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## Research Article

### THE RELATIONSHIP BETWEEN MOBBING AND MOTIVATION: A STUDY ON TOURIST GUIDE

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#### ABSTRACT

This study prepared for the aim of determining the relations between mobbing and motivations. In research, the survey technique was used. Surveys were conducted to 422 active tourist guide After analyzing; It was found that a significant relationship between motivation and Mobbing perceptions. Respondents Mobbing attack is low levels; motivation perceptions were higher. When The relationship between Mobbing and motivation are analyzed; majority of participants appeared to be high. The relationship between motivation and attacks on jobs, task dimensions, social relationship attacks dimensions has been found to be negatively related.

##### Key Words:

Tour Guide, Mobbing, Motivation, Tourism

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#### INTRODUCTION

The rapid rising of tourism industry and the compatible work of different field of studies are the matters that the World and our country must dwell on importantly. Today, the number of tour guides has reached 9971 in Turkey that has more voice on tourism through its rich nature, culture, long and unique coasts. Tourism guidance is based on social relationships. The issues such as harassment, sexual harassment, abuse, maltreating, not being able to communicate (social isolation and abstraction), charging beyond or beneath the capacity, hindering legal rights, intentionally misinformation, being used for the expedience of business, being humiliated, being insulted, underestimating the knowledge of tour guide, calling badly, being excluded, being threatened, assigning nonsense tasks, being defamed, underestimating the abilities and successes of the tour guides, which are experienced ,at the beginning of the tour, during the process of the tour even after the tour has finished , by the tour guides who are always in a relationship with different service businesses and tourist groups such as travel agent and its team, hospitality businesses, restaurant, gift shops, bus driver, official and private business managers of ruin places, petrol station and market, are frequently experienced within the process of this communication in today's tours.

The contribution of tour guides is highly important for the impression and perception of the tourists about Turkey and Turkish citizens during their first visit. The knowledge, skills and the communication skills of tour guides are among the reasons why tourists are always send-off contently. Whereas tour guides feeling of happy and peaceful while working shows that they are satisfied with their work, working in an unhappy and distressed environment causes that they don't want to work. The tour guides who work in an environment where they feel content or not, may affect negatively or positively their general work attitude and the success of the business. It cannot be expected a tour guide who has a negative attitude towards his/her work to take the required interest in tourists, to be kind and sincere to the tourists and trying to make a tourist feel content.

Determining the motivations and mobbing of tour guides who have many functions and benefits for both the agents and tourism sector, designating the factors that affects two variances and revealing the factors concerning with the motivation or not, concerning with the mobbing or not, asserting the relationship between the sub dimensions of motivations and the sub dimensions of mobbing are quite important from the point of the establishments and the progress of this sector. Within this context, determining the degree of

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mobbing and the motivations of tour guides who have a quite important point for tourism sector, revealing the factors that affect the mobbing perception of tour guides and asserting the connection of these factors with mobbing constitute the aim of this study.

### Mobbing Notion

As well as the mobbing notion that is expressed as being mocked the individuals in the working environment regularly, being persecuted and harassed, being isolated by the co-workers, is not a very new notion; it has been continued growingly from the process of humanity to play a part in the working life; it is assumed accepting as a problem in the working life dates back to 10-15 years. (Sökmen and Beraha, 2013: 363). Vandekerckhove and Commers (2003: 66) has mentioned the dimensions of damage of mobbing on people by stressing the complicated structure of mobbing. Beginning of the investigating of mobbing generally in Scandinavian countries, continental Europe and after that in America caused to conceptualize mobbing in different forms with the effect of different cultures. (Einarsen, 2000: 382). For this reason, when it is looked for the literature studies generally, it can be seen that a great variety of definitions about the psychological behaviours in workplace can take part.(Zapf, 1999: 70). Mobbing, its harmful effects are seen on the employees who work in almost many the parts of working and social life today, is the regularly and increasingly growing psychological and physical pressure which is made with the aim of attack, pressure and suppression with an unethical approach intended to the individual, forms in the working environment. (Sökmen and Beraha, 2013: 363). Mobbing phenomenon can be observed in the different layers of working life and includes a long process. For instance, according to Leymann mobbing process is composed of four of five phases. Leymann's model concerning mobbing process is composed of four phases as; conflict phase, beginning of mobbing phase, realizing of the businesses about the case and interference phase and distancing from the working life. Also misdiagnosing the victim, takes part in the model, can be added among the third and fourth phase. (Tinaz; 2008: 30-33).There are many approaches in literature concerning mobbing processes as well. Some of them can be ranked as; Björkqvist's three phases harassment model, Schlaugat's process model and mixed factors approach.

The various factors, which affect forming of mobbing, affect the severity and dimensions of mobbing. There are many studies concerning the reasons of mobbing. For example, Rayner (1997) ranked the reasons of mobbing according to the importance degree as; unqualified management, not damaging the attackers, not being able to express the case of workers, unbalanced ideas of the attackers, role conflict, overtask, unqualification in the manager training.

### Motivation Notion

While motivation means encouragement, directing, stimulating in Turkish, English from which motivation word comes, cannot accurately explain the word. Motivation is a word stands for someone's endeavouring that is explained with the words such as demand, need, and stimulation. (Luthans, 1992: 146). Badu (2005) defines motivation as the characteristic element of human psychology that strengthens the loyalty extent of individuals. As for Gredler, Broussard and Garrison (2004:

106) define motivation as a factor which triggers someone whether behave in a way or not.

The researchers who investigate motivation in two parts have tried to draw attention to the internal and external elements of motivation. Internal motivation individually involves its motivation elements, exist in its core. As for external motivation, it involves the external motivation elements with the individual's own decision or without his/her decision. While attributed importance to the behaviour individual realizes lies behind in own decision motivation, as for in the decision doesn't depend on individual's decision, the individual thinks that the behaviour is required to do and he/she feels responsible for the environmental elements. (Ryan and Deci, 2000: 55). Motivation as a process begins with the unfulfilled needs of the individual and continues with tendency for particular aims to fulfil these needs. The feel of stress that causes to stimulate the individuals reaches the targets decreases, so the individual relieves and the motivation realizes. (Genç, 2004: 235).

## MATERIALS AND METHODS

### Research Method

7879 tour guides who have been working actively in Turkey since 2014-2015 and 2092 passively, totally 9971 tour guides certificated by Republic Of Turkey Ministry Of Culture and Tourism, form nature of the study(TUREB, 2015). First of all, nature of the study has been confined with 7879 tour guides working actively. Passive tour guides symbolizes the tour guides who cannot use tour guide licenses for any reason although they are licensed by Republic Of Turkey Ministry Of Culture and Tourism and don't work professionally in the sector. For this reason, passive tour guides have been left out of the nature of the study. Within the scope of this study, sample sizes are determined according to table 1.

**Table 1** The Acceptable Sample Sizes For Definite Nature (Alpha=0, 05)

N	S
500	218
1000	276
3000	341
5000	357
10000	370
50000	381
100000	383
500000	384

N= Nature, S= Size

Source: Büyüköztürk, 2012: 20.

In the research questionnaire from the quantitative research technique has been preferred as a tool for data collection. The questionnaire form used in the study consists of three parts. First part consists of 14 expressions relating to determining the demographic features and professional status, second part 37 expressions involving the information about mobbing notion and the third part consists of 33 expressions relating the some dimensions increasing and decreasing the motivation of tour guides.

The questions about mobbing have been prepared in five point likert type by benefiting from the questionnaire version improved by LIPT (leymann Inventory of Psychological Terror) Klaus Niedl and Negative Action Questionnaire (NAQ)

questions improved by Stale Einarsen, BjörnIngeRaknes, Stig Berge Matthiesen and Odd Henning Hellesoy in 1994.

The questions about motivation have been prepared to measure the relationship between the mobbing behaviour and hygiene, progress and motivation in 5 point likert type by choosing the most appropriate expressions by benefiting from 13-question scale improved by Zillmer (2003), 16-question scale prepared by Haunerding and Probst (2006), 18-question scale Koroğlu (2011) prepared by benefiting from the studies of Smions and Enz (1995), Lins (2004), Gagne and Deci (2005), Garg and Rastogi (2006) and 15-question scale Antep and his friends prepared in (2012).

**Data Collection Process**

The application of study was began in August of 2015 and finished in November of 2015. The tour guides involved in the research sample were reached during the activities tourism association prepared.

At the end of research process 500 questionnaires turned back. Some of them weren't evaluated since they didn't have sufficient meaningfulness and data. The research was analysed from 422 questionnaire forms. Convenience sampling method was used to determine the sample.

**Research Model and Hypothesis**

It has been aimed to determine the situation on the basis of the data gathered for this research. Along with determining the situation which enables general evaluations, analysing differences and relations according to particular factors are among the aims of the study. The research model which is formed according to aims and hypothesis of research is located in the figure 1.

Within the context of study it has been tried to measure the effect of mobbing on the motivation of professional tour guides who are exposed to mobbing. This situation has been shaped as a result of hypothesis below;

**H1:** There is an inverse (negative) meaningful relation between tour guides' motivation and mobbing perceptions.

**H1a:** There is an inverse (negative) meaningful relation between the economical instruments dimension from sub-dimensions of motivation and sub-dimensions of mobbing perception.

**H1b:** There is an inverse (negative) meaningful relation between psycho-social instruments dimension from sub-dimensions of motivation and sub-dimensions of mobbing perception.

**H1c:** There is an inverse (negative) meaningful relation between organizational and administrative instruments from sub-dimensions of motivation and sub-dimensions of mobbing perception.

**Statistical analysis**

Data obtained were analysed using the analysis of variance and tested for significance by the unpaired one-tailed student's t-test

**RESULTS**

**Validity and Reliability of Scale**

The results of reliability analysis regarding mobbing and motivation questions are shown in the table 1. below:

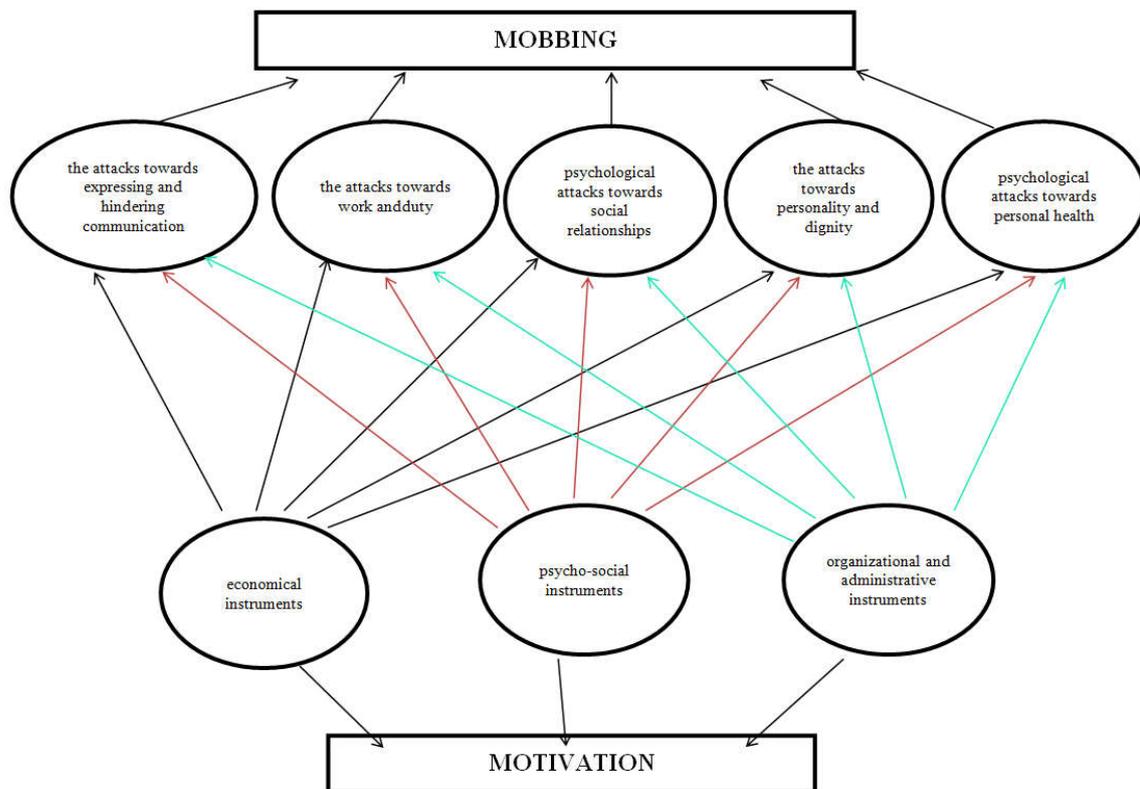


Figure 1 Research Model

**Table 1** The Results of Reliability Analysis Regarding Mobbing and Motivation

Main Factors	Cronbach's Alpha	
Mobbing	Sample Number:422 ALPHA: 0, 949	Question Number: 37
Motivation	Sample Number:422 ALPHA: 0, 930	Question Number: 31

As it is observed in the table 3. the obtained alpha value as a result of reliability analysis applied on the mobbing and motivation questions has been found sufficient with regard to its availability for the values that social sciences approve.

**Reliability Analysis Regarding Mobbing (Dimensions)**

Reliability analysis has been applied to measure the internal consistency of the questions regarding mobbing types. In the test alpha reliability value has been measured as 0, 949 for mobbing scale and 0,930 for motivation scale.

**Demographic and Professional Data Regarding Tour Guides**

In this part data is divided into two parts as demographic data and professional data. The data of frequency analysis of the answers given for the genders of participants, marital status and educational status is seen in the table 1.

Demographic features of the guides, who have participate in the questionnaire, are given in the table 2. According to the table, tour guides who have participated in the questionnaire consist of %74,6 male and %25,4 female. While %43,4 of the participants are 46 and older and %16,6 of them are between the range of 18 and 30; it is observed that %68 of the participants are married and %32 of them are single. Observed that the educational status of participants more than half of them have bachelor's degree, %30,1 of them have associate degree, %15,4 are high school graduated and only two people (%5) have master's degree.

**Table 2** Demographic Features of the Participants

	Variables	N	%
Gender	Male	315	74,6
	Female	107	25,4
Age	18-30	70	16,6
	31-45	169	40,0
	46 and older	183	43,4
Marital Status	Married	287	68,0
	Single	135	32,0
Educational Status	High School	65	15,4
	Associate Degree	127	30,1
	Bachelor's Degree	228	54,0
	Master Degree	2	0,5

In the table 3, it is given the information about the occupations of the participants. When observed the institutions where they get license, it has been determined that %45 of them get the license through ministry course, %31,3 through the bachelor's degree of tourism guidance and %23,7 of them get their licenses through an associate degree of tourism guidance department. While a great majority of the participants (%83,2) have expressed their foreign language as English, %25,2 German, %14,7 French, %5,5 Russian, %3,3 Italian, % 2,4 Arabic and % 6,9 have expressed as the other language(Spanish, Japanese, Swedish, Polish, Romanian, Urdu, Greek and Macedonian). While 90,5 of the participants guide country-wide, %9,5 of them guide regionally. Viewed from the point of guidance experience, %37,8 5-9 years, %22,9 10-14 years, %22 15 years and more, %16,1 1-4 years and %0,9 have

less than a year experience. While almost all of the guides (99,1) work under an agent, it is determined that 3 guides (%0,7) work independently. When asked to the guides what their areas of specialization are, while %65,9 city tours, %60 archaeology tours, %44,3 nature and mountain tours, %32,9 religious tours, %26,1 cruise tours, %25,4 gastronomy tours and %22,3 of them have expressed their areas of specialization as flora and fauna; %5,2 have expressed as other field of specializations. Whereas the tour guides, part in the questionnaire, orderly serve for the tourist groups such as; English (%65,2), Turkish (%62,1), American (%37), German (%31), Russian(30,1) and French(%15,9); %19,4 of them serve for the other tourist groups. While % 86 of the guides do not work for any other occupation, %14 of them work for an extra occupation in addition to the tourism guidance. While %85,5 of the guides who part the questionnaire manage daily tours, %80,3 prefer long-time Anatolian tours and %19,2 overseas tours; %0,5 of them manage other tours.

**Table 3** Occupational Data

Variables	n	%	Variables	n	%
<b>Guidance License</b>			<b>Field of Specialization</b>		
Ministry Course	190	45,0	Cruise Tours	110	26,1
Associate Degree	100	23,7	Gastronomy Tours	106	25,4
Tourism Guidance			Religious Tours	139	32,9
Bachelor's Degree	132	31,3	Archaeology Tours	253	60
Tourism Guidance			City Tours	278	65,9
Foreign Language			Flora and Fauna Tours	94	22,3
English	351	83,2	Mountain and Nature	187	44,3
German	108	25,2	Tours		
French	62	14,7	Other	22	5,2
Italian	14	3,3	Served Tourist Groups		
Russian	23	5,5			
<b>Arabic</b>			<b>The Turkish</b>		
Other Languages	29	6,9	The English	275	65,2
License Scope			The German	131	31
Territorial	382	90,5	The French	67	15,9
Regional	40	9,5	The American	156	37
Guidance			The Russian	127	30,1
Experience			Other	82	19,4
Less than a year	4	0,9	Extra Work Status		
1-4 years	68	16,1	Yes	59	14,0
5-9 years	160	37,8	No	363	86,0
10-14 years	97	22,9	Managing Tours		
More than 15	93	22,0	Daily Tours	361	85,5
years			Long-Time Anatolian	339	80,3
Working Status			Tours		
Independent	3	0,7	Overseas Tours	81	19,2
Under an Agent	419	99,3	Other	2	0,5
Working Years for					
an Agent					
Less than a year	30	7,23			
2-3 years	130	31			
4-7 years	135	32,15			
More than 8 years	124	29,62			

**Data Regarding Mobbing Scale**

In this part it is given the factor loadings of dimensions, frequency and percentages which are formed concerning the mobbing scale. The factor loadings of five factors regarding mobbing scale are in the table below:

The mobbing scale is divided into five dimensions which is formed regarding the questions LIPT (Ieymann Inventory of Psychological Terror) about mobbing from the questionnaire version improved by Klaus Niedl and Negative Action

Questionnaire (NAQ) questions improved by Stale Einarsen, BjörnIngeRaknes, Stig Berge Matthiesen and Odd Henning Hellesoy in 1994. These are classified as the attacks towards expressing and hindering communication, the attacks towards work and duty, psychological attacks towards social relationships, the attacks towards personality and dignity, psychological attacks towards personal health.

**The Analysis of Relationship between the Sub-Dimensions of Motivation and the Sub-Dimensions of Mobbing**

In order to test H1 hypothesis and sub-hypothesis it has been investigated the relationships through pearson correlation analysis and it has been gained the findings below.

**Table 4** Mobbing Faktor Expressions and Loadings

Faktor Name	Question Expression	Faktor Loadings	
The Attacks Towards Expressing and Hindering Communication	In your agent, it is hindered to express your own opinions during the tour and in the unions.	0,609	
	It is hindered to communicate with the other guides by the agent executive and your union.	0,478	
	While you are speaking your speech is interrupted or interjected by the agent executives.	0,569	
	In our attempt to communicate with the others it is answered silently or hostilely.	0,551	
	You are criticized about your private life.	0,610	
	You are threatened verbally or written.	0,591	
	You are refused or ignored indirectly during the tour or in your agent.	0,589	
	Your agent isolates you from the sector for some reasons (not working in the other season, not working beneath the base pay) or replaces you by force.	0,565	
	It is given the tours beneath your potential.	0,567	
	The decisions you make are criticized negatively by the tourists, captain and agent workers.	0,626	
The Attacks Towards Work And Duty	New tours are continually given to you. There is not a standard tour program or region.	0,547	
	It is not given the tours you deserve or the tours convenient for your field of specialization.	0,608	
	It is given the tours beyond your duty and authorization and wanted to do as soon as possible.	0,559	
	The tour you manage, your telling are criticized. Your effort is underestimated or overlooked.	0,678	
	It is psychologically pressed even in small cases by tourists, agent workers and your co-workers and even the simplest mistakes are exaggerated.	0,647	
	Your work is always criticized by tourists, agent workers and your co-workers.	0,649	
	You are held responsible for the misfortunes happen during the tour. Whereas the others are responsible for that they criticise you or you become the scapegoat.	0,625	
	The mistakes you make are taunted when you have problems with agent, tourists, captain and the business managers you work with during the tour.	0,631	
	You incur losses materially and morally because of the distresses you experience during the tour.	0,663	
	It is pretended that you don't exist in the agent.	0,622	
Psychologica l Attacks Towards Social Relationships	It is talked about your private life in a way that it hurts you or gets you sick.	0,577	
	You are socially isolated from your colleagues and the activities of the groups in similar fields with your work.	0,600	
	It becomes forbidden your colleagues to talk with you.	0,601	
	It is spoken ill of you.	0,476	
	Your opinions, perspectives are not cared and taken into consideration.	0,554	
	It is gossiped about you.	0,586	
	It is given some explanations which can upset you. It is not respected to your ethnicity, customs and your mother tongue.	0,404	
	You are suffered from the oppression and forcing towards your religious beliefs.	0,371	
	You are suffered from the oppression and forcing towards your political view.	0,445	
	You are sometimes insulted concerning your knowledge and skills and you are mocked in society.	0,528	
The Attacks Towards Personality and Dignity	It is spoken negatively towards your hair style, dressing style and lifestyle.	0,545	
	It is not respected to your decisions and given due consideration.	0,609	
	You are exposed to psychological pressure.	0,478	
	It is not wanted you to get permission, to stay at home even you are ill and if you demand for it you are psychologically suppressed.	0,569	
	Although your physical and psychological health are bad, you are obliged to the tours make your health worse.	0,551	
	You are exposed to verbal attack/ violence during the working process.	0,610	
	You are exposed to slight physical violence in order to intimidate you.	0,591	
	Psychological Attacks Towards Personal Health		

**Data Regarding Motivation Scale**

In this part, it is taken place the economical instruments which is adapted through the studies of Smions and Enz, 1995; Linz, 2004; Gagne and Deci, 2005, Garg and Rastrogi, 2006, Dündar et al., Köroğlu, 2011, psycho-social instruments, organizational and administrative instruments which are formed regarding motivation scale. The factor loadings of sub-dimensions formed regarding motivation scale are below:

The factor dimensions formed regarding motivation scale is composed of three parts as; economical dimensions, psycho-social dimensions, organizational and administrative dimensions. The percentage and frequency analysis of the expressions regarding these dimensions is given in the Table 3.

It has been examined the relationship between the sub-dimensions of motivation and the sub-dimensions of mobbing through correlation and regression analyses.

In the Table 4, it has been made a correlation analysis in order to determine the relationship and the direction of the relationship between motivation and mobbing perception. According to the results of analysis (p=0,000); it has been found statistically a meaningful relationship between mobbing and motivation. When observed the table Pearson correlation coefficient has found as (-0,273). Correlation coefficients are valued between +1 and -1. The number of -0,273 shows that there is a relationship though it isn't big, having a negative (-) value of the number shows that there is an inverse relationship.

**Table 5** Motivation Faktor Expressions and Loadings

Faktor Name	Question Expression	Faktor Weights
Economical Instruments	Regular increasing in my salary motivates me.	0,609
	Getting day wage completely is an important factor for my success.	0,478
	Having an employment security motivates me.	0,569
	Caring for the employment and health security of my agent motivates me.	0,551
	Being awarded (tip, commission, and bonus) for my success motivates me.	0,610
	The facilities that the agent offer for such as service, lunch, tea or coffee motivates me.	0,609
	Spending time together with my friends off the job (dinner, picnic etc.) motivates me.	0,478
	Most of the workers in the agent I work tolerate their colleagues' mistakes.	0,569
	I think that I have the sufficient knowledge about my job.	0,551
	I believe that I have sufficient knowledge and skill about my job.	0,609
Psycho-Social Instruments	Succeeding in what I do motivates me.	0,478
	I believe that I have sufficient responsibility about my job.	0,569
	Respecting me and my private life motivates me.	0,551
	Working in a fair environment motivates me.	0,610
	Being sufficiently independence to how I manage the tour motivates me.	0,591
	I don't think that my opinions are taken into consideration.	0,589
	Appealing of my job to me and loving my job motivates me.	0,565
	Taking the responsibility of many people motivates me.	0,567
	I think that I have the sufficient knowledge to take the responsibility alone during the tour.	0,626
	I know that the managers appreciate me in the agent.	0,547
Organizational and Administrative Instruments	I think that my colleagues appreciate me.	0,608
	I share my ideas with my colleagues.	0,559
	I know the job definitions.	0,678
	I have mission and vision for my agent to reach its targets.	0,647
	My job's giving an opportunity for me to improve myself motivates me.	0,649
	Having a career possibility in my job motivates me.	0,625
	Caring for the employment and health security of my agent motivates me.	0,631
	Realizing a well- organized tour motivates me.	0,663
	Realizing the tours which are regarding different kinds of tourism (eco-tourism etc.) motivates me.	0,622
	There are activities in my workplace such as symposium, conference, and seminar.	0,577
Being the physical conditions of my working environment appropriate (air conditioner, microphone etc.) motivates me.	0,600	

**Table 6** The Relationship between Motivation Perception and Mobbing Perception

		Motivation	Mobbing Perception
Motivation	Pearson Correlation	1	-0,273(**)
	Sig. (2-tailed)		0,000
	N	422	422
Mobbing Perception	Pearson Correlation	-0,273(**)	1
	Sig. (2-tailed)	0,000	
	N	422	422

In this respect, a negative relationship appears between motivation and mobbing. This result shows that one volume change happens in the mobbing perception can affect motivation as -0,273, that is to say it can decrease the motivation in the ratio of %27,3. In the circumstances, H1 hypothesis has been accepted.

**Table 7** The Correlation Analysis between the Attacks towards Work and Duty and The Economical Instruments

		The Attacks Towards Work And Duty
Economical Instruments	Pearson Correlation	-0,161**
	Sig.(2-Tailed)	0,000
	N	422

p=0.05

In the Table 7, the correlation coefficient between the attacks towards work and duty from the sub-dimensions of motivation and the economical instruments from the sub-dimensions of motivation resulted meaningful at the level of 0,05.

Accordingly, it can be mentioned that there is a negative relationship between economical instruments and the attacks towards work and duty and this relationship is statistically meaningful. If it is taken into consideration that correlation coefficient is valued between +1 and -1, it can be said that there is relationship towards negative level between economical instruments and the attacks towards work and duty with the value -161.

**Table 8** The Correlation Analysis between the Attacks towards Work and Duty and Psycho-Social Instruments

		The Attacks Towards Work and Duty
Psycho-Social Instruments	Pearson Correlation	-261**
	Sig.(2-Tailed)	0,000
	N	422

In the Table 8, the correlation coefficient between the attacks towards work and duty from the sub-dimensions of motivation and the psycho-social instruments from the sub-dimensions of motivation resulted meaningful at the level of 0,05. Accordingly, it can be mentioned that there is a negative relationship between psycho-social instruments and the attacks towards work and duty and this relationship is statistically meaningful. If it is taken into consideration that correlation coefficient is valued between +1 and -1, it can be said that there is negative linear relationship between psycho-social instruments and the attacks towards work and duty with the value -261. In this case, H3b2 has been accepted.

**Table 9** The Correlation Analysis between the Attacks towards Work and Duty and Organizational and Administrative Instruments

	The Attacks Towards Work And Duty	
Organizational and Administrative Instruments	Pearson Correlation	-166**
	Sig.(2-Tailed)	,000
	N	422

In the Table 9, the correlation coefficient between the attacks towards work and duty from the sub-dimensions of motivation and the organizational and administrative instruments from the sub-dimensions of motivation resulted meaningful at the level of 0,05. Accordingly, it can be mentioned that there is a negative relationship between organizational and administrative instruments and the attacks towards work and duty and this relationship is statistically meaningful. If it is taken into consideration that correlation coefficient is valued between +1 and -1, it can be said that there is relationship towards negative level between organizational and administrative instruments and the attacks towards work and duty with the value -166. In this case, H3b2 has been accepted.

**Table 10** The Correlation Analysis between the Attacks towards Social Relationships and Economical Instruments

	The Attacks Towards Social Relationships	
Economical Instruments	Pearson Correlation	-0,152**
	Sig.(2-Tailed)	0,000
	N	422

In the Table 10, the correlation coefficient between the attacks towards social relationships from the sub-dimensions of motivation and the economical instruments from the sub-dimensions of motivation resulted meaningful at the level of 0,05. Accordingly, it can be mentioned that there is a negative relationship between economical instruments and the attacks towards social relationships and this relationship is statistically meaningful. If it is taken into consideration that correlation coefficient is valued between +1 and -1, it can be said that there is relationship towards negative level between economical instruments and the attacks towards social relationships with the value -166. In this case, H1a3 has been accepted.

**Table 11** The Correlation Analysis between the Attacks towards Social Relationships and Psycho-Social Instruments

	The Attacks Towards Social Relationships	
Psycho-Social Instruments	Pearson Correlation	-0,162**
	Sig.(2-Tailed)	0,000
	N	422

In the Table 11, the correlation coefficient between the attacks towards social relationship from the sub-dimensions of motivation and the psycho-social instruments from the sub-dimensions of motivation resulted meaningful at the level of 0,05. Accordingly, it can be mentioned that there is a negative relationship between psycho-social instruments and the attacks towards social relationships and this relationship is statistically meaningful. If it is taken into consideration that correlation coefficient is valued between +1 and -1, it can be said that there is negative linear relationship between psycho-social

instruments and the attacks towards social relationship with the value -162. In this case, H1b3 has been accepted.

**Table 12** The Correlation Analysis between the Attacks towards Social Relationships and Organizational and Administrative Instruments

	The Attacks towards Social Relationships	
Organizational and Administrative Instruments	Pearson Correlation	-172**
	Sig.(2-Tailed)	0,000
	N	422

In the Table 12, the correlation coefficient between the attacks towards social relationship from the sub-dimensions of motivation and the organizational and administrative instruments from the sub-dimensions of motivation resulted meaningful at the level of 0,05. Accordingly, it can be mentioned that there is a negative relationship between organizational and administrative instruments and the attacks towards social relationships and this relationship is statistically meaningful. If it is taken into consideration that correlation coefficient is valued between +1 and -1, it can be said that there is negative linear relationship between organizational and administrative instruments and the attacks towards social relationship with the value -172. In this case, H1c3 has been accepted.

## FINDINGS AND SUGGESTIONS

The issues such as; mobbing and motivation perception of employees, the effects mobbing exposure extent on their performances and consequently motivations are mentioned frequently in national and international literature but this the first time that it is examined in our country in the department of tourism guidance which is a very important part of tourism. It is aimed to contribute the literature of tourism guidance with this study.

There are studies concerning the relationship between mobbing and motivation in domestic and foreign literature. While Antep and his friends (2012) gave place to the relationship between mobbing and motivation in their studies, Cross and Rogers (2006) stressed the effect of mobbing on behaviours. Fox veStallworth (2005) mentioned a mobbing existence that can change according to the demographic factors such as race, gender, ethnicity; Heinsen, HoghveLeymann (1996) investigated on mobbing behaviour in working life and observed that performances change according to these behaviours.

According to the study; it is a matter that tour guides are affected by mobbing. The part of extensive and complicated mobbing process which affects especially tour guides is at the extent of being interrupted, facing an obstacle against their knowledge and the stresses they experience with service providers. The effects of mobbing notion on tour guides can be observed as decreasing of the yield, decreasing the quality of the work, some problems with the dialogues with the tourists. In this context, even if intensive and tiring working conditions make the tour guides strong and durable, they perceive severe mobbing and they are affected. It is observed that the motivation of tour guides is generally at the high level. The progress process of tour guidance job which has about 20 year process has still continued. Even if it has decreased compared

to the previous years, a number of legal and economic rights which are declared in the laws are not given mostly or ignored. Within this scope, being applied of the legal rights which are important factors that affect motivation of tour guides will be a very important spurt for the tour guides who do not aggravate a problem and approach solution oriented.

Not being so much of the mobbing exposure of the tour guides can express that a number of legal and public precautions have been taken and the opinions of tour guides are cared too. Within this framework, it can be expressed that the limited number of violence and intimidation cases which take part in printed and mass media do not represent the overall and this judgement is not socially true.

Being affected of the tour guides from the intimidating behaviours makes them detract from their works or obliges them to do a work they don't love. Being continued of the current precautions and applications increases the importance and the sanctity of tourism guidance. According to the data gained from findings of the study suggestions for private sector, state institutions and organizations and researchers are placed below:

- Government agencies should increase the supervisions to bring the psychological and sexual oppression behaviours under control and to prevent.
- The elements of employment security should be increased, it should be taken the necessary security precautions and it should be enhanced the current conditions of unequally as west and east.
- Travel agents should provide a tour service only for the Turkish people that contains a guidance service convenient for Turkish customs, traditions, religion and cultural habits.
- The vocational conditions of tour guides who attend Anatolian tours should be enhanced.
- It should be provided a safe environment by providing employment security.
- The businesses should behave sensitively without interference in their private life.
- It should be given the convenient tours to the tour guides according to their knowledge, skills and level of education.
- It should be prevented to gossip, talking about each other and it should be taken precautions before happen and to carry out some inspections.
- The psychological and mental structure of the tour guides should be viewed by the agent and if it is necessary it should be provided psychological support.
- Agents should pay attention the base pay and should employ the tour guides with the pricing according to this.
- Agents should behave advisory and convenient for occupational works and ethics rather than ignoring the knowledge and the experience of the tour guide and behaving imperatively, humiliatingly.
- Providing extra personnel in organizing the tour is a quite necessary matter from the point of caring about the possible problems during the tour and through this tour guides fulfil their own duties.

- The agent should provide employment security, enhance working conditions, increase payments, and abolish long-time working hours.
- More efficient tour guides should be formed by employing more tour guides if it is necessary.

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