

The Intermediate Role of Revenge Intention in The Effect of Mobbing on Employee Job Performance

Canan BAYSAL ^a İbrahim YIKILMAZ  ^b Lütü SÜRÜCÜ  ^c

^aIstanbul Arel University, Vocational School, İstanbul, Türkiye. cananbaysal@arel.edu.tr

^bKocaeli University, Faculty of Business Administration, Kocaeli, Türkiye. ibrahimyklmz@gmail.com

^cWorld Peace University Nicosia, Faculty of Business and Economics, Türkiye. lutfi.surucu@wpu.edu.tr

ARTICLE INFO

Keywords:

Revenge intention
Mobbing, performance
Job performance

Received 16 November 2023

Revised 5 March 2024

Accepted 10 March 2024

Article Classification:

Research Article

ABSTRACT

Purpose – This study aims to determine the mediating effect of revenge intention on the relationship between workplace mobbing and employee performance. Therefore, the study aims to understand the effects of negative work behaviors experienced in the work environment on employees and to determine in which situations the intention of revenge will arise in employees.

Design/methodology/approach – The study was conducted using the survey method on the employees of two large shopping malls in İstanbul. The data obtained during the research process was analyzed using SPSS 27 and AMOS 22 package programs.

Results – The results reveal that the job performance of the employees who are exposed to mobbing decreases and their revenge intentions increase. In addition, it has been determined that those who are exposed to mobbing are more likely to have revenge intentions, and this intention plays a mediating role by negatively affecting employee job performance.

Discussion – The study contributes to the literature on newly developed concepts of revenge intention and mobbing. In addition, it is evaluated that the suggestions presented within the scope of empirical findings will increase the awareness of enterprises to provide a healthy work environment to their employees.

1. INTRODUCTION

The significance of human capital as a value-creating factor in organizations is growing steadily. In this context, managers play crucial roles such as assigning work to employees, aligning organizational and employee goals, and enhancing individual and organizational performance. However, employees may face systematic exposure to hostile behavior by managers and colleagues at times. Mobbing behavior, which is defined as hostile behavior in the workplace, can be observed in all cultures and almost all sectors, regardless of the person's gender, age, education level, or position (Nas and Ateş, 2020: 385). Although the consequences of mobbing behavior are diverse, it can cause many negative situations for both the victim and the organization. Negative situations that can arise in an organization include a decrease in organizational commitment, an organizational conflict environment, an increase in employee turnover rate, a decrease in job satisfaction, counter-productive work behaviors, cynicism, intention of revenge, and low performance (Çalış Duman and Akdemir, 2016; Yıldız and Güllü, 2022).

Aggressive behavior within an organization, also known as mobbing, can have dangerous consequences for both employees and the business. The reactions of employees who experience mobbing can vary greatly, from a desire for revenge and withdrawal to holding a grudge, expressing anger, or forgiveness (Şahin, 2017; Gül, 2010; Karacaoğlu et al., 2018). The victim's intention to take revenge has a negative impact on organizational performance when examined in relation to mobbing. When someone has the intention to take revenge, they tend to focus all their energy on this cause. This can lead to behaviors such as tardiness, absenteeism, poor work quality, low productivity, violations of organizational rules and norms, and a decrease in trust towards managers and colleagues (Şahin, 2017:63). Only a limited number of studies have been found in the literature suggesting that employees' perceptions of victimization lead them to seek revenge (Aquino and Bradfield, 2000; Aquino and Thau, 2009; Çoklar, 2014; Yılmaz, 2014; Karacaoğlu et al., 2018; Yıldırım, 2019). In this

Önerilen Atıf/Suggested Citation

Baysal, C., Yıkılmaz, İ., Sürücü, L. (2024). The Intermediate Role of Revenge Intention in The Effect of Mobbing on Employee Job Performance, *Journal of Business Research-Turk*, 16 (1), 521-531.

context, we aim to examine the mediating role of revenge intention in the effect of perceived mobbing on employee job performance. For this purpose, first of all, the extant literature was shared, fieldwork was carried out and the obtained data were analyzed. The study raises the awareness of senior management and researchers, emphasizing revenge, especially at the point of increasing managerial efficiency and productivity. In addition, it is evaluated that the study will contribute to developing the concept of revenge intention with empirical research in the field.

2. CONCEPTUAL FRAMEWORK

Mobbing refers to negative behavior that is constantly and systematically applied toward a person in the work environment. Mobbing behaviors damage a person's reputation, create psychological stress, and generally negatively affect job performance. Therefore, the employee's job performance prevents the individual from performing their job duties effectively. Revenge intention is the tendency of a person to have negative feelings towards the person or organization that harmed them or to feel that s/he was mistreated. Therefore, mobbing triggers the employee's intention to take revenge, and this intention can negatively affect job performance. This study aims to create a conceptual framework for the relationship between mobbing, employee job performance, and revenge intention.

2.1. Mobbing

The concept of mobbing was first introduced by Konrad Lorenz, an Austrian zoologist, ethologist, and ornithologist, in the 1960s. Lorenz explained the term as the attack of smaller groups of animals in response to the threat of attack by a larger animal. Later, Peter-Paul Heinemann, known for his research on bullying behaviors among children, also used the concept of mobbing. Heinemann published a book titled "Mobbing: Group Violence Among Children" in 1972 as a result of this research. Heinz Leymann is credited with introducing this concept to the field of organizational behavior literature. In the 1980s, Leymann was the first scientist to use the concept of mobbing to describe the general hostile behavior of employees in the workplace. This includes acts of psychological pressure, intimidation, and violence (Davenport et al., 2003; Yeşilada, 2022:20; Çiçek Sağlam, 2008:135). In Turkey, the issue of mobbing began to be heavily discussed in the 2000s. Although there is no clear equivalent in Turkish, terms such as "intimidation," "bullying," "emotional harassment," "psychological violence," "emotional bullying/harassment," "emotional violence," and "psychological attack" are used (Arpacioğlu, 2005; Tutar, 2004; Solmuş, 2004; Tınaz, 2011; Baş, 2012). The common thread among all these concepts is the humiliation and loss of prestige experienced by the victim. Mobbing is a systematic series of aggressive and bullying actions against employees in the workplace that are carried out in the emotional dimension. These behaviors can take the form of open attacks on the employee, or they can be done covertly or indirectly (Yılmaz, 2021:631). Zapf, Knorz, and Kulla (1996) identified seven types of mobbing behavior: mobbing with organizational measures, social isolation, attacks on the victim's private life, attacks on the victim's attitudes, physical violence, verbal aggression, and gossip.

When examining studies that deal with mobbing in the organizational behavior literature, it is evident that it is associated with concepts such as organizational commitment, counter-productive work behavior, intention to leave, and job satisfaction. Exposure to mobbing can result in decreased levels of organizational commitment and job satisfaction among individuals (Özler et al., 2008; Karahan & Yılmaz, 2014; Karcioğlu and Çelik, 2012; Akbolat et al., 2014; Karcioğlu and Akbaş, 2010). It can also increase their intention to quit their job and their tendency to engage in counter-productive behaviors (Turan et al., 2019; Atalay and Doğan, 2020; Usta and İrge, 2020; Timurcan Torun and Gürer, 2021). The study discusses the relationship between mobbing and employee performance. Relevant literature suggests that the performance of a victim who is exposed to mobbing behavior is likely to decrease. Detailed information will be provided in the next section.

2.2. Mobbing and Employee Job Performance

Performance refers to meeting planned objectives to achieve targeted results (Anitha, 2014). Employee performance, on the other hand, is defined as what an employee does or doesn't do to reach goals (Shahzadi et al., 2014:161). The effects of mobbing behaviors, which employees are exposed to in their working lives, can have negative impacts on organizational efficiency and effectiveness, including loss of productivity, reduced

performance, increased turnover, absenteeism, and tardiness. In addition to physical and psychological problems, victims of mobbing may experience negative effects (Erdirençelebi and Yazgan, 2017:270). The literature shows that the most significant effect of mobbing is its negative impact on employee performance (Davenport et al., 2003; Çalış Duman and Akdemir, 2016). Empirical studies have shown a significant negative relationship between mobbing and employee performance (Erdirençelebi and Yazgan, 2017:270; Demir and Çavuş, 2009; Petrescu and Manghiuc, 2020). It is clear that a person who is constantly pressured, humiliated, and forced to quit their job will have an increased intention to quit and display poor performance. Therefore, it is believed that attacks on employees' reputations have a negative impact on their performance (Kesebir, 2018). Based on these statements, the first hypothesis of the research is as follows:

H1: Perceived mobbing has a negative effect on employee job performance.

2.3. Mobbing, Employee Job Performance, and Intention of Revenge

The individual's response to unfair or unjust behavior is referred to as "revenge" (Gollwitzer and Denzler, 2009:840; Yılmaz, 2014:92). On the other hand, "organizational revenge" behavior manifests as a desire to punish those who have committed the injustice due to the negative experiences and unfair treatment that the employee has faced in the workplace (Özer et al., 2014:126). The ways that people who have the intention of revenge resort to to realize their revenge goals are evaluated from a broad perspective. These revenge behaviors range from minor acts such as deliberately slowing down, taking unauthorized breaks, and wasting resources, to more serious acts such as theft, damaging company equipment, and accepting bribes (Harris and Ogbonna, 2006; Robinson and Bennett, 1995; Jackson et al., 2019). Thus, there is no single approach to seeking revenge, and the level of retaliation typically corresponds to the severity of the unjust behavior that the individual experienced. Revenge can take the form of physical or verbal actions, and can be overt or covert. However, the contexts, expressions, and outcomes of revenge can vary considerably (Jackson et al., 2019:329).

According to a study investigating the reasons for revenge behavior, individuals exhibit such behavior for the following reasons: 1) *they are angry about a perceived violation of the norm*, 2) *they see it as a way to regain their lost reputation*, 3) *they believe it will make them feel better*, and 4) *cultural norms permit revenge* (Koç et al., 2020: 350). The Relative Deprivation Theory explains the negative emotions felt by employees who experience unfair treatment. According to this theory, perceiving a contradiction between what one thinks they deserve and the actual outcome creates a sense of deprivation that leads to feelings of disappointment, dissatisfaction, anger, and a desire for revenge (Bernstein and Crosby, 1980).

Research suggests that when employees are subject to unfair treatment in their organizations and do not receive managerial support to address these injustices, they may exhibit behaviors that underperform, reduce productivity, and harm organizational activities (Şener et al., 2017:75; Yılmaz, 2014:92). Although workplace violence, mobbing, and counter-productive work behaviors are frequently discussed in the organizational behavior literature, there are relatively few studies on the motives of revenge that often underlie such behaviors. The existing studies on this topic are also narrow in scope (Moreno-Jimenez et al., 2009; Tatarlar and Çangarlı, 2018: 591). When faced with unjust behavior, it is inevitable for the victim to develop a sense of retaliation. This is because the basis of the mobbing behavior discussed in our research is the intentional and systematic harm of the targeted person. In summary, it is assumed that the person(s) exposed to mobbing will have the intention of seeking revenge and will exhibit poor performance. Other hypotheses created in this context include the followings:

H2: Perceived mobbing has a positive effect on intention of revenge

H3: The intention of revenge has a negative effect on employee job performance

H4: The intention of revenge has a mediating role in the effect of perceived mobbing on employee job performance.

3. METHOD

This section of the research aims to explain the measurement tools, population and sample selection, research model and hypotheses, as well as the reliability and validity of the data. It also includes information on data collection and analysis.

3.1. Research Model And Hypotheses

The aim of this study is to examine the effect of perceived mobbing on employee performance, as well as to investigate whether the intention of revenge mediates this effect. To achieve these aims, the researchers utilized the general scanning model. Based on the literature review, it was determined that the research variables were related to one another. The resulting research model is illustrated in Figure 1.

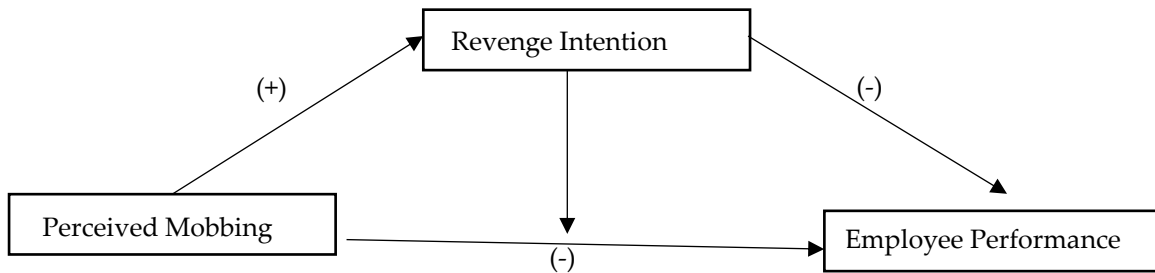


Figure 1. Research Model

The independent variable in this research is perceived mobbing, while the dependent variable is employee performance. The intention of revenge was identified as the mediator variable. The following hypotheses were created for the research purposes:

H1: Perceived mobbing has a negative effect on employee job performance.

H2: Perceived mobbing has a positive effect on intention of revenge

H3: The intention of revenge has a negative effect on employee job performance

H4: The intention of revenge has a mediating role in the effect of perceived mobbing on employee job performance.

3.2. Population and Sample

The research focuses on employees from two large shopping malls located in Istanbul. In the sample selection, these two shopping malls were preferred because they could reach more participants and provide ease of transportation for the researchers. Convenience sampling was used as a non-probabilistic method to obtain the research data. Participants were first informed about the research, and their verbal consent was obtained. In addition, all participants were assured of the anonymity of the data and informed that they could withdraw from the research at any time. A survey was administered to participants who agreed to participate in the study voluntarily. The study collected 408 valid questionnaires. According to Yazıcıoğlu and Erdoğan (2014), a sample size of 381 can accurately represent a population of 100,000 people. Therefore, it is assumed that the sample group in the research can represent the population.

3.3. Data Collection Method And Measurement Tools

The questionnaire technique, which is frequently used in quantitative research, was used to collect data in the research. The relevant literature was examined in detail to determine the scales to be used in the research, and valid and reliable scales used in previous research were preferred. The closed-ended questionnaire consists of 4 parts: *an information form to determine the demographic characteristics of the participants, the perceived mobbing, employee job performance, and the intention of revenge scales.* The questionnaire contains a total of 37 statements. Detailed information about the scales used in the survey is provided below.

Mobbing: The mobbing scale, developed by Einarsen, Hoel, and Notelaers (2009), was used to determine the perceived mobbing of the participants. The scale was adapted into Turkish by Karaca (2023) and consists of a one-dimensional, 21-statement Likert-type scale ranging from 1- Strongly Disagree to 5- Strongly Agree. Sample statements from the scale include "Information that will affect my success is being hidden from me" and "I am asked to do work below my proficiency level."

Intention of Revenge: The Intention of Revenge Scale, used to determine participants' intention to seek revenge, was developed by Wade (1989). The Turkish version of the scale was developed by Akin et al. (2012). The scale

is one-dimensional and consists of six statements. Participants respond using a 5-point Likert-type scale, with options ranging from 1 (Never) to 5 (Always). Sample statements from the scale include "I will make you pay for the evil done to me" and "I want something bad to happen to the one who wronged me."

Employee Job Performance: The employee job performance scale, which was used to determine employee performance among the participants, was developed by Goris (2007) and adapted into Turkish by Aslan (2015). The scale is a 5-point Likert-type scale, with options ranging from 1-Strongly Disagree to 5-Strongly Agree. It consists of six one-dimensional statements, including "I complete my work on time" and "I achieve or exceed my goals".

3.4. Data Analysis

The data obtained during the research process was analyzed using SPSS 27 and AMOS 22 package programs. Frequency analysis was conducted to determine the demographic structure of the participants involved in the research. Since the reliability and validity of the scales included in the research and used in the questionnaires were established in previous studies, Confirmatory Factor Analysis was performed in this study to determine the structural validity (Sürücü, Şeşen, and Maslakçı, 2023). The validity of the scales was determined by investigating discriminant and convergent validity. Reliability was determined by calculating Cronbach's Alpha value (α) and Composite Reliability value (CR) of the scales. Data distribution was then assessed. Correlation analysis was performed to determine the relationship between the constructs. Process Macro, an add-on to SPSS, was used to test the research hypotheses (Model 4).

4. FINDINGS

In this section, the demographic characteristics of the study participants were examined, the validity and reliability of the measurements were analyzed, and regression and correlation analyses were performed on the obtained data.

4.1. Findings on Demographic Information

Frequency analysis was conducted to determine the demographic characteristics of the study participants. Among the participants, 228 were male and 180 were female. In terms of marital status, 220 were married and 188 were single. Regarding age distribution, 118 were under 25, 149 were between 26-35, 97 were between 36-45, and 44 were over 45 years old. With respect to work experience, 61 participants had less than 1 year of experience, 194 had 1-5 years, 80 had 6-10 years, and 73 had 11 or more years of experience.

4.2. Distribution of the Data

In order to conduct parametric analysis on research data, one of the prerequisites is that it follows a normal distribution. Analyzing non-normally distributed data with parametric methods can lead to misinterpretation of results (Sürücü, Şeşen, and Maslakçı, 2023). Therefore, kurtosis and skewness values, which are widely used and accepted in the literature, were examined to determine the distribution of the data. Table 1 displays the obtained results.

Table 1. Kurtosis and Skewness Values of the Data

	Kurtosis	Skewness	Distribution of the data
Mobbing	-1.110	0.814	Normal
Intention of Revenge	-0.415	0.621	Normal
Employee Job Performance	0.185	0.322	Normal

Based on the analysis, it was determined that the kurtosis value ranged from -1.110 to 0.185, and the skewness values ranged from 0.322 to 0.814. According to the literature, data are considered to have a normal distribution if their kurtosis and skewness values are between -1.5 and +1.5 (Tabachnick and Fidell, 2013; Sürücü, Şeşen, and Maslakçı, 2023). Therefore, it was concluded that the data showed a normal distribution.

4.3. Validity And Reliability Analysis

The literature emphasizes that collecting data from a single source may create a common method bias problem. Therefore, whether there is a common method bias problem should be checked before analysis (Podsakoff et al., 2003). For this reason, before the validity and reliability analysis, a single-factor analysis recommended by Harman was conducted to reveal the existence of the common method bias problem. In the analysis, the single-factor structure of the items explained 34.5% of the total variance. This is well below the lower threshold value (50%) the literature recommends. The finding shows that common method bias does not pose any problem in this research (Podsakoff et al., 2003).

After it was determined that the study did not have a common method bias, validity and reliability tests of the structures were carried out. Reliability tests included examining structural validity, discriminant validity, and convergent validity. To determine the reliability of the research structures, Composite Reliability (CR) and Cronbach Alpha coefficients were examined. Table 2 presents the results of the analysis conducted for this purpose.

Table 2. Reliability and Validity Analysis of Variables

	Factor Loadings	CR	Cronbach's Alfa	AVE	MSV	MaxR(H)
Mobbing	0.529 – 0.854	0.958	0.957	0.524	0.476	0.961
Intention of Revenge	0.615 – 0.821	0.899	0.889	0.602	0.358	0.911
Employee Job Performance	0.609 – 0.912	0.917	0.907	0.617	0.418	0.925

The analyses performed to determine the validity of the constructs indicate that the AVE values are 0.5 or higher, and the CR values are higher than the AVE values. This indicates that the constructs possess convergent validity. To ensure discriminant validity, the square roots (\sqrt{AVE}) of the AVE values should be greater than the correlation values between the structures, and the \sqrt{AVE} values of the structures should not exceed 0.90 (Fornell and Larcker, 1981; Sürücü, Şeşen and Maslakçı, 2023). Additionally, the fact that $AVE > MSV$ and $MaxR(H) > CR$ also confirms discriminant validity. The findings in Table 3 indicate that discriminant validity is best achieved at the highest level. Finally, the analyzes for the structural validity of the scales were analyzed for mobbing (CMIN/df=4.964, GFI=0.937, NFI=0.948, TFI=0.970, CFI=0.93, RMSEA=0.059), intention of revenge (CMIN/df=2.358, GFI=0.971, NFI=0.979, TFI=0.974, CFI=0.988, RMSEA=0.051) and employee job performance (CMIN/df=2.796, GFI=0.990, NFI=0.978, TFI=0.964, CFI=0.985, RMSEA=0.049) scales with one factor revealed that the structures had good fit indices. In the confirmatory factor analysis, three items from the perceived mobbing scale and one item from the job performance scale were removed from the study, as the factor was low (<0.5), as recommended in the literature (Sürücü, Şeşen, & Maslakçı, 2023). In addition, the covariances suggested by the AMOS program were considered in the confirmatory factor analysis, and covariances were made in 6 items.

Cronbach's Alpha values, which indicate the internal consistency of the structures, are 0.957, 0.889, and 0.907. The composite reliability values are 0.524, 0.602, and 0.617. These values being higher than the critical value of 0.7 indicates that the scales are reliable (Sürücü and Maslakçı, 2020; Sürücü, Şeşen and Maslakçı, 2023).

4.4. Correlation Analysis

Correlation analysis was conducted to determine the relationships between the structures used in the research. The results of the analysis are shown in Table 3.

Table 3. Correlation Analysis

	Mean	sd	Mobbing	Intention of Revenge	Employee Job Performance	\sqrt{AVE}
Mobbing	2.02	0,66	1			0.724
Intention of Revenge	2.89	0,95	0.159	1		0.776
Employee Job Performance	3.41	0,74	-0.462	-0.311	1	0.785

Upon examining Table 2, it becomes clear that all structures in the study are interrelated. Specifically, while mobbing has a positive relationship with the intention of revenge ($r=0.159$, $p<0.05$), it has a negative relationship with employee job performance ($r=-0.462$, $p<0.05$).

4.5. Regression Analysis

Model 4 was used in Process Macro to test the research hypotheses. Analysis results are shown in Table 4.

Table 4. Hypothesis Tests

Effect Path	β	se	%95 CI	
			LLCI	ULCI
Mobbing → Employee Job Performance	-0.422	0.052	-0.473	-0.259
Mobbing → Intention of Revenge	0.111	0,061	0.294	0.521
Intention of Revenge > Employee Job Performance	-0.239	0,036	-0.314	-0.101
<i>Indirrect Effect</i>				
Mobbing → Intention of Revenge → Employee Job Performance	-0.188	0,074	-0.227	-0.088

Analysis results indicate that perceived mobbing has a negative impact on employee job performance ($\beta=-0.422$, $p<0.05$, $CI=[-0.473, -0.259]$) and a positive impact on intention of revenge ($\beta=0.111$, $p<0.05$, $CI=[0.294, 0.521]$). Furthermore, intention of revenge has a negative impact on employee performance ($\beta=-0.239$, $p<0.05$, $CI=[-0.314, -0.101]$).

To assess the impact of perceived mobbing on employee job performance via intention of revenge, the significance of the indirect effect was examined. If the confidence intervals for the lower (LLCI) and upper (ULCI) bounds do not encompass zero, the effect's significance can be noted (Hayes, 2017; Sürücü, Şeşen and Maslakçı, 2023). The findings presented in Table 4 confirm that intention of revenge mediates the effect of perceived mobbing on employee job performance ($\beta=-0.188$, 95% BCA CI $[-0.227, -0.088]$). Since the lower and upper confidence intervals do not contain zero, these findings support the research hypotheses (Hypothesis 1, Hypothesis 2, Hypothesis 3, and Hypothesis 4).

5. DISCUSSION AND CONCLUSION

This study examines the mediating effect of intention of revenge on the relationship between workplace mobbing and employee job performance. Fieldwork was conducted with employees from two large shopping malls in Istanbul. The findings of the study can be summarized as follows.

The hypothesis "H1: Perceived mobbing has a negative effect on employee job performance" was supported, with the results of the research largely supporting the literature. In their study on employees and managers, Einarsen and Raknes (1997) concluded that job satisfaction and performance decreased in people who were exposed to mobbing, which is consistent with other studies that demonstrate the relationship between mobbing and employee performance (Çalış Duman and Akdemir, 2016; Şenerkal and Çorbacıoğlu, 2015; Demir and Çavuş, 2009). These studies also found that employee performance decreased as exposure to mobbing behavior increased.

The hypothesis "H2: Perceived mobbing has a positive effect on intention of revenge" has been accepted. The results of the research largely align with the literature, which suggests that employees experience increased anger and intention for revenge when exposed to unfair behavior (Tripp et al., 2007; Little et al., 2007; Yıldız and Güllü, 2022). In their empirical research on telecommunication employees, Moreno-Jimenez et al. (2009) discovered a significant and positive relationship between perceived mobbing and the intention of revenge. Jones (2009) stated that employees who are treated unfairly by their managers will have their intention of revenge strengthened. In a study on academicians, Cassel (2011) found that victims exposed to mobbing behaviors by their managers and colleagues develop a sense of revenge. In summary, employees who are exposed to mobbing are likely to develop an intention of revenge.

The hypothesis "*H3: The intention of revenge has a negative effect on employee job performance*" was supported. An employee with the intention of revenge may direct all their energy towards this goal, leading to a decrease in their job performance (Şahin, 2017: 63). Upon reviewing the available literature, no studies were found that directly focus on the relationship between intention of revenge and employee job performance. Therefore, it can be concluded that this study is unique, as it is the first of its kind to be conducted.

The hypothesis of "*H4: The intention of revenge has a mediating role in the effect of perceived mobbing on employee job performance*" was supported. The level of mobbing by both managers and colleagues within an organization can significantly impact employee performance, with revenge acting as a catalyst. Employees who feel humiliated, regardless of the reason, whether it be related to their pride or perceived injustice, are more likely to seek revenge. Despite being examined in both national and international literature, no study has yet explored the mediating effect of intention of revenge on the relationship between mobbing and employee job performance. This study's unique contribution is expected to enhance the literature on management and organizational behavior.

In this study, the initially highlighted inverse relationship between employees' revenge intentions and job performance is noteworthy. Employees harboring revenge intentions typically experience low motivation and a noticeable decline in job performance. This situation emphasizes the importance of a positive organizational climate in the workplace. Consequently, understanding and working towards the emotional needs of employees can be said to reduce revenge intentions. Secondly, the strong connection between mobbing and revenge intentions indicates that negative workplace relationships can increase the desire for revenge. Moreno-Jiménez et.al. (2009) have stated that individuals may seek revenge in response to bullying in the workplace. Mobbing can trigger revenge intentions by negatively impacting the emotional well-being of employees. At this point, adopting fair and effective communication strategies in the workplace can prevent mobbing incidents and reduce revenge intentions. In conclusion, for sustainable performance in the workplace, it is crucial for managers to increase their efforts in strengthening relationships among employees. Positive workplace culture, fair leadership, and effective communication strategies can reduce revenge intentions, prevent mobbing, and positively influence employee performance. Future research should delve deeper into these findings and offer new perspectives to understand psychosocial factors in workplace environments.

As a result of exposure to mobbing, employees may experience an increased feeling of revenge, leading to decreased performance. It is important for victims to be aware of their rights and protect themselves against aggressive behavior. However, combatting mobbing and raising awareness on this issue is not solely the responsibility of the victim. Organizations must also create a culture that is against mobbing. Today's leaders and managers need to create a peaceful environment, identify employees who may be prone to mobbing, and fight against it effectively. In addition, managers should work to increase organizational commitment among their employees. These measures can increase administrative efficiency.

This research has several limitations. Firstly, the fact that it was conducted only on people working in shopping centers in Istanbul and not including shopping malls in other provinces is a significant limitation. If employees from shopping malls in other provinces were included in the research, different results may be obtained compared to the findings of this study. Another important limitation of the study is that it does not have a longitudinal research design. It is believed that obtaining research results at intervals could be more explanatory. Additionally, since the tolerance levels for mobbing and revenge perception may vary across societies with different cultures, similar studies should be conducted in different countries and cultures.

REFERENCES

- Akbolat, M., Yılmaz, A. and Tutar, H. (2014). Konaklama işletmeleri çalışanlarının algıladıkları mobbingin iş tatmini ve işten ayrılma niyetine etkisi, *Manas Sosyal Araştırmalar Dergisi*, 3(3), 1-17.
- Akın, M., Özdevecioğlu, M. and Ünlü, O. (2012). Örgütlerde intikam niyeti ve affetme eğiliminin çalışanların ruh sağlıkları ile ilişkisi, *Amme İdaresi Dergisi*, 45(1), 77-97.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance, *International journal of productivity and performance management*, 63, 308-323.
- Aquino, K. and Bradfield, M. (2000). Perceived victimization in the workplace: The role of situational factors and victim characteristics, *Organization Science*, 11(5), 525-537.
- Aquino, K. and Thau, S. (2009). Workplace victimization: Aggression from the target's perspective, *Annual Review of Psychology*, 60(1), 717-741.
- Arpacioğlu G. (2005). İşyerinde Yalnızım! "Mobbing" Türkiye'de Zorbalık Bir Çalışma Biçimi. Yalım, D. (Ed.), *İnsan Kaynaklarında Yeni Eğilimler*, İstanbul, Hayat Yayıncılık.
- Aslan, E. (2015). Paternalist liderliğin çalışan performansına etkisinde iş ahlakının rolü, Yüksek Lisans Tezi, Beykent Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.
- Atalay, E. and Doğan, A. (2020). Mobbingin işten ayrılma niyeti üzerindeki etkisinde depresyonun aracı rolünün incelenmesi, *Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi*, 8(6), 1729-1741.
- Baş M. (2012) Bir eğitim araştırma hastanesinde çalışan hemşirelerde mobbing ve anksiyete, Yüksek lisans tezi, Selçuk Üniversitesi Sağlık Bilimleri Enstitüsü, Konya.
- Bernstein, M. and Crosby, F. (1980). An empirical examination of relative deprivation theory, *Journal of Experimental Social Psychology*, 16(5), 442-456.
- Cassell, M. A. (2011). Bullying in academe: Prevalent, significant, and incessant, *Contemporary Issues in Education Research*, 4(5), 33-44.
- Çalış Duman, M. and Akdemir, B. (2016). Mobbing ve çalışan performansı arasındaki ilişkiyi belirlemeye yönelik bir araştırma, *Akademik Yaklaşımlar Dergisi*, 7(2), 29-52.
- Çiçek Sağlam, A. (2008). Teachers' views about mobbing (psychological violence) at elementary schools, *Eurasian Journal of Educational Research*, (32), 133-142.
- Çoklar, I. (2014). Kişilik özellikleri ile bağışlama eğilimi arasındaki ilişkinin intikam güdüsü ve adalete duyalılık temelinde incelenmesi, Yayımlanmamış Doktora Tezi, Ankara Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.
- Davenport, N, Elliott, G.P. and Distler, R. (2003). Mobbing: İşyerinde Duygusal Taciz. (Çev: Osman Cem Öneroy) İstanbul, Sistem Yayıncılık.
- Demir Y. and Çavuş M.F. (2009). Mobbing'in kişisel ve örgütsel etkileri üzerine bir araştırma. *Niğde Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 2(1), 13-23.
- Einarsen, S. and Raknes, B. I. (1997). Harassment in the workplace and the victimization of men, *Violence and Victims*, 12(3), 247-263.
- Einarsen, S., Hoel, H. and Notelaers, G. (2009). Measuring exposure to bullying and harassment at work: Validity, factor structure and psychometric properties of the negative acts questionnaire-revised, *Work & stress*, 23(1), 24-44.
- Erdirencelebi, M. and Yazgan, E. (2017). Mobbing, örgütsel sinizm, örgütsel bağlılık ve bunların algılanan çalışan performansı üzerine etkileri, *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 22(2), 267-284.
- Fornell, C. and Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error, *Journal Of Marketing Research*, 18(1), 39-50.
- Gollwitzer, M. and Denzler, M. (2009). What makes revenge sweet: Seeing the offender suffer or delivering a message?, *Journal of Experimental Social Psychology*, 45(4), 840-844.
- Goris, J. R. (2007). Effects of satisfaction with communication on the relationship between individual-job congruence and job performance/satisfaction. *Journal of Management Development*, 26(8), 737-752.

- Gül, H. (2010). Saldırgan davranışlar ve örgütsel mağduriyet üzerine kavramsal bir araştırma, *KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi*, 12(18), 91-98.
- Harris, L. C. and Ogbonna, E. (2006). Service sabotage: A study of antecedents and consequences, *Journal of the Academy of Marketing Science*, 34, 543-558.
- Hayes, A.F. (2017). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*, Guilford Publications.
- Jackson, J. C., Choi, V. K. and Gelfand, M. J. (2019). Revenge: A multilevel review and synthesis, *Annual Review of Psychology*, 70, 319-345.
- Jones, D. A. (2009). Getting even with one's supervisor and one's organization: Relationships among types of injustice, desires for revenge, and counterproductive work behaviors. *Journal of Organizational Behavior*, 30(4), 525-542.
- Karaca, G. (2023). Mobbing algısının bağlamsal performansa etkisi: kamu kurumu çalışanları üzerine bir araştırma, Yayınlanmamış Yüksek Lisans Tezi, Bilecik Şeyh Edebali Üniversitesi, Lisansüstü Eğitim Enstitüsü, Bilecik.
- Karacaoğlu, K., Aksoy, M. S. and Şahin, S. (2018). Örgütlerde algılanan mağduriyetin intikam niyetine etkisinde işyeri arkadaşlığının düzenleyici rolü: Kayseri'de bir işletme uygulaması, *İş ve İnsan Dergisi*, 6(2), 177-188.
- Karahan, A. and Yılmaz, H. (2014). Mobbing ve örgütsel bağlılık ilişkisine yönelik bir çalışma, *Journal of Yaşar University*, 9(33), 5992-5715.
- Karicioğlu, F. and Çelik, Ü. H., (2012). Mobbing (yıldıрма) ve örgütsel bağlılığa etkisi, *Atatürk Üniversitesi, İİBF Dergisi*, 26(1), 59-75.
- Karicioğlu, F. and Akbaş, S. (2010). İşyerinde psikolojik şiddet ve iş tatmini ilişkisi, *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 24(3), 139-161.
- Kesebir, M. (2018). Mobbing'in çalışanların performansı üzerine etkisi: İstanbul'da bankacılık sektörü üzerine bir uygulama, *Uşak Üniversitesi Sosyal Bilimler Dergisi*, 2(11), 154-169.
- Little, L. M., Simmons, B. L. And Nelson, D. L. (2007). Health among leaders: Positive and negative affect, engagement and burnout, forgiveness and revenge, *Journal of Management Studies*, 44(2), 243-260.
- Moreno-Jiménez, B., Rodríguez-Muñoz, A., Pastor, J. C., Sanz-Vergel, A. I. and Garrosa, E. (2009). The moderating effects of psychological detachment and thoughts of revenge in workplace bullying, *Personality And Individual Differences*, 46(3), 359-364.
- Nas, Z. and Ateş, M. (2020). Mobbing'in banka çalışanlarının performansı üzerine etkisi: Kayseri ili örneği, *Pearson Journal*, 5(9), 363-390.
- Özer, Ö., Soğur, C., Kar, A., Top, M. and Erigüç, G. (2014). Organizational stress, organizational cynicism, organizational revenge, intention to quit: A study on research assistants, *The Macrotheme Review*, 3(8), 121-128.
- Özler, D. E., Atalay, C. G. and Şahin, M. D. (2008). Mobbing'in örgütsel bağlılık üzerine etkisini belirlemeye yönelik bir araştırma, *Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*, (22), 37-60.
- Petrescu, C. and Manghiuc, I. (2020). Mobbing at work and the impact of employee performance, *Lumen Proceedings*, 11, 273-282.
- Robinson, S. L. and Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study, *Academy of Management Journal*, 38(2), 555-572.
- Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S. and Khanam, F. (2014). Impact of employee motivation on employee Performance, *European Journal of Business and Management*, 6(23), 159-166.
- Solmuş T. (2004). *İş Yaşamında Duygular ve Kişilerarası İlişkiler: Psikoloji Penceresinden İnsan Kaynakları Yönetimi*, İstanbul, Beta Yayınları.
- Sürücü, L. and Maslakçı, A. (2020). Validity and reliability in quantitative research, *Business & Management Studies: An International Journal*, 8(3), 2694-2726.
- Sürücü, L., Şeşen, H. and Maslakçı, A. (2023). *Regression, mediation/moderation, and structural equation modeling with SPSS, AMOS, and PROCESS Macro*. Livre de Lyon, France

- Şahin, S. (2017). Örgütlerde mağduriyet algılamasının intikam niyeti ve affetme üzerindeki etkisi: bir uygulama, Yayınlanmamış yüksek lisans tezi, Erciyes Üniversitesi Sosyal Bilimler Enstitüsü, Kayseri.
- Şener, E., Çetinkaya, F. F. and Akkoca, Y. (2017). Hidden side of the employee relations: the relationship between impression management and revenge intention. *International Journal of Business and Management Invention*, 6(7), 73-84.
- Şenerkal, R. and Çorbacıoğlu, S. (2015). Akademik personelin algıladığı psikolojik taciz davranışları ile iş performansı, psikolojik ve fizyolojik sağlık ilişkisi üzerine bir araştırma, *Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 17(1), 107-135.
- Tabachnick, B. G. and Fidell, L. S. (2013). *Using multivariate statistics*, Boston, Allyn and Bacon.
- Tatarlar, C. D. and Çangarlı B. G. (2018). İntikam mı affetme mi? Örgütsel yaşamda çok bilinmeyenli bir denklem, *Ege Academic Review*, 18(4), 591-603.
- Tınaz, P. (2011). *İşyerinde Psikolojik Taciz (Mobbing)*, İstanbul, Beta Basım Yayım.
- Timurcan Torun, B. and Gürer, A. (2021). Mobbing ve örgütsel sapma davranışları arasındaki ilişki: Kamu çalışanları üzerine bir araştırma, *International Journal of Arts and Social Studies*, 4(7), 174-203.
- Tripp, T. M., Bies, R. J. and Aquino, K. (2007). A vigilante model of justice: Revenge, reconciliation, forgiveness, and avoidance, *Social Justice Research*, 20, 10-34.
- Turan, E., Demirel, Y., Çetin S. and Gülümoğlu, G. (2019). Mobbing ve işten ayrılma niyeti arasındaki ilişki üzerine bir araştırma, *Turkish Studies – Social Sciences*, 14(3), 1122-1137.
- Tutar, H. (2004). *İşyerlerinde Psikolojik Şiddet*, Ankara, Platin Yayıncılık.
- Usta, F. N. and İrge, N. T. (2020). Mobbingin örgütsel adalet algısı ve işten ayrılma niyeti üzerine etkisi: Bir emlak konut şirketi örneği, *Research Studies Anatolia Journal*, 3(3), 237-249.
- Wade, S.H. (1989). The development of a scale to measure forgiveness, Unpublished doctoral dissertation., Fuller Theological Seminary Graduate School of Psychology, California.
- Yazıcıoğlu, Y. And Erdoğan, S. (2014). *SPSS uygulamalı bilimsel araştırma yöntemleri*, Ankara, Detay Yayıncılık.
- Yeşilada, T. (2022). Mobbing, Sözen H.C. and Basım H.N. (Ed.), *The Dark Side of Organizational Behavior: Examining Undesirable Aspects of Organizational Life*. New York, Taylor & Francis, 20-35.
- Yıldırım, M. H. (2019). Algılanan mağduriyet, örgütsel intikam niyeti ve affetme eğilimi üzerine kavramsal bir araştırma, *Third Sector Social Economic Review*, 54(1), 514-530.
- Yıldız, S.M. and Güllü, S. (2022). Relationships between workplace mobbing behaviors and revenge thoughts: empirical results from higher education institutions, <https://revistasg.emnuvens.com.br/sg/article/view/1756> (Erişim Tarihi: 12 Kasım 2023).
- Yılmaz, M. (2021). Evaluation of the perceptions of female employees on mobbing and on the effect of mobbing on work performance, *Revista Argentina de Clínica Psicológica*, 30(1), 631-644.
- Yılmaz, Ö. D. (2014). Algılanan mağduriyetin affetme eğilimi ve intikam niyeti üzerindeki etkisi: konaklama işletmeleri çalışanlarına yönelik bir araştırma, *Afyon Kocatepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 16(1), 87-106.
- Zapf, D., Knorz, C. and Kulla, M. (1996). On the relationship between mobbing factors, and job content, social work environment, and health outcomes, *European Journal of Work and Organizational Psychology*, 5(2), 215-237.