

The Influence of Workplace Bullying on Employee's Job Performance, Job Satisfaction and Turnover Intention in a Newly Established Private Hospital

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Abstract

This paper presents a study conducted at a private hospital in the province of Ankara, which examined the effects of workplace bullying among the healthcare staff on the job performance, job satisfaction and turnover intention. It was determined that there was a positive relationship between the workplace bullying behaviors towards the individuals and the turnover intention, whereas a negative relationship was observed between the workplace bullying and the job performance. In addition, a negative relationship was determined between job satisfaction and turnover intention. Within the scope of this study, the path analysis modeling, which is considered applicable among the structural equation modeling types and which aims to study the relationship grids among the observed variables, was considered. The values defined as Goodness of Fit Indices enabled the decision of the acceptability of each model as a whole by the data. The findings obtained within the scope of the analysis demonstrated that the factor structure in general sense was within the acceptable limits.

Key Words: *Workplace Bullying, Job Satisfaction, Job Performance, Turnover Intention.*

Introduction

The workplace bullying, defined as the situation in which the individuals experience systematic mocking, maltreatment and harassment or are subjected to the social exclusion at the workplaces, is not something new and is a phenomenon that has possibly been in existence since the beginning of time. However, this subject's becoming a current issue as a workplace problem has a history of only 10-15 years at most. The concept of bullying was first discussed in detail in the mid 80's when the Norwegian and Swedish organizational psychologists began to investigate the phenomenon along with its extent, causes and results.

Today, the workplace bullying constitutes a problem for many institutions, irrespective of their scale and industry. This antisocial behavior confronts the institutions that operate in the developed and developing countries and brings forward the results documented in detail in the scientific literature. On the individual level, the bullying may cause suicidality and loss of honor and self-esteem (Djukorvik et al., 2004), high stress, posttraumatic stress disorder, phobias, sleep disorders and increased depression (Salin, 2003), unhappiness, anxiety, withdrawal and unreasonable prudence and may therefore affect the performance

(Hoel and Cooper, 2003). On the organizational level, it negatively influences the employee commitment, job satisfaction, absenteeism and staff turnover rate (Oghojafor et al., 2012).

Although it is difficult to define, the workplace bullying may be viewed as “all the situations where one or more individual feel subjected for a certain time to negative acts against which they are unable to defend themselves” (Einarsen et al., 1994, p. 383). Regarding this concept that emerged as a result of the studies in the Scandinavian countries (Einarsen and Skogstad, 1996; Vartia, 1996), researches were conducted in various countries (Rayner et al., 2002) and similar words such as “harassment” and “disturbance” were used by different researchers in order to define the concept (Einarsen et al., 1994; Einarsen et al., 2003). The bullying may occur in the form of negative conducts such as the invasion of the victim’s privacy, spread of gossips, verbal attack, withholding information or deprivation of responsibility and excessive criticism or follow-up of the work (Keashly, 1998; Zapf et al., 1996).

The job satisfaction, which is maybe the most studied topic in the behavioral sciences (Judge and Church, 2000), is in the position of a collecting point for several theories and models that explain the individual attitudes and behaviors (Judge and Klinger, 2007). In fact, “the job satisfaction research has practical applications in terms of improvement of the individual lives as well as the organizational effectiveness” (Judge and Klinger, 2007, p. 393). In an environment where there are many definitions of job satisfaction in the literature, the following definition by Locke (1976, p. 1304) has been regarded as a standard and is therefore adopted also in this study: “A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Moreover, although there are several criteria of job satisfaction in the literature, we adopt the notion, by following Markovits et al., (2010), that the job satisfaction is comprised by two dimensions, namely the intrinsic satisfaction and extrinsic satisfaction. On the other hand, the job performance is a consequence related to the organizational context and depends on many factors in the institution. The importance of the job performance in terms of organizational productivity is extremely great, as may be seen in several studies attempting to correlate the performance with many structures. Despite the public awareness about bullying, the state-funded researches in this field and also the well-established legislative regulations against bullying in many developed countries (Quine, 2001), the situation in the developing countries such as Turkey is quite worrisome. Since no policy has been introduced to provide protection against the occurrence of workplace bullying in many institutions in Turkey, there is the concern that the situation of bullying could go out of control. Even though several studies were conducted regarding the workplace bullying, these are mostly related to the situation in the European countries. Few studies conducted about this concept in the workplaces in Turkey contain the difficulties caused by the methodological deficiencies. The present study not only overcomes these methodological deficiencies, but also provides the basis for comparing the findings obtained in a different culture, thereby filling the wide research gap in this field.

Literature Review

The workplace bullying covers the situations in which the person feels subjected to maltreatment at the workplace for a long time in such a way that he/she has no opportunity of defending himself/herself (Einarsen, Raknes, Matthiesen and Hellesoy, 1994). The individual experiences a series of intimidating behaviors that cause him/her to feel bullied or harassed, then this means the bullying is present. It was observed that the persons systematically experiencing such incidents have significantly weaker mental health as compared to the mental health of those who experience the same only occasionally (Einarsen and Raknes, 1997). Salin (2003) supported this by suggesting that the bullying is perceived in negative light by the subject(s). This indicates that a situation involving even the intimidating or antisocial behavior at the workplace could be described as bullying only in case such behavior is seen or perceived in the negative light by the recipient. The bullying has a negative effect on the victim as it causes the victim to feel sad, threatened, humiliated or weak, it damages the self-confidence of the victim and it may become a cause for stress.

At the same time, the bullying behavior should have a continuous nature, since “it should occur repeatedly and regularly” (Einarsen et al., 2003, p. 15). Similarly, Salin (2003) defined the workplace bullying as “repeated and insistent negative acts, which are conducted against one or more individual, which contain the perception of the imbalance of power and which create a hostile work environment”. In this case, the persistency and duration are emphasized (Einarsen et al., 1996).

Different approaches exist regarding the studies on the workplace bullying (Lewis and Gunn, 2007; Leymann, 1996; Salin, 2004), and accordingly, different typologies, forms and tactics were determined for the workplaces. Rayner et al. (2002) propose five bullying categories, namely the threat to professional status, the threat to personal standing, isolation, overwork and destabilization. In a study on the emergency service organizations in England, Owoyemi and Sheehan (2011) defined three types of bullying, namely the personal bullying, administrative bullying and social bullying. Several forms including insult, verbal abuse, excessive mockery and aggression were defined in the literature (Lee and Brotheridge, 2006; Rayner et al., 2002; Salin, 2004). The type of the bullying behavior being experienced depends to some extent on the assignment or position of the employees in the institution (Hoel and Cooper, 2003; Zapf and Einarsen, 2003). A typical example is the superior-subordinate relationship (Owoyemi and Sheehan, 2011). Although sexual harassment was defined as a form of workplace bullying (Hoel and Cooper, 2003), it is a less-reported form of bullying and there are question marks as to whether or not it is required to consider it as a form of workplace bullying (Mikkelsen and Einarsen, 2001; Sheehan, 2006).

Although there is a distinction between bullying and dispute (Hoel and Salin, 2003), the unresolved disputes may in some cases result in the situations of bullying (Leymann, 1996). Consequently, Einarsen et al. (2003) argued that the workplace bullying could be better understood by understanding the roles and dynamics of the issue of increased dispute. As the offenders attempt the acts that are not easy to notice, it is difficult to detect the bullying in the early stages. At this stage, such behaviors are generally indirect and cautious. However, as time passes, these aggressive behaviors become more direct and they are brought into the forefront (Einarsen et al., 1996). Since the indirect aggressive behavior is more dominant, it means a serious inconvenience encountered in a workplace (Vartia, 2003). The efforts have been made by the scientists to identify the background of the workplace bullying. The consensus is that the bullying mainly occurs as a result of imbalance of power. The victim of this antisocial behavior is not in an equal position as the person who commits the act of bullying, and therefore, he/she is not able to defend himself/herself (Salin, 2003; Vartia, 2003). The victims feel worthless about their ability to defend themselves, and according to Archer (1999), this is a common situation in the institutions that are structured based to a great extent on the ranks and positions. The imbalance of power is frequently a reflection of the official authority in the institutions and the bullying person holds a position that is superior to that of the victim (Fox and Spector, 2005). The workplace bullying may occur among the workmates through the behaviors of the superiors towards the subordinates or the behaviors of the subordinates towards the superiors (Neuman, 2004). The abuse of power by the superiors against the subordinates was determined as a primary underlying cause for the workplace bullying (Lee, 2000), but the bullying may also occur in the social group (Salin, 2004). The organizational culture of the institutions is also a premise for the workplace bullying. This is the reason why the bullying occurs mostly at the institutions where the predominant subordinate hierarchical relationships exist (Vartia, 2001). Manner of leadership, work design, work characteristics (Salin, 2004; Vartia, 2001) and also the gender (Vartia, 2003) were defined as the precursors for the bullying at the institutions.

Theoretical Framework

Although the effects of the workplace bullying on the job satisfaction, job performance and the attitude of the other employees as well as on the job-related outcomes are well documented in the scientific literature, these studies frequently concern the developed countries. The research conducted by Quine (2001) in order to determine the prevalence of the bullying among the public service nurses in a NHS Trust in England showed that the nurses suffering from the bullying reported significantly lower levels of job satisfaction

and higher levels of anxiety, depression and tendency to resign. However, the support provided at the workplace was able to protect the nurses against some of the detrimental effects of the bullying. Similarly, other studies (Hoel and Cooper, 2000; Hoel et al., 2003; Keashly and Jagatic, 2003; Leymann, 1996; Vartia, 2001) reported that the effects of bullying include lower levels of job satisfaction, psychosomatic symptoms and physical illnesses, possible retirements from the labor market, greater absenteeism, reduced commitment and productivity, greater employee turnover rate and intentions. As a form of emotional conflict in relationships, the bullying has negative effects on the job performance. A manager who wants to improve the performance of the personnel should act taking into consideration the attitude and behavior of the personnel, their opinions and feelings and the factors internal and external to the organization that have an impact on these (Ağırbaş et al., 2005:328). On the other hand, among others, various factors such as dissatisfaction, absenteeism, illness and employee turnover rate in particular (Einarsen et al., 2003) make it difficult to clearly determine the effect of the bullying on the job performance, since the employees may perform their duties even when they experience the bullying.

The job satisfaction is generally an indicator of the contentment that the employees feel about their job. The work environment plays an active role in the life of an individual due to the facilities it provides for the individual as well as its being an environment where the individual spends most of his/her time. The job satisfaction is a concept predominated by the emotional aspect and it generally emerges according to the extent to which the job meets the expectations of the employees (Luthans, 1995). The employees' mental appraisal of a certain event or situation, in other words, their attribution of meaning to a certain event or situation, plays a big role in the development of the job satisfaction and the turnover intention (Lazarus and Folkman, 1984).

It was found out that the turnover intention results in the actual resignation upon an increase in the intensity and duration of the bullying behaviors systematically conducted at the workplace (Einarsen, 2000, p. 388; Groeblichhoff and Becker, 1996, p. 278; Leymann, 1996, p. 174; Salin, 2003, p. 1213). According to Tepper (2000, p. 178), a high labor turnover rate is observed among the employees directed by the managers who support the bullying. Zapf and Gross (2011) state that the victims who experience systematic bullying at the workplace eventually resort to the solution of quitting their jobs (p. 497). Djurkovic et al. (2004) determined a positive correlation between the presence of systematic workplace bullying and the negative effects it creates on the victims by causing the physical and psychological health problems and the turnover intention (p. 469).

In the research conducted by Quine with the employees of the National Health Service in 1999 (p. 231) and some study's results that concerns the nurses in 2001 (p. 73), it was concluded that those healthcare staff members, especially the nurses, who experience the systematic workplace bullying have significantly reduced job satisfaction and increased levels of anxiety and depression and turnover intention.

The literature review indicates that the workplace bullying has an effect on the attitude and behaviors of the employees, irrespective of the definition, form and categorization of the workplace bullying and the approach taken by the study on this subject. Considering that the majority of the previous studies were conducted in the developed countries, the present study aims to investigate the relationships among the workplace bullying, job satisfaction and job performance in a developing economy and in an environment that struggles to be both Eastern and Western culturally.

Method

Design

The study was in the form of a questionnaire study. The individual and interactive effects of the bullying behaviors on the job performance, job satisfaction and turnover intention of the healthcare staff were evaluated.

Participants

The sample group who participated in the study consists of the doctors, nurses, health technicians, caregivers and administrative staff.

Instruments

In order to measure the job performance of the participants, Sökmen, (2000) Job Performance Questionnaire (JPQ) was applied. This tool includes the 5 point Likert scale (1=strongly disagree, 5=strongly agree). The questionnaire evaluated the job performance of the participants in terms of quantity, quality, effectiveness, etc.

In order to measure the workplace bullying, the NAQ (Negative Acts Questions) consisting of 22 items was used. NAQ is based on the definition by Einarsen et al. (1996). NAQ assesses the frequency with which the employees experienced various negative acts during their past service period. The negative acts are accepted as the bullying behavior in case they are occurring in the meantime (Mikkelsen, 2001). The workplace bullying was measured via a 5 point Likert scale (1= never, 5= every day). The research showed that the NAQ had great validity and reliability in the previous studies (Einarsen et al., 1996; Einarsen and Raknes, 1997; Hoel et al., 2001). Job Satisfaction Scale, which was originally developed by Miller and Medalia (1955), was employed in order to evaluate the level of satisfaction with the job. In receiving the answers, the 5-point Likert scale (1=strongly disagree, 5= strongly agree) was used. The 3-point Turnover Intention Scale, developed by Mobley, Horner and Hollingsworth (1978:410), which indicates the level of intention of the staff members to appraise them in order to decide on whether staying in the workplace or quitting the job, was employed. In receiving the answers, the 5-point Likert scale (1=strongly disagree, 5= strongly agree) was used. The reliability was investigated for four Likert-type scales that identified the workplace bullying behaviors, job performance, job satisfaction and turnover intention included in the questionnaire form, which was prepared for the study. The reliability coefficients (cronbach alpha) of workplace bullying behaviors, job performance, job satisfaction and turnover intention were determined to be $\lambda_1 = 0.959$, $\lambda_2 = 0.781$, $\lambda_3 = 0.679$ and $\lambda_4 = 0.840$, respectively. Consequently, it was concluded that the compiled data were appropriate for the statistical analyses.

Study Model and Hypotheses

The objective of this study is to investigate the effect of the bullying behaviors on the job performance, job satisfaction and turnover intention of the healthcare staff. According to the findings and descriptions obtained from the literature reviews, the workplace bullying is expected to have a negative correlation with the job satisfaction and job performance, and a positive correlation with the turnover intention. This study is expected to extend the scope of the other studies in terms of the results obtained and provide contribution to the relevant literature as well as bringing forward some proposals for the leaders and managers in the organizations regarding the fight against the workplace bullying, thereby supporting the practices. The study model indicated below in Figure 1 and the related hypotheses proposed are presented.

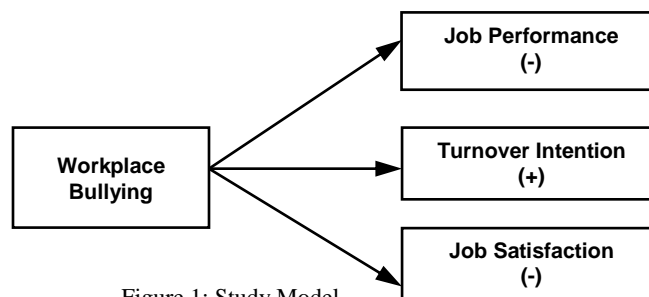


Figure 1: Study Model.

The hypotheses based on this goal enumerated as follows:

- H₁: The experience of workplace bullying behaviors among healthcare staff varies according to their demographic properties.
- H_{1,1}: The experience of workplace bullying behaviors among healthcare staff varies according to their gender.
 - H_{1,2}: The experience of workplace bullying behaviors among healthcare staff varies according to their age.
 - H_{1,3}: The experience of workplace bullying behaviors among healthcare staff varies according to their occupation.
- H₂: The opinions of healthcare staff about the expressions determining the job performance varies according to their demographic properties.
- H_{2,1}: The opinions of healthcare staff about the expressions determining the job performance varies according to their gender.
 - H_{2,2}: The opinions of healthcare staff about the expressions determining the job performance varies according to their age.
 - H_{2,3}: The opinions of healthcare staff about the expressions determining the job performance varies according to their occupation.
- H₃: The job satisfaction among healthcare staff varies according to their demographic properties.
- H_{3,1}: The job satisfaction among healthcare staff varies according to their gender.
 - H_{3,2}: The job satisfaction among healthcare staff varies according to their age.
 - H_{3,3}: The job satisfaction among healthcare staff varies according to their occupation.
- H₄: The opinions of healthcare staff about the expressions determining the turnover intention varies according to their demographic properties.
- H_{4,1}: The opinions of healthcare staff about the expressions determining the turnover intention varies according to their gender.
 - H_{4,2}: The opinions of healthcare staff about the expressions determining the turnover intention varies according to their age.
 - H_{4,3}: The opinions of healthcare staff about the expressions determining the turnover intention varies according to their occupation.
- H₅: There is a significant relationship between workplace bullying behavior and job performance of healthcare staff.
- H₆: There is a significant relationship between workplace bullying behavior and job satisfaction of healthcare staff.
- H₇: There is a significant relationship between workplace bullying behavior and turnover intention of health staff.

Analysis

The study was performed in a private hospital in the province of Ankara. The questionnaire form was distributed to 171 health staffs in the hospital, of which 99 returned their responses. After the return of the responses of the subjects in the area of application to the measuring instrument, a database was generated in the computer. For the analysis of the data, the SPSS 21 package software was utilized. The data compiled within the scope of the study were analyzed and interpreted in line with the determined objectives by using the descriptive statics and employing various statistical analyses (Frequency Analysis, Correlation Analysis, T-Test, One-Way Analysis of Variance, Multiple Comparison Test and Structural Equation Modeling).

Results and Discussion

The findings according to the demographic properties of the individuals are given in Table 1.

The sample group who participated in the study consists of 43,4 % male and 56,6 % female. When examining the age distribution of the sample group; 29,3 % of the individuals were 25 years and below, 29,3 % were between 26 and 35, 22,2 % were between 36 and 45 and 19,2 % above 46 years. Besides, it is determined that 27,3% of the staff were doctor, 24,2% nurse/healthcare staff, 19,2% healthcare technician and 29,3 % administrative staff.

Table 1: Distribution of the participants according to their demographic properties.

Variable	Frequency (f)	Percentage (%)
Gender		
Male	43	43,4
Female	56	56,6
Age		
25 and under	29	29,3
26 – 45	29	29,3
36 – 45	22	22,2
46 and above	19	19,2
Occupation		
Doctor	27	27,3
Nurse/Healthcare staff	24	24,2
Health Technician	19	19,2
Administrative staff	29	29,3

In order to determine whether the healthcare staff members' experience of workplace bullying showed any difference according to the demographic variables, the t-test and one-way analysis of variance (ANOVA) were employed. As the prerequisites of the mentioned tests, whether or not each group included the samples randomly selected from a population exhibiting normal distribution and whether or not the sample variances were homogeneous were examined, and it was decided that the data were appropriate for the t-test and variance analysis. The findings of analysis are given in Table 2. Accordingly, it was concluded that the individuals' experience of bullying behaviors varied according to their age [$p < 0.05$], but did not vary according to their gender and profession [$p > 0.05$]. Accordingly, while $H_{1,2}$ was supported, $H_{1,1}$ and $H_{1,3}$ were not supported.

Table 2: Descriptive demographic properties of healthcare staff who experience workplace bullying.

	N	Average	S. Deviation	(p)
Gender				
Male	43	1.73	0.806	0.124
Female	56	1.51	0.601	
Age				
25 and younger	29	1.77	0.866	0.043
26 – 35	29	1.43	0.377	
36 – 45	22	1.82	0.935	
46 and older	19	1.35	0.236	
Profession				
Doctor	27	1.41	0.543	0.435
Nurse/Caregiver	24	1.65	0.877	
Health Technician	19	1.68	0.627	
Administrative Staff	29	1.69	0.720	

In order to elicit which of the level averages was different from the others and from which age group the difference resulted, the multiple comparison tests (post-hoc tests) were used. In this connection, it was

deemed appropriate to use the Tukey HSD (Honest Significant Difference) Test in order to compare the independent group averages having equal variance. As a result of the multiple comparison test applied, it was determined that the individuals' experience of bullying behaviors showed difference in the age group of 46 and older as compared to the other groups. Moreover, it is observed that the individuals in the mentioned age group experience less bullying behaviors.

In order to determine whether the healthcare staff members' opinions about the expressions determining the job performance showed any difference according to the demographic variables, the t-test and one-way analysis of variance (ANOVA) were employed. As the prerequisites of the mentioned tests, whether or not each group included the samples randomly selected from a population exhibiting normal distribution and whether or not the sample variances were homogeneous were examined, and it was decided that the data were appropriate for the t-test and variance analysis. The findings of analysis are given in Table 3. Accordingly, it was concluded that the individuals' individual' opinions about the expressions determining the job performance varied according to their occupation [$p < 0.05$], but did not vary according to their age and gender [$p > 0.05$]. Accordingly, while $H_{2,3}$ was supported, $H_{2,1}$ and $H_{2,2}$ were not supported.

Table 3: The differences of the health staff' opinions about expressions determining the job performance according to demographic properties.

Variable	N	Average	Standard Deviation	p
Gender				
Male	43	3.55	0.670	
Female	56	3.61	0.889	0.690
Age				
25 and under	28	4.7321	0.808	
26 – 45	29	3.5138	0.957	
36 - 45	22	3.6136	0.538	0.593
46 and above	19	3.4298	0.782	
Occupation				
Doctor	27	3.2346	0.701	
Nurse/Healthcare staff	24	3.7833	0.840	
Health Technician	19	3.7632	0.612	0.049
Administrative staff	28	3.6226	0.881	

Multiple comparison tests were used to determine which occupation the difference originated. As a result of the Tukey HSD multiple comparison tests applied, it was concluded that individual' opinions about expressions determining the job performance differ from other groups in doctor group. Moreover, it was observed that the individual' opinions about expressions related to job performance were more negative in the specified occupational group.

In order to determine whether the healthcare staff members' job satisfaction showed any difference according to the demographic variables, the t-test and one-way analysis of variance (ANOVA) were employed. As the prerequisites of the mentioned tests, whether or not each group included the samples randomly selected from a population exhibiting normal distribution and whether or not the sample variances were homogeneous were examined, and it was decided that the data were appropriate for the t-test and variance analysis. The findings of analysis are given in Table 4. Accordingly, it was concluded that the individuals' job satisfaction varied according to their occupation [$p < 0.05$], but did not vary according to their age and gender [$p > 0.05$]. Accordingly, while $H_{3,3}$ was supported, $H_{3,1}$ and $H_{3,2}$ were not supported.

As a result of the Tukey HSD multiple comparison test which was applied to determine from which occupation the difference originated, it was concluded that individual' opinions about expressions determining the job satisfaction differ from other groups in administrative staff. Moreover, it was observed that the individual' opinions about expressions related to job performance were more negative in the specified occupational group.

Table 4: The differences relating to the job satisfaction among health staff according to demographic properties.

Variable	n	Average	Standard Deviation	p
Gender				
Male	43	4.11	0.725	0.356
Female	56	3.97	0.743	
Age				
25 and under	28	4.04	0.698	0.333
26 – 45	29	4.01	0.818	
36 – 45	22	3.84	0.675	
46 and above	19	4.26	0.712	
Occupation				
Doctor	27	4.30	0.648	0.006
Nurse/Healthcare staff	24	4.04	0.709	
Health Technician	19	4.20	0.667	
Administrative staff	28	3.65	0.755	

In order to determine whether the healthcare staff members' turnover intention showed any difference according to the demographic variables, the t-test and one-way analysis of variance (ANOVA) were employed. As the prerequisites of the mentioned tests, whether or not each group included the samples randomly selected from a population exhibiting normal distribution and whether or not the sample variances were homogeneous were examined, and it was decided that the data were appropriate for the t-test and variance analysis. The findings of analysis are given in Table 5. Accordingly, it was concluded that the individuals' turnover intention did not vary according to their gender, age and occupation ($p > 0.05$). Accordingly, $H_{4.1}$, $H_{4.2}$ and $H_{4.3}$ were not supported.

Table 5: The differences relating to the health staff' opinions about expressions determining the turnover intention according to demographic properties.

Variable	N	Average	Standard Deviation	p
Gender				
Male	43	1.87	1.064	0.354
Female	55	2.08	1.146	
Age				
25 and under	28	2.19	1.288	0.061
26 – 45	29	1.87	0.823	
36 – 45	22	2.32	1.307	
46 and above	19	1.47	0.780	
Occupation				
Doctor	27	1.62	0.955	0.107
Nurse/Healthcare staff	24	2.33	1.424	
Health Technician	19	1.86	0.651	
Administrative staff	28	2.13	1.123	

In order to identify the effect of the workplace bullying behaviors towards the healthcare staff on the job performance, job satisfaction and turnover intention of the individuals, the correlation analysis was applied. When the correlation coefficients among the variables in Table 6 are examined, it can be seen that there is a significant and positive correlation between the bullying behavior towards the individuals and the turnover intention and that there is a significant and negative correlation between the bullying behavior and the job performance.

Accordingly, H_5 and H_7 were supported. A significant and negative correlation was determined also between the job satisfaction and the turnover intention. As a result of the correlation coefficient significance test, it was concluded that the correlation between the bullying behavior and the turnover intention, the correlation between the bullying behavior and the job performance and the correlation

between the job satisfaction and the turnover intention were significant. Negative correlation between the bullying behavior towards the individuals and the job performance is consistent with the finding of Einarsen et al. (2004) who indicated that as a form of emotional conflict in relationships, the bullying has a negative effect on the job performance. On the other hand, Einarsen et al. (2004) also remarked that it is difficult to clearly determine this effect due to other factors such as absenteeism, dissatisfaction, employee turnover rate and illness.

In the study, a non-significant ($p < 0.05$) and positive relationship was identified between the job satisfaction and the job performance. It should be considered that the relationship between the job satisfaction and the job performance is a controversial topic as supported in the literature and that some authors assert the presence of an insignificant relationship between the two variables (Christen et al., 2006).

Our findings in this study indicated a significant and negative relationship between the job satisfaction and the turnover intention, while revealing a significant ($p < 0.05$) and negative relationship between the workplace bullying and the job performance. At the same time, a non-significant ($p > 0.05$) and negative relationship was determined in this study between the workplace bullying and the job satisfaction. Accordingly, H_6 was not supported. This is not surprising, as many previous studies (for example, Keashly & Jagatic, 2003; Leymann, 1996; Quine, 2001; Vartia, 2003) also reported a negative relationship between the workplace bullying and the job satisfaction.

The relationship between the workplace bullying and the turnover intention was determined in various industries and professions (i.e. Quine, 1999; Mathisen et al., 2008; Simons, 2008; Glasø et al., 2011a). Accordingly, it was concluded also in this study that the relationship between the bullying behavior and the turnover intention, the relationship between the bullying behavior and the job performance and the correlation between the job satisfaction and the turnover intention were significant.

Table 6: Correlation between the bullying behaviors towards the healthcare staff and the job performance, job satisfaction and turnover intention.

		Bullying	Job Performance	Job Satisfaction	Turnover Intention
Bullying	<i>Pearson Correlation</i>	1			
	<i>(p)</i>	-			
	<i>N</i>	99			
Job Performance	<i>Pearson Correlation</i>	-0.210	1		
	<i>(p)</i>	0.007*	-		
	<i>N</i>	98	98		
Job Satisfaction	<i>Pearson Correlation</i>	-0.120	0.188	1	
	<i>(p)</i>	0.239	0.063	-	
	<i>N</i>	98	98	98	
Turnover Intention	<i>Pearson Correlation</i>	0.360	0.049	-0.310	1
	<i>(p)</i>	0.000*	0.630	0.002*	-
	<i>N</i>	98	98	98	98

* $p < 0.05$

Another method that may be employed in order to evaluate the effects of workplace bullying towards the staff who participated in the questionnaire on their job satisfaction, job performance and turnover intention and to test the hypotheses proposed in this regard is the Structural Equation Modeling. In this section, a path analysis modeling, which is considered among the structural equation modeling types and which aims to study the relationship grids among the observed variables, will be discussed. The model's estimation result and the regression coefficients are shown in Figure 2.

In order to perform a precise assessment regarding the model within the scope of this analysis, it is necessary to use some assessment criteria. These values, referred to as Goodness of Fit Indices, allow the decision to be made about the acceptability of each model as a whole by the data. The findings about the goodness of fit indices for the study model are presented in Table 7.

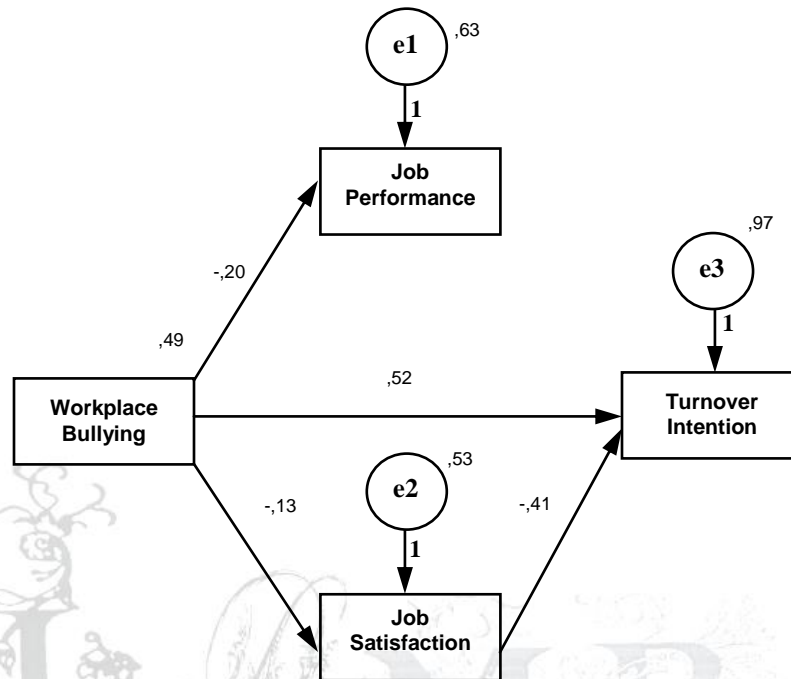


Figure 2: Path analysis model, estimation of regression coefficients

Table 7: Goodness of fit indices for the structural equation modeling

Criterion for Fit	Acceptable Fit Values	Results
χ^2/sd	$\chi^2/sd < 4$	2.456
GFI	$GFI \geq 0.90$	0.976
AGFI	$AGFI \geq 0.85$	0.880
SRMR	$SRMR \leq 0.10$	0.038

The results obtained within the scope of the analysis reveal that the factor structure is in general sense within the acceptable limits. This indicates that there is no difference between the covariance matrix of the model theoretically shown in Figure 1 and the covariance matrix of the sample; in other words, the theoretically determined model fits the sample data. Moreover, in the context of the development of the study model and in line with the previous studies (Egan, Yang & Bartlett, 2004; Lambert, Hogan & Barton, 2001; MacIntosh & Doherty, 2010; Schwepker, 2001; Silverthorne, 2004), a direct relationship was discovered from the job satisfaction to the turnover intention.

Conclusion

In this study, the effect of the workplace bullying behaviors towards the healthcare staff on their job performance, job satisfaction and turnover intention was evaluated. Today, the workplace bullying behaviors constitute a quite common situation considering in particular the presence of a great variety of labor types in many institutions. The bullying, irrespective of its form or extent, negatively affects the well-

being and job performance of the employee and it is a situation that should be fought and discouraged in order to achieve the organizational effectiveness and strategic goals. Since the employees maintain their position of being the foundation stone for every institution wishing to succeed, it is essential to provide the employees with a work environment that facilitates their conditions. Moreover, the persons who experience lower levels of workplace bullying behavior show better job performance as compared to those who experience considerable bullying behavior. Similarly, whereas the satisfied employees will possibly show high performance at work, the bullying negatively affects the job satisfaction and turnover intention. Hence, the institutions in Turkey have to develop the policies that impose serious sanctions on the persons who commit the bullying acts and show zero tolerance to workplace bullying, while providing the adequate support for the victims of the workplace bullying. This will reduce the negative consequences of the bullying on the job satisfaction, job performance and turnover intention. Our reviews of the literature indicate that the workplace bullying has an effect on the attitude and behaviors of the employees, irrespective of the definition, form and categorization of the workplace bullying and the approach taken by the study on this subject.

Consistent with the results of the studies in the literature mentioned above, a positive correlation between the bullying behavior towards the individuals and the turnover intention and a negative correlation between the bullying behavior and the job performance were determined also in the present study. In the context of the development of the study model and in line with the previous studies (Egan, Yang & Bartlett, 2004; Lambert, Hogan & Barton, 2001; MacIntosh & Doherty, 2010; Schwepker, 2001; Silverthorne, 2004), a direct relationship was discovered from the job satisfaction to the turnover intention.

Considering that the majority of the previous studies were conducted in the developed countries, the present study aimed to investigate the relationships among the workplace bullying, job satisfaction and job performance in a developing country with a different cultural structure. The study becomes even more important, since it took place in a country where the issue of workplace bullying is still encountered as a taboo despite the Western style work environments with Middle Eastern shades. Another very important point observed in this study is that it is necessary to review and revise some of the definitions (frequency, process, etc.) about the bullying behavior in the existing literature, because the social relations have undergone changes compared to past as a result of the effects of the advancing technology and the social media. However, the studies to be carried out in this regard are required to be arranged in a way to ensure the international validity of such definitions. In conclusion, the organizational pendulum between the administration and leadership practices of the managers and the concern for the job security should oscillate in a way to create a dynamic effect on the phenomenon of workplace bullying and to bring the same under control so that the performance and the permanence of the staff in the workplace may increase in harmony with the organizational strategy.

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