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## **Communication, Psychological Violence and Performance of Foreign Employees in Istanbul Private Sector**

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## **ABSTRACT**

Psychological violence is the mental and emotional pressure on the individual working in the organization by approaching him/her through malicious and disrespectful behaviours (Tigrel & Kokalan, 2009). The performance of employees, especially of foreign origin, faces a series of challenges after performance coupled with high degrees of psychological violence. There are signals that employee stress and violence make one think that psychological violence could be responsible for the poor performance of employees. hence the study on psychological violence and performance of foreign employees in Istanbul's private sector. the current state of employee performance both local and foreign employees might threaten the existence of private organizations in Istanbul Turkey due to poor performance of the organization in terms of profits, sales, and the number of productions.

The proposed study adopted an exploratory descriptive and correlation research design based on the quantitative and qualitative approaches. The study targeted 100 foreign employees of private companies in Istanbul, a questionnaire survey was used for data collection. the results achieved from the research show that the increase in psychological violence has a great effect on the quality of employee service quality and employee creativity. The obtained results also allow us to confirm the hypothesis that the state of violence generally affects employee creativity.

**KEY WORDS:** communication, employee performance, psychological violence

## **INTRODUCTION**

Historically, foreign employee performance just like a local employee once is known as a key avenue of the organisation existence, which has been achieved by an organisation related to its authority and obligation in attaining the objectives legally, not against the law, and conforming to the morale and ethics of the organisation (Almajali et al., 2019). Therefore, employee performance is measured through employee service quality and employee productivity (unit output) as well as employee creativity. Such large and developed countries as USA, Germany, Great Britain, or France have been able - due to their capacity - to manage their development for growth of the economies needed to sufficiently develop the economic capacities of the countries, and employee performance is hence a traditional aspect indispensable in enhancing the functionality of the organisations (Kaufman et al., 2015). But also, many countries which do not have such historical experience, especially in Africa and Asia such for example as South Africa, Ghana or Nigeria, have managed to develop strong employee performance standards geared towards the enhancement of the organisations.

Employee performance is the contribution of personnel to meet organisational objectives and is an indicator of how well an individual executes his/her duties and responsibilities within the organisation (Thao & Hwang, 2017). The performance of employees, especially of foreign origin, faces a series of challenges after performance coupled with high degrees of psychological violence.

According to the research on psychological violence in 1980, typical behaviours for such phenomena are bullying, maltreatment, emotional abuse, victimisation, intimidation, verbal abuse, psychological terrorism, and psychological violence (Demirgil, 2008). All of them are strongly connected with communication in the workplace. It can include manners such as verbal criticism, personal attacks, humiliation, belittling, and exclusion (Wu et al. 2020). Psychological violence is the mental and emotional pressure on the individual working in the organisation by approaching him/her through malicious and disrespectful behaviours (Tigrel & Kokalan, 2009). For example, in the case of mobbing, employees develop negative behaviours and push employees to leave the workplace (Divincová & Siváková, 2014) or to illnesses or even depression (Noring, 2000). Employees exposed to mobbing experience physical, mental and behavioural problems. Physical problems such as stomach diseases, weight gain or loss, insomnia, various body pains, low immunity, increased use of alcohol and cigarettes, and drug use. Emotional problems, depression, burnout, anxiety, apathy, emotional emptiness, meaninglessness of life, low motivation, and adjustment disorder. Behaviour disorder, nervousness, risky behaviour, lack of attention, forgetfulness, lack of emotion, rigidity, family problems, and suicide can result. The commitment and participation of an employee increases with the satisfaction of basic needs and innovations in the working environment (Safiullah, 2015). Changes in basic needs between individuals, as well as job satisfaction. As a result, the effects of the perception of psychological violence on employee service quality, employee productivity, and employee creativity are examined.

Psychological violence (Lin et al. 2015) has negative effects on employee performance, which generally affect the organisation and organisational environment and may cause many negative results for person especially among foreign employees. Cases of psychological violence are highly reported in many private organisations that occur in Turkey, especially among foreign workers. The job performance of an individual exposed to psychological violence in the workplace is negatively affected. The initial psychological effects of mobbing are unwillingness to go to work, exhaustion, loss of concentration, and frustration, where these lead to a decrease in job performance. Chronic tension, stress, and conflicts decrease an individual's creativity, innovative thinking skills, productivity, and motivation, which are collectively termed a decrease in performance.

## **1. STATEMENT OF THE PROBLEM**

Foreign employees in the private sector in Istanbul, as probably in many other countries, are expected to be creative, with improved service quality and productivity. Moreover, the employee performance is coupled with failure to provide the daily productivity output and low employee standard output that was reduced by 10% in year 2020/21, low levels of service quality to customers, and low levels of creativity. The current state of employee performance both local and foreign employees might threaten the existence of private organisations in Istanbul Turkey due to poor performance of the organisation in terms of profits, sales, and number of productions. There are signals that employee stress and violence make one think that psychological violence could be responsible for poor performance of employees, hence the study on psychological violence and performance of foreign employees in Istanbul private sector. Taking into account the above remarks, the article aims:

- To determine the relationship between psychological violence and employee service quality among foreign employees in the private sector of Istanbul.
- To examine the relationship between psychological violence and employee productivity among foreign employees in the private sector of Istanbul.
- To establish the relationship between psychological violence and employee creativity among foreign employees in the private sector of Istanbul.

Review of the literature as well as analysis of empirical research allows for the identification of the following research hypotheses.

- H01: There is a statistically significant positive relationship between psychological violence and employee service quality among foreign employees in the private sector of Istanbul.
- H02: There is a statistically significant positive relationship between psychological violence and employee Productivity among foreign employees in the private sector of Istanbul.
- H03: There is a statistically significant positive relationship between psychological violence and employee creativity among foreign employees in the private sector of Istanbul.

### **1.1 Impact of Psychological Violence, Employee Productivity, and Creativity**

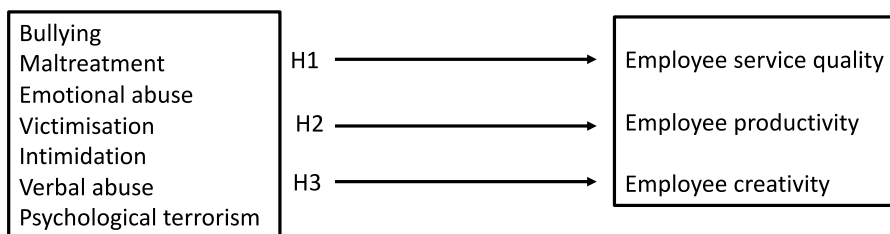
N. Davenport et al. (2002) studies indicate that psychological violence seems to be more common in nonprofit organisations, educational institutions, and the health sector, which reduces job productivity in these fields. Communication and interaction between staff members, as well as perceptions of these interactions, have a significant impact on institutional productivity and performance levels, with bullying at work being the most common cause of a decrease in the quality and quantity of

work (Pillay, 2016). Individuals who are passionate about their work, the state of passion has a positive effect on them. Employees that are subjected to mobbing typically burn out because they have low work satisfaction and inadequate performance (Burke & Fiksenbaum 2009). Making managerial decisions to stop mobbing or bullying in the organisational culture is vital to maintaining the employees' passion for their jobs.

Fisher-Blando did research on aggressive behaviour, especially workplace bullying, and its impact on job satisfaction and productivity (2008). According to the study's results, 75% of participants said they had seen colleagues being treated unfairly at some point in their employment, 47% had experienced bullying, and 27% had been the subject of bullying in the previous year. L. Judith (2018) examined workplace bullying and aggressive behaviour and its effect on job creativity and revealed how bullying influences on a person's capacity to execute his/her work, which may have an impact on employee morale and an organisation's financial results. The main conclusions of this study explain how workplace bullying appears, what forms of maltreatment and bad behaviour are experienced by employees, how much stress is caused by physical and mental bullying, and what the impact of workplace bullying on the job creativity.

## 2. CONCEPTUAL FRAMEWORK

Considering all types of psychological violence, one may notice that all are closely connected with communication because they occur during the processes of interaction between the parties. That is why they should be examined by means of communication theories and practises. Such behaviours as bullying, maltreatment, victimisation, verbal abuse, and many others occur in the interactions and mostly take the form of verbal and non-verbal communication. Psychological violence in the workplace involves hostile and unethical communication (Leyman, 1996). Communication in the workplace is central because it enhances employee morale, engagement, productivity, creativity, and satisfaction.



**Figure 1.** Conceptual framework of the research

Source: the author's own research

When communication takes the form of unethical behaviour such as bullying or discrimination, it must have an impact on performance, creativity, or the quality of the tasks performed by employees. Therefore, in the presented research, it is assumed that unethical communication such as bullying maltreatment, abuse, victimisation, intimidation, and psychological terrorism determines employee service quality, productivity, and creativity. (Figure 1).

Psychological violence among healthcare workers is associated with decreased job satisfaction, increased occupational stress, and poor patient care outcomes (Zampieron et al., 2019). It negatively influences the quality of the service of healthcare workers. Additionally, there are major implications for patients and the whole institution, since violent health care personnel are more likely to provide poor care and treatment, which has a negative impact on patients. The effects of psychological or emotional abuse can occasionally be more severe than those of physical assault. Perhaps the effects of psychological or emotional torture are more severe than those of actual assault.

Evidence has shown that people who experience psychological violence are seven times as likely to be victims of physical violence (Lanza et al., 2016). Studies set in the USA in 2004 and 2015 have shown that verbal abuse is the most used type of violence reported by physicians and nurses (39–99%), with physical violence being experienced by only 1–11% (Pompeii et al., 2015). Furthermore, in a study in Pakistan, more than two-thirds of the respondents ( $n = 121/164$ , 73.8%) were victims of violence in the previous 12 months, with verbal abuse ( $n = 104/121$ , 86%) being the main type of aggression. In Jordan, the prevalence of verbal abuse by patients and visitors was 63.9%, while for physical abuse, 7.2% was committed by patients and 3.1% by visitors. Approximately 30% of hospital staff in central Taiwan reported having experienced only verbal abuse (Hsieh et al., 2016). In both the private and public sectors in Hong Kong, nonphysical violence was found to occur more frequently than physical violence; furthermore, there is a reported lack of preparedness of many organisations in dealing with violence (Lo, Chappell, and Kwok, 2012). In Italy, around one-tenth of workers have reported some form of physical assault in the workplace, while as many as one-third have been exposed to nonphysical violence in the previous year. Nurses and physicians were found to be the most vulnerable occupations.

N. Davenport et al. (2002) put forth studies indicate that psychological violence seems to be more common in nonprofit organisations, educational institutions, and the health sector, which reduces job productivity in these fields. Communication and interaction between educational and other institution staff, as well as perceptions of these interactions, have a significant impact on institutional productivity and performance levels, bullying at work being the most common cause of a decrease in the quality and quantity of work (Pillay, 2016).

In people who are passionate about their work, the state of passion has a positive effect on people. Employees that are subjected to mobbing typically burn out because they have low work satisfaction and inadequate performance (Burke & Fiksenbaum 2009). Making managerial decisions to stop mobbing in the organisational culture is vital in order to maintain the employees' passion for their jobs.

The International Labour Organisation ([ILO] states that although psychological violence is considered harmless, it is included in bullying, homicide, rape, or robbery (Davenport, 1999). According to Pillays (2016) estimates, up to 23 million Americans experience workplace abuse daily, which is on the verge of becoming an epidemic. This demonstrated the severity of psychological abuse. Mobbing interferes with the physical, mental, social, and economic well-being of academics and other professionals and hinders productive scientific endeavours.

### **3. RESEARCH METHOD**

The proposed study will adopt an exploratory descriptive and correlation research design based on the quantitative and qualitative approach. The design is multifaceted due to the contextual perspective of the research problem. Exploratory research ascertains an unfamiliar research problem (Van der Mescht, 2014), while descriptive research answers questions of who, what, where, when, and how related to the problem (Murphy, 2013). According to Zeoga (2008), correlation research determines co-varying linkages between variables. As such, the exploratory and descriptive facets of the design will be used to explore and describe the practicality of psychological violence and the specified employee performance indicators.

Target population is an entire group of individuals, events, or objects having common observable characteristics that are being investigated (Mugenda & Mugenda, 2003). The study targets foreign employees of some private companies in Istanbul; on average in all selected companies, the study targets 100 foreign employees at least 20 from each company. These are considered fit since they are affected by psychological violence in the study companies.

The questionnaire survey will be used for data collection. The questionnaire survey method will be adopted based on the structured questionnaire as an instrument for collecting data. The questionnaire is suitable for the nonobservable form of data such as perceptions and feelings of the respondents and is appropriate for quantitative assessment (Artino et al., 2014).

Quantitative analysis of field survey data will be done using computer-based programmes, namely the Statistical Package for Social Scientists (SPSS) and the Microsoft Excel programmes, respectively. These will be used to aid the methods preferred for quantitative data analysis including descriptive statistics (frequency distribution, arithmetic mean & standard deviation), Pearson's correlation coefficient test, and multiple linear regression analysis.

## 4. RESEARCH RESULTS

The study is about psychological violence and the performance of foreign employees in Istanbul private sector. This chapter presents results based on the study on the objectives of determining the relationship between psychological violence and employee service quality, examining the relationship between psychological violence and employee productivity, and evaluating the relationship between psychological violence and employee creativity among foreign employees in the private sector. The results were obtained from 104 respondents who provided information through the questionnaire. The chapter presents the results on the demography of survivors followed by descriptive statistics and inferential statistics to determine the relationship between psychological violence and the performance of foreign employees in Istanbul private sector.

### 4.1 Demographic characteristics of the respondents

The results based on the findings are provided on the gender, age, education, and time of work of the respondents. The findings for the study based on the information are provided in the tabulations of Table 1.

**Table 1.** Demographic traits of the respondents

<i>Responses</i>	<i>Frequency</i>	<i>Percentage</i>
Male	65	62.5
Female	39	37.5
<b>Age</b>		
18-25 years	56	53.8
26-40 years	44	42.3
41-60 years	4	3.8
<b>Education</b>		
Certificate	14	13.5
bachelors	54	51.9
Master	34	32.7
Doctorate	2	1.9
<b>Time for work</b>		
1-4 years	68	65.4
5-9 years	19	18.3
10-14 Years	10	9.6
15 years of age or older.	7	6.7
<b>Total</b>	<b>104</b>	<b>100.0</b>

Source: the author's own research

The gender results reveal that 62.5% of the respondents were males while 37.5% of the survivors were females. The results show that the data was obtained mainly from males, although the information obtained is significant for decision-making. On the age of the respondents, the respondents of 26-40 years were 42.3% of the study, those of 18-25 years were 53.8%, and those of 41-60 years were 3.8% of the respondents. Regarding the education of survivors, the certificate holders were 13.5% of the study, while 51.9% of the survivors were bachelor's holders and the masters were 32.7% of the survivors and the doctorate was 1.9% of the study. The results show that most of the study participants were educated; they had the greatest understanding of the study area. Finally, in the time of work for respondents in the private sector in Istanbul, the majority had worked between 1-4 years, 65.4%, then 18.3% of respondents had worked for 5-9 years, then those with 10-14 years were 9.6% and finally 6.7% of respondents had worked for more than 15 years.

**Table 2.** Descriptive statistics on psychological violence among foreign employees in the private sector of Istanbul.

	<i>Mean</i>	<i>Std. D</i>
I am bullied by my fellow workers who are nationals	2.365	1.207
My managers are part of those who bully employees.	2.451	1.173
Maltreatment is provided to the international staff.	2.596	1.234
Foreign employees are emotionally abused.	2.519	1.246
There is victimisation of the employees in the organisations.	2.586	1.251
There is frequent intimidation by foreign personnel.	2.701	1.197
There are verbal abuses to international personnel.	2.634	1.292
There are psychological threats presented to the international staff.	2.596	1.265
There is a psychological behavioural misunderstanding among the international staff	2.769	1.3162
<i>Psychological violence</i>	2.558	1.019

Source: the author's own research

The results disclosed in Table 2 provide descriptive statistics on psychological violence among foreign employees in the private sector of Istanbul. The findings show that the overall mean was 2.558, the standard deviation was 1.019 interpreted as moderate, implying that the cases of psychological violence experienced among foreign employees in the private sector of Istanbul were generally moderate, meaning that some reasonable number of employees do experience psychological violence at their work places, comparing the mean of 2.558, out of the maximum mean of 5, it means that it is true that some moderate number of employees in the private sector do experience psychological violence.

**Table 3.** Descriptive statistics on employee performance among foreign employees in Istanbul private sector

<i>Descriptive statistics</i>	<i>Mean</i>	<i>Std. D</i>
The employees provide services in a timely manner.	3.192	1.043
The employee services are attractive to the customers.	3.259	1.061
The employee's services to the customer meet the desired standards	3.307	1.089
<i>Employee service quality</i>	3.253	.898
The standard output of the employees is generally good.	3.384	.978
The employees' output levels meet the demands of the customers.	3.281	1.097
The level of work of employees is without absenteeism.	3.250	1.021
<i>Employee Productivity</i>	3.278	.891
The employees are generally innovative in their work	3.211	1.146
There is new ideal generation amongst the employees	3.384	.948
The employees involved in designing new ways of working	3.278	1.110
<i>Employee Creativity</i>	3.275	.937
<i>Employee Performance</i>	3.268	.908

Source: the author's own research

Results in Table 3 on descriptive statistics of employee performance among foreign employees in the private sector of Istanbul. The overall mean was 3.268, the standard deviation was 0.908 interpreted as moderately high, implying that the employee performance in the foreign employees is generally moderately high, The quality of the employee service had the mean of 3.253, the standard deviation was 0.898 and then the employee productivity was 3.278, the standard deviation was 0.891 interpreted as moderately high, while the employee creativity had 3.253, the standard deviation was 0.898 interpreted as good.

#### **4.2 Relationship between psychological violence and quality of employee service among foreign employees in the private sector of Istanbul**

The first objective of the study was to determine the relationship between psychological violence and quality of employee service among foreign employees in the private sector of Istanbul; to achieve this objective, the researcher performed a Pearson's correlation analysis to determine the relationship between the variables.

**Table 4.** Relationship between psychological violence and employee service quality among foreign employees in the Istanbul private sector

		<i>Psychological violence</i>	<i>Employee service quality</i>
Psychological Violence	Pearson Correlation	1	-.114
	Sig. (2-tailed)		.247
	N	104	104
Employee service quality	Pearson Correlation	-.114	1
	Sig. (2-tailed)	.247	
	N	104	104

Source: the author's own research

Table 4 presents the results of the correlations of the correlations on the relationship between psychological violence and the quality of the quality of employee service. The findings show a negative low, nonsignificant relationship between psychological violence and employee service quality among foreign employees in the private sector ( $r = -.114$ ,  $P > 0.05$ ). The results of the study indicate that psychological violence does not significantly affect the quality of employee service. Therefore, the research hypothesis is rejected, and the researcher contends that there is no statistically significant positive relationship between psychological violence and employee service quality among foreign employees in the private sector of Istanbul.

#### **4.3 Relationship between psychological violence and employee productivity among foreign employees in the private sector of Istanbul**

The second objective of the research was to examine the relationship between psychological violence and employee productivity among foreign employees in the private sector of Istanbul. The study results based on the information attained based on Pearson's correlation analysis are provided in the study below.

**Table 5.** Correlation between psychosocial violence and employee productivity among foreign employees in the Istanbul private sector

		<i>Psychological violence</i>	<i>Employee Productivity</i>
Psychological violence	Pearson's correlation	1	-.022
	Sig. (2-tailed)		.822
	N	104	104
Employee Productivity	Pearson's correlation	-.022	1
	Sig. (2-tailed)	.822	
	N	104	104

Source: the author's own research

Table 5 presents the correlation results on the relationship between psychological violence and the quality of employee service. The findings show a negative low nonsignificant relationship between psychological violence and employee productivity among foreign employees in the Istanbul private sector ( $r = -.022, P > 0.05$ ). The results of the study indicate that psychological violence does not significantly affect employee productivity. The research hypothesis is therefore rejected, and the researcher contends that there is no statistically significant positive relationship between psychological violence and employee productivity among foreign employees in the Istanbul private sector.

#### 4.4 Relationship between psychological violence and employee creativity among foreign employees in the private sector of Istanbul

The third objective of the study was to establish the relationship between psychological violence and employee creativity among foreign employees in the private sector of Istanbul. The study results presented based on correlation analysis are provided in the study below.

**Table 6.** Correlation between psychological violence and employee creativity among foreign employees in Istanbul private sector

		<i>Psychological violence</i>	<i>Employee Creativity</i>
Psychological violence	Pearson's correlation	1	-.212*
	Sig. (2-tailed)		.031
	N	104	104
Employee Creativity	Pearson's correlation	-.212*	1
	Sig. (2-tailed)	.031	
	N	104	104

\*. The correlation is significant at the 0.05 level (2-tailed).

Source: the author's own research

Table 6 presents the results of the correlation on the relationship between psychological violence and employee creativity. The findings show a low significant positive relationship between psychological violence and employee creativity among foreign employees in the private sector ( $r = -.212, P < 0.05$ ). The results of the study indicate that psychological violence significantly affects the creativity of the employee. The research hypothesis is therefore accepted, and the researcher contends that there is a statistically significant positive relationship between psychological violence and employee creativity among foreign employees in the private sector of Istanbul.

## **CONCLUSIONS**

The study was set up to determine the relationship between psychological violence and the quality of employee service among foreign employees in the private sector of Istanbul. First, the study concludes that psychological violence does not have a strong effect on the quality of employee service quality. However, the results show that the increase in psychological violence has a great effect on the quality of employee service quality.

Second, the study was established to determine the relationship between psychological violence and employee productivity among foreign employees in the private sector of Istanbul. The results let us conclude that psychological violence does not have a high effect on employee productivity. The data received also show that the increase in psychological violence does not have a high effect on employee productivity.

Third, the study was established to determine the relationship between psychological violence and employee creativity among foreign employees in the Istanbul private sector. The authors conclude that psychological violence has a high effect on employee creativity. The results show that an increase in psychological violence has a high effect on employee creativity. The obtained results also allow us to confirm the hypothesis that the state of violence generally affects employee creativity. In general, employee performance in terms of creativity in the private sector of Istanbul is highly affected by the existence of psychological violence.

## **RECOMMENDATIONS**

The research results obtained allow for the formulation of certain recommendations. First, the existence of psychological violence is a danger to the existence of employees. That is why policy mechanisms and, if possible, special handling of foreign employees can be recommended if the employees are creative enough to carry out and execute their activities in the organizations. Second, the study also recommends that for the use of policy avenues needed to induce the performance of the employees in the private sector, motivation packages, and incentives must be provided and increased. There is a need to improve the counselling sessions needed to ensure the reduction of violence among employees in organizations. Communication training has been identified as critical to achieving change and reducing the risk of such violence.

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## APPENDIX I

### Psychological violence and Performance of foreign employees in Istanbul, Turkey questionnaire

#### SECTION I: Demography of Respondents

1. **Gender**
  - a) Male
  - b) Female
2. **Age**
  - a) 20 – 29
  - b) 30 – 39
  - c) 40 - 49
  - d) 50 and Above
3. **Qualification Academically**
  - a) Certificate
  - b) Diploma
  - c) Bachelors
  - d) Masters
4. **Time Period of Work**
  - a) 1-4 years
  - b) 5-9 years
  - c) 10-14 years
  - d) 15 Years above

## PART B: Psychological Violence

Under the following sections, please tick according to your level of agreement

5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree, 1= Strongly Disagree

A	<i>Psychological Violence</i>	1	2	3	4	5
1	I am bullied by my fellow workers who are nationals					
2	My managers are part of those of bully the employees					
3	There is maltreatment provided to the international staff					
4	The foreign employees are emotionally abused					
5	There is victimization of the employees in the organizations					
6	There is frequent intimidation of the foreign staff					
7	There are verbal abuses to the international staff					
8	There is psychological threat presented to the international staff					
9	There is psychological behavioral misunderstanding among the international staff					

## PART C: Employee Performance

Under the following sections, please tick according to your level of agreement

5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree, 1= Strongly Disagree

No	<i>Employee service quality</i>	1	2	3	4	5
1	The employees provide services in a timely manner					
2	The employees' services are attractive to the customers					
3	The employees' services to the customer meet the desired standards					
No	<b>Employee Productivity</b>	1	2	3	4	5
1	The standard output of the employees is generally good					
2	The employees output levels meet the demands of the customers					
3	The employees' level of work is without absenteeism					
No	<b>Employee Creativity</b>	1	2	3	4	5
1	The employees are generally innovative in their work					
2	There is new ideal generation amongst the employees					
3	The employees involved in designed new ways of work					

