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Examining the Relationships Between Organizational Gossip, Emotional Exhaustion and Collaboration: The Case of Tourism Academics

Örgütsel Dedikodu, Duygusal Tükenme ve İşbirliği Arasındaki İlişkilerin İncelenmesi: Turizm Akademisyenleri Örneği

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Özet

Bu araştırma ile birlikte örgütsel dedikodu araştırmalarına farklı bir bakış açısı kazandırılması hedeflenmektedir. Örgüt içi duygu ve davranışlar kapsamında örgütsel iş dedikodusunun hem olumlu hem olumsuz etkililiğini gösterebilmek de bir diğer hedeftir. Bu araştırmada, olumsuz ve olumlu iş dedikodusunun duygusal tükenme ve iş birliği üzerine etkileri incelenmiştir. Ayrıca duygusal tükenmenin iş birliği üzerindeki etkisi de incelenmiştir. Araştırmanın evrenini, Türkiye'deki üniversitelerin turizm bölümlerindeki akademisyenler oluşturmaktadır. Araştırma kapsamında, çevrimiçi bir platform üzerinden anket formu hazırlanmış ve 16 Ocak- 30 Mart 2023 tarihleri arasında uygulanmıştır. Anket formu, akademisyenlere elektronik posta aracılığıyla gönderilmiş ve 489 akademisyen katılım sağlamıştır. Analiz sonuçlarına göre olumsuz iş dedikodusu duygusal tükenmeyi pozitif ve anlamlı bir şekilde etkilemektedir. Olumlu iş dedikodusu ise duygusal tükenme üzerinde anlamlı bir etkiye sahip değildir. Olumsuz iş dedikodusu iş birliğini negatif ve anlamlı bir şekilde etkilemektedir. Olumlu iş dedikodusu ise iş birliğini pozitif ve anlamlı bir şekilde etkilemektedir. Duygusal tükenme iş birliğini negatif ve anlamlı bir şekilde etkilemektedir.

Anahtar Sözcükler: Örgütsel Dedikodu, Duygusal Tükenme, İş birliği, Örgütsel Davranış, Akademisyenler

Abstract

This study aims to bring a different point of view to research on organizational gossip. Another aim is to show organizational work gossip's positive and negative effects on organizational emotions and behavior. This study examined the effects of negative and positive work gossip on emotional exhaustion and collaboration. The impact of emotional exhaustion on collaboration was also discussed. The research universe consists of the academic staff in the tourism departments of the Turkish universities. A questionnaire form was prepared on an online platform and administered between 16 January and 30 March 2023. The questionnaire was sent to the academics via e-mail, and 489 academics participated. According to the analysis results, negative work gossip has a positive and significant effect on emotional exhaustion. Positive work gossip does not significantly affect emotional exhaustion. Negative work gossip has a negative and significant impact on collaboration. In contrast, positive work gossip positively and significantly affects collaboration. Emotional exhaustion has a negative and significant effect on collaboration.

Keywords: Organizational Gossip, Emotional Exhaustion, Collaboration, Organizational Behavior, Academicians

Gossip is seen as a kind of informal communication. It is known to happen frequently in privacy and business life. It has been observed in all areas of human relations for a long time (Attiah & Alhassan, 2022). There is evidence that gossip within organizations is primarily perceived negatively (Mawhinney, 2010). That is why gossip is considered toxic behavior for organizations (Campbell, 2016). The main cause of this perception is the negative work gossip. In negative gossip work, individuals speak adversely of another individual. Negative work gossip in organizations is alleged to reduce individual morale and productivity (Murray, 2022). With the intense realization of negative gossip, people are wasting time and energy. As

well, people are emotionally exhausted (Halbesleben et al., 2014). In addition, negative gossip prevents interpersonal relationships and interferes with emotional belonging (Zhang et al., 2014). After negative gossip, people can become angry, resentful and disappointed (Khan et al., 2022). Negative gossip undermines relationships between people and lowers their morale (Usta et al., 2018). Yavuz and Levent (2021) argue that negative gossip causes groupings, reduces people's motivation and causes unhappiness. These negatives cause individuals to become emotionally exhausted in organizations. This also results in a lessening of interpersonal collaboration.

When it comes to positive work gossip, people talk about each other in a positive way. Positive work gossip reduces people's stress and comforts them (Saeed, et al., 2022). Positive work gossip allows individuals to discard their everyday work plan momentarily and is accepted as entertaining (Ballano, 2023). Positive work gossip will allow people to socialize into work or social work (Boström & Österman, 2022). Positive work gossip strengthens and preserves organizational cohesion (McAndrew et al., 2007). In addition, positive work gossip strengthens organizational cohesiveness and creates interpersonal commitment (Wax et al., 2022). Positive work gossip promotes interpersonal relations (Brady et al., 2017). Interpersonal collaboration can be achieved with positive work gossip.

Emotional exhaustion is the exhaustion of a person's energy and emotional power for various reasons (Maslach et al., 2001). One of the reasons people suffer from emotional exhaustion is to be the target of negative work gossip. It is stated that the emotional exhaustion of individuals who are the target of negative work gossip increases (Georganta et al., 2014; Liu et al., 2020; Murtaza, et al., 2022). Wu et al. (2018) reported that people who are the object of negative work gossip reduce their energy. Dores Cruz et al. (2019) stress that negative work gossip leads to emotional exhaustion. Babalola et al. (2019) claim that negative gossip provokes negative emotions. Overall, these studies show that people who are the target of negative work gossip increase their emotional burnout. But the relationship between positive work gossip and emotional exhaustion has not yet been studied.

Collaboration is when people act and work together in common purpose (Fu et al., 2019). A factor preventing individuals from working together is the behavior of gossip (Vaidyanathan et al., 2016). Positive work gossip can increase a person's socialization and collaboration (Michelson et al., 2008). Akduru and Semerciöz (2017) argue that the tendency to organizational gossip increases people's solitude. Sun et al. [2023] think that positive work gossip should be encouraged to increase collaboration and harmony among people. Ellwardt et al. (2012) indicate that negative work gossip reduces inter-personal collaboration. Hobfoll (1989) argues that negative work gossip reduces interpersonal relationships and results in loss of trust.

Emotional exhaustion and collaboration are commonplace emotions and behaviors in universities. The fact that academics have stable relationships with their colleagues and students and their high administrative workload is the main reason Academics experience emotional exhaustion (Karabıyık et al., 2008; Yoleri & Bostancı, 2012). Academics doing multiple tasks under time pressure is also a cause for burnout (Qin et al., 2022). Academics who act under the influence of different factors in time planning also cause stress and exhaustion (Siegall & McDonald, 2004). Academics work together with one common goal. In the context of collaboration, measures exist to share information, conduct joint academic studies and collaborate on administrative work (Bevins & Price, 2014).

One of the organizations where positive and negative work gossip and its consequences are observed in universities. Human relations are realized at a high level in universities, which are educational institutions (Bush, 2003); however, due to high individualism, lack of common goals, and competition in universities, it is not possible to maintain healthy communication among academics (Gizir & Şimşek, 2005). Atabek et al. (2021) claim that gossip among academics occurs primarily. Negative gossip among academics provokes grouping and lowers the moral standard of academics. This situation accelerates emotional exhaustion among academics. On the other hand, positive gossip among academics brings individuals together and enhances collaboration (Atabek et al., 2021). However, to the authors' knowledge, there is no research looking at positive and negative work gossip, emotional exhaustion and collaboration.

Various studies examine the emotional exhaustion of people who are the target of negative work gossip (Georganta et al., 2014; Liu et al., 2020; Murtaza et al., 2022; Wu, Kwan, Wu & Ma, 2018). However, there has been no investigation into whether positive and negative work gossip is causing the individual to become emotionally exhausted. There is also a need for research into the relationship between gossip and collaboration. Only results and findings from some studies indicate that positive work gossip can improve collaboration (Atabek et al., 2021; Michelson et al., 2008; Sun et al., 2023). On the other hand, negative work gossip is said to diminish collaboration (Ellwardt et al., 2012; Hobfoll, 1989, Vaidyanathan et al., 2016). Based on this information, this research examines the relationships between organizational work gossip, emotional exhaustion, and collaboration. This research is designed to bring a different perspective to organizational gossip research. Another goal is to show the positive and negative effects of gossip on the emotions and behaviors of the organization.

This study revealed the effects of organizational work gossip on academic emotional exhaustion and collaboration. It is important in terms of revealing the positive and negative consequences that individuals who realize gossip may experience. This research may be useful to ensure that the attention paid to being the target of gossip in the literature is also directed to the individuals who carry out the gossip. This study is expected to contribute to the literature in terms of showing the results of positive or negative work gossiping.

Organizational Gossip

Gossip is common behavior in business environments across all industries (Kuo et al., 2015). Gossip is a way of

communicating in which people share and learn positive or negative information (Houmanfar & Johnson, 2008). A minimum of two people who talk and evaluate other people are defined as gossip (Michelson et al., 2010). Organizational gossip consists of conversations about other people between people who trust each other (Kniffin & Sloan Wilson, 2010). In organizational gossip, people can talk about their job or their privacy. As a result, there is a distinction in the literature. Organizational gossip is divided into work-related and personal life-related gossip. Gossip related to organizational work comes in two categories: positive and negative (Kuo et al., 2015). In positive work gossip, the competencies and professional knowledge of individuals are discussed. A person's work performance is lauded or supported in some areas (Brady et al., 2017). Issues such as an individual's work ethic, success, and positivity in interpersonal relationships constitute positive work gossip (Kuo et al., 2015). The presence of positive work gossip in organizations reinforces unity among individuals and positively improves relationships (McAndrew et al., 2007).

Negative work gossip is negative speech about people (Yao et al., 2020). Negative work gossip refers to other people's failure and poor performance. Absence of work ethic, irresponsibility and negative interpersonal relationships are negative work gossip (Kuo et al., 2015). Individuals feel the need to make negative work gossip about individuals who abuse them and say unpleasant words within the organization. Negative work gossip is also made about people whose behavioral patterns are false in the organization (Rooks et al., 2011). Negative work gossip within organizations interferes with interpersonal relationships (Ellwardt et al., 2012). Because negative gossip has a negative effect on people's thoughts and behaviors (Ye et al., 2019). With the intensity of negative gossip, individuals spend their time and energy. At the same time, individuals are emotionally exhausted (Halbesleben et al., 2014). Furthermore, negative gossip prevents relationships between individuals, and emotional belonging is damaged (Zhang et al., 2014). After negative gossip, people can experience anger, resentment and frustration (Khan et al., 2022).

Emotional Exhaustion

Organizational conditions and behaviors may have different impacts on individuals (Klusmann et al., 2008). In organizations where negativities are intense and away from an engaging work environment, individuals become emotionally exhausted (Salanova et al., 2005). This is known as burnout. Burnout is an acknowledged psychological syndrome (Lee & Ashforth, 1990). People who are exhausted respond to stressors over a long period of time (Maslach, 2003). Burnout is composed of three subsyndromes. These are emotional exhaustion, depersonalization and decreased sense of personal

accomplishment. However, emotional exhaustion is the syndrome that is central to burnout and receives more attention (Huo et al., 2021). In other words, emotional exhaustion is the first step in burnout (Canu et al., 2021).

Emotional exhaustion is the weariness and emptiness of individuals because of the characteristics and conditions of work (Lee & Ashforth, 1993). Emotional exhaustion also happens when people feel emotionally tired (Evers et al., 2004). Individuals experience emotional exhaustion because of increased emotional and psychological requirements. Individuals who suffer from emotional exhaustion have less energy and feel like they are doing something (Charoensukmongkol & Phungsoonthorn, 2021). In addition, adverse events at various levels of the organization impact the emotional exhaustion of individuals (Ashill et al., 2009). Emotional exhaustion is more intense among people who often communicate with people (Demerouti et al., 2000). Furthermore, workloads and interpersonal conflicts are also causes for emotional exhaustion (Maslach & Goldberg, 1998). Competition in the workplace and unfair appraisals can also result in emotional exhaustion (Alarcon, 2011). Reduced resources that people will use to perform their duties also leads to emotional exhaustion. Decreased opportunities for individuals to participate in decisions and not caring about their opinions are also causes for emotional exhaustion (Schaufeli & Bakker, 2004).

Collaboration

Collaboration is a central theme of organizations. As a synergistic force, collaboration is a foundational organizational process that fosters organizational effectiveness (Schalk & Curşeu, 2010). Defined as a complicated partnership, collaboration is a process that unfolds and evolves over time (Gardner, 2005). The concept of collaboration, seen as a result, is the synthesis of different perspectives and the work of many actors on each other for day-to-day purposes (Lindeke & Sieckert, 2005). By its nature, collaboration is a coordinated effort to resolve a problem that occurs between people and between an organization and a person (Lai, 2011). The concept of collaboration, with its many features, is also defined as contributing to interdisciplinary studies (Lorenzetti et al., 2022). Collaboration helps in the production of new ideas, problem solving, goal setting, coordination and learning through knowledge transfer (Tsai, 2009).

Development of Hypotheses

According to the theory of affective events, people's behavior and emotions in the workplace depend on relationships and conditions (Weiss & Cropanzano, 1996). Behaviors and emotions of a person who is not dealing with unfavourable conditions or people in the workplace will be positive. In organizational life, individuals often indulge in gossip.

This gossip can be positive or negative work gossip. The person who is engaged in negative work gossip has negative conversations and is critical of the other person in the work environment. The other person's deficiencies and work performance are discussed. Negative gossip about other people is said to squander time and energy (Grosser et al., 2010; Kurland & Pelled, 2000). Because of negative work gossip, an individual's well-being is weakened and their emotional state worsens (Cheng et al., 2022). Babalola et al. (2019) say negative gossip creates a negative emotional state. This is because individuals reduce their own level of well-being while engaging in negative work gossip. Individuals who fill their minds and time with the negativities of other individuals move away from a positive mood. Individuals who tend towards negativity may also find themselves in a negative mood. Individuals who are already in a bad state mentally and emotionally are likely to get worse with negative work gossip.

There is no theoretical information that the emotional exhaustion of academics will increase or decrease if they have positive work gossip about other individuals. As researchers, we assume that engaging in positive gossip about others does not affect emotional exhaustion because emotional exhaustion increases or decreases because of the negativity arising from the persons themselves or from external sources (Hur et al., 2015). The first and second research hypotheses were determined in line with this information.

H1: Academics' negative work gossip positively and significantly affects their emotional exhaustion.

H2: Academics' positive work gossip does not significantly affect their emotional exhaustion.

Negative gossip by academics also affects collaboration between them. Vaidyanathan et al. (2016) argue that negative work gossip is one of the factors that have a negative impact on collaboration. Negative work gossip damages an individual's sense of trust and leads to a deterioration of relationships (Spoelma & Hetrick, 2021). Hobfoll (1989) shares the same viewpoint. Hobfoll (1989) states that negative work gossip disrupts employees' social relationships and increases negative emotions like hostility. Negative work gossip leads to mistrust of interpersonal relationships and diminishes collaboration (Ellwardt et al., 2012). As a result, negative work gossip damages

the work environment (Duffy et al., 2002). In the case of negative work gossip about an individual, positive thoughts about that individual decrease. Not cooperating with the individual who is criticized and gossiped about negatively may predominate because individuals may think that the idea of doing and completing a job with the individual, they criticize will not benefit them.

By contrast, positive work gossip is said to improve interpersonal collaboration (Michelson et al., 2008). Positive work gossip allows people to socialize and facilitates adjustment (Atabek et al., 2021). This increases the collaborative potential of individuals (Sun et al., 2023). Katz et al. (2017) affirm that individuals are interested in engaging in positive work gossip in order to improve collaboration and relationships with others in the workplace. Positive thoughts about the individual who is the subject of positive work gossip increase. It may be desired to cooperate with the individual who is appreciated and gossiped about positively because individuals may think that it would be advantageous to cooperate with this individual whom they appreciate. In line with this information, the third and fourth hypotheses of the research were determined.

H3: Academics' negative work gossip negatively and significantly affects their collaboration behaviors.

H4: Academics' positive work gossip positively and significantly affects their collaboration behaviors.

In addition to examining the impact of positive and negative gossip on emotional exhaustion and collaboration, this study also examined the relationship between emotional exhaustion and collaboration. For employees experiencing emotional exhaustion, friendships lessen and negative feelings about work increase. Furthermore, feelings of loneliness grow as well (Leiter & Maslach, 1988; Potter, 1998). With emotional exhaustion, individuals have negative attitudes toward their work (Langelaan et al., 2006). As a result of emotional exhaustion, individuals can have conflicts with their colleagues (Ünlü & Yürür, 2011). Based on this information, the fifth hypothesis was developed as follows:

H5: Academics' emotional exhaustion negatively and significantly affect their collaboration.

The research model is shown in Figure 1.

Figure 1. Research Model.
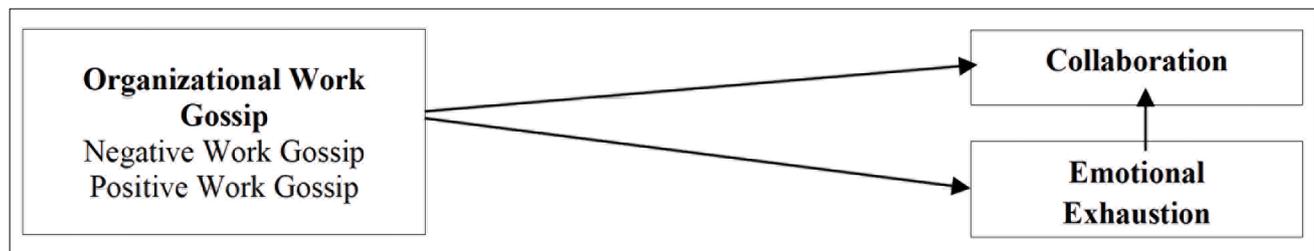
Method

Academics specialize in one or more fields as a professional requirement and conduct various publications and research in these fields (Padua et al., 2010). As a contribution to the competitive nature of the university environment, it is considered normal for academics to behave with gossip, emotional exhaustion, and collaboration. For these reasons, the research universe consists of academics working in tourism departments at universities in Türkiye. Before the data collection phase of the research, the number of tourism academics was obtained from the Higher Education Information Management System. According to the information obtained as of the 2022-2023 academic year, the number of academic staff in the tourism departments of universities (including faculties, colleges, and vocational schools) is 2366 (Higher Education Information Management System, 2023). Since it was only possible to reach some academics, sampling was carried out from the population. The academics who were identified with the convenience sampling method and asked to fill out the survey formed the research sample. A questionnaire form was prepared on an online platform and administered between 16 January and 31 March 2023. Approval was obtained from the Scientific Research and Publication Ethics Committee of Isparta University of Applied Sciences with the decision dated 03.03.2023 and numbered 05. The questionnaire was sent to the academics via e-mail, and 489 participated. The demographic characteristics of the participants are shown in Table 1.

The Organizational Gossip scale was used to measure the gossip behavior of academics. The Organizational Gossip scale was developed by Kuo et al. (2015). The Organizational Gossip scale was adapted to Turkish by Şantaş et al. (2019). As a result of this adaptation, the scale has 20 statements and two dimensions. Dimensions are work gossip and non-work gossip. In our research, the dimension of work-related gossip was examined. The work-related gossip dimension consists of 10 statements. Maslach Burnout Scale was used to measure the emotional exhaustion levels of academics. The Maslach Burnout scale was developed by Maslach and Jackson (1981). Maslach Burnout scale was adapted to Turkish by Ergin (1992), which consists of 22 statements and three dimensions. The dimensions are emotional exhaustion, depersonalization, and personal failure. In our study, the emotional exhaustion dimension was used. The emotional exhaustion dimension consists of 5 statements. In the dimension of emotional exhaustion, the survey of Güler and Veysikarani (2019) was used. A collaboration scale was used to measure the collaboration behaviors of academics. The collaboration scale was developed by Bettencourt and Brown (1997). The collaboration scale used by Bardakoğlu and Akgündüz (2016) was taken as an example. The scale consists of 5 statements and one dimension.

The SPSS 22 statistical program was utilized for the data analysis. Frequency analysis was used to determine participants' demographic characteristics. An analysis of the explanatory factors was performed to determine the validity of the scales, and a correlation analysis was done to explain the relationship between the variables. Regression analysis was used to determine the level of impact of the relationship between the variables.

Findings

In this section, the results of the explanatory factor analysis for the scales are given first. After the explanatory factor analysis, the results of the correlation analysis to determine the relationships between the variables are presented. The regression analysis results that are used to determine the effect level between the variables are included.

Demographic Characteristics of Participants

The demographic characteristics of the participants are shown in Table 1. Of the participants, 54% were male, 49.7% were aged 31-40, 66.1% were married, 69.5% had a doctorate, 42.9% were in the tourism management department, and 35.8% were instructors.

Table 1. Demographic Characteristics of Participants.

Demographic Characteristics		Ratio	%	Demographic Characteristics		Ratio	%
Gender	Male	264	54	Department	Tourism Management	210	42,9
	Female	225	46		Tourism Guidance	71	14,5
Age	21-30	77	15,7		Gastronomy and Culinary Arts	150	30,7
	31-40	243	49,7		Recreation Management	17	3,5
	41-50	108	22,1		Other	41	8,4
	50 and above	61	12,5	Title	Research Assistant	96	19,6
Marital Status	Married	323	66,1		Instructor	175	35,8
	Single	166	33,9		Doctor Lecturer	126	25,8
Educational Status	Undergraduate	9	1,8		Assistant Professor	70	14,3
	Master's Degree	140	28,6		Professor	22	4,5
	Doctorate	340	69,5				

Means and Standard Deviations of Variables

The means and standard deviations of the participants regarding the variables are shown in ▉ Table 2. According to these results, the highest mean belongs to the collaboration variable. The lowest mean of the participants belongs to negative work gossip.

The Kaiser-Meyer-Olkin and Bartlett Sphericity Test were applied to demonstrate the suitability of an explanatory factor analysis on the Organizational Gossip Scale dataset. It was determined that the KMO value on the scale was 0.863 and that the Bartlett sphericity test was significant. Ten statements were distributed under two factors; the variance ratio (AVO) explained by these statements was 71%.

▉ Table 2. Means and Standard Deviations of Variables.

	Negative Work Gossip	Positive Work Gossip	Emotional Exhaustion	Collaboration
Mean	2,40	3,46	2,45	3,95
Standard Deviation	,984	,856	,935	,624

Reliability and Validity Analysis of Scales

Explanatory factor analysis was applied to determine the validity of the scales. Before using the exploratory factor analysis, the eigenvalue must be greater than 1 in determining the number of factors; it must have a load of at least 0.500 with the relevant factor if the expressions load two dimensions, the overlap value must be at least 0.100, the homogeneity value must be 0.50, and above. So, the use of Varimax rotation technique was considered for the process. In addition, importance was given to the significance of the Bartlett Sphericity test, which shows that the scale expressions are suitable for explanatory factor analysis and that the Kaiser-Meyer-Olkin (KMO) value, which indicates that there is a normal distribution between the statements, is more significant than 0.50 (Hair et al., 2010).

These factors are called "Negative Work Gossip, Positive Work Gossip." The overall reliability ratio of the scale (overall α) is 0.887. ▉ Table 3 shows the result of the analysis of the explanatory factors for the Organizational Gossip Scale.

The Kaiser-Meyer-Olkin and Bartlett Sphericity Test were applied to demonstrate the suitability of an explanatory factor analysis on the Collaboration Scale dataset. It was determined that the KMO value on the scale was 0.765 and that the Bartlett sphericity was significant. The five statements were distributed under one factor, and the variance ratio (AVO) explained by these terms was 57%. This factor is called Collaboration. The overall reliability ratio of the scale (global α) is 0.790.▉ Table 4 shows the result of the analysis of the explanatory factors for the Collaboration Scale.

▉ Table 3. The Result of the Explanatory Factors for the Organizational Gossip Scale.

Organizational Gossip Scale	Factor Loading	Rate of Variance Explained	Eigenvalue	Reliability
Negative Work Gossip		49,885	4,988	,915
I comment on the insufficient business information of my fellow academics.	,877			
I comment on the poor academic performance of my fellow academics.	,850			
I comment on the poor interpersonal relationships of my fellow academics.	,841			
I comment on the carelessness of my fellow academics.	,839			
I comment on the lack of work ethic of my fellow academics.	,829			
Positive Work Gossip		21,496	2,150	,856
I comment on the dedication of my fellow academics to their work.	,895			
I comment on the excellent job performance of my fellow academics.	,860			
I comment on the work credibility of my fellow academics.	,791			
I comment on the skills of my fellow academics in interpersonal relations.	,688			
I comment on my academic colleagues showing work ethic.	,599			
KMO Value: 0,863; Bartlett Test: 3203,087; Rate of Variance Explained: %71,380; Overall Reliability: ,887				

Table 4. The Result of the Explanatory Factors for the Collaboration Scale.

Collaboration Scale	Factor Loading	Rate of Variance Explained	Eigenvalue	Reliability
Collaboration		57,206	2,860	,790
I'm eager to help my fellow academics.	,831			
I help my fellow academics with their work-related problems	,815			
I'm usually ready to extend my helping hand to my fellow academics around me.	,779			
I help my academic friends who have a heavy workload.	,777			
I help my new academic friends even if they don't need it.	,544			
KMO Value: 0,765; Bartlett Test: 876,673; Rate of Variance Explained: %57,206				

The Kaiser-Meyer-Olkin and Bartlett Sphericity Test were performed to demonstrate the suitability of an explanatory factor analysis on the Emotional Exhaustion Scale dataset. It was determined that the KMO value on the scale was 0.771 and that the Bartlett sphericity was significant. The five statements were distributed under one factor, and the variance ratio (AVO) explained by these statements was 62%. This factor is called Emotional Exhaustion. The overall reliability ratio of the scale (global α) is 0.802. ▪▪ Table 5 shows the result of the analysis of the explanatory factors for the Emotional Exhaustion Scale.

positive and significant relationship between negative work gossip and emotional exhaustion (r=.165; p<0.01). There is no significant relationship between positive work gossip and emotional exhaustion. There is significant relationship between negative work gossip and collaboration (r=-,112; p<0.05). A positive and significant relationship exists between positive work gossip and collaboration (r=,371; p<0.01). A negative and significant relationship exists between emotional exhaustion and collaboration (r=-,117; p<0.01).

Table 5. The Result of the Explanatory Factors for the Emotional Exhaustion Scale.

Emotional Exhaustion Scale	Factor Loading	Rate of Variance Explained	Eigenvalue	Reliability
Emotional Exhaustion		62,856	2,514	,802
I think my job is limiting me.	,868			
Returning from work, I feel spiritually drained	,813			
I feel disengaged from my job	,813			
I feel that the people I meet in my work act as if I am the cause of some of their problems.	,663			
KMO Value: 0,771; Bartlett Test: 642,449; Rate of Variance Explained: %62,856				

Correlation Analysis Results

The results of the correlation analysis to determine the relationship between the variables are shown in ▪▪ Table 6. According to the results of the correlation analysis, there is a

Emotional exhaustion levels of academics who engage in negative work gossip increase. The negative environment and energy created by negative work gossip cause this. Academics who engage in positive work gossip increase their collaboration with other academics.

Table 6. The Results of the Correlation Analysis.

Variables	1	2	3	4
1-Negative Work Gossip	1			
2-Positive Work Gossip	,433**	1		
3-Emotional Exhaustion	,165**	,072	1	
4-Collaboration	-,112*	,371**	-,117**	1
*p<0.05 **p<0.01				

Table 7. Regression Analysis Results for the Dependent Variable of Emotional Exhaustion.

Variables	B	Std. Error	β	T	P
Constant	2,070	,177		11,674	,000
Negative Work Gossip	,156	,047	,164	3,310	,001
Positive Work Gossip	,001	,054	,001	,025	,980
Dependent Variable: Emotional Exhaustion F=6,784 R=,165 R2=,027 Adjusted R2=,023					

Because in positive work gossip, good comments are made about other academics, and academics are appreciated. It is usual to want to collaborate with a successful academic. Finally, the emotional exhaustion of academics causes a decrease in their collaboration. Academics who experience emotional exhaustion are indifferent to their work and individuals. They want to avoid establishing any work or relationship.

Regression Analysis Results

Multiple regression analysis was conducted to determine the effect of negative and positive work gossip on emotional exhaustion and collaboration. Multiple regression analyses examined the effects of negative and positive work gossip on emotional exhaustion and cooperation. Enter method was used. Multiple collinearities between independent variables were examined. In this context, tolerance and vif values were examined. If the tolerance values are smaller than the critical value (1-R2), there is a multicollinearity problem.

According to the regression analysis results in Table 7, negative work gossip has a positive and significant effect on emotional exhaustion (β=.164; p=.001). Emotional exhaustion may be experienced by academics who engage in negative work gossip. Emotional exhaustion of academics who focus on the negativity of their colleagues and the work environment with negative work gossip increases. Positive work gossip does not significantly affect emotional exhaustion (β=.001; p=.980). Academics who engage in positive work gossip do not experience emotional exhaustion due to positive gossip. There is no relationship between the two variables. Positive work gossip is not a negative factor. With these results, hypotheses H1 and H2 are accepted Based on the results of the regression analysis in Table 8, negative work gossip has a negative and significant effect on collaboration (β=-.213; p=.000). Academics who make negative work gossip are unwilling to collaborate with other academics. In negative work gossip, the other person's performance and skills are criticized. After such gossip, the notion of collaboration diminishes. In contrast, positive work gossip has a positive and

Table 8. Regression Analysis Results for the Dependent Variable of Collaboration.

Variables	B	Std. Error	β	T	P
Constant	3,110	,109		28,552	,000
Negative Work Gossip	-,135	,029	-,213	-4,657	,000
Positive Work Gossip	,338	,033	,464	10,143	,000
Dependent Variable: Collaboration F=51,485 R=,418 R2=,175 Adjusted R2=,171					

The tolerance values for negative (,830) and positive (,833) work gossip are greater than the critical values in the multiple regression analyses in both Table 7 and Table 8.

In addition, a simple regression analysis was conducted to determine the level of impact of emotional exhaustion on collaboration. Table 7 shows the regression analysis results for the dependent variable of emotional exhaustion.

significant effect on collaboration (β=.464; p=.000). Academics who indulge in positive work gossip want to collaborate with other academics. Because the successes of other academics are discussed in positive work gossip, it is customary to enjoy collaborating with successful academics. These results make it possible to accept the hypotheses H3 and H4

According to the regression analysis results in Table 9, emotional exhaustion negatively and significantly affects

Table 9. Regression Analysis Results for the Dependent Variable Collaboration.

Variable	B	Std. Error	β	T	P
Constant	4,147	0,79		52,668	,000
Emotional Exhaustion	-,078	,030	-,117	-2,609	,009
Dependent Variable: Collaboration F=6,806 R=,117 R2=,014 Adjusted R2=,012					

Table 10. Hypothesis Results.

Hypotheses	Result
H1: Academics' negative work gossip positively and significantly affects their emotional exhaustion.	Accepted
H2: Academics' positive work gossip does not significantly affect their emotional exhaustion.	Accepted
H3: Academics' negative work gossip negatively and significantly affects their collaboration behaviors.	Accepted
H4: Academics' positive work gossip positively and significantly affects their collaboration behaviors.	Accepted
H5: Academics' emotional exhaustion negatively and significantly affects their collaboration.	Accepted

collaboration (β=-.117; p=.009). Academics who experience emotional exhaustion have less positive feelings toward their jobs. The reluctance towards work that starts with emotional exhaustion also affects collaboration. Because fatigue and low energy are at a high level of emotional exhaustion. Therefore, there is no desire to do a job or collaboration. The H5 hypothesis is accepted with this result.

Conclusion

This study explored the impact of negative and positive gossip on emotional exhaustion and collaboration. The impact of emotional exhaustion on collaboration was discussed as well. Certain hypotheses were based upon the theory of affective events, which proposes that the negative effects arising from the individual or the work environment determine the behaviors and emotions of the individual (Weiss & Cropanzano, 1996). Whether academics' positive and negative work gossip causes emotional exhaustion was analyzed from this point of view. According to the result of hypothesis H1, negative work gossip triggers emotional exhaustion in academics.

According to the literature, people who are the target of negative work gossip experience emotional exhaustion (Georganta et al., 2014; Liu et al., 2020; Murtaza et al., 2022; Wu et al., 2018). However, this study found that academics were experiencing emotional exhaustion due to negative work gossip. This finding provides a different perspective on the associated literature. Academics who engage in negative gossip spend their time and energy talking about other academics in a negative way. This situation also negatively changes the minds and feelings of academics. Grosser et al. (2010) argue that people who engage in negative gossip in the workplace harm themselves. Kurland and Pelled (2000) say negative gossip affects the other party and the person who gossips. The reason is a decrease in the energy and time of people who engage in negative work gossip and a deterioration in their well-being (Cheng et al. 2022).

According to the outcome of hypothesis H2, positive gossip from academics does not affect their emotional exhaustion. Although there was no research on this relationship in the literature, it was an expected outcome because the factors that cause emotional exhaustion are generally expressed as negatives such as excessive workload, mobbing, arrogant

behaviors, and competition in the organization. However, positive work gossip is not included in this category. People who engage in positive work gossip speak positively of each other (Yucel et al. 2021). They value each other's accomplishments and praise their work performance. To summarize, no speech content would make the feelings and thoughts of the person engaging in the positive work gossip. In contrast, positive work gossip helps individuals relax (Chang & Kuo, 2020). Mishra (1990) states that positive work gossip reduces stress in individuals and therefore provides a sense of comfort. Noon and Delbridge (1993) state that positive work gossip is not a common behavior and is fun for individuals. In summary, there is no negative reason why academics who engage in positive work gossip should experience emotional exhaustion due to this behavior.

According to the result of the H3 hypothesis of the research, the collaboration of academics who engage in negative work gossip decreases. In other words, academics who indulge in negative work gossip want to avoid collaborating with other academics. This finding is similar to that in the literature. Atabek et al. (2021) affirm that the negative gossip behaviors of academics provoke groupings within the faculty. A similar idea is supported by a variety of studies. Hobfoll (1989) argues that negative gossip reduces people-to-people relationships. Ellwardt et al. (2012) emphasize that people do not trust each other and that their collaboration decreases with negative work gossip. Generally speaking, negative work gossip reduces collaboration (Spoelma & Hetrick, 2021; Vaidyanathan et al., 2016).

According to hypothesis H4, the collaboration of Academics who engage in positive work gossip increases. Academics who talk about positive work want to collaborate with other Academics. This result is expected because the achievements and performances of other academics are appreciated in the positive work gossip. Similar findings and explanatory information can be found in the literature. Atabek et al. (2021) affirm that the positive gossip behavior of academics brings academics closer together and increases collaboration. Through positive work gossip, people socialize and build strong relationships at work. Therefore, positive gossip makes collaboration stronger (Michelson et al. 2008; Sun et al. 2023; Ugwu et al. 2022).

According to the last hypothesis of the research, H5, the emotional exhaustion of academics negatively affects their collaboration. The collaboration of academics experiencing emotional exhaustion decreases. Due to emotional exhaustion, individuals' negative emotions rise. Both in terms of work and social aspects, the individual moves away from their position. In general, reticence increases. This reticence is also observed in cooperative behavior. Because the individual experiencing emotional exhaustion isolates themselves and wants to be alone. (İnandi & Büyüközkan, 2022; Potter, 1998). The individual distanced from their job wants to avoid collaborating with their colleagues (Irving et al., 2020; Langelaan et al., 2006). Therefore, the decrease in collaboration due to emotional exhaustion is significant.

Positive and negative work gossip has significant consequences for organizations and individuals. The consequences are shaped according to the content of the gossip behavior. Individuals who engage in negative work gossip experience emotional exhaustion, and their collaboration decreases. The collaboration of the individual who participates in positive work gossip increases, and emotional exhaustion is not observed. It was also determined that the collaboration of the individual experiencing emotional exhaustion decreased.

In line with these results, the following suggestions can be made for academics: First, organizational factors that cause academics to engage in negative work gossip should be reduced. Examples of organizational aspects can be that an academic is supported more by the management without justification or organizational arrogance. Secondly, there should be a consensus that personal problems between academics should be reflected outside the faculty. Thirdly, it may be helpful to bring academics together with different activities and ensure socialization. Finally, efforts should be made to create a thriving and shared organizational culture.

This study examined the relationships between variables and effects using a simple research design, which is the main limitation. Only tourism academics were included in this study. With that in mind, we have some suggestions for future research. The variables used in this study can be studied in several ways. Different designs can be created, and relationships can be examined in terms of organizational work gossip. Other research designs can use the same variables. For example, a design in which emotional exhaustion plays the role of mediator can be created. Examining the subject with various groups and samples and obtaining similar/dissimilar findings will surely add to the depth and breadth of the organizational gossip literature.

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