JOURNAL OF GASTRONOMY HOSPITALITY AND TRAVEL

Research Article

THE IMPACT OF ORGANIZATIONAL CULTURE ON MOBBING AND ORGANIZATIONAL OSTRACISM IN HOTELS

Alper DEMİRELLİ[1] (orcid.org/ 0000-0002-8221-4808)

Gonca AYTAŞ[2*] (orcid.org/ 0009-0008-7370-7492)

[1]Master of Science, Afyonkarahisar, Türkiye

[2]Afyon Kocatepe University, Faculty of Tourism, Department of Tourism Management, Afyonkarahisar, Türkiye

Abstract

This study aims to investigate the impact of organizational culture on mobbing (psychological harassment) and organizational ostracism in five-star thermal hotels operating in Afyonkarahisar. In the contemporary service industry, particularly within hotels where human interaction and emotional labor constitute essential components of service delivery, the quality of interpersonal relations among employees and the social climate shaped by organizational structures play a critical role. Within this context, organizational culture functions as a fundamental determinant of employee behavior, thereby significantly influencing employees' workplace experiences and their psychological well-being. Accordingly, examining the relationships among organizational culture, mobbing, and organizational ostracism is of considerable importance for advancing the understanding of workplace dynamics and employee relations in the hospitality sector. This study employed a quantitative research design. Data were collected through a survey administered to 456 employees working in five-star thermal hotels operating in Afyonkarahisar. The collected data were analyzed using descriptive statistics, correlation analysis, and regression analysis. The findings revealed significant relationships among organizational culture, mobbing, and organizational ostracism. Moreover, the results indicate that organizational culture in five-star thermal hotels, has a significant negative effect on both mobbing behaviors and organizational ostracism.

Keywords: Organizational Culture, Mobbing, Organizational Ostracism, Five-Star Hotels

Introduction

In today's dynamic and highly competitive business environment, organizations' ability to achieve sustainable success is not solely dependent on financial resources, technological infrastructure, or marketing strategies. The acceleration of digital transformation driven by globalization, rising customer expectations, and evolving workforce dynamics has compelled organizations to adopt more agile, human-centered, and inclusive management approaches. In this context, one of the most critical determinants of organizational performance is the effective, healthy, and motivated management of human resources. Employees' experiences within the organization, their psychological well-being, sense of belonging, and quality of social relationships significantly influence not only individual productivity but also the overall efficiency, operational effectiveness, and sustainable competitive advantage of the organization.

Organizational culture represents one of the most fundamental dynamics that embody the identity, character, and underlying values of an organization, shaping employee behavior, guiding internal interactions, and defining the overall climate of the workplace. Rather than being limited to formal rules, procedures, or organizational structures, organizational culture constitutes a deeply embedded system that reflects "how things are done" within the organization. This system encompasses decision-making patterns, approaches to conflict management, communication styles, and attitudes toward uncertainty and change. Over time, these elements are institutionalized through shared norms, values, beliefs, symbols, and behavioral patterns that become collectively internalized by organizational members.

A healthy, transparent, and inclusive organizational culture fosters cooperation, mutual trust, respect, solidarity, and a strong sense of belonging among employees. Such a cultural environment not only strengthens

---

employees' commitment to their work but also enhances motivation, productivity, and the development of organizational citizenship behaviors. Furthermore, cultures characterized by openness and inclusivity cultivate psychologically safe environments in which diversity is respected and individuals feel empowered to express their ideas freely. Consequently, this type of organizational climate facilitates the achievement of positive, sustainable outcomes for both individuals and the organization as a whole.

Conversely, an organizational culture characterized by toxic, exclusionary, authoritarian, or discriminatory features can foster distrust, employee alienation, and breakdowns in communication. In such adverse cultural environments, organizations may experience heightened interpersonal conflicts, perceived violations of organizational justice, and diminished social cohesion among employees. Moreover, employees' psychological resilience may be compromised, leading to elevated levels of workplace stress, burnout, and job-related alienation. These negative cultural conditions often provide fertile ground for the emergence and institutionalization of destructive behaviors, including mobbing (workplace bullying) and organizational ostracism. Consequently, the quality of organizational culture exerts a direct influence not only on managerial strategies and decision-making but also on employees' psychosocial experiences and the overall internal climate of the organization.

The existing literature has primarily examined organizational culture (Cacciattolo, 1992; Demirer, 2018; Denison et al., 2004; Gillespie et al., 2008; Helfrich et al., 2007; Hofstede, 1983; Cameron and Quinn, 2006; Mobley et al., 2005), the relationship between organizational culture and mobbing (Acar et al., 2014; Çakır, 2006; Duman and Akdemir, 2016; Erdoğan, 2009; Kaya et al., 2015), and workplace ostracism (Howard et al., 2020; Imam et al., 2023; Jahin and Mahapatra, 2024; Liu et al., 2021; Robinson et al., 2013; Piri et al., 2024; Shah and Hashmi, 2019; Williams, 2007; Soybalı and Pelit, 2018; Zha et al., 2017). Collectively, these studies highlight the pivotal role of organizational culture in shaping employee behaviors, social interactions, and the prevalence of negative workplace phenomena such as mobbing and ostracism. Despite this growing body of research, empirical investigations addressing the simultaneous effects of organizational culture on both mobbing and organizational ostracism remain limited, particularly in the context of hospitality organizations.

The primary objective of this study is to examine the relationships among organizational culture, mobbing, and organizational ostracism in five-star thermal hotels operating in Afyonkarahisar. The tourism sector, characterized by its emphasis on human interaction and service quality, represents a context in which such organizational behaviors are particularly likely to occur. Hotels, with their fast-paced work environments, complex hierarchical structures, and constant customer engagement, often expose employees to considerable psychological and social pressures. In this context, the organizational culture embedded within these enterprises plays a critical role in shaping employee behavior. A healthy, inclusive, and supportive organizational culture fosters cooperation, trust, and a sense of belonging, thereby enhancing overall organizational effectiveness. Conversely, toxic or discriminatory cultures can provide fertile ground for the emergence and institutionalization of negative behaviors, including mobbing (workplace bullying) and organizational ostracism. This is particularly pronounced in hierarchical hotel settings, where systematic ostracism or psychological pressure on employees can adversely affect not only individual performance but also customer satisfaction and the overall quality of service delivery.

Conceptual Framework

Organizational culture

Organizational culture constitutes a distinctive identity that embodies the values, beliefs, and behavioral norms of an organization. Serving as a critical determinant of organizational development and functioning, organizational culture provides a framework that shapes employees' decision-making processes, interpersonal relationships, and overall performance (David, 2011:26).

Research on organizational culture primarily aims to characterize the cultural features that emerge within organizations and to examine their associations with key organizational outcomes. The identification of these features often leads to the categorization of organizational culture into distinct types. Notably, frameworks such as Schein's Organizational Culture Model, Hofstede's Cultural Dimensions Theory, Denison's Organizational Culture Model, and Cameron and Quinn's Competing Values Framework have been widely applied to distinguish between different organizational types and to analyze the implications of these cultural variations on organizational effectiveness.

According to Schein's Organizational Culture Model, organizational culture consists of a set of fundamental assumptions shared among group members that shape their perceptions, thoughts, and emotions (İplikçi and Topsakal, 2014:47–60).

Schein (2010) conceptualizes organizational culture through the lens of social psychology, defining it as a system of assumptions developed and refined through collective learning processes aimed at addressing both internal and external organizational challenges. This process results in the emergence of a distinctive social and cultural model, typically acquired through unconscious learning mechanisms. Schein emphasizes that highly influential individuals often play a pivotal role in this cultural formation; those who leave a lasting impact on the organization frequently assume the role of cultural creators (Rajala et al., 2012:545). Organizational culture is commonly shaped by the leadership styles of top management, who act as role models for employees. Employees tend to emulate their leaders' behaviors, work ethics, and organizational representation. These modeled behaviors not only serve as powerful mechanisms for reinforcing organizational norms but also contribute significantly to sustaining continuous learning and adaptive processes within the organization (Kondalkar, 2007).

Hofstede's cultural dimensions theory: Geert Hofstede, widely regarded as a seminal figure in the study of organizational culture, highlighted the influence of local and national cultural groups on organizational behavior. In his seminal work, Hofstede (2014) identified five key cultural dimensions—power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, and long-term versus short-term orientation—that collectively shape how organizational members perceive, interpret, and respond to their work environments. (Cacciattolo, 2014).

Power distance is defined as the extent to which individuals with lower authority within organizations or institutions (e.g., within families) accept and expect unequal distributions of power (Hofstede, 2011:8). Uncertainty avoidance refers to the degree to which members of a society tolerate ambiguity and unstructured situations. This dimension reflects how comfortable or uncomfortable individuals feel when confronted with uncertainty. Societies with high uncertainty avoidance tend to minimize exposure to ambiguous situations through strict regulations, formalized procedures, safety measures, and adherence to absolute principles (Cassell and Blake, 2012).

The dimension of individualism versus collectivism reflects the degree to which individuals prioritize personal goals and self-interest over group objectives and collective obligations. In individualistic cultures, personal identity is primarily self-contained, and self-actualization is regarded as a central value, with individuals often assuming that their own values are universally applicable. Conversely, in collectivist cultures, identity is defined in relation to the social group or system to which individuals belong, emphasizing loyalty, interdependence, and mutual obligations (Hofstede, 2011:8). Individualism, therefore, indicates the preference for acting independently rather than as part of a group, whereas collectivism represents a lower level of individualism, highlighting a greater orientation toward group cohesion and collective responsibility (Hofstede, 1994).

The dimension of femininity versus masculinity reflects the extent to which societies emphasize traditionally "male" values, such as assertiveness and material achievement, relative to "female" values, including interpersonal relationships and quality of life (Cacciattolo, 2014). Societies vary in their approach to gender roles: some minimize distinctions between male and female responsibilities, whereas others reinforce clear divisions of duties. In certain contexts, men and women may assume a variety of roles, while in others, rigid role separations are maintained (Hofstede, 1983:75–89).

The long-term versus short-term orientation dimension describes the extent to which societies encourage individuals to defer immediate gratification in favor of long-term social, material, and emotional goals (Odor, 2018:34). Organizations embedded in cultures with a long-term orientation tend to prioritize future-oriented strategies and are more willing to invest in sustainable, long-term organizational changes. In contrast, organizations in short-term oriented cultures generally emphasize past traditions and immediate results, focusing on short-term performance outcomes (Obeidat et al., 2012).

Denison organizational culture model: The Denison Organizational Culture Model, developed by Daniel R. Denison, provides a comprehensive framework for analyzing cultural dimensions that influence organizational performance. The model evaluates organizational effectiveness across four principal dimensions: participation, consistency, adaptability, and mission (Denison et al., 2004:53–76). The participation dimension reflects the extent to which employees are actively involved in organizational processes and perceive their contributions

as valued (Mobley et al., 2005:128–139). Consistency assesses the degree of internal order within the organization and the extent to which shared values are institutionalized, which is critical for achieving long-term organizational success (Gillespie et al., 2008:112–132). The adaptability dimension captures the organization's capacity to respond effectively to changing environmental conditions. In an era characterized by globalization and rapid technological advancements, the ability to adapt has become a vital determinant of organizational sustainability (Yahyagil, 2004:53–76). Finally, the mission dimension defines the organization's overarching goals and purpose. Organizations with a clearly articulated mission can align and motivate employees toward common objectives, thereby facilitating sustained long-term success (Mousavi et al., 2015:97–116).

Cameron and Quinn's competing values model: Cameron and Quinn's Competing Values Model (1989) provides a framework for examining the influence of organizational culture on corporate performance and effectiveness. Grounded in the concept of "competing values," this model identifies four primary types of organizational culture: clan, hierarchy, market, and adhocracy (Cameron and Quinn, 2006:37–45; Köse, 2017:43; Çetin, 2011).

The model emphasizes that multiple competing values may coexist and be enacted simultaneously within a single organization (Acaray et al., 2015). In clan cultures, cohesion, unity, and collaboration are prioritized, with employee participation and shared values central to organizational functioning. Such cultures foster a humane work environment, actively consider employees' perspectives, and utilize quality circles to enhance teamwork and overall efficiency. In contrast, adhocracy or innovative cultures focus on the continuous development of new products, services, and processes. Management in these contexts primarily supports innovation, encourages creative thinking, and actively adopts emerging technological advancements to maintain organizational adaptability and competitiveness (Cameron and Quinn, 2006).The competition culture, on the other hand, is structured in a way that unites individuals toward a common goal and emphasizes the drive to win, similar to the free market approach. In this culture, one of the primary objectives is for the business to be in a leading position in the industry and to gain a competitive advantage. In organizations dominated by a hierarchical culture, there is an established system operating within certain rules. Employees' duties and responsibilities are clearly defined, and ensuring the smooth operation of work processes is of great importance (Cameron and Quinn, 2006).

Mobbing

Mobbing, derived from the Latin term *mobile vulgus*, originally referred to an indecisive and aggression-prone crowd, and in contemporary English usage, it denotes gathering, attacking, or harassing behaviors (Erdoğan, 2009). Hoel, Cooper, and Faragher (2001) define mobbing as a process in which an employee is repeatedly subjected to negative behaviors by one or more individuals over a sustained period. Single, isolated incidents are not considered mobbing. Leymann (1996) further specifies that for behavior to qualify as mobbing, it typically must occur at least once a week and persist for a minimum of six months, with longer durations often observed.

Within organizational settings, mobbing manifests as repeated psychological aggression directed toward employees by superiors, peers, or subordinates, encompassing mistreatment, humiliation, intimidation, and other forms of systematic psychological pressure (Leymann, 1996). Mobbing generates fear and helplessness among employees, undermining both individual performance and organizational productivity. It is also associated with a range of psychological and physical outcomes, including stress, anxiety, tension, loss of self-confidence, feelings of ostracism, and even panic attacks. Although verbal aggression is the most common form, mobbing can occasionally involve physical violence (Duman and Akdemir, 2016).

Employee turnover resulting from mobbing not only leads to the loss of valuable human resources but also imposes substantial costs on organizations, including expenses related to recruiting, extended hiring processes, and training and onboarding new personnel. According to the European Parliament report *Workplace Bullying/Harassment*, even when employees subjected to bullying remain in the organization, significant economic burdens arise due to reduced performance, increased health-related issues, and decreased overall workforce productivity. Beyond these individual-level impacts, mobbing undermines trust among employees and fosters social ostracism behaviors, thereby affecting the broader organizational climate (Kaya et al., 2015:944–948).

Organizational Ostracism

Ostracism not only adversely affects individuals but also exerts significant consequences on organizational functioning, encompassing psychological, physical, and operational dimensions. Zhao and Xia (2017:331–346) indicate that in labor-intensive tourism enterprises, ostracism can diminish both the quality and scope of services, ultimately reducing customer satisfaction. Consequently, it is critical to examine ostracism —a prevalent phenomenon in the tourism sector—from an organizational perspective.

Ostracism not only negatively affects individual employees but also imposes significant consequences on organizations across psychological, physical, and operational dimensions. Zhao and Xia (2017:331–346) note that in labor-intensive tourism enterprises, ostracism can impair both the quality and scope of services, ultimately reducing customer satisfaction. Accordingly, it is essential to examine the phenomenon of ostracism —which is particularly prevalent in the tourism sector—from an organizational perspective.

Liu, Yang, and Gu (2021) investigated organizational ostracism through the lens of individual, relational, and contextual antecedents. Their findings suggest that certain dark personality traits, including psychopathy, narcissism, and paranoia, significantly contribute to experiences of ostracism at work. Similarly, Artar et al. (2019) identified differences in employees' thought processes and personal objectives as key drivers of ostracism within workplace social environments. When employees' personal goals conflict with managerial expectations, such misalignments may precipitate outcomes such as ostracism or social neglect, highlighting the complex interplay between individual characteristics and organizational dynamics in shaping exclusionary behaviors.

Howard et al. (2020), in a comprehensive meta-analysis examining antecedents of organizational ostracism, categorized the primary causes under three dimensions: individual factors, leadership, and the work environment. They emphasized that leadership characteristics are the most influential determinant of workplace ostracism. In organizations where the culture is intolerant and highly competitive, social distances between individuals are amplified, creating conditions conducive to systematic harassment and social ostracism. Accordingly, organizational culture not only influences organizational commitment but also shapes psychological safety and social inclusiveness, serving as a key factor in the emergence of phenomena such as mobbing and ostracism (Salin, 2003:1213–1232).

Similarly, empirical studies highlight the protective role of positive organizational culture. Acar et al. (2014) found that favorable perceptions of organizational culture are associated with reduced mobbing behaviors, indicating a negative relationship between organizational culture and mobbing. Cantisano et al. (2006), in their research with emergency service employees in Spain, reported that organizational culture significantly influences the occurrence of mobbing, which in turn negatively affects outcomes such as job satisfaction, organizational commitment, and organizational citizenship behaviors.

Yaman (2010), in a qualitative study involving interviews with academics who had experienced mobbing at universities, found that weak organizational cultures contribute to the prevalence of mobbing behaviors. Participants frequently described their managers using negative metaphors, highlighting low organizational commitment, lack of ethical principles, rigid formalities, inadequate communication, and the absence of positive role models. These findings suggest that employees' negative perceptions of their organization and its leadership create fertile ground for the emergence of mobbing.

Similarly, Jain and Mahapatra (2024) reported a significant relationship between academics' perceptions of organizational culture and their experiences of ostracism in the EdTech sector. Their study indicates that inclusive, open, supportive, and collaborative organizational cultures reduce experiences of ostracism, whereas weak and oppressive cultures exacerbate them.

Research in the context of five-star hotels in Afyonkarahisar further underscores the organizational consequences of ostracism. Soybalı and Pelit (2018:225–249) found that employees' perceptions of organizational ostracism significantly increased turnover intentions, as feelings of workplace worthlessness prompted them to seek alternative employment opportunities.

Based on the theoretical framework and empirical evidence regarding the relationships among organizational culture, mobbing, and organizational ostracism, the main hypotheses of this study are formulated as follows:

**H₁:** Organizational culture in five-star thermal hotels has a significant negative effect on mobbing behaviors.
H₂: Organizational culture in five-star thermal hotels has a significant negative effect on organizational

ostracism.

H₃: Mobbing behaviors are significantly associated with organizational ostracism in five-star thermal hotels.

The conceptual model illustrating these hypothesized relationships is presented in Figure 1.

Figure 1. Conceptual Model of The Study
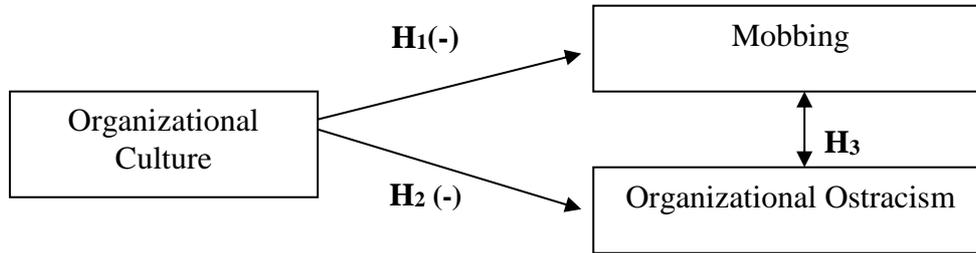
Methodology

The primary objective of this study is to investigate the relationships among organizational culture, mobbing, and organizational ostracism. The scarcity of research exploring the interplay between these constructs underscores the significance of the present study. Adopting a quantitative research design, data were collected through a structured questionnaire. The instrument comprises four main sections. The first section includes nine items designed to capture the demographic characteristics of participating hotel employees and general organizational information.

The second section employs the Organizational Culture Scale developed by Helfrich et al. (2007) and adapted into Turkish by Demirer (2018) to assess organizational culture. This scale consists of 14 items across four dimensions: entrepreneurial culture, hierarchical culture, team culture, and rational culture. The third section utilizes the Mobbing Perception Scale developed by Leymann (1990, 1996) and translated into Turkish by Çakır (2006), comprising 45 items across five dimensions: attacks on personal reputation, attacks on communication, attacks on professional reputation, attacks on physical health, and attacks on social relationships. This scale measures employees' perceptions of mobbing in the workplace.

The fourth section applies the Organizational Ostracism Scale prepared by Ferris et al. (2008) and adapted into Turkish by Yarmacı (2018), consisting of 13 items, to evaluate employees' perceptions of organizational ostracism. All scales utilized a five-point Likert response format. The Organizational Culture and Organizational Ostracism scales ranged from 1 = "Strongly Disagree" to 5 = "Strongly Agree," whereas the Mobbing scale ranged from 1 = "Never" to 5 = "Always". *The administration of the questionnaire was approved by the Afyon Kocatepe University Social and Humanities Scientific Research and Publication Ethics Committee (Decision No:2025/7 dated 15.01.2025).*

The population of this study consisted of five-star thermal hotels, while the study universe comprised employees working in these establishments in Afyonkarahisar. The scope was limited to five-star thermal hotels based on the assumption that their management structures and organizational operations are more professional and systematically organized compared to lower-category hotels (Pelit, 2011:125). Afyonkarahisar, as one of Turkey's leading cities in thermal tourism, hosts a sufficient number of five-star hotels and a workforce profile suitable for examining the research objectives.

Given the large number of employees in these hotels, a sampling approach was employed due to practical constraints related to time, cost, and accessibility. Although precise data on the total number of employees were unavailable, the population size was estimated using the average staff-to-room ratio of 1.18, as determined by the Ministry of Culture and Tourism across Turkey (Ağaoğlu, 1992:114). Accordingly, the estimated number of employees was calculated as 2,985 rooms × 1.18 staff = 3,523 employees. Since the population size is less than 10,000, it is considered a finite population, forming the basis for sampling in this study.

In order to collect data, the study aimed to obtain a sample representative of the population, and therefore the stratified sampling method, a type of probability sampling, was employed. Given that the total number of personnel in five-star thermal hotels in Afyonkarahisar is fewer than 10,000, the sample size was calculated using the formula recommended for finite populations (N < 10,000) in quantitative research (Özdamar, 2001:257; Ural and Kılıç, 2018:41–43).

For this calculation, the population size was set at N = 3,523, the standard deviation at σ = 1, the significance level at Zα = 1.96 (corresponding to a 5% confidence level), and the effect size at H = 0.1. This approach ensured that the sample adequately represented the population while accounting for the constraints of finite population sampling.

$$n = \frac{3523 \times 1^2 \times 1{,}96^2}{(3523-1) \times 0{,}1^2 + 1{,}96^2 \times 1^2} = 346$$

Substituting these values into the formula yielded a minimum required sample size of 346 individuals. Accordingly, a sample of at least 346 participants was considered sufficient to ensure reliable and valid results for the study.

Of the nine five-star thermal hotels operating in Afyonkarahisar, management at two establishments declined to participate in the survey. Consequently, questionnaires were distributed to 750 employees across the remaining seven hotels. After excluding incomplete or invalid responses, a total of 459 completed surveys were deemed valid and included in the analysis.

Descriptive frequency analyses were employed to examine participants' individual and organizational characteristics. To assess employees' perceptions of organizational culture, experiences of mobbing, and views on organizational ostracism, arithmetic means and standard deviations were calculated and reported. Pearson correlation analyses were conducted to explore the relationships between organizational culture and mobbing, as well as between organizational culture and organizational ostracism. Additionally, simple linear regression analyses were performed to evaluate the effects of organizational culture on mobbing and on organizational ostracism. To ensure the construct validity of the scales used, confirmatory factor analysis (CFA) was applied, and Cronbach's alpha coefficients were reported to assess the reliability of the measurement instruments.

Findings

In this section, the results of the factor and reliability analyses for the employed scales are presented, along with the arithmetic means and standard deviations for organizational culture and its sub-dimensions, mobbing and its sub-dimensions, and organizational ostracism. These findings are summarized in Table 1.

As presented in Table 1, the mobbing scale was organized into five factors, explaining 68.29% of the total variance. The reliability analysis indicated strong internal consistency, with Cronbach's alpha coefficients as follows: the general mobbing scale, 0.917; Factor 1, "Attacks on Personal Reputation," 0.931; Factor 2, "Attacks on Communication," 0.911; Factor 3, "Attacks on Professional Reputation," 0.872; Factor 4, "Attacks on Physical Health," 0.816; and Factor 5, "Attacks on Social Relationships," 0.802.

The organizational culture scale was grouped into four factors, accounting for 81% of the total variance. Cronbach's alpha coefficients demonstrated satisfactory reliability: the overall organizational culture scale, 0.916; Factor 1, "Entrepreneurial Culture," 0.888; Factor 2, "Hierarchical Culture," 0.892; Factor 3, "Team Culture," 0.821; and Factor 4, "Rational Culture," 0.778.

The organizational ostracism scale was consolidated into a single factor, explaining 67.47% of the total variance, with a Cronbach's alpha of 0.921. These results indicate that the scales used in this study possess robust validity and reliability.

The descriptive analysis of the study variables revealed that the overall level of mobbing among employees in five-star thermal hotels was low, with a mean score of $\overline{X} = 1.83$. The sub-dimensions of mobbing were similarly low: "Attacks on Personal Reputation" ($\overline{X} = 1.84$), "Attacks on Communication" ($\overline{X} = 1.82$), "Attacks on Professional Reputation" ($\overline{X} = 1.87$), "Attacks on Physical Health" ($\overline{X} = 1.87$), and "Attacks on Social Relationships" ($\overline{X} = 1.83$). Similarly, the overall level of organizational ostracism was also low ($\overline{X} = 1.89$). In contrast, the general level of organizational culture was slightly above average ($\overline{X} = 3.25$). Among its sub-dimensions, "Hierarchical Culture" ($\overline{X} = 2.79$) was lower than "Entrepreneurial Culture" ($\overline{X} = 3.08$), "Team Culture" ($\overline{X} = 3.23$), and "Rational Culture" ($\overline{X} = 3.32$).

Table 1. Validity and Reliability Analysis of The Scales

Factor	Item Number	Eigenvalue	Variance %	Cumulative Variance	Cronbach's Alpha Coefficient	$\overline{X}$	s.s.
Mobbing 1: Attacks on a Person's Reputation	15	7,797	17,326	17,326	0,931	1,84	0,71
Mobbing 2: Attacks on Communication	11	6,910	15,356	32,682	0,911	1,82	0,73
Mobbing 3: Attacks on Professional Reputation	7	6,360	14,134	46,816	0,872	1,87	0,76
Mobbing 4: Attacks on Physical Health	7	5,990	13,310	60,126	0,816	1,87	0,76
Mobbing 5: Attacks on Social Relationships	5	3,672	8,160	68,286	0,802	1,83	0,75
General mobbing	45	-	-	68,286	0,917	1,83	0,71
Organizational culture 1:Entrepreneurial culture	4	3.494	24,960	24,960	0,888	3,08	1,07
Organizational culture 2: Hierarchical culture	4	2,676	19,117	44,078	0,892	2,79	0,83
Organizational culture 3: team culture	3	2,659	18,995	63,073	0,821	3,23	1,15
Organizational culture 4: rational culture	3	2,524	18,026	81,099	0,778	3,32	1,06
General organizational culture	14	-	-	81,099	0,916	3,25	0,98
General organizational ostracism	13	8,772	67,471	67,471	0,921	1,89	0,73

The descriptive analysis of the study variables revealed that the overall level of mobbing among employees in five-star thermal hotels was low, with a mean score of $\overline{X} = 1.83$. The sub-dimensions of mobbing were similarly low: "Attacks on Personal Reputation" ($\overline{X} = 1.84$), "Attacks on Communication" ($\overline{X} = 1.82$), "Attacks on Professional Reputation" ($\overline{X} = 1.87$), "Attacks on Physical Health" ($\overline{X} = 1.87$), and "Attacks on Social Relationships" ($\overline{X} = 1.83$). Similarly, the overall level of organizational ostracism was also low ($\overline{X} = 1.89$). In contrast, the general level of organizational culture was slightly above average ($\overline{X} = 3.25$). Among its sub-dimensions, "Hierarchical Culture" ($\overline{X} = 2.79$) was lower than "Entrepreneurial Culture" ($\overline{X} = 3.08$), "Team Culture" ($\overline{X} = 3.23$), and "Rational Culture" ($\overline{X} = 3.32$).

Table 2 presents the demographic and organizational characteristics of the participants. Of the respondents, 51.4% were female and 48.6% were male. The majority of participants were aged 23–32 years (51.6%), 57.1% were married, and 42.9% were single. Regarding professional experience, most employees (65.3%) had 2–7 years of experience in the sector, while the largest proportion (33.1%) had worked in their current hotel for 2–4 years.

Analysis of participants' educational backgrounds revealed that approximately half of the respondents (n = 235; 51.2%) held an associate or bachelor's degree. Among the participants, 52.4% reported having received some form of tourism-related education, with vocational high school graduates representing a substantial proportion of this group. Conversely, 219 participants (36.3%) had not received any formal education in the field of tourism, indicating that a significant portion of the workforce in these hotels comprises individuals without formal tourism education.

Regarding income, the majority of participants (57.9%) reported a monthly salary between 22,106 TL and 27,999 TL, suggesting that many hotel employees earn only slightly above the minimum wage. In terms of departmental distribution, 41.4% of participants were employed in the food and beverage department, followed by 27.7% working in the rooms division.

Table 2. Distribution of Participants By Selected Individual and Organizational Characteristics

Variables	Groups	F	%	Variables	Groups	F	%
Gender	Female	236	51,4	Employment period in the sector	1year or less	53	11,5
	Male	223	48,6		2-4 Years	175	38,1
Marital status	Married	262	57,1		5-7 Years	125	27,2
	Single	197	42,9		8-10 Years	68	14,8
Age	22 Years and Under	66	14,4		11 years or more	38	8,3
	Age Range: 23-27	131	28,5	Employment period at the establishment	1year or less	114	24,8
	Age Range: 28-32	106	23,1		2-4 Years	152	33,1
	Age Range: 33-37	84	18,3		5-7 Years	109	23,7
	Age Range: 38-42	29	6,3		8-10 Years	64	13,9
	43 Years and Older	43	9,7		11 years or more	20	4,4
Income status	22.105TLand Under	66	14,4				
	22.106 TL - 27.999TL	252	57,9				
	28.000 TL -32.999 TL	79	17,2	Types of tourism training received by employees	No tourism education	219	36,3
	33.000 TL -38.999 TL	34	7,4		Tourism and Hotel Management Vocational High School	93	20,3
	39.000 TL -44.999 TL	16	3,5		Associate Degree in Tourism	60	13,1
	45.000 TL and above	12	2,6		Tourism License	71	15,5
Departure	Food and Beverage	190	41,4		Tourism Graduate	14	3,1
	Front Office	82	17,9		Other ((Courses, etc.)	2	0,4
	Sales	40	4,4				
	Housekeeping	45	9,8	Education level	Primary school	14	3,1
	SPA	43	8,7		Middle school	46	10
	Other	59	12,9		High school	147	32
	(Accounting HS etc.)				Associate's Degree	112	24,4
					Licence	123	26,8
					Postgraduate	17	3,7

The results examining the relationships among employees' perceptions of organizational culture, mobbing, and organizational ostracism in five-star thermal hotels operating in Afyonkarahisar are presented in Table 3.

The results of the Pearson correlation analysis examining the relationships among organizational culture, mobbing, and organizational ostracism among employees in five-star thermal hotels indicated a statistically significant, negative, and weak relationship between organizational culture and mobbing ($r = -0.161$, $p < 0.01$). Similarly, a statistically significant, negative, and weak relationship was observed between organizational culture and the perception of organizational ostracism ($r = -0.119$, $p < 0.05$). In contrast, the perception of mobbing was found to be positively and strongly associated with organizational ostracism ($r = 0.810$, $p < 0.01$). These results provide support for the third hypothesis of the study, H3: "There is a significant relationship between mobbing behaviors and organizational ostracism in five-star thermal hotels."

Table 3. Correlation Matrix of Organizational Culture, Mobbing and Organizational Ostracism

		Entrepreneurial culture	Hierarchical culture	Team culture	Rational culture	General Organizational culture	General Organizational ostracism
Attacks on a person's reputation	r	-0,105*	0,166**	-0,203**	-0,154**	-0,171**	0,805**
	p	0,025	0,000	0,000	0,001	0,000	0,000
Attacks targeting communications	r	-0,112*	0,177**	-0,185**	-0,158**	-0,173**	0,800**
	p	0,017	0,000	0,000	0,001	0,000	0,000
Attacks on professional reputation	r	-0,095*	0,160**	-0,168**	-0,121**	-0,149**	0,739**
	p	0,043	0,001	0,000	0,009	0,001	0,000
Attacks on physical health	r	-0,095*	0,160**	-0,168**	-0,121**	-0,149**	0,739**
	p	0,043	0,001	0,000	0,009	0,001	0,000
Attacks on social relationships	r	-0,053	0,103*	-0,118*	-0,113*	-0,104*	0,754**
	p	0,253	0,028	0,012	0,016	0,026	0,000
General mobbing	r	-0,097*	0,165**	-0,181**	-0,149**	-0,161**	0,810**
	p	0,037	0,000	0,000	0,001	0,001	0,000
General organizational ostracism	r	-0,042	0,106*	-0,156**	-0,145**	-0,119*	-
	p	0,371	0,023	0,001	0,002	0,011	-

r: Pearson correlation coefficient; p: Significance value; **: Relationships at the 0.01 level are statistically significant; *: Relationships at the 0.05 level are statistically significant.

Additionally, the findings regarding the effect of employees' organizational culture levels on their perceptions of organizational ostracism are summarized in Table 4.

Table 4. Regression Analysis of The Effect of Organisational Culture on Organizational Ostracism

Independent Variable	bj	S(bj)	t	p	ANOVA	Coefficient of Determination (R²)
Constant	2,160	0,116	18,545	0,000	F= 5,924	
Organizational Culture	-0,085	0,035	-2,434	0,015	p= 0,015	0,113
Dependent Variable: bj: Beta coefficient; S(bj): Standard error; *:p<0,001						

The results of the linear regression analysis examining the effect of organizational culture on employees' perceptions of organizational ostracism in five-star thermal hotels indicated that the model is statistically significant ($p < 0.05$). These findings support the second hypothesis (H2): "Organizational culture in five-star thermal hotels has a significant negative effect on organizational ostracism." The regression coefficient (b_j) was −0.085, which was statistically significant ($p < 0.05$). This coefficient suggests that a one-unit increase in organizational culture corresponds to a 0.085-unit decrease in the perception of organizational ostracism. The corresponding regression model is presented below:

$$ÖD= 2,160+(-0,085)xÖK$$

The results examining the effect of employees' perceptions of mobbing on their perceptions of organizational ostracism are summarized in Table 5.

Table 5. Regression Analysis of The Effect of Mobbing on Organizational Ostracism

Independent Variable	bj	S(bj)	t	p	ANOVA	Coefficient of Determination (R²)
Constant	3,649	0,131	27,821	0,000	F= 13,034	0,167
Organizational culture	-0,236	0,035	-3,610	0,000	p= 0,000	
Dependent Variable: bj: Beta coefficient; S(bj): Standard error; *p<0,001						

As shown in Table 5, the results of the linear regression analysis examining the effect of organizational culture on mobbing in five-star thermal hotels indicate that the model is statistically significant ($p < 0.001$). These findings support the first hypothesis (H1): "Organizational culture in five-star thermal hotels has a significant negative effect on mobbing behaviors."

The regression coefficient (b_j) was -0.236 and statistically significant ($p < 0.001$), suggesting that a one-unit increase in organizational culture corresponds to a 0.236-unit decrease in the perception of mobbing. The corresponding regression model is presented below:

$$MOB= 3,649+(-0,236)x\ddot{O}K$$

Conclusion and Discussion

The analyses conducted in this study revealed that organizational culture has a significant negative effect on employees' perceptions of both mobbing and organizational ostracism. Consequently, employees working in hotels with a strong and healthy organizational culture experience lower levels of mobbing and organizational ostracism. This finding is consistent with the results of Yaman (2010), who, based on interviews with academics subjected to mobbing at universities, reported that mobbing behaviors were more prevalent in institutions characterized by a weak organizational culture. Similar conclusions were drawn by Acar et al. (2014), who found a negative relationship between organizational culture and mobbing, indicating that a positive perception of organizational culture reduces the frequency of mobbing behaviors. Likewise, Cantisano et al. (2006), in their study of emergency service employees in Spain, highlighted organizational culture as a critical factor influencing the occurrence of mobbing behaviors.

This study demonstrated that employees' perceptions of organizational culture in five-star thermal hotels have a significant impact on their perceptions of organizational ostracism. The findings indicate that a well-developed and inclusive organizational culture fosters a more integrated and socially supportive work environment by reducing employees' experiences of ostracism. These results are consistent with Shah and Hashimi (2019), who examined the effect of organizational culture on knowledge hoarding behavior, highlighting the mediating roles of organizational ostracism and workplace incivility. Their study revealed that organizational culture is directly related to knowledge hoarding behavior and indirectly influences it through organizational ostracism.

Similarly, Imam et al. (2023), in their study of the service sector in Pakistan, reported that organizational culture moderates the relationship between organizational ostracism and employee performance. They found that while organizational ostracism negatively affects employee performance, a strong organizational culture mitigates this adverse effect. Furthermore, the findings align with those of Jain and Mahapatra (2024), who investigated the relationship between perceptions of organizational culture and experiences of ostracism among academics in educational technology (EdTech) ventures. Their study emphasized that cultural dimensions such as inclusivity, openness, supportiveness, and collaboration can either reduce or exacerbate experiences of ostracism.

The correlation analysis conducted in this study revealed a significant and strong positive relationship between mobbing and organizational ostracism. This finding is consistent with Pri et al. (2024), who reported that mobbing, workplace incivility, and perceptions of organizational ostracism were significantly and positively associated with depressive symptoms.

Based on the findings of this research, several practical recommendations can be proposed:

Enhancing hierarchical culture: Among the sub-dimensions of organizational culture, "Hierarchical Culture" was found to be lower than other dimensions. To strengthen this aspect, it is recommended that institutional structures be clarified and job descriptions explicitly defined. Clearly delineating authority and

responsibility can improve organizational order and operational control. Additionally, adhering to a structured decision-making hierarchy, while emphasizing stability rather than rigidity, may help employees perceive this cultural dimension more positively.

Preventing mobbing: Given the observed impact of organizational culture on mobbing, managers and human resources departments should proactively cultivate a positive and supportive work environment. Complaints related to mobbing should be addressed objectively, impartially, and promptly to ensure employees feel psychologically safe. To prevent mobbing, organizations are encouraged to foster participatory, fair, and collaborative cultural practices, promote empathy and solidarity among employees, and provide training programs aimed at developing conflict management skills.

Reducing organizational ostracism: To mitigate organizational ostracism, practices that enhance employees' sense of belonging should be implemented. Leaders can adopt inclusive management approaches, value employees' opinions and suggestions, support teamwork, and encourage social interactions. Organizing collaborative projects and social events can further reinforce employees' feelings of acceptance and recognition within the organization.

Addressing the interrelation of mobbing and ostracism: The significant relationship between mobbing and organizational ostracism indicates that these phenomena are mutually reinforcing. Therefore, interventions should address both issues simultaneously. Providing training to improve communication, social skills, and team dynamics can contribute to healthier interpersonal relationships and a more positive organizational climate.

In conclusion, organizational culture serves as a critical determinant of employee interactions and the psychosocial climate within the workplace. A culture characterized by open communication, equality, participation, supportiveness, and ethical values is essential for reducing negative organizational behaviors such as mobbing and ostracism. In hospitality enterprises, where high work intensity, emotional labor, and service-oriented demands prevail, fostering a healthy organizational culture is particularly crucial for employee well-being and organizational effectiveness.

References

Acar, P., Kıyak, M. ve Sine, B. (2014). The relationship between organizational culture and mobbing: an application on construction companies. *Journal of Workplace Behavioral Health*, *29(4)*, 281-298.

Acaray, A., Çekmecelioğlu, H. G., ve Akturan, A. (2015). Örgüt kültürü ile örgütsel sessizlik arasındaki ilişkinin incelenmesi. *The Journal of Academic Social Science Studies*, *32*(1), 139-157.

Ağaoğlu, O. K. (1992). *İşgücünü verimli kullanma tekniklerinin turizm sektörüne uygulanması*, Ankara: Milli Prodüktivite Yayınları, (457).

Artar, M., Adıgüzel, Z. ve Erdil, O. (2019). Örgütlerde yöneticiye duyulan güvenin, psikolojik sözleşme ihlali, örgütsel dışlanma ve iş tatmini arasındaki ilişkilerin incelenmesi. *İşletme Araştırmaları Dergisi*, *11*(3), 1417-1432.

Cacciattolo, K. (2014). Understanding organisational cultures. *European Scientific Journal*, *2, 1-7*.

Cameron, K.S., and Quinn, R.E. (1989), *Diagnosing and changing organizational culture*. New York: Addison-Wesley, Akt: Çetin, F. (2011). *Örgütsel vatandaşlık davranışlarının açıklanmasında örgütsel bağlılık iş tatmini kişilik ve örgüt kültürünün rolü. (Yayımlanmamış Doktora Tezi).* Ankara Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.

Cameron, K. S. and Quinn, R. E. (2006). *Diagnosing and changing organizational culture*. San Francisco: John Wiley & Sons.

Cantisano, G. T., Domínguez, J. F. M., and Galán, J. A. G. (2006). Acoso laboral: relaciones con la cultura organizacional y los resultados personales. *psicothema*, 766-771.

Cassell, M. A. and Blake, R. J. (2012). Analysis of Hofstede's 5-d model: The implications of conducting business in Saudi Arabia. *International Journal of Management & Information Systems (Online)*, *16*(2), 151-159.

Çakır, B. (2006). *İş yerindeki yıldırma eylemlerinin (mobbing) işten ayrılmalara etkisi üzerine bir araştırma. (Yayımlanmamış Yüksek Lisans Tezi).* Marmara Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.

David, F. R. (2011). *Strategic management concepts and cases*. Prentice Hall.

Demirer, S.F. (2018). *Örgüt kültürü ve örgütsel destek algısının cam tavan engeli ile ilişkisi: istanbul turizm sektörü kadın çalışanları üzerine bir araştırma*. Nişantaşı Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.

Denison, D. R., Haaland, S. and Goelzer, P. (2004). Corporate culture and organizational effectiveness: Is Asia different from the rest of the world? *Organizational Dynamics*, *33*(1), 98-109.

Duman, M. Ç. ve Akdemir, B. (2016). Mobbing ve çalışan performansı arasındaki ilişkiyi belirlemeye yönelik bir araştırma, *Akademik Yaklaşımlar Dergisi*, *7*(2), 29-52.

Erdoğan, G. (2009). Mobbing (işyerinde psikolojik taciz). *Türkiye Barolar Birliği Dergisi*, (*83)*, 318-352.

Ferris, D. L., Brown, D. J., Berry, J. W. and Lian, H. (2008). The development and validation of the workplace ostracism scale. *Journal of Applied Psychology*, *93*(6), 1348-1366.

Gillespie, M. A., Denison, D. R., Haaland, S., Smerek, R., and Neale, W. S. (2008). Linking organizational culture and customer satisfaction: Results from two companies in different industries. *European Journal of Work and Organizational Psychology*, *17*(1), 112-132.

Harvey, M., Moeller, M., Kiessling, T. and Dabic, M. (2019). Ostracism in the workplace: 'Being voted off the island'. *Organizational Dynamics*, *48*(4), 100675.1-10.

Helfrich, C. D., Li, Y.-F., Mohr, D. C., Meterko, M. and Sales, A. E. (2007). Assessing an organizational culture instrument based on the competing values framework: Exploratory and confirmatory factor analyses, Implementation Science, *2*(1), 1-14.

Hitlan, R. T., Cliffton, R. J. and DeSoto, M. C. (2006). Perceived exclusion in the workplace: the moderating effects of gender on work-related attitudes and psychological health. *North American Journal of Psychology*, *8*(2), 217-236.

Hoel, H., Cooper, C. L. and Faragher, B. (2001). The experience of bullying in great britain: the impact of organizational status. *European Journal of Work and Organizational Psychology*, *10*(4), 443-465.

Hofstede, G. (1983). The cultural relativity of organizational practices and theories. *Journal of International Business Studies*, *14*, 75-89.

Hofstede, G. (1994). Management scientists are human, *Management Science*, *40*(1), 4-13.

Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, *2*(1), 8.

Howard, M. C., Cogswell, J. E. and Smith, M. B. (2020). The antecedents and outcomes of workplace ostracism: A Meta-Analysis. *Journal of Applied Psychology*, *105*(6), 577-596.

Imam, M. S., Khan, Z. and Malik, M. S. (2023). Impact of workplace ostracism on employee performance with the moderating role of organizational culture. *Journal of Excellence in Management Sciences*, *2*(2), 155-176.

İplikçi, F. N. ve Topsakal, Y. (2014). Üniversitelerde örgüt kültürünü belirleyen ve etkileyen boyutlar: ampirik bir çalışma. *Ç.Ü. Sosyal Bilimler Enstitüsü Dergisi, 23*(2),47-60.

Jain, S. and Mahapatra, M. (2024). Impact of workplace ostracism on organizational culture among academicians in ED tech startups: a comprehensive analysis. *South Asian Journal of Management Research*, *14(3),* 106-114.

Karabey, C.N. (2014). *İşyerinde dışlanma*. Ankara: İmaj Yayınevi.

Kaya, O., Çobanoğlu, N., Kaya, K., Özdem, E., Angay, A., Akgün, F. ve Gökalp, S. (2015). The evaluation of mobbing cases which teachers experience in high schools (sample of Mersin province). *Scholars Journal of Economics, Business and Management*, *2*(9), 944-948.

Kondalkar, V. G. (2007). *Organizational behaviour.* New Delhi: New Age International Publishers.

Köse, M. F. (2017). Üniversitelerde örgüt kültürü ile akademik performans arasındaki ilişkiler. (*Yayımlanmamış Doktora Tezi).* Ankara: Gazi Üniversitesi Eğitim Bilimleri Enstitüsü.

Leymann, H. (1990). Mobbing and psychological terror at workplaces. *Violence and Victims*, 5(2), 119–126.

Leymann, H. (1996). The content and development of mobbing at work. *European Journal of Work and Organizational Psychology, 5*(2), 165-184.

Liu, C., Yang, J., and Gu, X. (2021). Antecedents of Workplace Ostracism. *Workplace Ostracism: Its Nature, Antecedents, and Consequences*, 65-99.

Mobley, W. H., Wang, L. and Fang, K. (2005). Organizational culture: measuring and developing it in your organization. *Harvard Business Review China*, *3*, 128-139.

Mousavi, S. A., Hosseni, S. Y. and Hassanpour, N. (2015). On the effects of organizational culture on organizational performance: An Iranian experience in state bank branches. *Interdisciplinary Journal of Management Studies (Formerly known as Iranian Journal of Management Studies)*, 8(1), 97-116.

Obeidat, B. Y., Shannak, R. O., Masa'Deh, R. E. M. D. T. and Al-Jarrah, I. (2012). Toward better understanding for Arabian culture: Implications based on Hofstede's cultural model. *European Journal of Social Sciences*, 28(4), 512-522.

Odor, H.O. (2018). Organisational culture and dynamics. *International Journal of Scientific Research and Management. 6*(1), 31-39.

Özdamar, K. (2001). *SPSS ile biyoistatistik*. Eskişehir: Kaan Kitabevi.

Rajala, I., Ruokonen, I. ve Ruismaki, H. (2012). Organizational culture and organizational change at arts universities. *Procedia - Social and Behavioral Sciences, 45*, 540 – 547.

Robinson, S. L., O'Reilly, J. and Wang, W. (2013). Invisible at work: An integrated model of workplace ostracism. *Journal of Management*, *39*(1), 203-231.

Pelit, E. (2011). Otel işletmelerinde operasyonel risk yönetimi: Ankara'daki dört ve beş yıldızlı otel işletmelerinde bir araştırma. *Business and Economics Research Journals*, *2(2),* 117-137.

Piri, M., Ariapooran, S. and Kahrizi, N. (2024). The prevalence of depression in non-hospital employees in the outbreak of Covid-19: The role of mobbing, workplace incivility and ostracism. *Journal of Research in Psychopathology*, *5(15),* 23-30.

Salin, D. (2003). Ways of Explaining Workplace Bullying: A review of enabling, motivating and precipitating structures and processes in the work environment. *Human Relations*, *56*(10), 1213-1232.

Schein, E. H. (2010). *Organizational culture and leadership*. John Wiley & Sons.

Scott, K. D. (2007). *The development and test of an exchange-based model of interpersonal workplace exclusion. (Unpublished Doctoral Dissertation)*, University of Kentucky.

Shah, M. and Hashmi, M. S. (2019). Relationship between organizational culture and knowledge hiding in software industry: Mediating role of workplace ostracism and workplace incivility. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, *13*(4), 934-952.

Soybalı, H. H. ve Pelit, O. (2018). Örgütsel dışlanmanın işten ayrılma niyetine etkisi: Afyonkarahisar'daki beş yıldızlı otel işletmelerinde bir araştırma. *Afyon Kocatepe Üniversitesi Sosyal Bilimler Dergisi*, *20*(3), 225-249.

Ural, A. ve Kılıç, İ. (2018). *Bilimsel araştırma süreci ve SPSS ile veri analizi*. Ankara: Detay Yayıncılık.

Williams, K. D. (2007). Ostracism. *Annual Review of Psychology*, *58*(1), 425-452.

Yahyagil, M. Y. (2004). Denison örgüt kültürü ölçme aracının geçerlik ve güvenirlik çalışması: ampirik bir uygulama, *İstanbul Üniversitesi İşletme İktisadi Enstitüsü Yönetim Dergisi*, *47*, 53-76.

Yaman, E. (2010). Perception of faculty members exposed to mobbing about the organizational culture and climate. *Educational Sciences: Theory and Practice*, *10*(1), 567-578.

Yarmacı, N. (2018). *İşgörenlerin örgütsel dışlanma algılarının örgütsel sessizlik ve olumsuz durumları bildirme eğilimlerine etkisi: Otel işletmeleri örneği*. (Yayımlanmamış Doktora Tezi). Adnan Menderes Üniversitesi, Sosyal Bilimler Enstitüsü, Aydın.

Zhao, H. and Xia, Q. (2017). An examination of the curvilinear relationship between workplace ostracism and knowledge hoarding. *Management Decision*, *55(*2), 331-346.