



Research Article

The Moderating Role of Emotion Management in the Relationship between Mobbing and Burnout

Yıldırma ve Tükenmişlik Arasındaki İlişkide Duygu Yönetiminin Düzenleyici Rolü

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ABSTRACT

The main aim of the study was to explore the moderating role of emotion management (emotion regulation and emotional intelligence) in the relationship between mobbing and burnout with two samples (220 nurses and 220 engineers). The reason to use two samples was being in parallel with the discussions that employees who have a non-service occupation might also experience burnout. In both samples, emotional intelligence moderated the relationship between mobbing and burnout. On the other hand, the effect was not in the hypothesized direction; it did not buffer the effects of mobbing on burnout. Furthermore, cognitive reappraisal which is the dimension of emotion regulation moderated the relationship between mobbing and reduced personal accomplishment/professional efficacy in both samples and cynicism in engineers but the effects were not in the hypothesized direction. Expressive suppression which is the other dimension of emotion regulation moderated the relationship between mobbing and reduced personal accomplishment/professional efficacy in both samples and cynicism in engineers.

ÖZ

Araştırmanın temel amacı, yıldırma ve tükenmişlik arasındaki ilişkide duygu yönetiminin (duygu düzenleme ve duygusal zekâ) düzenleyici rolünü iki örnekleme (220 hemşire ve 220 mühendis) araştırmaktır. İki örnekleme kullanılmasının nedeni, çok fazla yüz yüze iletişim gerektirmeyen mesleklerde çalışanların da tükenmişlik yaşayabileceği tartışmalarıyla paralel olmasıdır. Her iki örnekleme de duygusal zekâ, yıldırma ve tükenmişlik arasındaki ilişkide moderatör etkiye sahip olduğu belirlenmiştir. Öte yandan, etki varsayılan yönde değildir; yıldırmanın tükenmişlik üzerindeki etkisinde tampon etkisi olmamıştır. Ek olarak, duygu düzenlemenin boyutu olan bilişsel yeniden değerlendirme, hem iki örnekleme de mobbing ile azalan kişisel başarı/mesleki yeterlilik arasındaki ilişkiyi hem de mühendislerde duyarsızlaşma arasındaki ilişkiyi yumuşatmış ancak etkileri varsayımsal yönde olmamıştır. Duygu düzenlemenin diğer boyutu olan bastırma, hem iki örnekleme de yıldırma ile azalan kişisel başarı/mesleki yeterlilik arasındaki ilişkiyi hem de mühendislerde duyarsızlaşma arasındaki ilişkiyi yönetmiştir.

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1. INTRODUCTION

Societies and organizations have started to pay more attention to the negative effects of mobbing due to the increased frequency of employees who experience mobbing. In different countries, mobbing and bullying are used interchangeably to describe hostile behaviours in the workplace. We will also use the terms bullying and mobbing interchangeably throughout the text. For instance, in European countries, people are using “mobbing” while in English-speaking countries, people are using “bullying” in order to describe hostile behaviors. 60.3 million Americans were affected by workplace bullying (Workplace Bullying Institute, 2017). Based on the Ministry of Labour and Social Security statistics, 32.262 calls were received by employees claiming to be exposed to mobbing between 2011 and 2016 in Turkey. Civilidag (2015) surveyed 65 studies reported in Turkey covering the financial, educational, health, academic, public, and tourism sectors in terms of the prevalence of mobbing in different organizational structures in Turkey and found that the frequency of mobbing ranged from 4% to 89%. Leymann (1990) defined mobbing as “hostile and unethical communication that is directed in a systematic way by one or more persons, mainly towards one targeted individual” (p. 120). According to the literature mobbing is one of the most powerful stressors in the workplace which may lead to employees experiencing burnout (Martinussen, Richardsen, & Burke, 2007).

Maslach and his colleagues created the definition of burnout which is accepted by the majority. It is defined with the three dimensions; emotional exhaustion, depersonalization and reduced personal accomplishment (Maslach, 1982; Maslach & Jackson 1981; Pines & Maslach, 1980). Maslach, Schaufeli & Leiter (2001) described burnout as a long term syndrome that causes emotional and chronic stress. According to the Maslach model, burnout is a syndrome from which people with frequent interaction and face-to-face communication with other people suffer. Schaufeli, Maslach & Marek (1993) expressed that incumbents in “caring” occupations such as health care, teaching, and social services are more prone to experiencing burnout. Although burnout has emerged as a phenomenon which is experienced in jobs requiring face-to-face communications, Schaufeli, Leiter, Maslach & Jackson (1996) extended the scope of burnout beyond the service sector occupations which involve higher levels of interaction on Prediger’s (1982) dimension of interacting with “people” as opposed to interacting with “things”, to also include the industrial sector.

Demerouti, Bakker, Nachreiner & Schaufeli (2001) showed that employees also experience burnout in the industry and transportation sectors, which can be experienced in a very similar form like that in the service sector.

Most of the studies, have documented the relationship between mobbing and burnout (e.g., Einarsen, Matthiesen & Skogstad, 1998; Kozak, Kersten, Schillmöller & Nienhaus, 2013). Einarsen et al. (1998) found that the nurses exposed to mobbing had higher levels of burnout, lower job satisfaction and psychological well-being than nurses not exposed to mobbing. All three dimensions of burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment) were associated with mobbing in employees from different organizations in the human service sector (Borritz, Rugulies, Bjorner, Villadsen, Mikkelsen & Kristensen, 2006).

Lovell & Lee (2009) define mobbing as a form of emotional abuse. Hence, when employees have an ability to manage their emotions, they can also cope with mobbing and burnout more easily. Hochschild (1983) indicated that emotion labor and emotion management have a vital role in the burnout process. Goleman (2011b) stated that if individuals are able to manage their emotions in stressful situations such as mobbing, they have a control on negative outcomes regardless of how much the situation is stressful. If employees who are exposed to mobbing, are not able to control their emotions, eventually they will face negative outcomes (Davenport, Schwartz & Elliott, 2003). Consistent with this view, mobbing which is an emotionally demanding situation creates stress and if people can more effectively manage their emotions, such emotion management would have a buffer role against the negative outcomes of burnout.

2. EMOTION MANAGEMENT, MOBBING AND BURNOUT

Emotion management is defined as “the act of trying to change in degree or quality an emotion or feeling” (Hochschild, 1979, pp.561). Pena-Sarrionandia, Mikolajczak & Gross (2015) conducted a meta-analysis and revealed that emotion management had two relatively independent dimensions; emotion regulation (ER) and emotional intelligence (EI). In general, emotion regulation is seen as unstable state-like characteristics whereas emotional intelligence is more of a stable, trait-like characteristic. Although the relationships between emotion regulation

strategies and stress have been studied widely, there are limited number of studies which are focusing on emotion management as a whole. Therefore, we need to examine emotion regulation and emotional intelligence together, not separately. Specifically, we aimed to explore the relationship between mobbing and burnout with the moderating role of emotion management.

Emotion regulation is explained as "the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions" (Gross, 1998b, p. 275) and is characterized by two types of strategies; cognitive reappraisal which is an effort to change how you think about something before the emotion is induced, and expressive suppression that is an effort to hide the felt emotion. Cognitive reappraisal is called as an antecedent-focused strategy which means that individuals tend to reevaluate the potential emotion eliciting situation to minimize its emotional impact. Expressive suppression is a response-focused emotion regulation strategy that means attempting to hide or inhibit the ongoing emotion-expressive behavior. Because these strategies are not related, individuals can use cognitive reappraisal or expressive suppression strategies separately or both at the same time or neither of two strategies (Carson, 2006, as cited in Miller, 2015; Gross & John, 2003). Both of these strategies are adaptive and useful to manage unpleasant emotions, to increase well-being and decrease negative outcomes but, the excessive use of expressive suppression may drain emotional and cognitive resources (English & John, 2013; Gross, 2002). Gross & Levenson (1993) made an experimental study to investigate the effect of using expressive suppression strategy. Participants of the experimental group using the strategy of expressive suppression gave less physical response (touching their face, moving their hands, etc.) compared to the control group. Moore, Zoellner & Mollenholt (2008) made a study with individuals who exposed to trauma, the strategy of expressive suppression in these individuals, became a habit. Because of excessive usage of expressive suppression strategy, it has been shown to be positively related to an increase in depression and anxiety. The consequences of using expressive suppression are emotional imbalance in the individual's internal and external attitude, living with negative emotions along with self-doubt, and a decrement in behavioural responses but failing to reduce emotional experience and repairing memory (Gross & John, 2003).

In the literature, the bifurcation of emotion regulation as cognitive reappraisal and expressive suppression showed opposite associations with

criteria. On the one hand, cognitive reappraisal was found to negatively relate with emotional exhaustion, depersonalization and reduced personal accomplishment (Chang, 2009b; Ghanizadeh & Royaei, 2015; Hülshager & Schewe, 2011). Moreover, expressive suppression, was consistently positively related with all three dimensions of burnout (Brotheridge & Grandey, 2002; Kafetsios, Nezlek & Vassilakou, 2012).

Based on the Conservation of Resources Theory (COR) (Hobfoll, 1989), when an individual has limited resources for a long time, other resources are also affected negatively and the individual is prone to experience stress. In the light of the COR theory, employees try to protect their resources and if their resources are depleted as a result of stressful situations they may experience burnout. When employees are exposed to mobbing, they may use all cognitive and emotional resources to struggle with the negative situation, which may lead to burnout. In this process, cognitive reappraisal and expressive suppression may play a role in protecting existing resources in the stressful situation. Employees that have been mobbed might experience lower levels of emotional exhaustion, depersonalization and reduced personal accomplishment only when they effectively use the emotion regulation strategies.

Hypothesis 1: Cognitive reappraisal moderates the relationship between mobbing and a) emotional exhaustion/exhaustion, b) depersonalization/cynicism, and c) reduced personal accomplishment/professional efficacy; such that the association between mobbing and burnout would be weaker for those with higher levels of cognitive reappraisal.

Hypothesis 2: Expressive suppression moderates the relationship between mobbing and a) emotional exhaustion/exhaustion, b) depersonalization/cynicism, and c) reduced personal accomplishment/professional efficacy; such that the association between mobbing and burnout would be stronger for those with higher levels of expressive suppression.

Emotional intelligence which is the second dimension of emotion management was coined by Mayer & Salovey (1997) and described as "a form of social intelligence that enables an individual to monitor and distinguish between emotions of self and others, and the ability to use the knowledge they have gained from these processes in their thoughts and behaviors". According to Goleman (2011a) who made the term popular, when individuals are aware of their feelings, can recognize and manage them, can read others'

feelings and cope effectively with them, they become advantageous in their ability to comprehend non-verbal rules that determine success in all areas of their lives.

Emotion management may have a critical role when employees deal with their emotional reactions. Several studies suggested an inverse association between emotional intelligence and burnout. In Goleman's (1998) study, emotional intelligence helped athletes decrease their level of burnout. Furthermore, in a study conducted with 235 nurses, it was found that emotional intelligence has an essential role in the prevention of burnout (Farmer, 2004). Vaezi & Fallah (2011) found a negative relationship between emotional intelligence and burnout in Iranian teachers.

As a result, when individuals with high levels of emotional intelligence are exposed to mobbing, they will experience lower levels of burnout than the individuals with lower levels of emotional intelligence.

Hypothesis 3: Emotional intelligence moderates the relationship between mobbing and a) emotional exhaustion/exhaustion, b) depersonalization/cynicism, and c) reduced personal accomplishment/professional efficacy; such that the association between mobbing and burnout would be weaker for those with higher levels of emotional intelligence.

With this study, it is proposed that being able to manage emotions would be an important factor in decreasing the effects of perceptions of mobbing on burnout (Figure 1). Furthermore, in parallel with the arguments that employees who are working in a non-service sector may also experience burnout was investigated. Therefore, we have two samples (nurses, engineers) within the one study.

3. METHOD

3.1. Participants and Procedure

Participants were recruited informally by the researchers. Participants were informed that the

research was voluntary and there was no monetary incentive for participation. Unique survey codes were given to all participants. The survey approximately took 15 minutes to complete. After participants completed the survey, surveys were collected unordered. Ethical approval was obtained by the University Ethics Committee.

220 nurses who work in the health care services in Izmir/Turkey participated in the study. Participants ranged in the ages from 21 to 58 years ($M = 36.56$; $SD = 8.21$) and 56.4% were women. More than half of the employees (55.5%) had a bachelor's degree. They had an average tenure of 14.26 years ($SD = 8.77$ years) and an average tenure in their current organization of 8.05 years ($SD = 5.76$ years). Most of these employees (62.8%) worked in the public sector and the rest of them worked in private sector. After excluding two multivariate outliers, analyses were conducted using the data of 218 participants.

Engineers ($N = 220$) from various organizations in Izmir participated in this study. Of the 220 participants, 42.4% were women. They ranged in the ages from 20 to 65 years ($M = 36.66$; $SD = 8.75$). The majority of employees (64.1%) had a bachelor's degree. They had an average tenure of 12.62 years ($SD = 8.94$ years) and an average tenure in their current organization of 7.97 years ($SD = 6.99$ years). Most of these employees (63.1%) worked in the private sector. One univariate outlier and two multivariate outliers were detected and excluded from the data. Therefore, the data of 217 participants were included in the analysis.

3.2. Measures

Measures of the both samples were same, except for the burnout scale. Maslach Burnout Inventory-General Survey (MBI-GS) was used to assess the burnout levels of engineers.

Mobbing was measured with the 22-item Negative Act Questionnaire-R (Einarsen & Hoel, 2001). A sample item is "Someone withholding information which affects your performance". Items were rated on a 5 point-scale (from 1 "never", to 5 "every day"). Reported internal consistency coefficients ranged from .84 to .93 (Einarsen, Hoel & Notelears

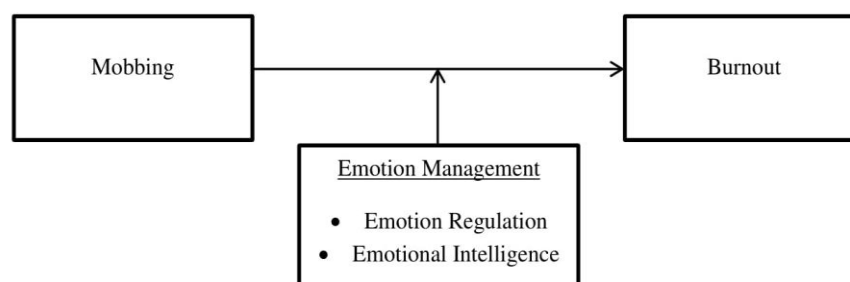


Figure 1. The Conceptual Framework

2009). Translation to Turkish and validation of the Turkish version were undertaken by Aydın & Öcel (2009) who reported a Cronbach's alpha coefficient of .88.

Emotion regulation was assessed with a measure by Gross & John's (2003) with 10-item Emotion Regulation Questionnaire (ERQ), rated on a Likert-type scale ranging from 1 (not agree) to 6 (totally agree). It includes two dimensions; expressive suppression and cognitive reappraisal. Cognitive reappraisal dimension includes six items such as "I control my emotions by changing the way I think about the situation that I'm in". Expressive suppression dimension includes four items such as "I keep my emotions myself". Cronbach's alpha coefficients for cognitive reappraisal ranged from .75 to .82 and for expressive suppression they ranged from .68 to .76. Ulaşan-Özgül (2011) adapted the scale to Turkish and reported that Cronbach's alpha coefficients of cognitive reappraisal and expressive suppression were .78 and .64, respectively.

Emotional intelligence was assessed with a measure by Bar-On (1997). It includes 133 items. Acar (2001) adapted the scale to Turkish and reduced the number of items to 88. Items were rated on a Likert-type scale ranging from 1 (not agree) to 5 (totally agree). The Cronbach's alpha coefficient was .83.

Burnout was measured with the 22-item Maslach Burnout Inventory (Maslach & Jackson, 1981). Nine items measure emotional exhaustion, eight items measure personal accomplishment, and five items measure depersonalization. One such item for emotional exhaustion is "I feel burned out from my work". For depersonalization, "I've become more callous toward people since I took this job" can be a sample item. For personal accomplishment "I deal very effectively with the problems of my recipients" can be a sample item. Items were rated on a Likert-type scale ranging from 1 (never) to 5 (every day). Ergin (1993) adapted the scale to Turkish and found that the Cronbach's alpha coefficients of emotional exhaustion, depersonalization and personal accomplishment were .83, .65, and .72, respectively.

Maslach Burnout Inventory – General Survey (MBI-GS) (Schaufeli, Leiter, Maslach, & Jackson, 1996) consists of 16 items. The survey consists of three subscales which are exhaustion, cynicism, and professional efficacy. Exhaustion is measured with five items which include "I feel tired when I get up in the morning and have to face another day on the job." Cynicism is also measured with five items, such as "I have become less enthusiastic about my work". Lastly, professional efficacy is measured

with six items, including "In my opinion, I am good at my job". The items were rated on a 5 point-scale (from 1 "never", to 5 "every day"). Leiter & Schaufeli (1996) found that Cronbach's Alpha coefficients of this scale ranged from .84 to .90 for exhaustion, from .74 to .84 for cynicism, and from .70 to .78 for professional efficacy. Gündüz, Çapri & Gökçakan (2013) adapted the scale into Turkish. The scale's Cronbach's alpha coefficients is ranging from .72 to .82.

When we compare two burnout scales, emotional exhaustion equals to exhaustion, depersonalization equals to cynicism, and reduced personal accomplishment equals to professional efficacy.

3.3. Data Analysis

We first report descriptive statistics of the variables and bivariate correlations between the variables computed using SPSS version 22. We ran hierarchical multiple regression analysis techniques to determine the relationship between mobbing and burnout with the moderating role of emotion management (emotion regulation strategies and emotional intelligence).

4. RESULTS

4.1. Bivariate Correlations

In Table 1 and Table 2, the means, standard deviations, and inter-correlations among variables are reported. The relationships between variables of our model were supported by correlational analyses. Based on the Pearson zero-order correlations, mobbing had significant positive correlations with all three burnout dimensions in both samples. In nurses, mobbing had statistically significant correlations with all three moderators which are cognitive reappraisal, expressive suppression, and emotional intelligence. It was found that cognitive reappraisal, expressive suppression, and emotional intelligence were significantly and positively related to emotional exhaustion. Besides, cognitive reappraisal and expressive suppression were also significantly and positively related to depersonalization and reduced personal accomplishment, but emotional intelligence was not significantly related with these burnout dimensions. In engineers, mobbing had strong positive significant correlations with all three burnout dimensions (exhaustion, cynicism, and professional efficacy). In addition, mobbing had statistically significant positive correlations with emotion regulation strategies, and a negative significant correlation with emotional intelligence. Cognitive reappraisal, expressive suppression, and emotional

intelligence significantly correlated with the all three dimensions of burnout.

Table 1: Descriptive Statistics and Correlations among Variables in Nurses

Measure	M	SD	1	2	3	4	5	6	7
1. Mobbing	2.75	.99	(.96)						
2. Cognitive Reappraisal	4.10	1.03	.51**	(.83)					
3. Expressive Suppression	4.21	1.18	.48**	.58**	(.78)				
4. Emotional Intelligence	3.44	.53	-.19**	.25**	.14*	(.96)			
5. Emotional Exhaustion	3.36	.84	.63**	.52**	.48**	.15*	(.86)		
6. Depersonalization	3.05	1.10	.77**	.50**	.50**	-.03	.74**	(.86)	
7. Reduced Personal Accomplishment	3.05	.93	.47**	.42**	.47**	.07	.50**	.63**	(.87)

Note. N= 218. Values in parentheses along the diagonal are Cronbach's alpha.
* $p < .05$ (two tailed). ** $p < .01$ (two tailed)

Table 2: Descriptive Statistics and Correlations among Variables in Engineers

Measure	M	SD	1	2	3	4	5	6	7
1. Mobbing	2.18	1.03	(.97)						
2. Cognitive Reappraisal	4.31	.92	.23**	(.80)					
3. Expressive Suppression	4.30	1.23	.32**	.50**	(.79)				
4. Emotional Intelligence	3.71	.49	-.28**	.02	.07	(.96)			
5. Exhaustion	2.68	1.09	.78**	.24**	.31**	-.20**	(.85)		
6. Cynicism	2.43	1.20	.83**	.29**	.41**	-.14*	.84**	(.86)	
7. Professional Efficacy	2.49	1.26	.78**	.22**	.31**	-.19**	.70**	.82**	(.93)

Note. N= 217. Values in parentheses along the diagonal are Cronbach's alpha.
* $p < .05$ (two tailed). ** $p < .01$ (two tailed).

4.2. Regression Analyses

To test the hypotheses, we conducted two sets of hierarchical multiple regression analyses. In the first set we used two-way hierarchical multiple regression analyses to examine the moderating effects of both emotion regulation strategies, which are cognitive reappraisal and expressive suppression, in the relationship between mobbing and the three burnout dimensions (for nurses; emotional exhaustion, depersonalization, and personal accomplishment and for engineers; exhaustion, cynicism, and professional efficacy). In the second set we conducted two-way hierarchical multiple regression analyses to examine the moderating effect of emotional intelligence in the

relationship between mobbing and burnout. For cognitive reappraisal, results are reported in Table 3 and Table 4 and for expressive suppression, results are reported in Table 5 and Table 6.

Moderating Role of Emotion Regulation

Cognitive Reappraisal. 2-way interaction term between mobbing and cognitive reappraisal, was created. Interaction term between mobbing and cognitive reappraisal, (Hypothesis 1a was not supported), did not significantly add to the amount of variance in emotional exhaustion and exhaustion explained by the main effects in both samples.

In the second hierarchical multiple regression analyses, we changed the outcome variable as depersonalization/cynicism and used the same steps of the previous hierarchical multiple regression analyses. We found cognitive reappraisal to have any moderating effects on depersonalization. In engineers, cognitive reappraisal had both moderating effects on the outcome variables of cynicism. Simple slope tests revealed that mobbing was related with cynicism for high levels of cognitive reappraisal. Since this effect of cynicism is the opposite of the hypothesized direction, we did not find support for Hypotheses 1b.

In the third hierarchical multiple regression we regressed reduced personal accomplishment/professional efficacy on the same two steps. The interaction term between mobbing and cognitive reappraisal significantly added to the amount of variance in reduced personal accomplishment/professional efficacy. Simple slopes for the association between mobbing and reduced personal accomplishment/professional efficacy was analyzed. Simple slope tests revealed that mobbing was more strongly related to reduced personal accomplishment/professional efficacy for high levels of cognitive reappraisal. Since this effect is the opposite of the hypothesized direction, we did not find support for Hypotheses 1c.

Expressive Suppression. Interaction term between mobbing and expressive suppression, (Hypothesis 2a was not supported), did not significantly add to the amount of variance in emotional exhaustion/exhaustion explained by the main effects.

In the second hierarchical multiple regression analyses, we changed the outcome variable as depersonalization and used the same steps of the previous hierarchical multiple regression analyses. Expressive suppression did not have any moderating effects on depersonalization (Hypothesis 2b was not supported for nurses). On the other hand, in engineers, expressive suppression had moderating effect on cynicism. Simple slopes for the association between mobbing and cynicism were tested for low (-1 SD below the mean), moderate (mean), and high (+1 SD above the mean) levels of expressive suppression. Each of the simple slope tests revealed that mobbing was more strongly related to cynicism for high levels of expressive suppression (gradient = 1.01, $p < .05$). Since the direction of this effect is consistent with what we had hypothesized, Hypothesis 2b was supported. Figure 2 plots the simple slopes for the interaction.

In the third hierarchical multiple regression we regressed reduced personal

accomplishment/professional efficacy on the same two steps. In nurses, the interaction term between mobbing and expressive suppression significantly added to the amount of variance in reduced personal accomplishment. Simple slopes for the association between mobbing and reduced personal accomplishment were tested for low (-1 SD below the mean), moderate (mean), and high (+1 SD above the mean) levels of expressive suppression. Each of the simple slope tests revealed that mobbing was more strongly related to reduced personal accomplishment for high levels of expressive suppression (gradient = 0.58, $p < .05$). In engineers, the interaction term between mobbing and expressive suppression significantly added to the amount of variance in professional efficacy. Each of the simple slope tests revealed that mobbing was more strongly related to professional efficacy for high levels of expressive suppression (gradient = 1.07, $p < .05$). The direction of this effect is consistent with what we had hypothesized so, Hypothesis 2c was supported for both samples. Figure 3.1 and 3.2 plot the simple slopes for the interactions.

Moderating Role of Emotional Intelligence

To test the moderating effects of emotional intelligence in the relationship between mobbing and the three dimensions of burnout, three hierarchical multiple regression analyses were conducted. Results are reported in Table 7 and 8. We found significant moderating roles of emotional intelligence in each of the relationships between mobbing and the burnout dimensions. Simple slopes for the association between mobbing and each burnout dimension were tested for low (-1 SD below the mean), moderate (mean), and high (+1 SD above the mean) levels of emotional intelligence. In nurses, simple slope tests revealed that mobbing was more strongly related to emotional exhaustion for high levels of emotional intelligence (gradient = 0.64, $p < .05$), mobbing was more strongly related to depersonalization for high levels of emotional intelligence (gradient = 1.01, $p < .001$), and that mobbing was more strongly related to reduced personal accomplishment for again high levels of emotional intelligence (gradient = 0.73, $p < .001$). In engineers, each of the simple slope tests revealed that mobbing was more strongly related to the burnout dimensions for high levels of emotional intelligence; for exhaustion (gradient = 1.18, $p < .001$), for cynicism (gradient = 1.22, $p < .001$), and for professional efficacy (gradient = 1.17, $p < .001$). Since the direction of effects were the opposite of what was expected, Hypotheses 3a, 3b, and 3c did not receive support.

Table 3: Summary of Hierarchical Regression Analysis for Variables Predicting Burnout in Nurses

	Emotional Exhaustion				Depersonalization				Reduced Personal Accomplishment			
	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>
Step 1												
Constant	3.37	.04		.000	3.06	.05		.000	3.05	.05		.000
Mobbing	.41	.05	.49	.000	.78	.06	.70	.000	.32	.06	.34	.000
Cognitive Reappraisal	.22	.05	.26	.000	.16	.05	.14	.004	.23	.06	.25	.000
Step 2												
Constant	3.37	.05		.000	3.04	.06		.000	2.89	.06		.000
Mobbing	.41	.05	.49	.000	.78	.06	.70	.000	.31	.06	.33	.000
Cognitive Reappraisal	.22	.05	.26	.000	.16	.05	.14	.004	.21	.06	.23	.000
Mobbingx Cognitive Reappraisal	.00	.05	.00	.993	.04	.06	.03	.496	.31	.06	.28	.000
$R^2=.44$ for Step 1; $\Delta R^2=.00$ for Step 2 ($p > .05$)				$R^2=.61$ for Step 1; $\Delta R^2=.00$ for Step 2 ($p > .05$)				$R^2=.27$ for Step 1; $\Delta R^2=.08$ for Step 2 ($p < .001$)				

Table 4: Summary of Hierarchical Regression Analysis for Variables Predicting Burnout in Engineers

	Exhaustion				Cynicism				Professional Efficacy			
	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>
Step 1												
Constant	2.67	.05		.000	2.41	.05		.000	2.48	.05		.000
Mobbing	.84	.05	.77	.000	.97	.05	.80	.000	.97	.06	.77	.000
Cognitive Reappraisal	.07	.05	.06	.180	.13	.05	.10	.008	.05	.06	.04	.414
Step 2												
Constant	2.66	.05		.000	2.38	.05		.000	2.43	.05		.000
Mobbing	.83	.05	.76	.000	.93	.05	.78	.000	.92	.06	.73	.000
Cognitive Reappraisal	.07	.05	.06	.153	.14	.05	.11	.004	.06	.06	.05	.272
Mobbingx Cognitive Reappraisal	.07	.05	.06	.205	.14	.05	.11	.007	.22	.06	.16	.001
$R^2=.61$ for Step 1; $\Delta R^2=.00$ for Step 2 ($p > .05$)				$R^2=.70$ for Step 1; $\Delta R^2=.01$ for Step 2 ($p < .05$)				$R^2=.60$ for Step 1; $\Delta R^2=.02$ for Step 2 ($p < .001$)				

Table 5: Summary of Hierarchical Regression Analysis for Variables Predicting Burnout in Nurses

	Emotional Exhaustion				Depersonalization				Reduced Personal Accomplishment			
	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>	<i>B</i>	<i>SE</i> <i>B</i>	β	<i>P</i>
Step 1												
Constant	3.37	.04		.000	3.06	.05		.000	3.05	.05		.000
Mobbing	.44	.05	.52	.000	.77	.05	.69	.000	.30	.06	.32	.000
Expressive Suppression	.19	.05	.23	.000	.19	.05	.17	.000	.30	.06	.32	.000
Step 2												
Constant	3.33	.05		.000	3.04	.05		.000	2.90	.06		.000
Mobbing	.43	.05	.51	.000	.77	.05	.69	.000	.27	.06	.29	.000
Expressive Suppression	.20	.05	.25	.000	.19	.05	.18	.000	.35	.06	.38	.000
Mobbingx Expressive Suppression	.08	.06	.08	.107	.05	.05	.04	.375	.31	.06	.30	.000
$R^2=.43$ for Step 1; $\Delta R^2=.01$ for Step 2 ($p > .05$)				$R^2=.62$ for Step 1; $\Delta R^2=.00$ for Step 2 ($p > .05$)				$R^2=.30$ for Step 1; $\Delta R^2=.09$ for Step 2 ($p < .001$)				

Table 6: Summary of Hierarchical Regression Analysis for Variables Predicting Burnout in Engineers

	Exhaustion				Cynicism				Professional Efficacy			
	B	SE B	β	P	B	SE B	β	P	B	SE B	β	P
Step 1												
Constant	2.67	.05		.000	2.41	.04		.000	2.48	.05		.000
Mobbing	.84	.05	.76	.000	.93	.05	.78	.000	.95	.06	.76	.000
Expressive Suppression	.07	.05	.06	.157	.19	.05	.16	.000	.09	.06	.06	.133
Step 2												
Constant	2.65	.05		.000	2.37	.05		.000	2.42	.06		.000
Mobbing	.81	.05	.74	.000	.88	.05	.74	.000	.87	.06	.69	.000
Expressive Suppression	.08	.05	.07	.125	.20	.05	.17	.000	.10	.06	.08	.070
MobbingxExpressive Suppression	.08	.06	.06	.174	.13	.05	.10	.015	.20	.06	.15	.002
$R^2=.62$ for Step 1; $\Delta R^2=.00$ for Step 2 ($p >.05$)				$R^2=.71$ for Step 1; $\Delta R^2=.01$ for Step 2 ($p <.05$)				$R^2=.61$ for Step 1; $\Delta R^2=.02$ for Step 2 ($p <.05$)				

Table 7: Summary of Hierarchical Regression Analysis for Variables Predicting Burnout in Nurses

	Emotional Exhaustion				Depersonalization				Reduced Personal Accomplishment			
	B	SE B	β	P	B	SE B	β	P	B	SE B	β	P
Step 1												
Constant	3.37	.04		.000	3.06	.05		.000	3.05	.06		.000
Mobbing	.57	.04	.68	.000	.89	.05	.80	.000	.47	.06	.50	.000
Emotional Intelligence	.23	.04	.28	.000	.14	.05	.13	.003	.15	.06	.17	.007
Step 2												
Constant	3.39	.04		.000	3.09	.05		.000	3.12	.05		.000
Mobbing	.54	.04	.64	.000	.84	.05	.75	.000	.36	.05	.39	.000
Emotional Intelligence	.21	.04	.26	.000	.11	.05	.10	.024	.08	.05	.08	.133
MobbingxEmotional Intelligence	.10	.04	.12	.023	.17	.05	.16	.000	.37	.05	.39	.000
$R^2=.47$ for Step 1; $\Delta R^2=.01$ for Step 2 ($p <.05$)				$R^2=.62$ for Step 1; $\Delta R^2=.02$ for Step 2 ($p <.001$)				$R^2=.25$ for Step 1; $\Delta R^2=.14$ for Step 2 ($p <.001$)				

Table 8: Summary of Hierarchical Regression Analysis for Variables Predicting Burnout in Engineers

	Exhaustion				Cynicism				Professional Efficacy			
	B	SE B	β	P	B	SE B	β	P	B	SE B	β	P
Step 1												
Constant	2.67	.05		.000	2.41	.05		.000	2.48	.05		.000
Mobbing	.86	.05	.79	.000	1.03	.05	.86	.000	.99	.06	.79	.000
Emotional Intelligence	.02	.05	.02	.629	.12	.05	.10	.010	.04	.06	.03	.469
Step 2												
Constant	2.76	.04		.000	2.46	.05		.000	2.53	.05		.000
Mobbing	.89	.04	.81	.000	1.05	.05	.87	.000	1.01	.06	.80	.000
Emotional Intelligence	-.09	.05	-.08	.047	.05	.05	.05	.262	-.02	.06	-.02	.677
MobbingxEmotional Intelligence	.29	.04	.31	.000	.17	.04	.17	.000	.16	.05	.15	.001
$R^2=.62$ for Step 1; $\Delta R^2=.08$ for Step 2. ($p <.001$)				$R^2=.69$ for Step 1; $\Delta R^2=.02$ for Step 2 ($p <.001$)				$R^2=.61$ for Step 1; $\Delta R^2=.02$ for Step 2 ($p <.05$)				

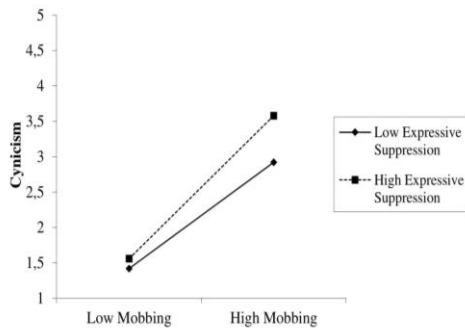


Figure 2: Interaction between Mobbing and Expressive Suppression Predicting Cynicism

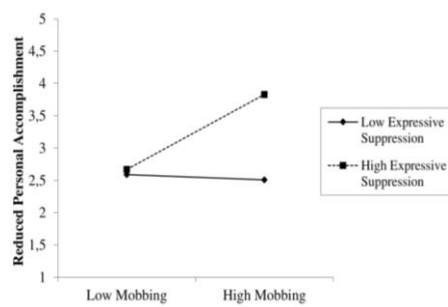


Figure 3.1: Interaction between Mobbing and Expressive Suppression Predicting Reduced Personal Accomplishment

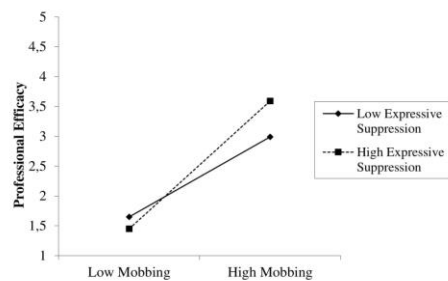


Figure 3.2: Interaction between Mobbing and Expressive Suppression Predicting Professional Efficacy

5. DISCUSSION

Contributions of this study to the field is exploring relationship between mobbing and burnout with the moderator role of emotion management (emotion regulation and emotional intelligence). In order to investigate the discussions about employees who work in a non-service occupation may also experience burnout, two samples were used; participants who work in a service industry occupation (220 nurses) and non-service occupation (220 engineers).

Both samples revealed almost consistent results with each other. Although emotional intelligence had a moderating role in the relationship between mobbing and burnout, contrary to expectations, it was not buffering the effects of mobbing on burnout. Instead, employees exposed to mobbing displayed higher levels of burnout when they had higher emotional intelligence. Across the two samples, the dimensions of emotion regulation which are cognitive reappraisal and expressive suppression moderated the relationship between mobbing and reduced personal accomplishment / professional efficacy dimensions in both samples and cynicism dimension in engineers. Even the effects of cognitive reappraisal were not in the hypothesized direction, expressive suppression played a proactive role on reduced personal accomplishment / professional efficacy, and cynicism dimensions of burnout. Therefore, both cognitive reappraisal and expressive suppression had an exacerbating role rather than acting as a protective shield.

Although a clear majority of studies in the current literature supports the idea that there is a negative relationship between cognitive reappraisal and all three dimensions of burnout (e.g., Chang, 2009b; Tsoumpouas, Carson, Matthews, Grawitch & Barber, 2010), some contradictory findings do exist. Carson (2006, as cited in Miller, 2015) indicated that cognitive reappraisal was not related with overall burnout. An individual's susceptibility to stressful situations may have an important role in experiencing burnout. Even for an employee who is successfully using emotion regulation strategies, mobbing may still have a strong effect on burnout. Although, emotion regulation strategies contribute to increasing positive job experiences (Brackett, Palomera, Mojsa - Kaja, Reyes & Salovey 2010) they may not be sufficient to protect against negative job experiences.

The relationship between mobbing and reduced personal accomplishment/professional efficacy was moderated by the expressive suppression in both studies and cynicism in engineers. Several studies in the literature showed a positive relationship between expressive suppression and burnout (Andela, Truchot & Borteyrou, 2015; Brotheridge & Grandey, 2002; Chang, 2009b; Gan et. al., 2014; Kafetsios, Nezlek & Vassilakou, 2012). Based on the Conservation of Resources (COR) theory (Hobfoll, 1989), expressive suppression drains on emotional resources when it is used chronically. Chang (2009b) found that employees who used expressive suppression more often were more likely to experience all three dimensions of burnout. Expressive suppression was positively related with all three dimensions of burnout (Brotheridge &

Grandey 2002; Kafetsios, Nezlek & Vassilakou, 2012). These results are conclusive as we observed; this negative effect of expressive suppression in reduced personal accomplishment in nurses and professional efficacy and cynicism in engineers. The association between mobbing and burnout was stronger for those with higher levels of expressive suppression.

Although the findings related to emotion regulation strategies are unexpected, they might be explained based on the cross-cultural differences of values. Kim et al. (2011) conducted a study with Koreans and Americans to investigate the relationship between cultural values and emotion regulation. They found that Koreans tended to use expressive suppression; in contrast, Americans were more likely to use cognitive reappraisal to regulate their emotions. In interdependent cultures, such as Turkey, individuals have a high tendency to regulate their emotions by using expressive suppression because of cultural values that restrict the expression of negative emotions. Individuals from interdependent cultures are more likely to tend to value the cultural norms supporting interpersonal harmony than the individuals from independent cultures. As a result of this, they tend to suppress their negative emotions in order to cope with stressful situations. Not only the national cultural values but also the organizational cultural values may explain the differences about expressive suppression of employees. In the organizational context, nurses have lower status jobs and higher power distance in the workplace than the engineers. In this study we found nurses to have higher levels of reduced personal accomplishment than engineers did, which could be making nurses more vulnerable to the negative effects of expressive suppression. Nurses who engage in expressive suppression might be further devaluing themselves as they cannot speak up or express their experiences in a context with high power distance.

The finding that emotional intelligence moderated the relationship between mobbing and all three dimensions of burnout is consistent across both studies. Even though several studies have pointed out to the protective role of emotional intelligence against burnout (e.g., Farmer, 2004; Goleman, 1998; Vaezi & Fallah, 2011), we found that emotional intelligence did not have a buffering role in this relationship. Contrary to our expectations, mobbing was associated with higher burnout levels for employees who were highly emotionally intelligent. There may be two explanations of these findings. First, with the basis of the Conservation of Resources (COR) theory (Hobfoll, 1989), highly emotionally intelligent employees use their resources to show empathy towards others, and try

to understand their emotions as well as others' emotions. That's why, these employees might be more prone to experience burnout whilst under the stress of being exposed to mobbing. Davis and Nichols (2016) conducted a meta-analysis to indicate the "dark" side of emotional intelligence and classified intrapersonal and interpersonal destructive results of emotional intelligence. There are some studies in which a positive relationship between emotional intelligence and negative psychological outcomes such as acute stress and depression have been reported (Bechtoldt & Schneider, 2016; Ciarrochi, Dean & Anderson, 2002).

Finally, it could also be argued that individuals who are exposed to mobbing and are high on emotional intelligence first wish to fulfill the opposite party's work-related demands in an effort to satisfy them and keep waters calm. Such an attitude might be abused over the long run after which the person starts feeling a victim and perhaps reacts unexpectedly. Unanticipated reactions might bring about more abuse from the initiator.

Although there are essential contributions of this study to the literature, it also has many potential limitations that can serve as a guide for the future research. Firstly, the conclusions of this study is based on self-reports. Therefore, it may increase the possibility of responses being biased by social desirability. Because of using self-report and single source data, there is the potential of common method bias. Common method bias may inflate observed correlations that can affect the findings (Spector, 2006). On the other hand, in a questionnaire that measures mobbing, the most important thing is participants' own thoughts and perceptions, which makes using other sources inappropriate. Secondly, longitudinal studies can be conducted in order to explore the role of cognitive reappraisal and expressive suppression with antecedent-consequence associations. Even the daily usage of these strategies may affect the relationship between mobbing and burnout. Collecting the data immediately after employees use cognitive reappraisal and expressive suppression strategies may be very useful to understand the underlying mechanism. Thirdly, there may be other moderators and mediators affecting the relationship between mobbing and burnout such as, social support and mindfulness. Finally, although there are many positive effects and consequences of emotional intelligence, the dark side of emotional intelligence should also be explored. Further researches are needed to understand how highly emotionally intelligent employees are more susceptible to certain stressful

conditions and which conditions has a role in this situation.

ETHICS DECLARATIONS

Funding: No grant funding was obtained or utilized for the completion of this study.

Conflict of interest: The authors declare that they have no conflict of interest.

Ethical Approval: All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Declaration of Helsinki and its later amendments or comparable ethical standards. Ethics Committee Approval was obtained for this research from the Yaşar University Ethics Committee with the date of 09/12/2016.

Informed Consent: Informed consent was obtained from all individual participants included in the study.

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