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Mobbing Behaviors of the Players and its Effect on the Coaches: a Cogitation on Job Satisfaction

Yasin Yildiz

Aydin Adnan Menderes University, Faculty of Sports Sciences,
Aydin, Turkey

Study Area: Aydin, Turkey

Coordinates: 37°50'53"N 27°50'43"E

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Abstract

We examined the effect of negative behaviours (mobbing) to which coaches are exposed in their work environments on their job satisfaction. "Minnesota Satisfaction Questionnaire" and "Negative Acts Questionnaire" were used as data collection tools. The data were collected from coaches working at Youth Services and Sports Directorates in the Aegean region. As a result of the reliability analysis of the scales, Cronbach's alpha value was found to be 0.834 for the Negative Acts Questionnaire and 0.82 for the Minnesota Satisfaction Questionnaire. Cronbach's alpha value was found to be 0.842 for the Internal Satisfaction subdimension of the job satisfaction scale, and 0.774 for the External Satisfaction subdimension. In order to determine the effect of mobbing behaviour on job satisfaction, simple regression analysis was performed, as a result of which mobbing was determined to have a negative effect on job satisfaction ($\beta = -0.579$). In addition, it was determined that mobbing had a negative effect on the internal satisfaction subdimension ($\beta = -0.528$) and the external satisfaction subdimension ($\beta = -0.659$). According to these results, it was revealed that mobbing negatively affected job satisfaction

Introduction:

The relationship between the manager and employees in the workplace affects the individual's motivation for work. As the majority of employees spend most of their time in the workplace, the social relations in the working environment occupies a significant place in the employee's life (Gökçe, 2006). Therefore, it is of great importance to know the social and psychological needs of employees in the workplace be met.

Although job satisfaction started to be examined in the 1920s, the importance of the concept was not understood until the 1940s. Job satisfaction is defined as the pleasure and happiness received by the individual from his/her working life and the factors related to the work (Eginli, 2009). According to Lu *et al.*, (2012), job satisfaction is defined as not only how an individual feels about his/her job, but it is also about the nature of the job and his/her expectation related to what the job provides him/her with. Job satisfaction can also be considered as a result of the interaction of the employee with his/her workplace and environment and his/her perceptions (Carriere & Bourque, 2009). Job satisfaction is an important factor that brings out

the ethical and moral aspects of developing societies (Görmüş, 2020). In its general sense, job satisfaction expresses to what extent employees like their jobs (Spector, 1997). As can be understood from all these definitions, high or low level of job satisfaction affects employees and therefore the harmony level of the organization. In the absence of such harmony, job dissatisfaction can emerge. As a result of job dissatisfaction, adverse situations such as not being happy about his/her work, stress, anxiety, fatigue, etc. can develop in individuals (Çolak, 2017; Eginli, 2009). At the same time, it has been observed that the strength of the employees' commitment to the organization positively affects organizational performance and job satisfaction, and in this framework, organizational commitment reduces undesirable consequences such as a decrease in work performance and quitting, as well as positively contributing to product or service quality (Aydin, 2017).

A Swedish medical doctor, Paul Heinemann, used the term "mobbing" in order to define a series of actions such as bullying and violence he observed among children (Davenport *et al.*, 2003). Mobbing means psychological harassment in which the victim is exposed to systematic and

permanent violence and suffers from oppression in the workplace (Tong, 2017). The basic feature of mobbing is that the victim has difficulty in coping with the situation and it leaves a permanent and negative effect on the individual (Einarsen, 2000). Mobbing can also be defined as one or a few employees in a workplace being systematically exposed to emotionally harming behaviors by one or a few employees every day or for a few months (Gökçe, 2008). It has been observed that individuals exposed to mobbing experience psychological depression, and their job efficiency and satisfaction are negatively affected. Victims of mobbing reported about suffering from anxiety, depression, sleep problems, nervousness, loss of concentration, and somatic symptom disorders (Nielsen, 2012).

In the study, it was aimed to investigate the effect of negative situations that coaches are exposed to in their working environments on their job satisfaction. The study is of importance in that it is expected to contribute to noticing the effect of mobbing behaviors on coaches, which makes the occupation of coaching a challenging job..

Materials and Methods:

The universe of the study, which was carried out in the general screening model (Karasar, 2005), consisted of coaches working at Youth and Sports Directorates. The questionnaires were administered to the participants through Google Forms, and participation in the study was voluntary. A total of 200 individuals were reached, and 31 of the 200 forms were not evaluated due to missing or erroneous information, so 169 forms were included in the analysis. The questionnaire of the study used to collect the data consisted of three sections. The first section contained demographic information, the second section was comprised of the "Negative Acts Questionnaire" which aimed to determine the status of coaches being exposed to mobbing, and the third section included the "Minnesota Satisfaction Questionnaire."

As a data collection tool for job satisfaction, the Minnesota Satisfaction Questionnaire (MSQ) short form, developed by Weiss, Davis, England, and Lofquist (1967) and the adaptation to Turkish and reliability and validity studies of which were performed by Baycan (1985), was used. The lowest score to be obtained from the questionnaire is 20, and the highest score is 100. 12 items of the questionnaire measures job satisfaction regarding internal factors and 8 items are related to job satisfaction regarding external factors.

- (Internal Satisfaction): is measured by items 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, 20.
- (External Satisfaction): is measured by items 5, 6, 12, 13, 14, 17, 18, 19.

In order to determine mobbing, "Negative Acts Questionnaire", developed by Einarsen & Raknes (1997) and adapted to Turkish by Cemaloglu (2007), was used. The

questionnaire is a 5-point Likert type scale that aims to determine the level of being exposed to negative behaviors by identifying the frequency of mobbing behavior through the options of "Never, Sometimes, Every Day, Every Week, Every Month." The data obtained were statistically analyzed by using the SPSS 25.0 package program. Statistically, frequency, percentages, and reliability coefficients were calculated. In addition, correlation analysis and simple regression analysis (to determine the effect of mobbing on job satisfaction) were performed. The reliability of the questionnaire was determined through Cronbach's alpha coefficient.

In the next step, extreme values in the data set and whether multivariate normality assumption was met were analyzed through Mahalanobis distance values, and the data that showed outlier property were excluded from the dataset.

Results:

Table 1. Participants' Demographic Variables

Parameter	Category	F	%	Category	F	%
Gender	Female	40	23.7	Male	129	76.3
	Total	169	100			
Age	20-24	25	14.8	25-29	36	21.3
	30-34	44	26	35 & above	64	37.9
	Total	169	100			
Marital Status	Single	97	57.4	Married	72	43.6
	Total	169	100			
Education	High Sch.	16	9.5	University	118	69.8
	Post-graduate	35	20.7	Total	169	100
Cadre Status	Contracted	93	55.1	Tenure	76	44.9
	Total	169	100			
Working Duration in the Organization						
Coaching history	0-3 yrs	69	40.8	4-7 yrs	52	30.8
	8-11 yrs	27	16	12-15 yrs	5	3
	16 yrs & above	16	9.4	Total	169	100
	0-3 yrs	32	18.9	4-7 yrs	64	37.9
	8-11 yrs	35	20.7	12-15 yrs	19	11.2
	16 yrs & above	19	11.3	Total	169	100

Table 2: Reliability Analysis Results

Scale and Subdimensions Cronbach's Alpha Coefficient	
1.	Negative Acts Questionnaire.834
2.	Minnesota Satisfaction Scale.882
2.1.	Internal Satisfaction Subdimension.842
2.2.	External Satisfaction Subdimension.774

In the reliability analysis performed in order to determine the internal consistency of Negative Acts Questionnaire, Cronbach's alpha value was found to be 0.83, while in the reliability analysis performed to determine the internal consistency of Minnesota Satisfaction Questionnaire, Cronbach's alpha value was determined as 0.88. Besides, Cronbach's alpha values of the Internal Satisfaction sub-dimension and the External Satisfaction sub-dimension of Minnesota Satisfaction Questionnaire were found to be 0.84 and 0.77, respectively.

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Table 4: The Effect of Participants' Mobbing Scores on Their Scores Obtained from Job Satisfaction

Dependent Variable	Independent Variable	?	St. Error	Beta	T	P	F	Model (p)	R ₂	Durbin Watson
Job Satisfaction	Constant	4.580	.205	–	22.339	0.000*	17.939	0.000*	0.099	2,077
	Mobbing	–.579	.137	–.323	–4.235	0.000*				

Table 5: The Effect of Participants' Mobbing Scores on Their Scores Obtained from Internal Satisfaction Subdimension

Dependent Variable	Independent Variable	B	St. Error	Beta	T	P	F	Model (p)	R ₂	Durbin Watson
Internal Satisfaction	Constant	4.709	.210	–	22.427	0.000*	14.218	0.000*	0.079	2,017
	Mobbing	–.528	.140	–.291	–3.771	0.000*				

Table 6: The Effect of Participants' Mobbing Scores on Their Scores Obtained from External Satisfaction Subdimension

Dependent Variable	Independent Variable	B	St. Error	Beta	T	P	F	Model (p)	R ₂	Durbin Watson
External Satisfaction	Constant	4.392	.260	–	16.880	0.000*	14.449	0.000*	0.080	1,980
	Mobbing	–.659	.173	–.293	–3.801	0.000*				

Table 3: Analysis Results for Correlation Between Variables

	1	2	3	4
1-Mobbing	1			
2-Job satisfaction	–.323**	1		
3-Internal satisfaction	.291**	.919**	1	
4-External satisfaction	.293**	.879**	.621**	1

As per Table-3, mobbing has a significant and negative relationship with job satisfaction ($r=-.323$), internal satisfaction ($r=.291$) and external satisfaction ($r=.293$) at 0.01 significance level. This result shows that one-unit increase in mobbing would decrease job satisfaction.

As per the regression analysis results, when the significance level that corresponds to F value is examined, it is seen that the model established is statistically significant ($F=17.939$; $p<0.05$). When beta coefficient value, t value and a significance level of the independent variable are examined, it is seen that mobbing has a statistically significant effect on job satisfaction ($t=-4.235$; $p<0.05$). It is seen that it explains 9.9% of the change observed in job satisfaction (Adjusted $R^2=0.099$). A one-unit increase in mobbing leads to a decrease in job satisfaction by 0.579 ($\beta=-0.579$).

As per the results of the regression analysis, when the significance level that corresponds to F value is examined, it is seen that the model established is statistically significant ($F=14.286$; $p<0.05$). When beta coefficient value, t value and a significance level of the independent variable are examined, it is seen that mobbing has a statistically significant effect on internal satisfaction ($t=-3.771$; $p<0.05$). It is seen that it explains 7.9% of the change observed in internal satisfaction (Adjusted $R^2=0.079$). A one-unit increase in mobbing leads to a decrease in internal satisfaction by 0.528 ($\beta=-0.528$).

As per the results of the regression analysis, when the significance level that corresponds to F value is examined, it is seen that the model established is statistically significant ($F=14.449$; $p<0.05$). When beta coefficient value, t value and a significance level of the independent variable are examined, it is seen that mobbing has a statistically significant effect on external satisfaction ($t=-3.801$; $p<0.05$). It is seen that it explains 8.0% of the change observed in external satisfaction (Adjusted $R^2=0.080$). A one-unit increase in mobbing leads to a decrease in external satisfaction by -0.659 ($\beta=-0.659$).

Discussion:

The human factor is primarily important in the success of organizations. It is the human factor that ensures the establishment and functioning of organizations and gets them to move towards certain objectives. Therefore, the

efficiency of the organization will increase in parallel to the qualities of the individual. In this context, it should be emphasized that psychological mobbing is a phenomenon that emerges specifically in the workplace (Çavuş & Demir, 2009).

Mobbing behavior is considered a serious threat aimed at a human being, who is the most valuable source of society and organizations. Mobbing, which can be seen in almost all occupational groups in working life, is less in the foreground compared to physical violence as employees do not prefer to mention this situation to anyone. Due to its negative effects on employees and therefore on organizations, many studies are being carried out on this topic. Accordingly, in the present study, mobbing issues were discussed, and the effect of mobbing behavior on job satisfaction was examined (Gül & Özcan, 2011).

When Table-3 is analysed, it is seen that there is a significant and negative relationship between mobbing and job satisfaction. This result shows that a one-unit increase in mobbing would decrease job satisfaction. In a parallel study to the present study conducted by Arici (2019), the effect of mobbing behaviors on job satisfaction was analyzed through Fisher's Z analysis, and the mean impact size was found to be -0.368 ($SD=0.189$). Accordingly, it was determined that mobbing had a moderate and negative effect on nurses' job satisfaction. In line with this negative result obtained, nurses being exposed to mobbing decreased their job satisfaction; in other words, their job satisfaction was moderately affected and decreased. It was concluded that as the amount of mobbing increased, nurses' job satisfaction decreased.

When Table-4 is analysed, it is seen that mobbing has a statistically significant effect on the duration of job satisfaction. It is also seen that mobbing explains 9.9% of the change in job satisfaction. A one-unit increase in mobbing leads to a decrease of -0.579 in job satisfaction.

Dur (2019), Karakullukçu (2015), and Sever (2017), determined that the participants' average scores related to internal satisfaction, external satisfaction, and overall satisfaction did not significantly differ according to the variable of the number of working years, which supports our study results. In similar research close to the subject, Özmaden (2019) related to leisure and life satisfaction were investigated, it was determined that there was a positive relationship between all sub-scales of leisure satisfaction and life satisfaction.

In Table-5, it is seen that mobbing has a statistically significant effect on internal satisfaction. It is also seen that it explains 7.9% of the change in job satisfaction (Arranged = 0.079). A one-unit increase in mobbing causes a decrease of -0.528 in job satisfaction ($\beta = -0.528$). Talas (2016) determined that regarding internal satisfaction, nurses were not satisfied with their occupation in terms of working conditions, the opportunity of working independently, the opportunity to be recognized as a respectable person in society, and the opportunity to use their own ideas/opinions freely. In relation to the job they did, nurses reported that they did not experience the satisfaction of dissatisfaction in terms of the feeling of achievement they felt, they are being given the chance to have conscientious responsibility, or they are being provided a guaranteed future.

When Table-6 is analysed, it is seen that mobbing has a statistically significant effect on external satisfaction. It is also seen that it explains 8.0% of the change in job satisfaction. A one-unit increase in mobbing leads to a decrease of -0.659 in job satisfaction ($\beta = -0.659$). Talas (2016) determined that in relation to the external satisfaction subdimension of job satisfaction, nurses were not happy with the salary they were paid in exchange for the work they did and that they were dissatisfied in terms of not being given the opportunity to be promoted, the managers' approach to them, the inadequacy of the managers in making decisions, and not being given the chance to use their own methods in the work they did.

Suggestion:

Suggestions related to protection against and elimination of these situations that are considered to be caused by mobbing can be listed as follows:

- In the management of the organization, coaches, trainers and all staff should be provided with transparency, and an equal and fair management approach should be adopted.
- Since approaching with common sense would prevent possible problems from developing and maintain the motivation of coaches, managers should adopt such behaviors.
- Managers, coaches and trainers in the organization should communicate with each other by understanding an issue and without provoking the other party, and should empathize when necessary.
- Managers should deal with events and situations through reasoning by noticing them, and should not exert personal

pressure on individuals.

- They should firstly listen to the issues, then evaluate them within the framework of laws and regulations, and make decisions accordingly and take actions independently of emotions.
- Issues should be evaluated as holistically rather than separately, and decisions should be made accordingly; complaints and performance evaluation mechanisms should be run in a healthy way.
- In recruitment processes, in addition to their competencies, individuals should be evaluated according to their personality characteristics and emotional intelligence, and it should be ensured that they do not have personality characteristics that may create problems in the working environment (Miller, 2000).

In order for coaches and trainers to have job satisfaction at the maximum level, rather than individualization, institutionalization in which everyone can work the most efficiently should be emphasized. Believing that the study conducted within this context will contribute to the literature, it is recommended that other studies should be carried out in terms of increasing job satisfaction of coaches and trainers.

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