychodynamic motivations, including the gratification of hatred, ennui, and the reinforcement of prejudice.

Another significant aspect of the mobbing phenomenon is organizational factors. Strict company structures, poor communication, unclear job roles, unclear management practices, and unfair performance reviews help mobbing to spread, either directly or indirectly. Inability to avert mobbing within the organization results in diminished job satisfaction, reduced employee loyalty, and a crisis of trust affecting both the victims and the organization as a whole (Tınaz, 2006: 18).

The impact of mobbing on employee satisfaction significantly alters an individual's impression of work. Individuals subjected to mobbing exhibit a decline in job interest,

diminished motivation, and emotional exhaustion (Şahin, 2015). This circumstance diminishes employee performance and leads to absenteeism, resignation, or disengagement (Akça & İrmış, 2006: 181; Tınaz, 2006; Tokat et al., 2011: 57). Additionally, the physical consequences of stress induced by mobbing are prevalent, including migraines, cardiovascular disorders, ulcers, asthma, and post-traumatic stress disorder (Palabıyık, 2021: 64).

At the organizational level, the adverse consequences of mobbing manifest as decreased productivity, heightened employee turnover, diminished team cohesion, and a decline in internal communication (Leymann, 1996; Tınaz, 2006: 18). Mobbing has been shown to hinder institutionalization processes, adversely affect organizational dedication, and erode consumer trust by tarnishing the organization's reputation (Palabıyık, 2021: 68). A study on public employees in the USA revealed that psychological harassment resulted in a loss of time and productivity amounting to 180 million dollars over a span of two years.

The traumas inflicted by mobbing impact not just individuals but also their surrounding environment, resulting in damage to the social fabric that is challenging to mend. The anger, isolation, and feelings of inadequacy experienced by victims of mobbing can directly impact familial relationships, social connections, and the psychological development of children (Tınaz, 2006b: 19). In this environment, children, identified as "silent victims" of bullying, are profoundly impacted by familial discord. Moreover, numerous studies have established that mobbing exerts detrimental consequences on the national economy; it imposes an economic burden through diminished productivity, attrition of skilled workers, and escalated health and legal expenses (Yıldırım & Ekici, 2019: 49).

Employee happiness is influenced by internal and external influences. The drivers of job satisfaction include an individual's personal traits, self-confidence, self-discipline, values, and emotional state (Polat, 2020: 245; Korkmaz & Erdoğan, 2014: 24). Simultaneously, external factors include working conditions, salary policies, career possibilities, job security, and management practices that significantly influence satisfaction levels (Kök & Çakıcı, 2016: 47). In this setting, equitable management, efficient communication, and a nurturing work atmosphere are essential for assuring employee happiness and eliminating harassment.

The correlation between mobbing and employee satisfaction exemplifies a significant paradox of contemporary work life. The pervasive occurrence of mobbing has evolved into a multifaceted issue that jeopardizes individual psychological well-being, professional productivity, and societal cohesion. Consequently, it is essential for firms to establish frameworks that emphasize both economic performance and the psychosocial well-being of employees for long-term sustainability (Akbaş & Karcıoğlu, 2010: 140; Tutar, 2015: 151).

### 3. IMPACT OF MOBBING ON INDIVIDUALS AND ORGANIZATIONS

The escalating competition, power conflicts, and repressive working circumstances in the corporate environment result in the prominence of mobbing behaviors and their normalization. Individuals subjected to mobbing experience significant impairment psychologically, physically, economically, and socially. The adverse impacts are not confined to the person; they also encompass wider domains such as institutional efficacy, workplace atmosphere, social framework, and the national economy (Akça and İrmış, 2006: 181).

Individuals subjected to mobbing typically endure health issues including severe stress, anxiety disorders, depression, burnout syndrome, and post-traumatic stress disorder, which culminate in diminished job performance, decreased workplace commitment, and frequently lead to absenteeism or resignation (Palabıyık, 2021: 64; Tınaz, 2006: 17). Simultaneously, these individuals demonstrate heightened retreat, deterioration of social connections, self-reproach, and sensations of worthlessness.

The impact of mobbing at the organizational level mostly pertains to economic and emotional domains. The increase in employee turnover, absenteeism, sick leave, and recruitment-training expenses due to mobbing leads to an inefficient allocation of organizational resources. The attrition of skilled personnel throughout this process represents a considerable impediment to long-term institutionalization (Tınaz, 2006: 18; Yıldırım & Ekici, 2019: 46). Moreover, impaired communication in the workplace, erosion of trust among team members, and diminished motivation undermine organizational commitment and adversely affect production (Dalgaldere, 2021: 71).

Frequent mobbing in institutions adversely impacts both victims and other employees. In the workplace, mobbing perpetrators foster a climate of discord, undermining collaboration and diminishing the effectiveness of other employees (Savaş, 2007). Employees who observe mobbing may cultivate a dread of experiencing such circumstances in the future, which markedly diminishes their trust and loyalty to the business (Tınaz, 2006b: 18).

Mobbing can adversely affect the external reputation of the organization. The litigation initiated by victims of mobbing, along with the adverse public view generated throughout this process, can result in the company losing clientele and tarnishing its brand reputation. Moreover, the financial liabilities arising from legal proceedings impose considerable economic strains on the enterprise (Palabıyık, 2021: 68).

The repercussions of mobbing extend beyond the individual and the business, also impacting society at large. Individuals subjected to mobbing experience deterioration in familial connections, which may adversely impact divorces, domestic violence, and the psychological development of children (Tınaz, 2006: 19). The socio-psychological harm inflicted by mobbing processes similarly jeopardizes societal cohesion.

The indirect economic repercussions of mobbing, including diminished productivity, employee turnover, elevated healthcare expenses, and legal costs, adversely impact the national economy. A study in the USA revealed that the economic cost of mobbing at the federal level surpasses 4 billion dollars (Yıldırım and Ekici, 2019: 49). This scenario illustrates that mobbing is not merely a human resources concern at the micro level but also a systemic issue impacting economic and social development at the macro level. These data demonstrate that workplace mobbing produces complex repercussions, necessitating prevention at individual, institutional, and societal levels. In this environment, establishing an effective plan to address mobbing is crucial for employee well-being, corporate success, and sustainable societal welfare.

#### 4. THE IMPACT OF BULLYING ON EMPLOYEE SATISFACTION

Mobbing is a systematic process of psychological coercion that individuals endure in the workplace, encompassing stages such as diagnosis, dissent, aggressiveness, the exertion of institutional authority, and eventually termination. This process has multifaceted impacts on employee satisfaction, both directly and indirectly (Kirel, 2008: 61).

The mobbing process induces psychological stress, depressive dispositions, and physical diseases at the person level, while at the organizational level, it results in adverse outcomes such as absenteeism, diminished job efficiency, elevated employee turnover, increased insurance expenses, and premature retirement. Furthermore, on a societal level, outcomes such as unemployment, the necessity for social aid, and the heightened economic obligations of the family arise (Kirel, 2008: 68).

Individuals experiencing workplace mobbing are typically responsible, diligent, loyal, and well-educated; however, they are at risk of deteriorating personal health and diminished professional productivity due to psychological strain (Gün, 2010: 38). Employees subjected to bullying encounter significant challenges, including alienation, powerlessness, diminished self-esteem, and psychological deterioration due to behaviors such as ridicule, intimidation, exclusion from responsibilities, and exposure to sexual or

physical harassment (Yener and Özdamar, 1990: 25). This circumstance has detrimental consequences on an individual's familial, social, and professional life in the long term.

Employee happiness is a complex phenomenon resulting from the interplay of human and environmental influences. At the individual level, internal characteristics including gender, age, educational attainment, personality traits, self-assurance, and emotional condition are significant determinants of employee satisfaction (Polat, 2020: 245; Korkmaz and Erdoğan, 2014: 24). Identifying a workplace that corresponds with their ideals or operates inside a favorable emotional atmosphere enhances their job satisfaction.

External factors, including physical working conditions, equitable wage policies, career advancement chances, managerial practices, work-life balance, and job security, directly influence employee happiness (Kök & Çakıcı, 2016: 47). Disregarding these elements or misrepresenting them to employees diminishes job satisfaction and adversely impacts organizational commitment.

In environments characterized by mobbing, employees experience insecurity, isolation, and exclusion. In corporate environments lacking enforceable written regulations, ineffective communication, and absent management equity, mobbing proliferates and organizational anomie emerges among employees (Akbaş, 2009: 67). The escalation of mobbing intensity results in diminished job satisfaction, less compliance with organizational standards, and an increased propensity to resign (Akbolat et al., 2014: 5).

Vartia's (1996) study demonstrates that organizational structure, managerial style, and organizational culture are critical factors in the occurrence of mobbing; individuals in these contexts exhibit symptoms including stress, sadness, and absenteeism. This condition engenders employee dissatisfaction with their work environment and diminishes job satisfaction. In this scenario, elevated employee satisfaction enhances productivity and fosters devotion to their work.

In summary, workplace bullying constitutes a significant issue that endangers individual welfare and organizational productivity. To maintain employee happiness, it is crucial to establish techniques for the identification, monitoring, and avoidance of mobbing. In this context, implementing an equitable management strategy, attuned to employees' needs, and fostering a transparent organizational environment will diminish mobbing while enhancing employees' job satisfaction and dedication to the firm.

## 5. THE IMPACT OF WORKPLACE PSYCHOLOGICAL VIOLENCE ON EMPLOYEE SATISFACTION

In contemporary professional life, the duration employees dedicate to their workplaces frequently surpasses the time allocated to their families and social networks. Consequently, employees anticipate a work environment that is not only physically secure but also mentally safe, tranquil, and supportive. In situations characterized by psychological violence or mobbing, substantial reductions in employee satisfaction are evident.

A survey of scientists in Bosnia and Herzegovina indicated that 76% of participants encountered workplace mobbing, with the remainder experiencing it persistently. The research indicates that many individuals experience loneliness stemming from job insecurity, which leads to notable declines in job satisfaction due to factors such as diminished motivation, reduced self-confidence, and lack of support from colleagues (Akbaş, 2009: 58).

The phenomenon of mobbing is typically grounded in organizational and managerial inadequacies. Key contributors to mobbing include deficient recruitment policies, an intensely competitive atmosphere, inflexible hierarchical structures, inadequate communication, ineffective leadership comprehension, inequities in reward systems, interruptions in information dissemination, and impractical job descriptions (Tınaz, 2011: 123-124; Tutar, 2015: 144-145). These structural flaws engender distrust among employees, diminish organizational commitment, and obscure psychological violence.

Attributing psychological violence to a solitary individual is misguided, as mobbing frequently arises via a reciprocal contact process. Some research indicates that the behaviors of the perpetrator may be incited and that mobbing can be regarded because of corporate culture (İzmir and Fazlıoğlu, 2011: 11). Furthermore, individuals in leadership positions might influence other employees during this process, rendering the mobbing behavior collective. This circumstance may result in the victim's isolation, departure from the company, and subsequent difficulties with references in future job applications (Çabuk, 2010: 15).

Psychological aggression adversely affects employees' working lives as well as their social and mental well-being. Individuals subjected to mobbing progressively become reclusive, internalize blame, and experience a decline in productivity and a diminished sense of belonging within the company. The job dissatisfaction of the employee constitutes not merely an individual issue but also a systemic danger that jeopardizes the institution's operations (Akbaş & Karcıoğlu, 2010: 140; Erdoğan, 1996: 27).

Job satisfaction is strongly correlated with an employee's love of their work, the cultivation of a positive attitude towards their role, and the congruence of company aims with personal aspirations. Nevertheless, adverse elements such as workplace inequity, disproportionate workload allocation, and communication deficiencies can undermine this sense of fulfillment. In environments characterized by mobbing, employees suffer a decline in inner tranquility and motivation when they perceive an inequitable distribution of tasks and responsibilities. This scenario frequently results in elevated employee turnover, an uptick in leave requests, a propensity for individuality, intra-organizational disputes, diminished trust, and a rise in physical or mental health problems (Şimşek, 2006: 137).

In conclusion, mobbing must be viewed not merely as an individual psychological concern but also as a substantial hazard that directly impacts organizational well-being and productivity. To ensure sustained job and employee happiness, institutions must implement preventive initiatives, foster equitable management and communication settings, and cultivate an organizational culture that honors employee rights. Enhancing the institutional response to mobbing is essential for promoting individual well-being and social productivity.

## 6. LITERATURE REVIEW

Mobbing has emerged as a prominent topic in organizational discourse, with research demonstrating its effects on various factors, including employee health, job happiness, and organizational commitment. This research examines the causes of mobbing and its repercussions at individual, organizational, and societal levels in a comprehensive manner.

Kirel (2010) investigated the influence of primary school administrators' management styles on teachers regarding mobbing and discovered that female teachers experienced less derogatory behavior than their male counterparts, indicating that the phenomenon may be attributed to administrators demonstrating a more lenient attitude towards women.

Şahin (2010) highlighted in his study of the service sector that mobbing constitutes a significant workplace issue in Turkey, akin to the worldwide context, and recognized that such behaviors engender multifaceted negative repercussions for both individuals and organizations. We recommend enhancing the organizational knowledge level of mobbing through awareness and combat training for personnel.

Vveinhardt (2012) asserted that mobbing adversely impacts the company climate, resulting in diminished trust and commitment among employees. He indicated that a reduction in mobbing would lead to favorable alterations in the organizational environment.

A study by Akbolat et al. (2014) on tourist sector employees revealed that mobbing adversely impacts job satisfaction and heightens the intention to resign. Inverse

correlations were identified between job satisfaction and mobbing, whereas positive correlations were observed between mobbing and the intention to resign.

A study by Beycan (2014) examining female employees demonstrated that gender roles affect the direction and severity of mobbing. Research reveals that women are more vulnerable to psychological harassment, primarily due to discrimination based on gender.

Durmuş (2015) analyzed the effects of mobbing on workplace productivity, asserting that detrimental tactics employed by managers to conceal their deficiencies result in decreased productivity and emotional fatigue among employees.

Kement and Batga (2016) conducted a study on employees in the entertainment and hospitality sector, revealing significant correlations between mobbing and the facets of organizational commitment (emotional, normative, continuance), notably emphasizing that reputational attacks diminish employees' commitment.

Yalçın and Tekin (2016) found no significant correlation between mobbing and organizational commitment within the healthcare sector; nonetheless, they noted that the matter is intricately linked to organizational culture and business practices.

Saraç (2018) discovered a positive and significant correlation between mobbing and anxiety levels in a study involving nurses. The findings indicated that mobbing accounted for 20.9% of the anxiety.

Kara and colleagues (2018) investigated the influence of managerial mobbing behaviors on the work life and general quality of life of female employees, concluding that such actions had a significantly detrimental effect on their quality of life. Furthermore, research indicates that the quality of working life significantly influences the overall quality of life.

Şerifoğlu (2019) determined that mobbing adversely impacts physical and mental health, familial relationships, and social life; he asserted that company culture and managerial structure are crucial in this process.

Semedova (2019) examined the economic, social, and psychological repercussions of mobbing, contending that such behaviors initiate a chain reaction affecting society and the national economy. The absence of corporate leadership and a deficient organizational culture notably exacerbate mobbing.

Ismaeel (2020) disclosed that the influence of mobbing on employees' decision to resign is minimal; however, the impacts are more pronounced in aspects concerning personal reputation and private life.

Usta and İrge (2020) discovered that mobbing undermines the perception of organizational justice and heightens employees' propensity to resign. The notion of mobbing has resulted in considerable adverse repercussions, particularly for procedural and interactional fairness.

Memmedova (2020) emphasized the absence of institutional initiatives to address mobbing in Azerbaijan, observing that the inadequate awareness among individuals diminishes the seriousness of mobbing and undermines preventive measures.

Umarova (2021) determined that the predominant mobbing conduct among educators is the "devaluation of work"; she discovered that mobbing is more frequent among unmarried instructors and that a substantial correlation exists between work experience and mobbing.

Vardalı (2021), in his research on occupational safety specialists, identified that the frequency of overtime contributes to an increase in mobbing; he found that individual demographic variables (gender, age, marital status) do not influence the degree of exposure to mobbing.

Qasımlı (2021) asserted that occurrences of mobbing in educational institutions might be mitigated through teacher training and awareness seminars, highlighting that ignorance contributes to the normalization of mobbing.

İlerigelen and colleagues (2022) showed that the notion of mobbing among employees at the Covered Bazaar in Bursa adversely impacts work-life balance.

Ekinci (2022) discovered that mobbing influences perceptions of organizational atmosphere variably across demographic factors. In this context, it has been established that factors such as educational attainment, job title, and tenure significantly influence the perception of mobbing.

Doğruca (2022) elucidated a notable correlation between job happiness and mobbing; as job satisfaction heightened, the sense of mobbing, especially regarding threat and harassment, concurrently intensified. This discovery indicates that persons content with their employment may exhibit heightened sensitivity to mobbing behaviors.

All this research indicates that mobbing is associated not just with individuals but also with organizational structure, leadership style, and cultural norms. The literature suggests that multi-tiered methods must be created to successfully address mobbing.

## 7. METHOD OF THE RESEARCH

This research aims to examine the effects of mobbing behaviors encountered by individuals in the service industry of Azerbaijan on employee satisfaction. The service sector, characterized by significant direct human connection, prioritizes the psychological well-being and job happiness of employees as critical determinants of sectoral success. Employee happiness can directly influence customer experience, organizational reputation, and sustainability. This research seeks to inform policy development by elucidating the impact of mobbing on employee satisfaction.

The study is confined to enterprises within the service sector in Azerbaijan and excludes personnel from other industries. Only structured surveys were employed as a quantitative data-gathering method within the research framework, excluding qualitative methods. Consequently, the results should be assessed solely within the framework of the service sector, and prudence should be applied when extrapolating to other domains.

A primary weakness of the study is that the sample inadequately represents the broader population. The study's sample comprises 351 participants selected by the snowball sampling method. This circumstance restricts the straightforward extrapolation of the research findings to enterprises beyond the service sector or to alternative geographical regions. The participants' responses to survey questions, influenced by their personal perceptions during data collection, introduce the danger of perceptual bias.

Statistical techniques were employed in the research analysis procedure. The data analysis was conducted using SPSS 22.0 software, while reporting procedures were executed with Microsoft Excel and Word applications. The initial phase was a frequency study of demographic factors, subsequently assessing the reliability of the scales using the Cronbach's alpha coefficient. Simple linear regression analyses were employed to examine the hypotheses.

The measurement instruments employed in the study are founded on measures that have demonstrated validity and reliability in the literature. The Leymann-developed mobbing scale was utilized to assess mobbing behaviors, comprising four sub-dimensions.

- Attacks on Self-Expression and Communication
- Attacks on Social Relationships
- Attacks on Reputation
- Attacks on Professional Standing

To assess employee satisfaction, three sub-dimensions have been established according to the Minnesota Job Satisfaction Scale:

- Contentment with the Occupational Atmosphere A feeling of Inclusion Personal and Career Advancement

Based on the variables included in the research model, we have formulated the following hypotheses:



**Table 1:** Research Hypotheses

H1	The sub-factor of mobbing that pertains to attacks on self-expression and communication significantly affects employee satisfaction.
H2	The sub-factor of mobbing, namely attacks on social interactions, significantly affects employee satisfaction.
H3	The sub-factor of mobbing, namely attacks on reputation, significantly affects employee satisfaction.
H4	The sub-factor of mobbing, specifically attacks on professional status, significantly affects employee satisfaction.

This study analyzes the correlation between service sector employees' views of mobbing and their satisfaction levels while also proposing strategic recommendations for institutional implementation.

The research population comprises all employees engaged in the service industry in Azerbaijan. As per the 2022 data from the State Statistical Committee of Azerbaijan, the country has a total of 1,714,500 wage earners, with 65.4%, or around 1,121,980, employed in the service sector (State Statistical Committee of Azerbaijan, 2023). The study population includes all individuals employed in this sector.

The research sample comprises 351 employees from the service sector, identified by the snowball sampling approach. Snowball sampling is a highly effective technique often favored, particularly for accessing hard-to-reach populations or those with rare traits. This sample size is adequate to guarantee the trustworthiness of the statistical analyses in the research. Consequently, the research has been organized to accurately reflect the essential traits of the target group.

## 8. RESEARCH FINDINGS AND EVALUATION

This section presents findings regarding mobbing and employee satisfaction indicators derived from employees in the Azerbaijani service sector, along with an appraisal of these findings. The studies performed with SPSS 22.0 software assessed the frequency distribution of demographic data and the frequency analyses pertaining to the primary components.

A survey was administered to 351 employees in the service sector as part of the research. 55.6% of the participants are male, while 44.4% are female. The proportion of singles is 62.4%, above the proportion of married individuals (37.6% of the employees). The predominant age group is 26-35, comprising 44.7%, followed by the 18-25 age group at 31.1%. 47.9% of participants possess a bachelor's degree, while 27.4% hold a master's degree. In the monthly income distribution, 29.6% have an income between 351 and 650 AZN.

### Frequency Findings Regarding the Perception of Mobbing

- Attacks on Self-Expression and Communication: 54.2% of participants indicated they were frequently interrupted, while 39.9% reported being reprimanded vociferously.
- Attacks on Social Interactions: 55.2% of individuals reported experiencing antagonistic reactions when attempting to converse with others, and 58.7% noted that their errors were highlighted to them.
- Reputation Attacks: 43.6% reported being the subject of rumor. Nonetheless, most participants indicated that they had not experienced significant attacks on their reputation.
- Attacks on Professional Standing: 58.1% reported employment in positions above their capabilities, whereas 72.6% noted that their allocated tasks were not consistently altered.

### Frequency Findings on Employee Satisfaction Factors

- Work Atmosphere Satisfaction: 69.8% of interviewees reported a tranquil work atmosphere, while 76.3% affirmed the presence of effective communication with management.
- Sense of Belonging: 56.4% of participants expressed satisfaction with their employment at the institution, while 61.8% showed a willingness to make sacrifices for it.
- Individual and Professional Development: 63.5% of participants reported that their institutions facilitate their individual and professional growth; 64.4% claimed that they were provided with opportunities for title advancement.

The data indicate that the majority of individuals employed in the service industry possess a favorable impression of employee satisfaction inside their organizations. However, we observe a higher prevalence of specific bullying practices related to social connections and communication. This condition should be regarded as a variable that may influence employee satisfaction levels.

### 9. Analysis Results

This section checked how reliable the mobbing and employee satisfaction scales used in the study were by using the Cronbach Alpha coefficient, and the results of this analysis were shared. Cronbach's Alpha is a widely utilized statistical measure for assessing the internal consistency of items within a scale. The alpha value varies from 0 to 1; a higher number indicates greater internal consistency of the scale.

The widely recognized threshold values for the Cronbach Alpha coefficient are categorized as follows (Altunışık and Coşkun, 2012):

- 0–0.40: Not reliable
- 0.41–0.60: Low reliability
- 0.61–0.80: Quite reliable
- 0.81–1.00: Highly reliable

The Cronbach Alpha values for the sub-dimensions of the scales used in the study are as follow:

**Table 2:** Reliability Analysis Statistics for Mobbing and Employee Satisfaction Scales

RELIABILITY STATISTICS				
Factors	Cronbach's Alpha	Cronbach's Alpha (Items Standardized)	Number of Items	N
MOBBING_KGVİYS	0,783	0,786	6	351
MOBBING_SİYS	0,808	0,810	6	351
MOBBING_İYS	0,796	0,790	6	351
MOBBING_MDYS	0,642	0,644	6	351
SATISFACTION_SCALE_ÇOM	0,793	0,799	11	351
SATISFACTION_SCALE_BELONGING	0,823	0,823	4	351
SATISFACTION_SCALE_BMVG	0,709	0,715	4	351

The numbers in Table 2 show that the Cronbach Alpha coefficients for all parts of the mobbing scale are between 0.642 and 0.808, indicating that these scales are quite reliable. The Cronbach Alpha coefficients for the scale variables related to employee satisfaction are between 0.709 and 0.823, meaning these scales are both reasonably consistent and very

reliable. The Cronbach Alpha coefficients for the scale variables associated with employee satisfaction range from 0.709 to 0.823, signifying that the internal consistency of these scales is both adequate and high.

In conclusion, both the mobbing and employee satisfaction scales were deemed suitable and reliable for application within the study's parameters. This evidence further substantiates the scientific validity of the research findings.

**Table 3:** F Tests for Hypotheses

ANOVA						
Model		Sum of Squares	Sd.	Average Square	F	P
1	Regression	19.058	1	19.058	58.565	0.000
	Residue	113.569	349	0.325		
	Total:	132.627	350			
2	Regression	12.382	1	12.382	35.939	0.000
	Residue	120.244	349	0.345		
	Total:	132.627	350			
3	Regression	19.408	1	19.408	59.826	0.000
	Residue	113.219	349	0.324		
	Total:	132.627	350			
4	Regression	39.659	1	39.659	148.881	0.000
	Residue	92.967	349	.266		
	Total:	132.627	350			

The results of the variance analysis (ANOVA) related to the regression studies on how the four aspects of mobbing affect employee satisfaction are shown in Table 3. The F statistic computed for each regression model, along with the associated significance levels (p-value), gives critical insights into the overall validity of the developed models.

The table indicates that the p-values for all models are below the 0.05 significance threshold ( $p=0.000$ ). This finding demonstrates that each model is statistically significant, indicating that every sub-dimension of mobbing substantially influences employee happiness. In Model 1, the computed F value for the factor "attacks on self-expression and communication" is 58.565. This outcome signifies that the pertinent factor substantially influences the satisfaction variable. The F value for the "attacks on social relationships" factor in Model 2 is 35.939, indicating a statistically significant effect on satisfaction.

In Model 3, the computed F value for the "attacks on reputation" factor is 59.826. This score signifies a robust correlation between the component and employee happiness. Model 4 exhibited the greatest F value. The computed F value for the "attacks on professional status" variable is 148.881, signifying that this variable exerts the most substantial influence on satisfaction levels.

The findings indicate that all sub-dimensions of mobbing significantly influence employee satisfaction, specifically highlighting that threats to professional status exert a more detrimental effect and have a greater impact on satisfaction levels among employees. This circumstance demonstrates that when mobbing occurs within organizations, especially through pressures about professional competence and job responsibilities, it significantly endangers employee well-being and job happiness.

**Table 4:** Regression Analysis Results for Hypotheses

Coefficients Obtained from Regression Analysis						
Model		Unstandardized Coefficients		Standardized Coefficient	t	P
		B	Std. Sapma	Beta		
1	(fixed)	4.486	0.103		43.623	0.000
	MOBBING_KG VİYST	-0.298	0.039	-.379	-7.653	0.000
2	(fixed)	4.291	0.098		43.811	0.000
	MOBBING_SİYS	-0.205	0.034	-0.306	-5.995	0.000
3	(fixed)	4.440	0.096		46.179	0.000
	MOBBING_İYS	-0.254	0.033	-0.383	-7.735	0.000
4	(fixed)	4.924	0.101		48.591	0.000
	MOBBING_MD YS	-0.446	0.037	-0.547	-12.202	0.000

We conducted four distinct simple linear regression analyses to investigate the influence of mobbing sub-factors on employee satisfaction levels in the service sector. In each analysis, a single subdimension of mobbing served as the independent variable, while the mean of the satisfaction scale functioned as the dependent variable.

- Attacks on Self-Expression and Communication (MOBBING\_KGVİYS)

The  $R^2$  value derived from the model for this factor is 0.144, signifying that roughly 14% of the variance in satisfaction scale scores is elucidated by this factor. The F test yielded a significant result ( $F=58.565$ ;  $p<0.000$ ), and the coefficient of the predictor variable is likewise significant ( $B=-0.298$ ;  $p<0.000$ ). This sub-factor exerts a negative and considerable influence on satisfaction. This sub-factor adversely and significantly affects satisfaction.

- Attacks on Social Relationships (MOBBING\_SİYS)

The  $R^2$  value for this factor is 0.093. The F test result ( $F=35.939$ ;  $p<0.000$ ) and the importance of the regression coefficient ( $B=-0.205$ ;  $p<0.000$ ) show that this factor has a strong negative effect on satisfaction levels.

- Attack on Reputation (MOBBING\_İYS)

The  $R^2$  value was determined to be 0.146, indicating that this factor accounts for 14.6% of the variance in satisfaction. The model's overall significance ( $F=59.826$ ;  $p<0.000$ ) and the statistical significance of the independent variable's coefficient ( $B=-0.254$ ;  $p<0.000$ ) substantiate this impact. The model's overall significance ( $F=59.826$ ;  $p<0.000$ ) and the statistical significance of the independent variable's coefficient ( $B=-0.254$ ;  $p<0.000$ ) corroborate this impact.

- Attacks on Professional Standing (MOBBING\_MDYS)

The impact of this sub-dimension was determined to be  $R^2=0.299$ , indicating that the model accounts for 30% of the overall variance in satisfaction. Based on the model's F-test

( $F=148.881$ ;  $p<0.000$ ) and the significance of the regression coefficient ( $B=-0.446$ ;  $p<0.000$ ), it is concluded that this factor has the most substantial negative impact.

**Table 5:** Results of the Hypothesis Tests

H1	The sub-factor of mobbing that pertains to attacks on self expression and communication significantly affects employee satisfaction.	Accepted
H2	The sub-factor of mobbing, namely attacks on social interactions, significantly affects employee satisfaction.	Accepted
H3	The sub-factor of mobbing, namely attacks on reputation, significantly affects employee satisfaction.	Accepted
H4	The sub-factor of mobbing, specifically attacks on professional status, significantly affects employee satisfaction.	Accepted

All four hypotheses examined in the study were determined to be statistically significant and accepted. Each sub-dimension of mobbing — attacks on self-expression and communication; attacks on social relationships; attacks on reputation; and attacks on professional position — significantly affects employees' happiness levels. The findings indicate that manifestations of psychological violence encountered in the workplace adversely impact job satisfaction and general contentment among service sector employees. Research has established that attacks targeting professional roles have the greatest impact.

## 10. CONCLUSION

The research findings indicate that the forms of mobbing encountered by individuals in the service sector in Azerbaijan adversely affect employee satisfaction. Mobbing is regarded as a phenomenon that diminishes employees' psychological well-being, decreases job satisfaction, and undermines organizational commitment. The analyses performed in this study indicate that the four sub-factors of mobbing—"attacks on self-expression and communication," "attacks on social relationships," "attacks on reputation," and "attacks on professional status"—exert negative and statistically significant impacts on employee satisfaction. The influence of attacks on professional positions significantly affects satisfaction more than other factors.

The frequency analyses performed in the study indicated that a considerable number of participants did not directly experience mobbing; however, they reported occasional exposure to unfavorable behaviors. Nonetheless, employees seem to generally possess a strong sense of security regarding their social relationships, reputations, and professional standings. This instance indicates that mobbing within organizations transpires not systematically, but rather in an individual and situational context. Nonetheless, given that such encounters result in considerable reductions in employee satisfaction, employers and managers must not stay apathetic to this concern.

The Cronbach Alpha evaluations conducted in the study indicate that both the bullying scale and the sub-dimensions of the employee satisfaction scale exhibit substantial reliability. This conclusion corroborates the robust internal consistency of the measurement instruments and the validity of the research outcomes. Regression models robustly indicate that every aspect of mobbing diminishes employee happiness. A decline in participant satisfaction was noted in reaction to mobbing behaviors, especially in

contexts where employees experienced communication pressure, social exclusion, targeted reputational attacks, or professional devaluation.

The research data on satisfaction dimensions reveal that employees are predominantly content with their work environment, can communicate effectively with their managers, that internal equality of opportunity is substantially upheld, and that the physical conditions are adequate. However, we have also noted inadequacies in the impression of belonging and opportunities for individual-professional development. The findings about the insufficiency of educational opportunities and the incomplete implementation of merit-based promotion systems reveal structural difficulties that may jeopardize employees' long-term commitment to the business.

This study elucidates the effect of mobbing on employee satisfaction within Azerbaijan's service sector through quantitative analysis, indicating that this link constitutes a structural issue. The results suggest that preventive and corrective measures must be established at both the individual and organizational, as well as legal, levels. Employers must establish explicit regulations regarding mobbing, enhance employee knowledge via training initiatives, provide functional complaint systems, and emphasize respect, equity, and collaboration within the workplace culture. Moreover, endorsing both personal and legal channels in the battle against mobbing is crucial for employees to perceive that they are not isolated when confronting such challenges.

The proposed strategy for Azerbaijan's service sector requires a comprehensive approach grounded in robust leadership, transparent communication, organizational equity, psychological support systems, and legal guarantees. The research shows that mobbing, which harms employee well-being and how well organizations perform, needs immediate action; it indicates that making changes in this area will lead to positive results for both institutions and society.

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