



**T.C
YEDİTEPE UNIVERSITY
GRADUATE INSTITUTE OF SOCIAL SCIENCES**

**WORKPLACE MOBBING AND ITS RELATIONSHIP BETWEEN
JOB SATISFACTION AND ORGANIZATIONAL TRUST: A STUDY
ON TURKISH ACADEMICIANS**

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ABSTRACT

Mobbing is a complex subject which exists in employee occasion from the very beginning; but it is ignored by everybody who takes place in this process due to human nature. Everybody with no difference in culture, in sex, in age, in education level and in seniority can be subject to mobbing which has very serious results. Victims of mobbing usually show similar symptoms both psychological and physical. Mobbing as one of the main factors, negatively influences both social and work life. It is easy to understand how much damage it can cause on public life.

The aim of this study is to examine the mutual relationship between the concepts of mobbing, organizational trust, and job satisfaction with a quantitative study which is applied to university academicians.

In this study, quantitative methods is used to describe the mobbing at Turkish academic environment. The type of design is Hypothesis-Testing (explanatory). It is a correlational and cross-sectional research. Both face to face and online (through e-mail and online survey web sites) data collection techniques were used in the phase of collecting data. The study was realized with a sample size of 250. The respondents are recruited among the academicians of seven different universites which has two different types of organizations as state and foundation universities.

According to the results of this research; mobbing affects the concepts of job satisfaction and organizational trust bidirectionally. In this framework, when job satisfaction gets better, the rate of mobbing decreases and as the job satisfaction gets worse, the rate of mobbing increases. Similarly, when organizational trust increases, the rate of mobbing decreases and as the organizational trust decreases, the rate of mobbing increases.

Key words: mobbing, job satisfaction, organizational trust

ÖZET

Psikolojik yıldırma çalışanlar vesilesiyle , en başından beri var olan karmaşık bir konudur ancak insan doğası gereğince bu süreçte yer alan herkes tarafından görmezden gelinmektedir. Kültür, cinsiyet, yaş, eğitim durumu ve kıdem ayrımı olmaksızın herkes, son derece ciddi sonuçları olan psikolojik yıldırmanın kurbanı olabilir. Psikolojik yıldırma kurbanları genellikle hem psikolojik hem de fiziksel olarak benzer semptomlar göstermektedir. Psikolojik yıldırma, ana faktörlerden biri olarak hem sosyal hayatı hem de iş hayatını etkilemektedir. Psikolojik yıldırmanın kamusal hayat üzerinde ne kadar büyük bir zarara yol açabileceğini anlamak hiç de zor değildir.

Bu çalışmanın amacı; psikolojik yıldırma, örgütsel güven ve iş tatmini kavramları arasındaki karşılıklı ilişkiyi üniversite akademisyenlerine uygulanan kantitatif çalışma yoluyla incelemektir.

Bu çalışmada, Türkiye'deki akademik ortamda varolan psikolojik yıldırma'yı açıklamak için kantitatif yöntemler kullanılmaktadır. Çalışma; hipotez testi (açıklayıcı) üzerine kurulmuştur. Korelasyonel ve kesitsel bir araştırmadır. Veri toplama aşamasında, hem yüz yüze hem de (e-posta ve online araştırma siteleri yoluyla uygulanan) online veri toplama teknikleri kullanılmıştır. Çalışma 250 kişilik bir örnekleme gerçekleştirilmiştir. Katılımcılar, devlet ve vakıf üniversiteleri olmak üzere iki farklı örgütlenme biçiminden yedi farklı üniversitenin akademisyenleri arasından seçilmiştir.

Çalışmanın sonuçlarına göre; psikolojik yıldırma iş tatmini ve örgütsel güven kavramlarını çift yönlü olarak etkilemektedir. Bu çerçevede, iş tatmini iyileştikçe psikolojik yıldırma oranı azalmakta ve iş tatmini kötüleştikçe psikolojik yıldırma oranı artmaktadır. Benzer şekilde, örgütsel güven arttıkça psikolojik yıldırma oranı azalmakta ve örgütsel güven azaldıkça psikolojik yıldırma oranı artmaktadır.

Anahtar sözcükler: psikolojik yıldırma, iş tatmini, örgütsel güven

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LIST OF ABBREVIATIONS

PTSD:	Post-Traumatic Stress Disorder
JS:	Job Satisfaction
OT:	Organizational Trust
KMO:	Keiser-Meyer-Olkin

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1. INTRODUCTION

Before the late 1980s, numerous studies regarding the phenomenon of mobbing have been started to analyze. The concept of mobbing in workplace has long been existing, but it is unrevealed, ignored and a complex issue that cannot be observed directly. Since then research and interest in the topic of workplace mobbing has increased rapidly.

Leymann (1990, 1993, 1996) the scientist from Sweden is accepted to be the initiator of the research. According to Heinz Leymann mobbing is “psychological terror in working life involves hostile and unethical communication, which is directed in a systematic way by one or a few individuals mainly towards one individual who, due to mobbing, is pushed into a helpless and defenceless position, being held there by means of continuing mobbing activities. These actions occur on a very frequent basis (statistical definition: at least once a week) and over a long period of time (statistical definition: at least six months of duration)”. A number of research began in different countries: Austria (Niedl, 1995), Norway (Einarsen & Raknes, 1991, Kihle, 1990; Mathiessen, Raknes, Rökkum, 1989), Hungary (Kaucsek, Simon, 1995), Finland (Paanen & Vartia, 1991), and Germany (Becker, 1993; Halama, 1995; Zapf, Knorz, & Kulla, 1996). This issue can have a significant impact on individuals and organizations.

Mobbing firstly affects the emotional wellness and physical health of the person. It might show psychological and physical symptoms on people based on the resistance of the individuals, the severeness and frequency of the mobbing attitude and the process of events. That’s why mobbing is included in the issues of security and health of the workplace. Direct legal regulations about mobbing in businesses exist only in some countries. But there are three major reasons of appearance of the mobbing despite various legal regulations protecting workers’ rights (Davenport, 2005). First one is the organization, ignores, tolerates or misunderstands the mobbing attitude. Secondly, the concept of mobbing hasn’t been defined differently from sexual harassment and discrimination yet. Thirdly, the victims feel tired and incapable of defending themselves and they are left alone in legal struggle.

The factors which are the reasons of mobbing in business life are (Lewis, 1999): the middle and upper administrations are not professionally educated, the imbalanced power between the inferior and superior, short-term contracts and lack of business assurance, difference of the values and beliefs, changes in the contracts resulting from company incorporation, successive pressure derived from the financial issues.

According to Evans (2006), most people in business are not aware of oral mobbing apart from giving names. Especially it is not easy to realize that there is a problematic situation if the abusive person is trustworthy, loved and seen as an authority such as the boss or an administrator. According to the statistics of Michigan University Social Researches Institute, the %95 of the organizations is authoritative. It is also stated that the factor causing abuse attitude to be common is this. The person wishing to stay in the organization has to consent less than he deserves in some occasions. Especially a person, who looks for and doesn't find a job for a long time, prefers to stay silent when the conditions he is promised are not kept. Consequently, the abuse attitude isn't realized when a person is recruited. (Wyatt and Hare, 1997)

In Turkey, the concept of mobbing has been studied by many researchers. While Kirel (2007) has conceptually researched what be preventive measures could be to succeed to prevent or to manage mobbing, what may affect performance negatively and what may also decrease the organizational and professional commitment. Cemaloğlu and Ertürk (2007) have investigated mobbing, which elementary school teachers and managers have been exposed to, relevant to gender. In addition, while Aydın and Özkul (2007) have explored the scope of mobbing and its size in the hotel administration, Yıldırım and Yıldırım (2007) have investigated the emotional, social and psychological influences of mobbing on nurses working in healthcare sector and methods of individualistic avoidance methods from the mobbing. Likewise, Aksu and Balcı (2009) have researched on exposing the level of mobbing and the perceptions of coping with mobbing of elementary school teachers. An emprical research has been explored in order to determine the relationship between the mobbing and organizational climate by Yılmaz et al. (2008). Öztürk et al., (2008) have researched to develop a mobbing scale for academic nurses and to determine the size of mobbing at nursing collages by using the mobbing experiences of academic

nurses. While Demirel (2009) has investigated to determine whether the mobbing behaviors of employees in different public institutions differ from each other according to the institutions, Kılıç (2009) has researched the mobbing in learning organizations.

Turkey has discussed the concept of mobbing since the early 2000s. Recently, the number of studies on mobbing increased. Nevertheless, among mobbing victims, the level of awareness of the existence of such a question does not seem very high. Increasing awareness and study in this area helps to build infrastructure in preparation of legislation by creating public opinion.

This study is a survey based study conducted on academicians working in Turkey. The aim of this study is to analyze the relationship between mobbing and organizational trust, job satisfaction and quantify the significant difference of mobbing with respect to demographic variables. Accordingly, in the first part, the mobbing concept is discussed; mobbing activities, mobbing roles and the concept of job satisfaction and organizational trust is explained. In the last section, with the help of statistical analyzes of questionnaire, the relationships between mobbing and organizational trust and job satisfaction is explained and discussed.

1.1 The Purpose of the Study

As mentioned before, workplace mobbing is repetitive, unreasonable malicious behavior directed toward an employee or a group of employees, that creates risk to health and safety. It may manifest as intimidation, physical violence, discrimination, threats, social isolation, and destabilization. Based on the literature and research conducted on mobbing, the purpose of this study is to examine the workplace mobbing and its relationship between job satisfaction and organizational trust and is to identify whether the academicians are being exposed to mobbing or not, to what extent it exists, by whom they were exposed to mobbing. It is also aimed to see whether there is a difference between gender, marital status, work life experience, age, university, academic title, and the current number of years in the workplace of academicians with respect to mobbing.

1.2 The Importance of the Study

The occurrence of mobbing and employees who suffer from this event is the most important problem. Mobbing, as part of an organizational culture in business, turns into the way of attitude that disturbs the worker and problems occur. Occasionally, occurring variety of thoughts, conflicts and problems of working relationships are parts of working life. However, if there are disturbing and damaging attitudes without a reason, it means that mobbing exists.

The focus of this study is mobbing in Turkey by examining the workplace mobbing among Turkish academicians. There are other studies about mobbing in Turkey but none of them studied in universities on academicians. Because mobbing methods change according to sectors and occupations so it is important to analyze each sector to understand the methods used in mobbing and the reactions of victims to these actions. Mobbing is said to be seen mostly in universities, so the results concerning Turkish universities may provide important contribution to Turkish literature. In addition, researchers investigated many important variables such as, organizational commitment, psychological well-being of the employees, lack of personnel motivation, effects of workers' health, discriminations in employee relations, actual turnover intentions, impact on the cultural values, psychological distress, and job satisfaction relationships. However, no research exists to define the relationship between mobbing and organizational trust. As organizational trust is to be the most important factor for every human interaction, studying organizational trust would be important for understanding the nature of mobbing behaviors. The current study is conducted in the Turkish universities; accordingly the behaviors which are perceived as mobbing might be expected to be different from the pattern seen in other countries.

Therefore, it is crucial for the individual, organization, and the society to understand the mechanisms of mobbing and be able to intervene this process. The contributions of the present study on mobbing literature will also be valuable in the practical sense, in terms of identifying problems related with mobbing. Previous literature has mostly concentrated on the effects of mobbing on victims' emotional and psychological outcomes, but not their attitudes towards the organization (Bjorkqvist et al., 1994; Brodsky, 1976). The current

study focuses on the job satisfaction and organizational trust. Therefore, this study is expected to contribute to the scientific literature by filling the gap concerning the organizational and individual outcomes of mobbing.

2. LITERATURE REVIEW

2.1 Mobbing

2.1.1 Overview of mobbing

Mobbing has long been existing, but it is unrevealed, ignored and a complex issue that cannot be observed directly. Firstly, Konrad Lorenz, scientist from Austria used the concept of mobbing in describing animal behaviour. He observed that a flock of birds come together and regulate an aggressive behaviour to flush others. Later on a physician from Sweden, Dr.Peter Heinemann observed similar behaviour between children and named as mobbing. Heinemann understood the seriousness of this behaviour and specified how it drags people into isolation, frustration that could lead to suicide.

While the subject of mobbing conceptually has been investigated by Leymann. Dr. Heinz Leymann used the term mobbing to define the movement for work life pressures, violence and intimidation. According to Leymann's research in Sweden and Germany, harassment and intimidation that take place in the business world is large in size. Leymann, in his works, states that some people are considered as difficult people in organizations, indeed these people are not difficult people, but conditions generated by structural features and culture of the organization make these people difficult people. Other required reasons to eradicate those people, who are once ascribed by that qualification, are also generated by the institution. Mobbing, however, begins with a triggering, unresolved conflict and then develops an enduring, remorseless course which professionally, emotionally, and often physically harms the target, that is, the person who is the object of mobbing. (for reasons why the term "target" is preferable to the term "victim" for designating individuals who experience mobbing, (Namie and Namie, 2000)).

According to Dr.Leymann (1996) mobbing is defined as "psychological terror or mobbing in working life involves hostile and unethical communication, which is directed in a systematic way by one or a few individuals mainly towards one individual who, due to

mobbing, is pushed into a helpless and defenceless position, being held there by means of continuing mobbing activities". Person who encounters with mobbing becomes vulnerable, and under this circumstance he/she can't get help. Frequency and duration of the action are two important points highlighted by Leymann.

Leymann (1990) has pinpointed that the behaviours involved in mobbing may in fact be fairly common in everyday life. Yet, they may cause much harm and humiliation when occurring on a regular basis. Hence, it may not be the nature of the conduct in itself that makes the victim suffer. The frequency of the acts, situational factors relating to power differences or inescapable interactions, or the victim's attributions about the offender's intentions may cause as much anxiety, misery and suffering as does the actual conduct involved (Einarsen et al., 1994). Niedl (1996) claims that a target will perceive repeated aggressive or unwanted behaviour as bullying if the behaviour is perceived as being hostile, directed towards oneself and conducted in an inescapable situation where the target is unable to defend himself. Personal factors, as well as the social circumstances of the victim or even economical and physical circumstances, may make the individual more or less able to cope and defend (Einarsen, 1998a; Niedl, 1996; Zapf, 2001). The power difference between actor and target, whether it is real or perceived and which makes the victim especially vulnerable, is a feature of the phenomenon that is pinpointed by some researchers.

Most researchers and writers use the terms *bullying* and *mobbing* interchangeably to describe the emotional abuse. Westhues (2006) clarified the distinction between the terms mobbing and bullying in the workplace. According to Westhues (2006), mobbing includes a group of people acting together to attack someone, while bullying deals with a single aggressor acting alone in attacking someone or with the support of allies. With respect to Leymann, bullying expresses the behaviour among school children and young people conversely mobbing is the behaviour of adults at work.

Starting point of the psychological abuse in the workplace is the process of deterrence targeting one or more workers and abusing them through malignant behaviors. Harasser applies the systematic emotional attacks against his/her target from beginning to end of this

process. Telling rumors, fling dirt at victims and humiliating the targets exemplify the methods of emotional attacks that can possibly be used by the harasser to attack victim's health, reliability and professional adequacy. Encountering these kinds of behaviours can damage person's physical and psychological health. Over time, these offensive attitudes of the offender turn in to a campaign which aims to aggrieve the victim.

Leymann not only mentions the existence of mobbing in the workplace but also emphasizes the couple of important points that are vital to understand this problem. For example, how it occurs, what the reasons of these kinds of behaviors are, possible psychological problems that can be seen on victims after the mobbing and individuals whom are most likely to be affected from these kinds of behaviors. Leyman's effort to create awareness about this issue worked out and mobbing in the workplace found its place on the agenda of many European countries especially in Germany after the Scandinavian countries (Einarsen, 2000).

According to a study conducted in England, 53% of the employees exposed to mobbing and 78% have witnessed these events. According to the findings of a statistical study in Sweden, 10% of suicides occur within a year 15% is due to mobbing. Hundreds of thousands of victims of mobbing in Sweden and Germany have retired early or were not hospitalized in psychiatric clinics are located in the registers. More than one million workers in Italy are reported to be victims of mobbing (Harald, 1997) .

Mobbing in the Scandinavian countries, are directly involved in the law as a crime. Among these countries, the greatest progress in mobbing the country is Sweden. Harassment at work in Sweden, published in 1994, the Occupational Safety and Health is defined as a criminal law (Einarsen, 2000).

Whereas in many countries, the mobbing is defined for every negative bahviors directed against particular target, researchers advocates different criteria to speak abput mobbing. Leymann (1996) suggests that mobbing duration must continue through 6 months and occur at least once a week. Zapf and Eirnarsen (2001), other researchers suggest that if the duration of the mobbing is less than 6 months and it occurs less than once a week, it is sufficient to be exposed to the mobbing. However, there is a consensus that mobbing

should be directed against a special target, that there is a more than single action and that the target is or ends up in an inferior position from which it is difficult to defend him or herself (Zapf and Einarsen, 2001).

2.1.2 Historical development of mobbing

Different notions have been used in the study of situations where coworkers, superiors, subordinates, pick on, harass an employee at work, such as “psychological terror” (Leymann, 1990), “scapegoating” (Thylefors, 1987), “health endangering leadership” (Kile, 1990), “work abuse” (Bassmann, 1992), and “victimization” (Olweus, 1994). But mobbing is the term survived in Scandinavia. In England, the term “bullying” has been used (Adams, 1992a), but at the same time, Canada and the United States used “harassment” (Broadsky, 1976), “workplace trauma” and “employee abuse” (Wilson, 1991), “petty tyranny” (Ashforth, 1994), “bullies” (Marano, 1995). Table 2.1 provides an overview of concepts and definitions used in the study of “mobbing” at work.

The common point in these definitions is the term repeated and enduring negative acts. According to the table above (Vartia-Väänänen, 2003), at least five significant features of the phenomenon are definable. First, mobbing includes negative or hostile behaviors occurring regularly, repeatedly and over time. The negative behavior can be explainable by the kind of behavior that is common to everybody in everyday working life, but it has to be repeated systematically to become mobbing activity. Second, the general definition is the difficulty that the victim experiences in trying to defend him/herself against the negative actions. It means there is an imbalance of power between the target of the mobbing and the mobber.

Table 2.1: Mobbing terms and definitions

Reference	Term	Definition
Brodsky (1976)	Harassment	Repeated and persistent attempts by a person to torment, wear down, frustrate, or get a reaction from another person; it is treatment which persistently provokes, pressures, frightens, intimidates or otherwise cause discomfort in another person
Thylefors (1987)	Scapegoating	One or more persons who during a period of time are exposed to repeated, negative actions from one or more other individuals
Matthiesen, Raknes & Rrokkum (1989)	Mobbing	One or more person's repeated and enduring negative reactions and conducts targeted at one or more persons of their work group
Leymann (1990)	Mobbing/Psychological terror	Hostile and unethical communication that is directed in a systematic way by one or more persons, mainly towards one targeted individual
Kile (1990a)	Health endangering leadership	Continuous humiliating and harassing acts of long duration conducted by a superior and expressed overtly or covertly
Wilson (1991)	Workplace trauma	The actual disintegration of an employee's fundamental self, resulting from an employer's or supervisor's perceived or real continual and deliberate malicious treatment
Ashforth (1994)	Petty tyranny	A leader who lords his power over others through arbitrariness and self aggrandizement, the belittling of subordinates, showing lack of consideration, using a forcing style of conflict resolution, discouraging initiative and the use of non-contingent punishment
Vartia (1993)	Harassment	Situations where a person is exposed repeatedly and over time to negative actions on the part of one or more persons
Bjorkqvist, Osterman, & Hjelt-Back (1994)	Harassment	Repeated activities, with the aim of bringing mental (but sometimes also physical) pain, and directed towards one or more individual who, for one reason or another, are not able to defend themselves
Adams (1992b)	Bullying	Persistent criticism and personal abuse in public or private, which humiliates and demeans a person

Source: Vartia-Väänänen, 2003

Some of the authors underlined that a person will be victimized only if he/she perceives him/herself as unable to defend himself/herself or escape from the situation. If two equally parties are in conflict, it is not a mobbing. Third, some authors accepted mobbing as an interpersonal phenomenon that occurs between two individuals, between one/several individual/s and a group, or towards a group of people. Although mobbing is usually regarded as a conflict between co-workers or supervisors and subordinates, people outside the workplace have also been identified as mobbers. Fourth, the effect/danger ratio is an expression of the subjective assessment of the probable consequences of an aggressive act

that an individual is about to perform. The assailant tries to maximize the effects and minimize the risks. Fifth, there are different kinds of negative acts. They can be classified according to manipulation of the victim's reputation, the victim's performance of work tasks, the victim's communication with co-workers, the victim's social life and physical assaults. In contrast to the persistent and long-term nature of most negative behaviors called mobbing, a single negative act of a sexual nature in the workplace can be regarded as sexual harassment (Vartia-Väänänen, 2003).

It can be seen clearly that, all kinds of negative behavior cannot be counted as mobbing. For a behavior to be mobbing, it should have some descriptive, distinguishable and recognised signs. According to Leymann (1993b), in order to call an action as mobbing, it should last at least half a year and should occur at least once a week. The figure demonstrated below would be illustrative to explain a general mobbing perspective.

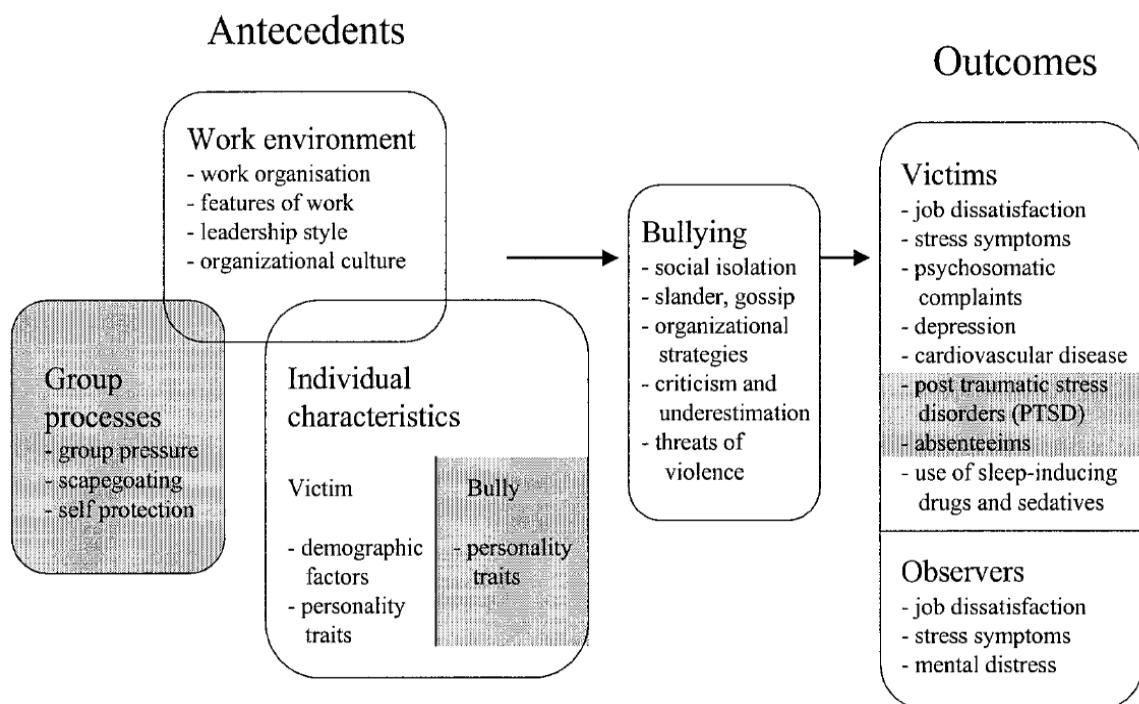


Figure 2.1: General Mobbing Perspective
Source: Vartia-Väänänen, 2003

As a result of the concept of mobbing, or bullying, has introduced to the Scandinavian and German communities since the mid-1980s by Leymann, a great number of studies have

been undertaken in order to more precisely define the concept and the nature of workplace bullying to describe the prevalence and forms of bullying and to identify personality traits and organizational factors associated with bullying (Salin, 2001; Hoel et al., 2001; Zepf and Einarsen, 2001). According to studies, “mobbing” has become a widespread phenomenon in many countries.

2.1.3 Components of mobbing concept

Mobbing events may occur in the majority of societies and organizations. Mobbing takes place between the two parties mutually. One of them is practicing sexual harassment, and the other person is the target. One of the issues to be examined to investigate the causes of mobbing in organizations, mostly who were target, and why they were elected, and the other mobbers entities that push this type of behavior.

Vartia-Väänänen (2003) stresses that both environmental factors and characteristics of the victim and the mobber are assumed to contribute to the onset of a mobbing situation. According to Vartia-Väänänen (2003), the environmental view emphasizes the role of the work environment as an underlying factor, while the role of the victim’s personality has been assessed variably. Some researchers have argued that the environment and work conditions are the primary causes of mobbing, and that the personality of the victim is irrelevant. On the other hand, it has been suggested that certain characteristics of the victim may be predisposing. From the broader viewpoint of organizational psychology, mobbing has been described as a complicated interactive and escalating process in which the work environment and organization, the personality traits of both the victim and the mobber, the general characteristics of human interaction in the organization, and the other members of the work unit all have specific roles (Vartia-Väänänen, 2003).

In the literature; the reasons of mobbing has been classified as; “victim”, “mobber”, “organization” and “social system”. In this part of the study, the victim and the mobber are described as a reason for mobbing. In the third part of the study, the mobbing was explained from the organizational perspective.

2.1.3.1 The victim

Mobbing might occur sometimes because of the victim's positive or negative personality traits and sometimes because of demographic characteristics. It means respectively; you can be popular or you can be low self-esteem and you can be too old or too young. Mobbing was explained from this perspective differently by different researchers in the literature some of which are in contrast with each other.

According to Zapf and Einarsen, some personality traits of the victim such as the exposed position of the victim, social incompetence and self-esteem and overachievement and conflict with group norms may have a role in the onset of mobbing. It has been suggested that some personality traits may make people more vulnerable than others to bullying in general, or in specific situations. On the other hand, it has been suggested that some personalities may elicit aggressive behaviors and bullying in others (Vartia-Väänänen, 2003). Research on groups suggests that individuals who do not belong, outsiders, and who differ from the rest of the group are at risk of conflict with others, and may even be forced into the role of a scapegoat.

Being different may cause others to regard a person as one of 'them' and not one of 'us', and this may in certain circumstances lead to displaced aggression towards the person regarded as an outsider according to social-identity theory (Tajfel & Turner, 1986). Mobbing victims may be different from others in many ways; he/she may represent a minority in terms of gender, race or religion, education or occupation in the work unit. Some people are more vulnerable than others to mobbing because they are low on self-assertiveness, have low self-esteem and are unable to defend themselves, is very common and has been supported in some cross-sectional studies.

Results of a study on individual factors in mobbing revealed that, victims score lower on self-esteem than non-victims. Victims have also been found to be anxious in social settings. In one of the studies, they compare the mobbing victims and their non-mobbed co-workers and the victims tended to be less independent and extrovert than the non-victims (Vartia-Väänänen, 2003). Vartia-Väänänen (2003), concluded that personality

traits may indicate who in an organization are most likely to be applied mobbing, and the reasons why these individuals become victims.

There is a specific personality profil for victims of mobbing: they are oversensitive, suspicious and depressive, and have a tendency to convert psychological distress into psychosomatic symptoms (Olweus, 1987, 1991). There are three kinds of victims: the members of the first group, the 'seriously affected', are depressive, anxious, suspicious, uncertain of themselves and confused. The second group, the 'disappointed and depressed', tend to be depressed and suspicious of their environment. The members of the 'common group' have a relatively normal personality, in spite of having suffered from the largest number of negative acts. The authors interpreted these results as indicating that a specific vulnerability factor may exist, and that personality is of importance in determining how mobbing is experienced and how the victims react (Olweus, 1987).

A survey by Vartia-Väänänen (2003), case studies had described the victims of mobbing as conscientious, literary-minded and somewhat unsophisticated, as well as overachievers who tend to have an unrealistic view of themselves and their situation. Moreover, victims had also obtained lower scores on the social-desirability scale than non-victims, which indicates that they tend to be more conventional, organized, rule-bound and dependable than non-victims. By being punctual, honest and, at the same time, overcritical, these people might be perceived as a threat to others, and hence elicit negative behavior. They could also be seen as breaking the performance standards and informal rules of the workplace (Vartia-Väänänen, 2003).

Leymann (1996) has stated that the behaviors involved in mobbing may in fact be fairly common in everyday life. Yet, they may cause much harm and humiliation when occurring on a regular basis. Hence, it may not be the nature of the conduct in itself that makes the victim suffer. The frequency of the acts, situation factors relating to power differences or inescapable interactions, or the victim's attributions about the offender's intentions may cause as much anxiety, misery and suffering as does the actual conduct involved. Personal factors, as well as the social circumstances of the victim or even economical and physical circumstances, may make the individual more or less able to cope and defend. The power

difference between actor and target, be it real or perceived, making the victim especially vulnerable, is a feature of the phenomenon that is pointed out by some researchers (Einarsen, 1999).

2.1.3.2 The mobber

In respect of a research by Hannabuss (1998), the term “bully” was used for defining the person who applies mobbing. However, in some studies from the relevant literature the term “mobber” was used. Mobber term used by some researchers such as Campo and Fattorini, 2007, Sheehan, 2004 and Harting and Frosch, 2006. Since the term “mobbing” was preferred to use in this study, the term “mobber was used to define “the person who applies mobbing”, rather than the term “bully”.

Hannabus (1998) defined that the mobber as a person who is unable and unwilling to recognise the effect of their behavior on others, does not want to know of any other way of behaving, and is unwilling to recognise that there could be better ways of behaving. This is the answer of the question “What do mobbers do and why?”.

Peter Randall, in his study of Adult Bullying, suggests that bullies discover in childhood that aggressive behavior can get pay-offs (like the attention of a parent, a gift, or a better position than a sibling), and, thus encouraged, go on using these behaviors to get their own way as adults.

“Alternatively, aggression may have developed as a form of self-defence, particularly if the home was violent. Being undermined and/or attacked as children, they adopt these behaviors as adults in the workplace, believing that they will resolve the complex problems that arise in interpersonal and team relationships. However, the explanation of aggression being formed in childhood is not the whole story. Nurture matters as much as nature with aggression, and, as we have seen, a competitive workplace can generate forms of aggression, healthy and unhealthy, and managerial procedures can easily become bossy and turn into bullying.” (Hannabuss, 1998, p.304)

The role and personality of mobbers has been emphasized particularly in the U.K. by Vartia-Väänänen (2003), and he pointed out that the personality and intentions of mobbers

underlie their mobbing behavior. The characteristics of a workplace mobber are described as 'difficult to study', and it is emphasized that characterization has often been based on the opinions of victims. It is also claimed by Vartia-Väänänen (2003) that the behavior of the mobber has been characterized in terms of various personality disorders, and these personality traits has been suggested to originate from the mobber's early childhood. Moreover, mobbers has also been described as persons motivated by a need to demonstrate power and instead of gaining self-respect and social status by competence and skill, mobbers seemed to be conditioned to boost other aspects of their personality by harassing suitable victims according to the study of Vartia-Väänänen (2003).

Zapf and Einarsen (1999) have suggested three main types of mobbing related to the personality of the mobber: 1) self-regulatory processes with regard to threatened self-esteem, 2) lack of social competence, and 3) mobbing as a result of micro political behavior. In this part of the study, typology of mobbing was explained.

2.1.4 Typology of mobbing

As it is mentioned, the mobbing is not easy to understand since it is a cumulative group activity. Also the victim is not able to understand the situation very well because he/she is under the stress and in a traumatic occasion (Davenport et al., 1999). That is why many researchers tried to point out the indicators of mobbing at workplace to clarify the situation.

Dr. Heinz Leymann (1996) has identified 45 different mobbing behaviours and grouped them in five different categories, depending on the nature of the behavior. However, it is important to note that not all of these behaviors occur in every case. When taken individually, these behaviours can be found unworthy, out of civilization and unacceptable. At the same time, these things can be tolerated for a time or it can be assumed that the mobber is in a bad day. But if it is done consistently and in different ways it turns into intentional harassment and creates terror. First, second and fourth groups of behaviors are often seen as the employer's discretion.

FIRST CATEGORY: Impact on self-expression and the way communication happens

- 1.1 Your superior restricts the opportunity for you to express yourself.
- 1.2 You are interrupted constantly.
- 1.3 Colleagues/workers restrict your opportunity to express yourself.
- 1.4 You are yelled at or scolded.
- 1.5 Your work is constantly criticized.
- 1.6 There is constant criticism about your private life.

SECOND CATEGORY: Attacks on one's social relations

- 2.1 People do not speak with you any more.
- 2.2 You cannot talk to anyone i.e. access to others is denied.
- 2.3 You are put into a workspace that is isolated from others.
- 2.4 Colleagues are forbidden to talk with you.
- 2.5 You are treated as invisible.

THIRD CATEGORY: Attacks on your reputation

- 3.1 People talk badly behind your back.
- 3.2 Unfounded rumors are circulated.
- 3.3 You are ridiculed.
- 3.4 You are treated as if you are mentally ill.
- 3.5 You are forced to undergo a psychiatric evaluation/examination.
- 3.6 A handicap is ridiculed.
- 3.7 People imitate your gestures, walk, voice to ridicule you.
- 3.8 Your political or religious beliefs are ridiculed.
- 3.9 Your private life is ridiculed.
- 3.10 Your nationality is ridiculed.
- 3.11 You are forced to do a job that affects your self-esteem
- 3.12 Your efforts are judged in a wrong and demeaning way.
- 3.13 Your decisions are always questioned.
- 3.14 You are called demeaning names.
- 3.15 Sexual innuendos

FOURTH CATEGORY: Attacks on the quality of one's professional and life situation

- 4.1 There are no special tasks for you.
- 4.2 Supervisors take away assignments, so you cannot even invent new tasks to do.
- 4.3 You are given meaningless jobs to carry out.
- 4.4 You are given tasks that are below your qualifications.
- 4.5 You are continuously given new tasks.
- 4.6 You are given tasks that affect your self-esteem.
- 4.7 You are given tasks that are way beyond your qualification in order to discredit you.
- 4.8 Causing general damages that create financial costs to you.
- 4.9 Damaging your home or workplace.

FIFTH CATEGORY: Direct attacks on a person's health

- 5.1 You are forced to do a physically strenuous job.
- 5.2 Threats of physical violence are made.
- 5.3 Light violence is used to threaten you.
- 5.4 Physical abuse.
- 5.5 Outright sexual harassment.

These are the various behaviors associated with mobbing by Leymann, but there is no strict rule about that each stage will happen in the same order with the same behaviors, each mobbing case can have different process and features. For many of these behaviors, victim can apply to legal authorities in many countries to protect his/her rights because there are laws for protecting the rights of mobbing victims if there are proofs of these actions.

2.1.5 Stages of mobbing process

As it is mentioned before, mobbing is psychological attacks in organizations applied by employees and managers. Mobbing, the abstract form of violence is more dangerous than physical violence and creates more psychosomatic impacts. Mobbing should be considered as a process. Leymann has identified five stages in mobbing process in order to analyze more detailed because as told earlier the mobbing is very complicated and difficult

phenomenon to understand both by the victim and others in the organization (Davenport, 2003).

1st Phase: This phase is characterized by a critical incident, a conflict. In itself, this is not yet mobbing. It can, however develop into mobbing behaviors. It is characterized by any kind of conflict or critical issue. If the organization has effective conflict resolution strategies then this conflict is resolved by negotiating the colleagues to meet in a common point. However, if the organization is not effective with conflict resolution then this “consciously created” conflict, such as accusation of the victim for not doing duties or being careless and disturbing, lingers and compounds and becomes a critical issue (Davenport, 1999).

2nd Phase: In this phase, it is characterized by aggressive acts and psychological assaults that set the mobbing dynamics into motion. Aggressive manipulations, assault actions and psychological offences with increasing isolation are observed in this phase and if it is thought that the victim is subjected to these actions everyday for a period of time, it is not difficult to guess the negative effects on the victim (Garvois, 2006).

3rd Phase: This phase involves management that plays a part in the negative cycle by misjudging the situation if they have not already been participating in Phase 2. Instead of extending support, they begin the isolation and expulsion process. Especially, if the management is more dependent on the duties of mobbers than the victim’s role in organization, information about the conflict can be biased in favor of the mobbers (Zapf and Einarsen, 2003).

4th Phase: This phase is critical, as victims are now branded as difficult or mentally ill. This misjudgment by management and health professionals reinforces the negative cycle. It almost always will lead to expulsion or forced resignation. The process gain more speed in this step and generally concludes with firing or obligatory reassignment.

5th Phase: The process of mobbing ends with the expulsion. The trauma of this event can, additionally, trigger post-traumatic stress disorder (PTSD). After the expulsion, the emotional distress and the ensuing psychosomatic illnesses continue and often intensify. (untamedteacher, 2009)

2.1.6 Effects of mobbing

The mobbing may be directly verbal or physical attacks to the victim, but it also may be subtle actions such as excluding or isolating the victim from his/her work group. According to organizational measures, acts of mobbing such as taking away responsibilities or devaluating one's work and efforts, social isolation and exclusion, and exposure to the teasing, insulting remarks, and ridicule are the most common behaviors (Zapf and Einarsen, 2001).

Davenport and his friends (1999) stated the psychological and financial effects of mobbing on individuals, families, organizations and society.

When the effects of mobbing to the individuals are being investigated, it is seen that the mobbing causes stress, emotional illnesses, physical illnesses, accidents, injuries, isolations, separation pains, vocational identity losses, loss of friends and murder or suicide in respect of psychological cost. According to the financial cost of mobbing in individuals, it can cause; drug therapy, doctor bills, hospital bills, accident costs, insurance premiums, lawyer's fee, unemployment and looking for a job moving.

Additionally, it is determined that the mobbing has negative organizational costs; conflicts, low-morality, restricted creativity, increase in disease based on leave, high work power cycle speed, low productivity, low quality of work, loss of expertise, compensations for employees, cost of inefficiency, legal deeds, lawsuit expenses, early retirement and raise in personnel administration costs.

In the study of Davenport (1999), it is seen that the mobbing has negative influences on families and the psychological and financial costs are, pain of being hopeless, ordeals and

conflicts, separation and divorce pain, effects on children, income loss of the family, expenses on divorce and the expenses on therapy.

Mobbing destroys not only the victim but also the community; however the effects for the each side differ. The damages for the community are, unhappy individuals, political indifference, health expenses, insurance expenses, loss of tax due to unemployment, increase in the charity demands, increase in the demand of mental health programmes and increase in retirement demands on invalidity.

The majority of victims of mobbing exhibit various psychosomatic symptoms. In addition, the mobbing on victims has also negative effects on other employees in the work environment. In this way, the mobbing is a significant factor of psychological stress (Mikkelsen and Einarsen, 2001).

2.1.6.1 Influences on the individual

The mobbing may be directly verbal or physical attacks to the victim, but it also may be subtle actions such as excluding or isolating the victim from his/her group.

If there are problems such as changes, uncertainties, time planning and job recognition in the organization depending on the market conditions, especially those who are introvert, and excessively conscious and having inner problems, will both meet threats towards his profession and personality will be left under heavy work load and reflect psychological abusive attitudes, as in Table 2.2.

In times of any danger using “fight or escape” tactics was much simpler in ancient times. But, today in times of danger or when we came face to face with problems, it is not possible to give a physical reaction each time. At the same time, leaving or escaping doesn't solve the problem. The stressful case appearing here will cause stress-based diseases, some of which are heart diseases, alcohol addiction, nervous breakdowns, job dissatisfaction, job accidents, inter-family problems and some cancer cases.

Table 2.2: A systematic investigation of the risks and their results of the abusive attitudes/behavior in workplaces

RISKS	ABUSIVE ATTITUDES	RESULTS
<p>M ORGANIZATIONS</p> <p>A 1. Organizational Problems</p> <p>R 2. Job Control/Task</p> <p>K 3. Job Control/Time</p> <p>E 4. Uncertainty</p> <p>T 5. Organizational Changes</p> <p>S PEOPLE</p> <p>O VICTIM</p> <p>C 1. Insecurity</p> <p>I 2. Low Rivalry</p> <p>E 3. Excessive Conscience</p> <p>T 4. Intravert</p> <p>Y 5. Unstable</p> <p>E</p> <p>N</p> <p>V</p> <p>I</p> <p>R OFFENDER</p> <p>O (INFORMATION</p> <p>LITTLE/NONE)</p> <p>N</p> <p>M</p> <p>E</p> <p>N</p> <p>T</p>	<p>1. Threat to Vocational Status</p> <ul style="list-style-type: none"> - Despising - Steady Criticism - Hostility - Threat - Unjust Accusation <p>2. Threat to Personality</p> <ul style="list-style-type: none"> - Hostility - Attack to private life - Verbal attack/threat - Physical attack/threat - Shouting/Crying <p>3. Excluding</p> <ul style="list-style-type: none"> - Concealing Information - Ignoring - Excluding <p>4. Workload</p> <ul style="list-style-type: none"> - Excessive Workload - Steady being under control <p>5. Inequalities –Inconsistencies</p> <ul style="list-style-type: none"> - Meaningless duties - Targets impossible - Organizational scorings - Steadily reminding the faults - Changing-Taking back the responsibilities - Concealing information 	<p>1. Psychological Complaints</p> <ul style="list-style-type: none"> -No self-reliance -Anxiety -Depression -Committing suicide -Anger <p>2. Psychosomatic Complaints</p> <ul style="list-style-type: none"> -Dizziness -Abdominal pain -Headache -Backache -Chronical Weariness -Sleeping Problems <p>3. Heart Diseases</p> <p>4. Inattendance to Work</p> <ul style="list-style-type: none"> -On-leave without medical report -On-leave with medical report <p>5.Chronical Complaints</p> <ul style="list-style-type: none"> -Asthma -Rheumatic diseases -Ciyatics -Diabetes <p>6.Stress</p> <p>7.Low Job Satisfaction</p>

Source: Farman et al., 2006

According to Irish Health and Safety Board, stress-based diseases have become a common-point of the lives of those being mobbed. Psychological health problems cause cases such as anxiety, panic attacks, feeling of hopelessness, paranoia, lack of self-reliance and depression. Apart from these, physical health problems cause cases such as insomnia, heartbeat, high blood pressure, intestinal problems, abdominal pain, backache and headache. In addition to all these, health problems, some negative cases such as the victim’s lessening of performance at work and desire to work and her negative relationship with others, appear as well (European Parliament Directorate, 2001). These behaviours not only affect the individual herself. Leymann explained the “flowing effect” (Rayner et al.,

1997) of mobbing. According to him, mobbing affects not only the victim herself but also the people outside the workplace, her friends and her family too. It may also lead to problems and separation of the family members.

According to the study carried out by Kivimaki, Elovainio and Vahtera (2000), the problems among the people in a workplace can be likely to cause a lot more negative effects than the similar problems appearing outside. The purpose of having job is a matter of identity, not only to support her or her family's necessities. Thus the process which will force the employee to resign starts.

Some victims deny this fact of mobbing. But when their health problems begin to increase then they cannot do their normal, usual functions. Some employees become less productive, less creative. Because they mostly suppress their emotions, they become anxious, aggressive and obsessive (Davenport, et al., 2003). Stebbing, Mandalia, Porstmouth, Leonard, Crane, Bower, Earl and Quine (2004), stated that mobbing in a workplace is, in itself, a source of stress and it leads to dissatisfaction of job, depression, anxiety, on-leaves due to illnesses and quitting work among the employees. Besides, the "stress flow (Rayner, McIvor and Karen, 2006)" affects not only the victim herself but also her family and close relations.

According to the "Bullying in Workplaces" report prepared by European Union, the victim, who finds herself not only in a difficult position but also "the loser", becomes only a financial cost in the organization (European Parliament Directorate, 2001). According to Bryant and Cox (2003), those who have been abused find a gradually-increasing pressure to leave the job. The victims who start to be a costly burden to the company due to their perpetual on-leave are forced to quit the job. Although the quitting of the job takes some time due to their power of tolerance, they prefer to resign.

Steady emotional attacks spoil the health, appearance, and way of thinking of a person. Repeated attacks change the ways of reasoning and communicating. The victims become aggressive and they try to give a meaning to meaningless things. Their fears and feeling of betrayal influence their attitudes and self-control. They start not to rely on anybody.

The victim's tendency in quitting the job, the bad attitudes she directly faces or the physical and/or the psychological symptoms of these bad attitudes may indirectly affect her (Djurkovic et al., 2004). This condition is tried to express by the following figure:

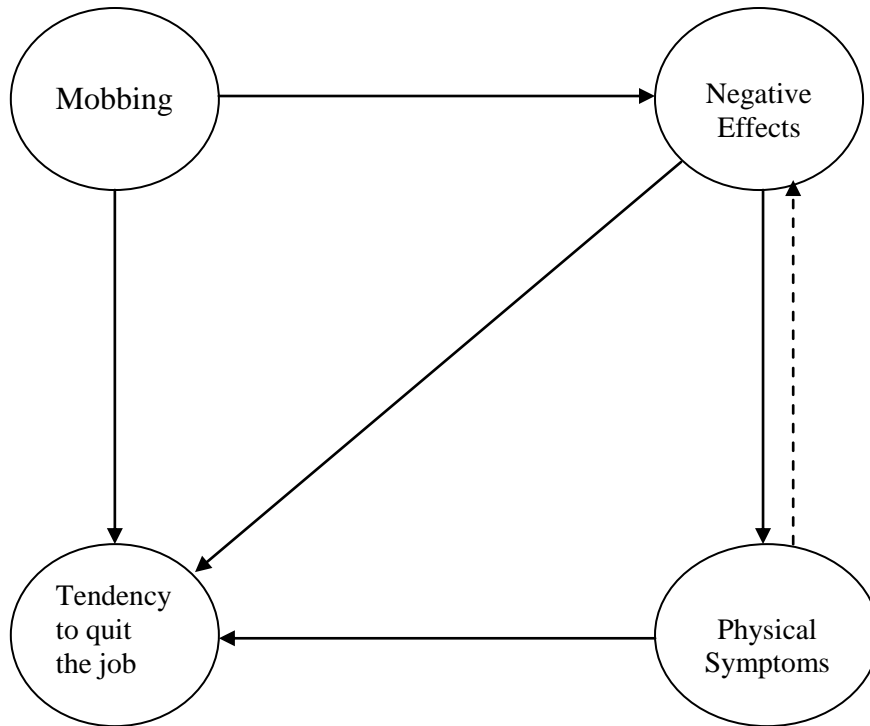


Figure 2.2: Psychosomatic and Inadequacy Model
Source: Nikola et al., 2004

As seen in Figure 2.2, mobbing leads to negative effects on the victim. These effects can cause the individual to lose her physical health. The period of mobbing is usually ends up with quitting the job. But, when the person is going to quit the job depends on her. The victim can quit her job the moment she has been mobbed or sometimes she can resign after bearing this negative situation some time, or she can resign just after the physical complaints begin to appear. The feeling of hopelessness, which a victim is exposed to negative behaviours, affects their ways of coping with this situation. This situation also prevents the victim's solving the problem easily.

The long-term defects in people exposed to mobbing in business life appear when they start working again upon pretending to recover after a long period of workless days. Just at that moment, the indications start to rise. In this way, the person enters a vicious circle.

The victim who is exposed to mobbing in a workplace is physiological, psychologically and behaviourally influenced.

Physiological Effects: Effects such as headache/migraine, sweating/shivering, heart-throb, queasiness, stomach problems, high blood pressure, insomnia, loss of energy and loss of appetite can be seen. In the works of Kivimaki, Virtanen, Vartie and et al. carried out in Finland on health personnel, a strong relationship between mobbing, depression and hearth diseases is found (Kivimaki et al., 2003). In other words the possibility of depression and hearth diseases is higher in the workers being abused than the workers not being abused.

Psychological Effects: The victims can feel anxiety/fear, anger, panic attacks, depression, loss of self-confidence and self respect, readiness to cry, concentration disorder, amnesia, loss of motivation, thought of suicide, debauchery and inevitability. The psychological result of the abuse is expressed not as getting sick but as being damaged. Thus, the reason of the pain is given upon the person, damaging consciously (Davenport, 2005).

It is determined that symptoms resulting from stress observed in psychologically abused workers are much higher than those who aren't exposed to mobbing (Agervold and Mikkelsen, 2004). This stress can cause the performance of the person to be affected negatively and the person to be exhausted (Niedl, 1996). Continual attitudes of mobbing can cause the person to lose his mind, doubt what he does and question himself (Zapf and Gross, 2001).

After mobbing, people can experience Post Traumatic Stress Disorder (PTSD). In PTSD permanent personality changes can occur. After long term emotional attacks of mobbing, most of the victims may experience PTSD. It may cause intense fear and inevitability with the symptoms such as (Davenport, 2005); living the events again and again, over nervousness, scaring easily, angriness, a fateful approach to the life, general emotional numbness, being continually anxious and panic attacks, insomnia, concentration disorder, out of control attitudes, tending to commit suicide or a murder.

A serious depression or an obsession can appear according to personality changes. Fundamentally, permanent personality changes as depression and obsession are (Leymann, 2004): a hostile and skeptic attitude towards what happens around, believing in the existence of a stable danger and being always anxious, isolating himself and bowing to fate, over sensitivity to injustice and identifying with the people in hard conditions, making these an obsessive attitude, feeling of emptiness and inevitability, chronic inefficiency towards ordinary daily events and joyful situations, risk of using drugs or over psycho pharmaceuticals.

The victim can have the psychological stress symptoms of anxiety, sensibility, and hating himself (Mikkelsen and Einarsen, 2001). Similarly the victim can experience exhausting, low-psychological wellness and some somatic illnesses. Even workers witnessing the abuse can experience reduction in performance (Einersan et al., 1998). In other words mobbing can cause permanent diseases or diseases difficult to cure.

Behavioural Effects: Aggression, getting angry quickly, grievance, introversion, using more cigarettes and booze, not being able to tolerate criticism, abreaction can be observed in victims (Einersan et al., 1998). The last stop in behavioural effects is committing suicide. It is detected in Sweden that the %15 of the suicides is directly related to bullying (<http://www.mobbing-usa.com/resorces1.html>).

Mobbing is so devastating for the individual. Despite this, the most important reason why he cannot quit the job is the difficulty to find a new one (www.leymann.se/English/frame.html). The worker, being exposed to abuse in the workplace, feels isolated from the other workers, cannot see himself as a part of the society he is in, and begins to believe that everybody around him approaches for a benefit.

Abuse attitudes in the workplace causing, high stress level, anxiety and sleeping disorders, feeling of sickness and fatigue, loss of self-confidence and self-respect, feeling of social isolation in the workplace, decrease in performance and efficiency, may result in the person's devastating reactions. Besides having personal differences, most reactions contain two kinds of results: loss of responsibility and commitment (starting to neglect work) or

leaving the corporation. It is the sign of the fact that the administrators need to be educated so as to perceive symptoms of conflicts within the organization and to obstruct these attitudes to go worse (Niedl, 1996).

2.1.6.2 Effects on the organization

Mobbing may exist in every workplace and all kinds of establishments. Sometimes, organizational factors may trigger mobbing in the workplace. These factors might be bad administration of the workplace, heavily stressful workplace, monotony in workplace, administrator's denial and not believing in the event, unethical applications in the workplace, horizontal organizations, downsizing or re-organizing and mergers in the companies. (http://www.secretcv.com/insan/php?haber_id=15)

Davenport (2003), lists the organizational effects of mobbing as; decrease is experienced in the quality and quantity of the work, sickness days of increase, the reputation of the organization is damaged. Losses in prestige and reliableness are experienced, demands of unemployment insurance and compensations increase (In the USA workers have compensation rights for physical and mental illnesses resulting from mental intensity of work).

Chronically increasing anxieties among the workers affects the unity of organization. At this point, mobbing phenomenon needs to be handled as a factor that threatens organizational health (Tınaz, 2006). As Andrea Adams, doing various studies on mobbing, said mobbing in the workplace is like a malignant cancer. Before the workers and the employer realize it may spread among the workers and the whole organization (Niedl, 1996).

The mobbing attitudes in workplaces have many negative consequences: dispiritedness and severing the connection among workers, decrease in the respect to the managers and chiefs, decrease in the performance, loss of efficiency, increase in the discontinuity to the work, resignations, damaging the product of the firm, law courts and high claim of damages, causes work day loss (For instance, it causes 18 million work day loss in a year

in England.), decrease in the efficiency of working and output in implicit cost, customers' becoming of secondary importance, that the employer has to bear the cost of improving the firm's damaged reputation.

Because of the mobbing, organizations may lose important and necessary people and cause work force cycle increase. A Swedish economist, Johansson, found a method to calculate the cost of long term sickness days off and frequent sickness permissions to the organization. According to this, he revealed that these costs are more than an expensive rehabilitation program (Leymann, 1996).

Because of the problems in the organization, the administrators may have to ask for help out of the organization. However, if the administrators avoid the cost of this move, they are highly mistaken and the mobbing goes on (Tınaz, 2006). Cost of mobbing to the organization can be seen as decrease in the efficiency, unreliable working atmosphere, increase in the discontinuity to the work, low morale, increasing workers compensation demands and reaction of workers showing disaffection.

To sum up, psychological abuse (mobbing) not only affects the individual who is exposed to but also affects all the working staff. It leads to a drop in the productivity, spoiling of the principles, and deficiency in reliance, and absence in the working time of the employees. The rise in the workforce cycle increases the cost of in-service training, leads to a drop in productivity and a spoiling in the working life of other employees.

2.1.6.3 Effects on the society

When the number of unhappy individuals increase in the society, then indifference, unemployment and tendency to commit suicide against the incidents increase as well and cases such as a threat in the family and society appears. The society is influenced significantly by the cases such as health care costs paid from the taxes, tax losses, great demand to social security institutions, increase in the mental health and demand for retirement due to disability (Çobanoğlu, 2005).

Not only her relationships in the workplace of a person being mobbed will be influenced but also her social life outside will also be affected. Since the social relation among people who are being mobbed is spoilt, all the individuals in the society will also be affected little or a little.

A study to calculate the cost of mobbing and the cost of illnesses stemming from stress has been made in Australia. In this study, the researchers found out that a low psycho-social business life led to workers to go to a doctor due to illnesses stemming from stress. According to Swiss public statistics, being mobbed gives a person the tendency of early retirement. In 1991, %25 of workload of 55 years of age or over got their retirement early. %20-40 of these people wanted to retire due to low psycho-social working means (www.leymann.se/English/frame.html).

Early retirement stems from the high risks in working/business life. Mobbing is included in such risks. Those working in a work place lose their desire to work due to mobbing and demand for an early retirement to get rid of the problems that the workplace brings to them.

2.1.6.4 Effects on economy

To calculate the economical effects of mobbing is very difficult. Because, (European Parliament Directorate, 2001) it is not very easy to calculate the insufficiency of reliance and low working desire, various factors, such as cost of compensation, cost of treatment of illnesses, inattendance to work, must all be calculated.

Kivimaki et. al.(2000) conducted a study on the employees working in a hospital and they found out that %5 of the employees were prone to mobbing and they found a relation between mobbing and inattendance to work due to illnesses. Their study revealed that, in attendance to work due to illness increased %26.

Low efficiency, not fulfilling the responsibilities, high incidences of illness-stemmed inattendance and high workforce cycle are all the possible influences of mobbing in

workplace. Additionally some cases, such as drop in quality, deterioration of company image and drop in the number of customers must be also counted (European Parliament Directorate, 2001). According to the study carried out by Travers and Cooper (1993) the %30-55 of the stress in a workplace stems from mobbing and this situation leads to a loss of 40 million working days annually.

Apart from the cost that the employer will face for the results of mobbing in a workplace, all the community has to bear the medical and psychological treatment, early retirement and workers' payments. According to European Parliament Directorate (2001) data, in England, due to the illnesses caused by stress 40 million workdays are lost annually, the cost of a worker who doesn't come to work one day is 100-400 Euro. Annual cost is 17.500-50.000€. According to the estimates of ILO, the cost of mobbing to a company of 1000 employees in Germany is 150.000€/year. The cost of mobbing to German economy is 15-50 billion €/year. According to the research made by the British Industrial Confederation in 1991, the yearly cost of disease-based inattendance to work is 5 billion pounds (Hudson, 2001).

Institutions/organizations/companies first of all must see the person or people committing mobbing and explain them the economic and legal influences they cause to the company. They must be given the necessary training that will give them behavioural changes (Sheehan, 1999).

2.1.7 Ways of coping with mobbing

When the studies on mobbing is analyzed, it is seen that individuals who are exposed to mobbing leave the job, talk to the manager, take support from the Union representative and other employees, talk with the family members and offenders (Hogh and Dofradottir, 2001). These are the ways that most individual use as a way to cope with mobbing.

In order to cope with this problem, first it is essential to learn what the problem is. The work to be done to obtain public awareness is necessary. The scope of preventing mobbing in workplaces must not be left to the employers only. All the units of the community must

be publicized (Tinaz, 2006). Besides, if the situation that is encountered is fully known, the damages and the degree of fear stemming from this case will remarkably be lessened (Tinaz, 2006).

It should not be forgotten that $2+2$ is never equal to 5. If $2+2$ is said to be equal, it is absolutely false. A lot of people and organizations refuse the existence of mobbing and thus, they don't take any measures to prevent it from happening. Mobbing is not admitted and agreed on in the organization and by escaping from any explanation, they reflect the image that "everything goes well in this workplace, there is no mobbing". In other words as in the case of $2+2$ equals 5, everything goes well (Soares, 2004).

2.1.7.1 Coping at the individual level

All the workers don't have the same strength to cope with mobbing. Some individual factors, such as self-esteem, self efficacy, age, gender, social status of the victim, all determine the victim's coping with the situation and her level of power of defence (Einarsen, 2004).

In order for the victim to resist mobbing, she must develop a strategy and tactic which fits to legal and ethical principles. The step to be taken by the victim here is not defence but struggle. So, she must determine the terms of fight by herself (Tutar, 2004).

According to Hirigoyen (1998), the best way is to show reaction before coming to a decision of quitting. As a result, first she should gain her own strength and then form a collective power against the offender (Wyatt and Hare, 1997). According to Einarsen (1996), there is a tie between mobbing and organizational and social business life. Especially there is a strong tie between leadership, role conflict and job control. Even, there is a significant link between mobbing and psychological, psychosomatic and muscle-skeleton well being. So, the social support should be obtained from the workplace and outside the workplace. The victim's having an optimistic personality can play an easier way to cope with problems.

The victim should give herself time to cope with the problems. She should try to make her sensations which she couldn't feel due to the aggressive behaviours. Because, the sensations that are considered not to exist are a source of stress for a person. The next step to be taken is gaining people's reliance and thinking over what she can do. Visiting those who can be of great help to them and talking about the problem in details can be important. If there are other evidence proving that aggressive behaviour (date, place, witness and details of the incidence), without losing time, the person being mobbed must apply to legal authorities. The frequency of such behaviours depends on factors such as power and hopelessness of the victim. On the other hand, the social, the economical and physical conditions of the victim influences the strength/power of the victim to cope with bullying (Einarsen, 1999).

These behaviours are perceived as unwanted behaviours and it must be ended immediately. Without losing any time, the reality must be revealed by determining the person who bullies and other conditions. The employees, upon realizing the bullying process, may get ready to cope with it and make plans. Thinking that it is a workplace syndrome and the fact that they are chosen as a victim is not their own fault is a significant beginning (Davenport, 2003).

People use different methods to cope with the stress they are experiencing. The methods to cope with mobbing can be listed in two models (Cooper, 1991): Rather than organizing the emotional reaction of the person against stressors, cognitive evaluation tending to decrease the physical and mental intensity, or emotional focused coping based on behavioural evaluation to seek information and social support constitutes the first model. The second model is a coping method based on controlling conditions under control or avoiding them, behavioural evaluation based on avoiding or trying to define conditions by reconstituting them or problem focused based on cognitive evaluation by having wishful thinking (Cooper, 1991). Mentally healthy person has self confidence, can make self-criticism, is patient, has good sense of humour, is objective, is not jealous and prejudiced, is humanist, responsible and sharing, a good listener, can think empathically and is open to communication (Yapıcı, 2004).

According to Davenport (2003), an individual can cope with mobbing by feigning ignorance or living with this event, surrendering by accepting the situation, making people accept his own way, negotiating, trying to satisfy everybody.

People being exposed to mobbing should continue struggling by understanding that what they live is a defined workplace syndrome and the mobbing they are exposed to is not their fault. Moreover taking psychological help will make them more powerful and conscious in their struggle against what they live. At this point establishments should give all necessary support to the workers is detected to be exposed to mobbing.

Victims can gain power if they see mobbing in the workplace as it is. They can look at the situation outside, gather their strength, and have a few weeks or a month for transition period. By the effect of internal resisting power, they can look for another job. They can understand that they work in an unhealthy environment, what they live is not their fault and they need to find a healthy place to survive (Davenport, 2003). Which way the victim will choose depends on his personality, experiences, talent on conflict administration, qualities of the workplace, way of the conflict, the importance for the individual, and relationship between the opponent.

2.1.7.2 Coping in organizational level

For the solution of mobbing problem, firstly the conflict must be determined if it results from a personal infighting or the manner of the workplace (Hirigoyen, 1998). Individuals having a role or a position in an organization decide on others by using their power. Especially, the ones having higher positions may use their power to abuse others. That's why it's important to provide power balance (Wyatt and Hare, 1997).

The research made by Jennifer, Cowie and Ananiadou shows that the managers thinking that the abuse between people are supported by their organizations. If we listen to the thoughts of employers from the definition of abuse done by the experts, the changing of the focus from individual to organization can create problems related to system of the

organization rather than individual status. Managers are part of the event as much as the employers (Dawn et al., 2003).

Mobbing, in contrast to the other violence kinds, is a process including different kinds of behaviours repeating for a specific period. To prevent mobbing, it is important to understand how and why it appeared. In fact mobbing should not be understood as a single, irregular, temporary and casual phenomenon. Mobbing is the result of different tendencies effecting today's organizations.

Mobbing leads to the spoiling of social relations in the work place as well as people outside the work (Soares, 2002). In other words, mobbing in a workplace is a complicated phenomenon (Poilpot, 2006). In order to be able to remove mobbing in a workplace, the answers to some questions, such as who those starting the conflict are and what the factors are, what the attitudes of the parties are, what things the parties do for a solution, who will lose and who will benefit from the situation, how a radical solution be reached, must be given (İmirlioğlu, 2006).

Mobbing of the employees and that these attitudes have an economic legal costs constitute another phenomenon for the organizations. For this reason, from the time they encounter an incidence of mobbing in their workplace, the authorities must identify the situation and try to remove its effects (Sheehan, 1999).

Articles protecting human from being mobbed must be written in the principles of the organizations and thus strict measures must be taken through business laws. Taking precautions will be realized first of all with the awareness of the employees and companies. Workers must be informed of the existence of such a situation and about the preventive measures. At a macro level, through mass media making people aware will contribute to solve the problem (Hirigoyen, 1998). The more workers are made to be aware of the policies of fighting with mobbing, the more they will use the channels of complaint (Hoel et al., 2001).

The manager should be able to understand the first signs of the development of mobbing. The employer has to bring policies to prevent the conflict to go in a more dangerous level (Leymann, 1996). The art of conflict administration should be given to all levels of administration. In other words the education of conflict administration must be not at an individual level but at organizational level.

Soares defends that it is possible to reduce/decrease mobbing in a workplace through three strategies taking place in different levels. These strategies are:

Primary Strategies: The decreasing of the risk of mobbing is aimed. First of all, someone should take the first action. The realization of some changes in the workplace, the development of organizational structure and culture and forming some administrative techniques/approaches that will especially affect the human resources management must be supplied. That the destructive effect of mobbing will be felt by all the employees (directly or indirectly) should never be forgotten. Apart from these, some organizational policies must be developed against mobbing and they must be put into practice. What is important here is that they must be applicable. In most organizations, there are some arrangements to prevent mobbing, but these are not functional or easy to implement and enforce. As in some other issues, these arrangements are likely to be confusing and expensive. So, while preparing these arrangements the organizational realities must be taken into consideration (Soares, 2002).

Secondary Strategies: The process of proving mobbing in a workplace safely and secretly must be guaranteed for employees (Soares, 2002). In other words, at the interrogation phase, employee who has been exposed to mobbing should feel safe. At the same time, she/he should believe that coping process is held on secretly.

As soon as the problem arises, the precautional process must be started. The thought of the employees that the problem will not be solved and it will continue forever must prevented. The longer mobbing lasts, the heavier its effect. The victims of such a behaviour must be taken into consideration, they must explain the situation and measures must be taken (Soares, 2002).

Third Strategies: Giving professional psychological counselling to the victim of mobbing is very important. The psychological support given by her workmates is very significant for the victim as it will show the feeling of solidarity. This will be effective in the victim's turning back to her work (Soares, 2002).

The employer must explain the matter, causes and its results to his manager whose behaviours are perceived as mobbing. Following this, the manager must be given information on changing his behaviours and the process of changing his attitudes (Johnson and Indvik, 2001).

Those who inform a case of mobbing must never be punished. To forgive the offenders by making an excuse that solving the problem of mobbing is so hard and trying to find valid excuses for the deeds/behaviours of the offender and changing the position of those who deserve to be fired from work will undoubtedly lead the problem to continue. So, without losing any time, proper measures should be taken.

The indications of mobbing in an organization can be found out by making a 360⁰ evaluation. When the performances of the workers are followed by the executives, customer satisfaction rises. However, these figures may not always reflect the truth. Those who work in a company where fear-based management is present may avoid talking about their workmates and executives (Crawford, 1999).

The measures to be taken in the organization are important from the point of view that the victim doesn't have to fight with the problem by herself and the person who shows mobbing behaviours should know what punishments he will be given.

2.1.7.3 Influential people and organizations in coping with mobbing in the workplace

The victim, facing with mobbing in the work place, must not be left alone to cope with the problem as mobbing effects victim's family, other workers even the organization as well as

the victim himself. That's why the support of people and the organization below should be taken.

People and organizations help the victim to solve the problem: (Leymann, 1996)

- The employer
- Human resources expert
- The union
- Health protecting systems
- Psychologists and doctors
- Family

2.1.7.3.1 The employer

When a mobbing event is experienced, the employer should take it serious and objectively investigate if it really happened or not. In some cases the problem can be solved informally. Some people don't take into consideration that people can be annoyed by these attitudes. An informal talk will end the attitudes of these people. The individual can choose this himself or can make a talk with one of the personnel managers, his manager, employer or a consulting firm. In addition, this problem can be solved by an outer consulting firm. If the problem cannot be solved informally, it is forwarded to the commission of discipline. If the complaining person is found right; the guilty person may be given a written warning or his position may be changed in the workplace. The worker may behave in such a way to cause mobbing. But what the administrators should do is to be aware of the event and take necessary precautions to remove it (acas, 2004).

The organization needs some warning signs to recognize mobbing. Firstly, the workplaces using mobbing as a strategy should be distinguished from the workplaces that doesn't aware of mobbing. The upper administrators may not aware of the chain of events ending up a dismissal of a worker or the administration may be informed wrongly. The fact that mobbing exists only if the administrators tolerate it should never be forgotten (Davenport, 2003).

According to Deming's (1996) 14 item system, it's the fundamental of the American Industrial Revolution. Here, the eradication of fear is emphasized. It is stated that the first requirement for workers to perform well is to feel themselves secure. New information can reveal the failure of some. Some may be afraid of expressing their ideas. Confession of the mistakes may be difficult to confess. However, some administrators may regard fear as a good administration means. People want to feel secure to suggest ideas. People in workplaces who doesn't venture to ask the object of what they do, to suggest ideas to simplify and improve the system cannot work efficiently.

High level administrators must know the concept of mobbing and the case of mobbing must be integrated to firm policies. While defining the mission and vision of the organization, it should be expressed that mobbing is not tolerated. Compatible workplace rules should be strengthened with work ethics. Culture of organization is not inalterable. Consequently, written description of mobbing should be done; workers should know where to consult when they face with the problem. There must be a text determining the working environment. This text should be prepared by the help of workers so that mobbing can be talked frankly. In this regard, the administrators should control this matter so that mobbing, factor of decreasing the performance and increasing the work force cycle, can be prevented and a working environment can be provided with the existing group in the most efficient way (Arpacıoğlu, 2005).

A supportive workplace harmony should be provided by the employers and the managers. People working in a supportive workplace are respectful to each other. They agree with the decisions and are conscious that the work will be done. Conflicts within the hierarchy should be solved in a detailed way. Workers can talk securely about their boundaries. However, the possibility of being in such a supportive workplace is 1/20. Other workplaces are places where conditions are determined by upper administrators, are highly abusive and workers are just the ones tolerating inconveniences. Workers generally name what they tolerate as work stress (Wyatt and Hare, 1997).

It is known that the employee exposed to mobbing is successful and the best employee. That's why this person should be protected by the administrator. Mobbing is a

phenomenon that loses people who would create fundamentals in creating inventories and own data administrations of the companies directly. If the cost of dismissal, resigning, finding new employment and education is considered, the removal of mobbing is the best for the organization (Arpacioğlu, 2005).

It is important to understand to increase the power resources according to the existing ranks and to investigate how these resources are spent, to see how the various attitudes in increasing the power effects the efficiency of the organization and why and how the power is misused by the administrators (John, 1998). That's why precautions to prevent the power to be misused should be taken beforehand.

2.1.7.3.2 Human resources expert

Human resources have a lot to do in the case of mobbing. Human resources department firstly act bravely, cooperate with the administrators to making policies against mobbing and inform administrators regularly. Moreover, mobbing should be included in the firm's policy as it closely affects issues such as education and health costs and work force cycle, information costs (Arpacioğlu, 2005). In the organization "Zero Tolerance Policy" should be implemented against such negative attitudes (Leck, 2001). In addition, a system containing sanctions such as dismissing, condemning and warning should be in use (Greengard, 2001).

There are two kinds of precautions to be taken by human resources department: (European Parliament Directorate, 2001) Protective precautions and treating mobbing attitude. Protective precautions contain general introduction educations including description of mobbing to workers and constructing a fundamental system about the matter in the organization.

A general introduction education contains, the workers are given brochures or books explaining mobbing attitude, their rights and responsibilities and the scales of the financial loss resulting from mobbing. Means of communication are published such as newspaper/magazine/intranet in the organization. Advertiser films about mobbing are

shown in the workplace and speeches and debates are arranged about mobbing in the workplace.

Gathering information systematically about mobbing in the workplace is the most important way to cope with such attitudes. In order to make this aim real general measuring such as working atmosphere should be done. Special questionnaires about mobbing may be prepared and one to one meeting may be carried out in the workplace. Regular meetings with the workers should be analyzed and reasons for discontinuity should be revealed. High sickness days-off or discontinuity rates should be argued.

Moreover the matter should be updated by education programmes about mobbing and information administration. Organizations may also appoint a mobbing representative in the workplace, make the process of registering and reporting of mobbing easier and arrange workplace contracts about mobbing in the workplace, mandatory meetings about mobbing and cover all working groups. Organization may also develop necessary processes to discipline and rehabilitate the bullying person and investigating the mobbing attitude

Another precaution that can be taken by human resource department is treating mobbing attitudes in two ways: Stopping mobbing in the workplace, it can be carried out by implementing legal processes. Supporting the victim, the victim is aimed to be supported by professional rehabilitation, psychotherapy, self-assisting groups and medical help.

Another preventing programme is the one used especially in hospitals and consisting of four steps. Firstly, a management committee is formed. The members of this management committee have the qualification to represent all working groups in the work place. In the next step, tests are implemented to measure ways of mobbing attitudes, its frequency and to find the ones being mobbed and the ones mobbing. In the 3rd step the fear is reduced, a healthier communication is provided and an action plan containing education programmes preventing mobbing are prepared. In the last step, feedback measurements are done to understand if the action plan and the tests are working or not (Kaeter, 1999).

2.1.7.3.3 Unions

When workers come with complaints such as sexual harassment or discrimination; the representatives of the union should be aware of the difference between mobbing and discrimination. Representatives of the union can take some actions (Davenport, 2003). They might investigate mobbing in the workplace, force to add articles to the contracts preventing mobbing, lobby to change the work laws in the way that mobbing is another way of harassment and assistance should be provided to the psychologically unhealthy environment. They can provide making teams of negotiating conflict solutions with the employer in the name of the mobbed worker.

Unions have the responsibility to support changing working culture in the workplace. However, many unions follow the policy of not to intervene. Emotional harassment is seen as the personality problem of the worker and the employer. Unions can give consultancy service to its members by educating them about functional decomposition and educating abusive managers. However, as the managers of unions tend to have the power in their hands like the managers of organizations, they cannot see the problem (Wyatt and Hare, 2008).

Unions or other organizations have been preparing booklets to guide the employees about mobbing. These booklets contain some guidelines on the awareness of the problem, what things can be done as a solution, and to whom or where to apply. Sweden is highly experienced on this matter. National Board of Occupational Safety and Health in Stockholm has been publishing and distributing Leymann's training materials such as videos, books and booklets since 1989. The employees have been obtaining the information on the problem of mobbing not from the unions but from the radios, TVs and other mass media (Lewis, 1999).

2.1.7.3.4 Doctors, psychologists and social workers

The use of some supportive programs such as counselling, training to cope with stress, cognitive behaviour therapies to reduce psychological illnesses in workplaces are very

important (Pauline, 2003). In order to be able to do all these, there must be experts who have knowledge on working life psychology in a work place.

A victim who is responsible from serious health problems is fired. Apart from this, some experts believe that they are not victims can easily have false diagnosis such as paranoia, manic-depression, and personality deficiency syndrome. According to Leymann, in order to be able to solve the problem it is essential to know what phase the victim is in (Zapf and Gross, 2001).

Victims of mobbing should analyze what they live with conscious attitudes not with uncontrolled reactions and respond logically rather than immediate responses. So as to succeed this, they must know the weak and strong sides of themselves (Çobanoğlu, 2005). That's why doctors, psychologists or the social workers should approach the victims of mobbing in a way to reveal their good sides.

There are various approaches about the problems related to human attitudes. White, telling views of psychoanalytic approach quoted as conscious, subconscious and defence mechanisms related to mobbing, states that the psychoanalytic theory can help the victim come out vicious circle he is in. White emphasizes that psychologists using psychodynamic approach should be interested in the things hurting individuals, cultural structure with group dynamics, systems, and processes and changing factors causing mobbing to understand the importance of mobbing. In addition, he states that issues in the field of psycho-analytic theory such as denial, idealization, excluding, reflecting and separation can help him (White, 2004).

Mobbing in the workplace is the unity of events. Solutions against events like mobbing can be developed by observing other events in the workplace and following the development of mobbing. Watching what the workers live can cause organizational factors, believed to affect attitudes such as mobbing and more detailed events about different people, come out (Liefoghe and Olafsson, 1999).

In mobbing, it is understood that victims begin to think that the process of being a victim is their own fault and it is derived from their mistakes. It can be said that, this misperception can be solved if the workers realize the organizational and situational factors behind emotional mobbing; at least they will tend to blame themselves less.

It can be said that workers can relate the process of being a victim to themselves as their self scheme and self values are negative, self- respects are low or when they experience chronicle depression (Solmuş, 2005). At this point, psychologists and doctors should tend to approach victims in a way to save them from blaming themselves.

2.1.7.3.5 Workers' assistance programs

Workers' Assistance Programs and experts working within the programme have no equivalent in our language. Experts of workers' assistance programs are the people who the workers with psycho social problems go and to whom the workers are sent. They can act fast and appropriately if they have an important role in the recognition of the problem. They have to know that workplace and mobbing in the workplace is a high risk factor in behaviour disorders, grief and depression feelings of people and tendency to committing suicide. However, if mobbing is a policy of administration, getting assistance from these experts can cause negative results (Davenport, 2003).

Mobbing increases the necessity of medical care. The increase in the requests of the workers in a company or in a specific department of a company may warn the administration about mobbing by prompting insurance companies. Insurance companies can educate employers about mobbing and prepare booklets in order to reduce their costs in the long term (Davenport, 2003). These prepared programs may include education and teaching of the workers, education of the seniors, examining the emergency case team educations and workers before being recruited and eliminated and related security measurements (Holm, 2002).

Moreover the administrators can help the abused workers to be rehabilitated on some issues such as: apology, treatment, another position in the company or education if needed, encouragement and support and assistance in finding a new job.

2.1.7.3.6 Family

Some workers, being exposed to mobbing, become quiet and need to isolate themselves. Some try so hard to control the events by having a finger in every pie. Some begin to doubt about everything and their steps become difficult. All these cause conflicts in the family.

The individual, exhausted by mobbing in the work place, loses his self-confidence and perceives that the behaviours of his family change. In the course of time, the family members begin to behave the victim as the source of the problem. Consequently, they begin to regard the person as not a victim but as an unsuccessful worker in the workplace. Thus, mobbing attitudes in the workplace move into the family.

According to a study by Zapf, in coping with the mobbing %22 of the victims sought assistance, %22 left the organization, %10 explained his boundaries to the opponent obviously, %9 responded immediately, and %9 preferred to defend themselves (Zapf and Gross, 2001). As it is understood from this study, getting assistance is in the foreground for the victim.

Family and friends can be sources of support for a long time. But after a while they may be exhausted and bored. Seeing a beloved person suffering makes them desperate. They don't know how to behave. In such a situation, it is important for both parts to understand each other's needs and wishes. Experienced inevitability, divorces after conflicts, the separation of the family, grief due to what is lived, negative experiences and emotions of the children, various treatment costs and loss in the family income are possible results (Tınaz, 2006).

Family is one of the major groups for the individual. Co-workers, formed by working environment, become family for the person. It is possible to have positive and secure relationships in the business life as we have in our family in which we are born and grow

up (Johnson et al., 1995). That the immediate surroundings who understand the emotions, thoughts and the situation of the victim and act in a supportive way should help to solve the problem and share emotions. Getting assistance from an expert may be useful in the situations that crisis continues and mutual inevitability increases. The most important support given by the family and friends is to approve the abused person, his strong sides, character, spirit and achievements as this will help them to create their identity again. They need this as their sense of self is damaged (Davenport, 2003).

2.1.7.4 Education programmes

The administrators should be careful to prevent the conflicts from increasing and should develop their observation talents. These are becoming crucial. Roles for the managers to provide this, the administrators in all ranks should be educated about conflict administration (Yücel, 2004). Apart from all these, special training programs such as coaching, guidance for the managers can be used (Einarsen, 2001). The following five strategies can be used in the solution of the conflicts experienced with managers, workmates and sub-staff (Zapf and Gross, 2001).

Unity: To be able to reach the goals together, to take care of the benefits of the second parties as well as one's himself.

Helping one another: keeping one's own benefits inferior for the high-benefits of others.

Guidance: Keeping one's own benefits superior for the sub-benefits of others. For instance, using power for someone for his/her winning something.

Prevention: Both parties' uniting in their sub-benefits and retreating.

Reconciliation: Reaching reconciliation in order not to be a victim.

In the booklet titled "Being a Victim in a Workplace" prepared by Swedish Vocational Health and Security Council, samples for the prevention of mobbing by the employers have been given. According to this booklet, aggressive mobbing behaviours include the attacks to the principles of self-respecting and ethical behaviours. There are some important points emphasized by this Council and a training programme which will be designed for mobbing can base on these important point (Davenport, 2003):

- A policy of work atmosphere emphasizing the expectations of the employer, his goals and attitude towards the employees.
- Procedures to take a psychological and social working surrounding into security.
- Precautions to protect workers from negative reactions in the workplace, norms such as supporting a respectful and friendly atmosphere. Employers and their representatives must be a model.
- Giving training and guidance to the managers to cope with the problems in times of crisis and stress risks of conflict, inter-group interactions, and business law.
- Clearly explanation of the workplace principles to the employees in order to be able to adjust the working groups/teams.
- Giving information to each of the employee the targets to be reached and the work they are going to do. Regular meetings and notices will help such a situation.
- Sharing and giving information to the employees about the precautions being agreed on to prevent the act of being a victim.
- To try to be certain of the employees to use their knowledge and capacity fully and the duties are meaningful and concrete/objective.
- Giving chances to the employees to improve their knowledge.
- Not letting anyone commit any kind of aggressive behaviour in the workplace.
- The employer's being a model and his not letting any employee be a victim of any kind of deed. (using power in a bad way, deliberate deeds, excessive criticism, despising, scolding, enmity are all unwanted and disapproved behaviours).
- Not ensuring a reliable basis in order to solve the problems and to have mutual dialogues.

It can be said that the jealousy- rivalry emotions, being in the tendency of committing psychopathologic behaviours, or in the cases of where the company prepares a basis for such behaviours or at least gives no priority to prevent such deeds are all the causes of mobbing in a workplace. However, the trainings towards ensuring personal development are apt to decrease the incidence of such negative behaviours (Solmuş, 2005).

In addition to the training strategies listed hereabove the employees must be given courses on controlling emotion and showing emotion. These will have effective solutions. In other

words, “controlling emotions and being able to show emotions are so important to succeed in many jobs.” (Diefendorff et al., 2003)

2.1.7.5 Legal dimensions in institutions

One of the important perspectives to mobbing is the legal dimensions. According to Article 12 of the Turkish Constitution “Everyone possesses inherent fundamental rights and freedoms which are inviolable and inalienable.” In the new Turkish Criminal Law, the punishment of sexual mobbing is imprisonment. Research regarding mobbing was made in Sweden (Leymann, 1996), Norway (Einarsen, 2000), and Finland (Björkqvist, et al., 1994), and many other countries.

Research summaries (Einarsen, 2000) highlighted a conclusion, that mobbing is a serious problem in most organizations with a prevalence rate between 1% and 4% causing several health damages in the victim of mobbing. According to a research by Vartia-Väänänen (2003), different studies in Scandinavian and some other European countries display different results. In respect of a research by Commers and Vandekerckhove (2003); empirical research on the prevalence of workplace mobbing in Europe and the U.S. shows; the research indicates that mobbing is not a marginal phenomenon. In the U.S., approximately 1 in 6 (16.8%) workers are victim of workplace mobbing. In Europe, it is 11%. A U.S. study demonstrates that, it makes up for 81% of all workplace mobbing cases. In Europe, although most research suggests it is slightly lower, the downward from is still the most prevalent: According to Quine’s (1999) research 57%, while Kistner’s (1997) research result is 47%. Furthermore, a U.K. survey shows that in 63% of mobbing cases, there is but one mobber, and 83% of them is a manager (Commer and Vandekerckhove, 2003).

Vartia-Väänänen (2003) shows that; in Sweden 20% of all victims, and in Finland as many as 48% of male victims and 27% of female victims, suffered from mobbing lasting for more than five years. The mean duration reported from these surveys and interviews has varied from 15 months to 2.7 years and has been higher among systematically selected

victims, at more than three years. Of the victims, 10-24% has reported daily or almost daily negative acts.

Equality and Discrimination banning in working life, with the foundation of European Economic Community have been made an issue of many instructions. The July 5, 2006 dated guideline of European Parliament and European Council whose title is “Equality of Opportunity and Principle of Equal Behaviour between men and women in Employment and Working Life”, has collected all the previous instructions in one text only. The instruction of, “Forming a European Institute on men-women Equality” which was approved on December 20, 2006, is thought to be the most important step on this issue, and it symbolizes the significance that European Council gives to the issue. Actually, in the first preliminary sentence of the text of this last Instruction, “The Principle of Men-Women Equality” stands for the fundamental principle of European Council.

Moreover, according to a survey by Yildirim (2007); in a study conducted in Turkey by Bilgel (2006) 55% of the participants had been exposed to one or more types of mobbing in a year and 47% had witnessed one or more types of mobbing at their workplace in the final year of the study.

According to studies, “mobbing” has become a widespread phenomenon in many countries. A great number of studies have been undertaken in order to more precisely define the concept and nature of workplace mobbing to describe the prevalence and forms of mobbing and to identify personality traits and organizational factors associated with mobbing. However, many of these studies haven’t underlined the importance of job satisfaction. This study aims to contribute on the mobbing and job satisfaction relation. So, the next section will focus on the concept of job satisfaction.

2.2 The Concept of Job Satisfaction

2.2.1 Definition of job satisfaction

Job satisfaction refers to an individual's general attitude toward his or her job. The most important factors conducive to job satisfaction are challenging work, equitable rewards, supportive working conditions, and supportive coworkers (Robbins, 2003). It emphasizes the specific task environment in which an employee perform his or her duties (Chen, 2004). Job satisfaction is important because it affects the emotional well being and psychological health of organizational members (Rowden, 2002).

Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience.

Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997). Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997). Employee job satisfaction is driven bu intrinsic factors, such as growth, advancement, responsibility, work itself, recognition, and achievement, and that employee job satisfaction is driven by extrinsic factors, such as security, status, relationship with subordinates, personal life, relationship with peers, salary, work conditions, relationship with supervisor, supervision, and company policy and administration (Robbins, 2003). In such countries, people tend to migrate to better and consistently paying jobs (Fafunwa, 1971). Explaining its nature some researcher (e.g. Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in

Adeyemo's (2000) perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993; Gemenxhenandez, Max, Kosier, Paradiso and Robinson, 1997).

According to Naumann (1993), it is based on intrinsic and extrinsic levels. Intrinsic satisfaction refers to the degree of satisfaction employees have experienced in performing the work and in their feelings of accomplishments, self-actualization, and identity with the task. Extrinsic satisfaction refersto the degree employees feel comfortable with peers, superiors, the organization, recognition, compensation, advancement, and so forth (Rowden, 2002). At the organizational level, satisfied workers are important contributors to an organization's effectiveness and ultimately to long-term success. On the other hand, dissatisfied workers are implicitly thought to make little contribution to the organization. Naumann believed that the intrinsic-extrinsic distinction seemed appropriate for an international context.

Employees who believe in managers' use of participative management style reported a higher level of job satisfaction than employees who do not believe in managers' use of participative management style in their work unit. Employees who believe they have input into strategic planning are more likely to report a higher level of job satisfaction than employees who do not, and employees who believe they have effective communications with their supervisors express a high level of job satisfaction. In addition, effective supervisory communications were positively correlated with high levels of employee job satisfaction (Kim, 2002).

Employees are generally satisfied with their jobs and are committed to their organizations if they are content with the nature of the work itself and are satisfied with their supervisor and coworkers, pay policies, and promotional opportunities (Chen, 2004). Employees want to understand how they contribute to organization missions, and to mutual trustworthy relationships between their managers and them. The level of job satisfaction also depends

on the relationship among employees in their work units and their organizations, such as commitment and interactions with coworkers and supervisors (Ting, 1997).

Maslow, McGregor, Herzberg, and McClelland, each known for the theory of needs (Robbins, 2003), suggested that employees could be highly motivated if managers provide them with intrinsic rewards, such as growth, advancement, responsibility, work itself, recognition, and achievement, and fulfill their extrinsic needs, such as personal and organizational needs (Rowden et al., 2006).

Studies of job satisfaction seem to consistently show there is a relationship between professional status and the job satisfaction. High levels of job satisfaction are observed in those professions that are of good standing in society. Age is one of the factors affecting job satisfaction. Different studies conducted show that older workers are more satisfied (Davis, 1988). Kose (1985) found a meaningful relationship between the age and job satisfaction; Hamshari (1983), age and professional experience (D'elia, 1979; Hamshari, 1986), educational level (Well-Maker, 1985; Hamshari, 1986); level of wages (Vaughan and Dunn in Adeyemo, 1997); sex (D'elia, 1979; Lynch and Verdin, 1983).

Similarly, the result of some other studies have shown meaningful relations between job satisfaction and wages, management policy, working conditions, possibilities of promotion, gaining respect, the size of the organization and self development and achievement of the use of talents (Ergenc, 1982; Sencer, 1982; Kose, 1985; Yincir, 1990). Philips (1994) studied the career attitudes of master level librarians and results indicate that over time librarians become more happy with their profession and more committed to their line of work.

Satisfaction in the workplace is valuable to study for multiple reasons: increased satisfaction is suggested to be related to increase productivity, and promoting employee satisfaction has inherent humanitarian value (Cook, 2008). In addition, job satisfaction is also related to other positive outcomes in the workplace, such as increased organizational citizenship behaviors, increased life satisfaction, decreased counterproductive work behaviors, and decreased absenteeism (Cook, 2008).

2.2.2 Dimensions of the concept of job satisfaction

In this part, the study was contextualized with specific reference being made to the factors affecting job satisfaction of public service employees and how job satisfaction impacts on the current situation within the public service environment.

According to the researches, Ting (1997) states that empirical evidence consistently indicates that job characteristics such as pay satisfaction, opportunities for promotion, task clarity and relationships with co-workers and supervisors have significant effects on job satisfaction of government employees. In support, a study conducted by Ellickson and Logsdon (2002) reflected that job satisfaction of public sector employees was significantly influenced by perceptions of employee satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employees' performance management systems and fringe benefits. The organizational factors impacting on job satisfaction include:

Remuneration (Pay): Research appears to be equivocal regarding the influence of pay on job satisfaction. According to Bassett (1994), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. In a study conducted by Oshagbemi (2000) amongst United Kingdom academics, a statistically significant relationship between pay and rank of employees and their level of job satisfaction was established.

Supervision: Research demonstrates that a positive relationship exists between job satisfaction and supervision (Koustelios, 2001; Peterson, Puia & Suess, 2003; Smucker, Whisenant, & Pederson, 2003). Supervisors with high relationship behaviour strongly impact on job satisfaction (Graham & Messner, 1998). Wech (2002) supports this view by adding that supervisory behaviour strongly affects the development of trust in relationships with employees.

Promotion: A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Pergamit & Veum, 1999; Peterson et al., 2003;

Sclafane, 1999). This view is supported in a study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction. Kreitner and Kinicki (2001) however, state that the positive relationship between promotion and job satisfaction is dependent on perceived equity by employees.

The Work Itself: Locke (1995) postulates that employee job satisfaction is dependant on satisfaction with the job components, such as the work itself. According to Robbins (1993), employees prefer jobs that present them with opportunities to execute their competencies on a variety of tasks and that are mentally stimulating. This view is supported by Lacey (1994) who states that individuals are more satisfied with the work itself when they engage in tasks that are mentally and physically stimulating. Robbins et al. (2003) posits that jobs that are unchallenging lead to boredom and frustration. Research conducted by Vitell and Davis (1990) which involved employees in a management information system environment, found a statistically significant relationship between job satisfaction and the dimension of work itself.

Co-worker: A number of authors maintain that having friendly and supportive colleagues contribute to increased job satisfaction (Johns, 1996; Kreitner & Kinicki, 2001; Luthans, 1989). Empirical evidence indicates that relationships with colleagues have consistently yielded significant effects on job satisfaction of federal government workers in the United States (Ting, 1997). A study conducted by Viswesvaran, Deshpande and Joseph (1998) further corroborated previous findings that there is a positive correlation between job satisfaction and co-workers.

Similarly, Barrows and Watson (n.d.) posit that low pay, limited flexibility and limited opportunities for promotion are characteristics of the public sector which prevent the most qualified workers remaining in government agencies and climbing the corporate ladder. The researchers emphasise that the resultant effect can lead to a loss in productivity and a lack of continuity in the public sector.

Another study conducted by Pohlmann (1999) found that public sector employees indicated dissatisfaction with supervision, communication and pay. However, a survey conducted by Schneider and Vaught (1993) indicated that lower skilled public sector employees place more emphasis on factors such as achievement, growth, the work itself and recognition while public sector professionals indicated extrinsic factors such as management policies and rules, job security, pay, supervision and working conditions to be important.

2.2.3 Relationship between the concepts of mobbing and job satisfaction

As mobbing is a type of social and psychological harassment at the workplace, it has direct psychological, social, economic, and legal consequences for the individual, organization, society at large. Most of the previous literature on the effects of mobbing is primarily concentrated on the psychological effects on the victim's health and well-being (Pedro, Sanchez, Navarro, and Izquierdo, 2008). The results revealed a significant and positive relation.

Despite the lack of broad evidence on organizational outcomes, there has been some research on the organizational attitudes of the mobbing victims. For instance, Quine (2001) found that victims reported lower levels of job satisfaction and higher turnover intention. Martino, Hoel and Cooper (2003) suggested that such reactions on the part of the victim lead to lack of motivation and creativity. Duffy (2002) reported that specifically downward mobbing was negatively related with organizational commitment.

In present organizations by the increases of economical slumps and changes in working conditions, to increase commitment feelings of employees has become more important. In this regard, mobbing in work place has been estimated having a close relationship with job satisfaction. Although a meaningful, negative and weak relationship has been determined between mobbing and organizational commitment in the study of Demirgil (2008), any significant relations cannot be found between both of two in the study of Tengilimoğlu and Mansur (2009).

Significant correlations have been found between perceived mobbing and overall job satisfaction in some studies, e.g., among Norwegian workers, supervisors and managers in the marine-engineering industry (Einarsen & Raknes, 1997), and among assistant nurses (Einarsen, Matthiesen & Skogstad, 1998). In a study among community-trust employees in the UK, respondents who had experienced mobbing in the past year reported significantly lower levels of job satisfaction (Quine, 1999).

It is demonstrated that the mobbing causes higher absenteeism, higher intent to leave the organization, higher turnover, and earlier retirements. However, there is very limited research focusing on the relationship between mobbing and job satisfaction. This relation is worth to examine because job satisfaction is one of the important attitudes of an employee and it is a critical source for other employee behavior. Moreover, on the bases of these arguments, the following hypothesis has been established.

H1: There is a negative relationship between mobbing and job satisfaction.

Job satisfaction is also a source of other important attitudes. It is known that if employees are satisfied with their jobs, they show less absenteeism, they have a less intention to quit, more committed to their organization and are more productive (Einarsen and Raknes, 1997; Brodsky, 1976; Mikkelsen and Einarsen, 2002; Nield, 1996). So, it is important to investigate the relationship between mobbing and job satisfaction. Apart from job satisfaction, there is another variable that should be taken into consideration which is organizational trust. As in job satisfaction, organizational trust may affect organization and individual variables. It is important to analyze the relationship between mobbing and organizational trust.

2.3 The Concept of Organizational Trust

2.3.1 Definition of organizational trust and a general overview

Trust has been studied by researchers in several disciplines, including psychology J.B. Rotter, (1971) and J.K. Rempel, J.G. Holmes and M.P. Zanna,(1995), sociology L.G.

Zucker,(1986) and management R.C. Mayer, J.H. Davis and F.D. Schoorman, (1995) and D.H. McKnight, L.L. Crummings and N.L. Chervany, (1998).

Specifically in a world of increasing uncertainty and complexity, flat hierarchies, more participative management styles, and increased professionalism, trust is thought to be a more appropriate mechanism for controlling organizational life than hierarchical power or direct surveillance (Fox, 1974 and, for more recent sources, Heisig and Litte 1995; Hosmer 1995; Zaheer and Venkatraman 1995; Lane and Bachmann 1996).

As current organizations restructure and reengineer in the name of efficiency and effectiveness, trust in management has become an increasingly important element in determining organizational climate, employee performance, and commitment to the organization.

The concept of trust is explained in different ways by different disciplines. The economists define it as trusting the institutions and their accounts while the psychologists explain it with the reliable and unreliable behavior of the individual and the sociologists use it as the reliable, fair and ethical behavior in interpersonal relations (Milligan, 2003).

A typical definition of trust is “the willingness of a party to be vulnerable to the actions of another party based upon the expectation that the other party will perform a particular action important to the trustor” (Mayer, Davis, and Schoorman, 1995).

Trust has been studied from different viewpoints which include social psychology, philosophy, economics, and management research. Hence, no consensus exists on the definition of trust. Trust is usually associated with risk taking, positive expectations and vulnerability as to Hakonen et al. (2006).

According to the research studies on the relevant literature, the concept of trust might be summarized as a matter between two or more parties in which expectations among these parties fit each other both as logically and emotionally, there is honesty, common values shared and commitment among parties. Since the organizations are formed by individuals;

dimensions of organizational trust are very similar to the dimensions of interpersonal trust. Trust is a social phenomenon which makes work within organizations easier and collaboration among organizations possible.

Cook and Wall (1980) define organizational trust as the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people. Trust has a significant impact on important organizational factors such as group cohesion, (Podsakoff et al., 1996) perceived fairness of decisions, (Korsgaard et al., 1995) organizational citizenship behavior, job satisfaction, (Driscoll, 1978) and organizational effectiveness. Mistrust results when information is withheld, when resources are allocated inconsistently, and when employees have no support from management.

Without trust, people cannot or will not work together except under conditions of stringent control (Whitney, 1994). Ironically, at a time when trust is most needed for successful organizational transformation, the changes resulting from restructuring have diminished trust within the work setting. This state of affairs has serious implications for organizational performance (Ouchi, 1981).

According to Kanter (1993), work environments that provide access to information, resources, support, and the opportunity to learn and develop are empowering and enable employees to accomplish their work. As a result, employees are more satisfied with their work and sense that management can be trusted to do whatever is necessary to ensure that high quality outcomes are achievable. According to Kanter, employees in environments such as these are more committed to the organization and more likely to engage in positive organizational activities.

According to Zarrai and Gharbi (2008), the conceptualization of trust varies subtly in its focus and consequently results in a set of definitions that share only some commonality. They stress that, many of the definitions used to describe trust at the organizational level are very similar to those found in the literature on interpersonal trust. Trust is consistently argued to involve positive expectations about another person, group or abstract entity as to Zarrai and Gharbi (2008).

While there are many definitions for organizational trust, some key words reoccur. Concepts that continually appear in those definitions are belief, willingness, and vulnerability. Building upon the Mishra Model for Organizational Trust (1996), definition of organizational trust is:

The organization's willingness, based upon its culture and communication behaviors in relationships and transactions, to be appropriately vulnerable based on the belief that another individual, group, or organization is competent, open and honest, concerned, reliable, and identified with common goals, norms, and values.

There are some selected definitions of the concept of trust from the literature; Deutsch defined trust through expectations. Deutsch posits that (Smith and Birney, 2005, p. 472): “. . . a person has trust in the occurrence of an event if they expect the event's occurrence and their expectations lead to behavior that is perceived to have greater negative consequences if the expectation is not confirmed than positive motivational experiences if confirmed...”

Gabarro defined trust as openness that exists between two people such that (Smith and Birney, 2005, p. 473) “. . . the degree to which one person feels assured that another will not take malevolent or arbitrary actions, and the extent to which one person might expect predictability in others' behavior through what is normally expected of a person acting in good faith...”

Baier defines trust as (Smith and Birney, 2005, p. 473): “. . .the reliance on others competence and willingness to look after rather than harm what is entrusted to their care...”

Fukuyama characterizes trust as (Smith and Birney, 2005, p. 473): “...the expectation that arises within a community of regular, honest, and cooperative behavior, based on commonly shared norms, on the part of other members of that community...”

Gabarro (1978) bases the concept of trust on the openness in behavior of two people against each other because of several reasons. The reasons are explained as one's belief that the other person does not have any ill intentions and acts considerately, not arbitrarily, consistently and faithfully. (Smith, 2005).

According to Taylor (1990) organizational trust has four important impacts on the relationship between the employees and the organization. These are (Conn, 2004);

- Trust facilitates management,
- Trust facilitates chancing high risks,
- Trust facilitates effective use of resources,
- Trust affects all activities of the organization.

Organizational trust is one of the most important element in the working life of the individual. Principally trust is a factor that move the organization toward a common goal, collaborate, become a learning organization and open to innovations both the employee and the organization.

2.3.2 Dimensions of organizational trust

In the studies concerning organizational trust, the dimensions of organizational trust have been approached in a variety of ways. Newell (2000) studied the dimension of trust based on friendship, Erikson (1968) studied trust based on personality and Johnson and Grayson (1998) focused on extended trust (Kamer, 2001). However, Dietz (2004), Zucker (1986), McAllister (1995), Lewicki and Bunker (1995), Saporito (2001), and Long (2002) contemplate on the cognitive dimensions of organizational trust under calculated trust, trust of adequacy, trust of commitment, and trust based on relationship.

In view of cognitive trust dimensions, calculated trust is considered to stem from the holder's the feeling of trust and based on the assumption that the other person would act in his favor and in accordance with rational choices; trust based on proficiency is the case where the individual has the feelings of respect and trust to another person due to his

knowledge and ability in doing a particular thing; trust of commitment is accounted for as the belief that both parties will struggle to fulfill their duties towards each other due to a business agreement and trust based on relationship is defined as the trust based on the information and impressions gained by the individuals about each other throughout their relationship (Long, 2002; Saporito, 2001; Ari, 2003; Kamer, 2001).

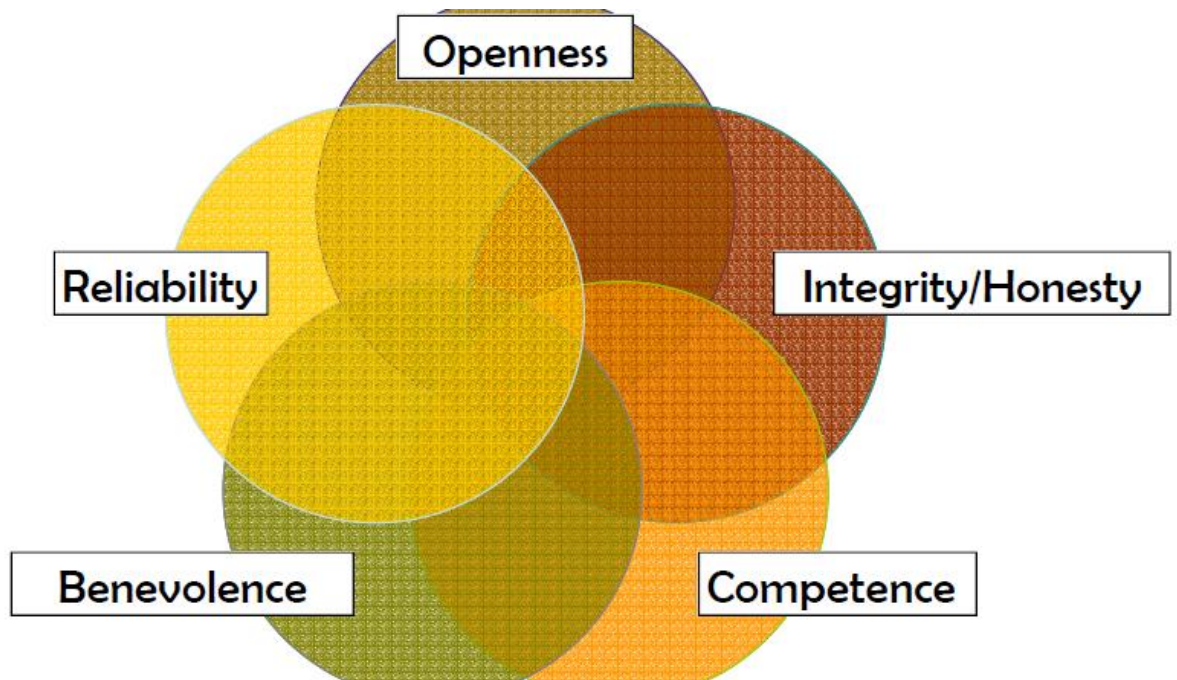


Figure 2.3: Dimensions of Organizational Trust

Source: Megan Tschannen-Moran, 2004

According to Megan (2004), dimensions of organizational trust is as follows:

Openness: Engaging in open communication, delegating, sharing important information, sharing decision making, sharing power.

Reliability: Consistent, dependable, demonstrated commitment, having dedication, diligent.

Integrity/Honesty: Telling the truth, keeping promises, honoring agreements, having authenticity, accept responsibility, avoid manipulation, being true to oneself, being authentic.

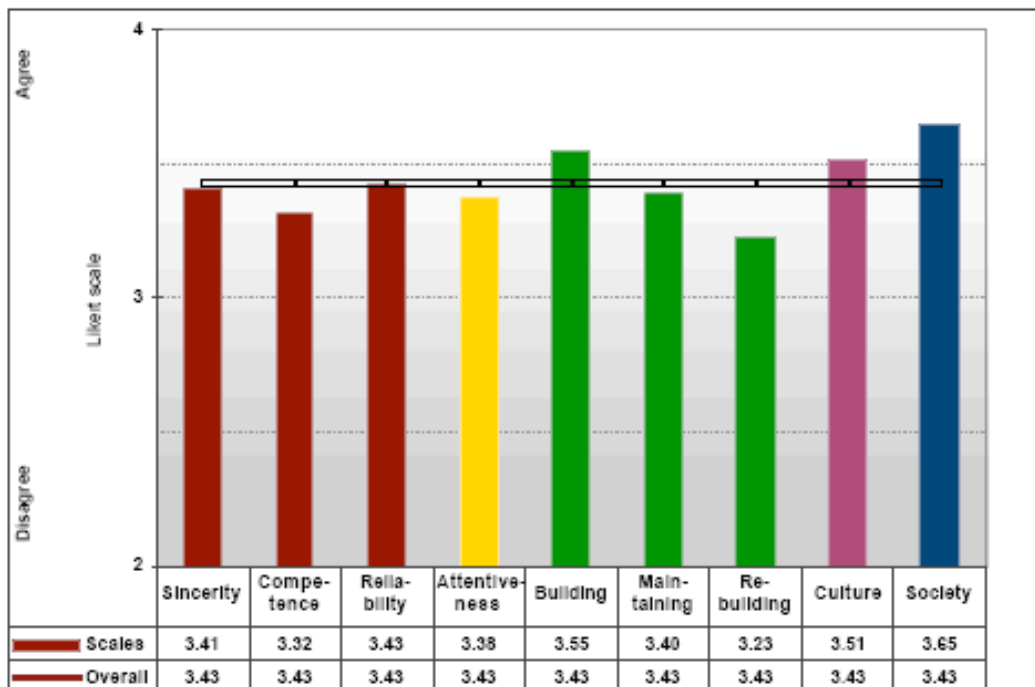
Benevolence and Caring: Extending good will, positive intentions, expressing appreciation, being fair, guarding confidential information, caring about each other.

Competence: Setting an example, engaging in problem solving, fostering conflict resolution, results oriented, being flexible, setting standards, working hard, handling difficult situations.

According to Shockley-Zalabak, Ellis, and Cesaria (2000), the competence dimension not only measures the organization’s leadership effectiveness, but also the organization’s ability to survive in the marketplace. It also measures the extent to which employees see the organization as effective. The openness and honesty dimension measures the amount and accuracy of information that are shared and the way in which information is communicated among organizational members.

The reliability dimension measures the extent to which employees can count on their coworkers, team, suppliers, or organizations to do what they say they will do and if they act consistently and dependably.

Table 2.3: Collective Employee Perspectives on Organizational Trust



Source: Triscendance, LLC, 2007

According to the results shown in the graphic below, a research conducted among the collective employee perspectives on organizational trust to measure trust dimensions, a

high level organizational view and may be supplemented with scores for different groups specified at the outset of the survey (Triscendence, 2007).

Demonstration of the table below selected from the relevant literature aims to examine the effects of organizational trust, one of the key concepts of this study. “The following explores the effects of organizational trust on a variety of outcomes including job satisfaction” (Zarrai and Gharbi, 2008).

Table 2.4: The impact of trust on job satisfaction

Study	Primary Thesis Related to Trust	Sig.	R
Satisfaction			
Boss 1978	Trust has (+) effect on satisfaction (sat) with meeting	*	0.65
Brockner et al. 1997	Trust has (+) effect on sat./support for leader	*	0.65
Driscoll 1978	Trust has (+) effect on job sat.	*	0.52
Muchinsky 1977	Trust has (+) effect on job sat.	*	0.40
O'Reilly and Roberts 1974	Trust has (+) effect on sat.with communication	*	0.29
Pillai et al. 1999	Trust in leader mediates the relationship bet.leader behavior and job sat.	*	0.13, 0.32
Rich 1997	Trust has (+) effect on job sat.	*	0.43
Roberts and O'Reilly 1974	Trust has (+) effect on sat.with communication	*	0.39 to 0.43
Schurr and Ozanne 1985	Trust has (+) effect on sat. with partner	*	0.53
Smith and Barclay 1997	Trust has (+) effect on sat. with IRP	*	0.42
Ward 1997	Trust has (+) effect on sat. with work group	*	0.58
Zand 1972	Trust has (+) effect on sat. with meeting	*	0.63

Source: Zarrai and Gharbi, 2008

2.3.3 Relationship between the concepts of mobbing and organizational trust

The concepts of mobbing and organizational trust provide effective ground for an important line of inquiry about the nature of the workplace as cited by Smith and Birney (2005). In the development of healthy organizations, prevention of workplace mobbing and the spreading of trust are critical factors. Trust may have a major role to develop inter-organizational relationships (Blomqvist, 2002).

There is an inverse relationship between trust and social complexity in organizations; when trust increases, social complexity in organizations decreases (Smith and Birney, 2005). The lack of organizational trust could lead to failure for an organization to accomplish planned objectives. The lack of trust and presence of mobbing are therefore directly proportional at workplaces. Second hypothesis is established in respect of these researches.

H2: There is a negative relationship between mobbing and organizational trust.

Smith (2005) think that mobbing by superiors can be devastating to the maintenance of trust in organizations and it is ironic and timely that mobbing is emerging as a topic of interest in organizational studies just as trust is being identified as a core concept in organizational analysis. However, the study of mobbing is not without precedent in organizational analysis. Smith (2005) claims that mobbing can be understood as a subcategory of the larger study of conflict in organizations and the defining characteristics of mobbing as a form of conflict are its unidirectional nature and its use as an intentional weapon to hurt others.

Furthermore, explicit or implied guarantees for job security have long been recognized as one foundation for increased organizational trust. Conversely, according to Hodson (2006), decreased job security can lead to disturb and to an environment prone to mobbing. Cause for increased mobbing is the increasingly insecure job environment brought about by corporate restructuring and outsourcing. In respect of the study made by Olson (2006), attitudes of organizational trust reflect employees' expectations that they can count on organizations to care for them and be responsive to their needs, now and in the future. According to the researches, H2: There is a negative relationship between mobbing and organizational trust is hypothesized.

As it is tried to explain, the concept of mobbing is strongly interrelated with the concepts of job satisfaction and organizational trust in confront with the aim of this study. One of the major purpose of this study is to explore and describe the concept of mobbing and its relationship between job satisfaction and organizational trust concepts. In addition to all, the relationship between mobbing and demographic variables will also be analyzed.

According to the demographic variables, difference between men and women, academic seniority, married and single with respect to mobbing and the correlations of mobbing and age, working life in years and current number of years in the workplace will be statistically analyzed in the light of the demographic questions.

3 METHODOLOGY

3.1 Sample

Since mobbing is widespread in university sector, university professors, associate professors, assistant professors and research assistants are chosen as a sample. The study was conducted in different state and foundation universities, majority of which are located in İstanbul, İzmir, Samsun and Bursa. Sample consisted of 236 participants who are professionals in their area (i.e. professors, associate professors, assistant professors, lecturers, and research assistants of the departments). Convenience sampling is used, out of 250 questionnaires 236 are useable in order to analyze the developed hypotheses. Out of 236 respondents, %56,8 were from state universities, %43,2 were from foundation universities.

3.2 Research Design

A survey study was conducted aiming to illustrate the incidence of all forms of workplace mobbing in the education sector in Turkey. Quantitative data were collected through questionnaires. It is a field study and research design is explanatory and correlational, while time horizon is cross-sectional. It is a hypothesis testing research.

3.3 Procedure

The researcher contacted with 10 state and foundation universities located in Turkey. Out of 10, 7 universities accepted to participate to the study. Researcher physically visited some of the universities, gave a brief description about the study and the questionnaires are distributed. To ensure anonymity and confidentiality, participants were requested to return the questionnaires to the researcher in the enclosed envelope provided. For the universities located out of İstanbul, key persons are found to reach the academicians. After a brief training about the purpose and the content of the study, these key persons distributed and collected the forms. Questionnaires are distributed in a closed envelope to draw attention to

confidentiality. Besides, the questionnaire is transferred to a survey web site, and sent as a link to academicians by a university administration.

3.4 Measurement

In the first part of the questionnaire, attached to the questionnaires was a cover letter (Appendix) re-iterating the aims and objectives of the study, assurance that anonymity would be protected, that responses would be confidential, that the study is for research purposes only and the instructions to complete the questionnaire. In addition to cover letter, there were demographic questions to determine some individual characteristics of the respondents such as gender, age, marital status, seniority, number of years in work life and in current workplaces, and university. The next section included mobbing scale, third section was job satisfaction scale and fourth section was organizational trust scale.

Mobbing was measured by Leymann Inventory of Psychological Terror developed by Leymann (1990). It includes 22 questions measuring 5 dimensions which is developed by Leymann(See Appendix). Sample items (“Ordered to do work below your level of competence”, “Gossip or rumors about you”) are “never” (1), “sometimes” (2), “monthly” (3), “once a week” (4), and “every day” (5).

Job satisfaction was measured by Minnesota Job Satisfaction Questionnaire developed by Weiss, Downs, England and Lofquist (1967) and translated to Turkish by Aslı Baycan in 1985. It consists of 20 items. Sample items (“the pay and the amount of work I do”, “the working condition”) were rated on a six-point Likert scale “I am not at all satisfied” (1), and “I am very satisfied” (6).

In order to measure organizational trust, Trust Inventory Survey was used. It is developed by Daboval, Comish, Swindle and Gaster (1994), and translated to Turkish by Kamer (2001) and it includes 40 items. All the questions (“Department head is open and honest”, “In this university company policies are forwarded to employees”) were rated on a six-point Likert scale “I totally agree” (1) and “Strongly disagree” (6).

3.5 Research Model

The following table summarizes the association between the concepts of mobbing, job satisfaction and organizational trust through their main dimensions, which is aimed to study in this research. In addition to the relations shown in the figure, the relations between mobbing and demographic characteristics are also examined.

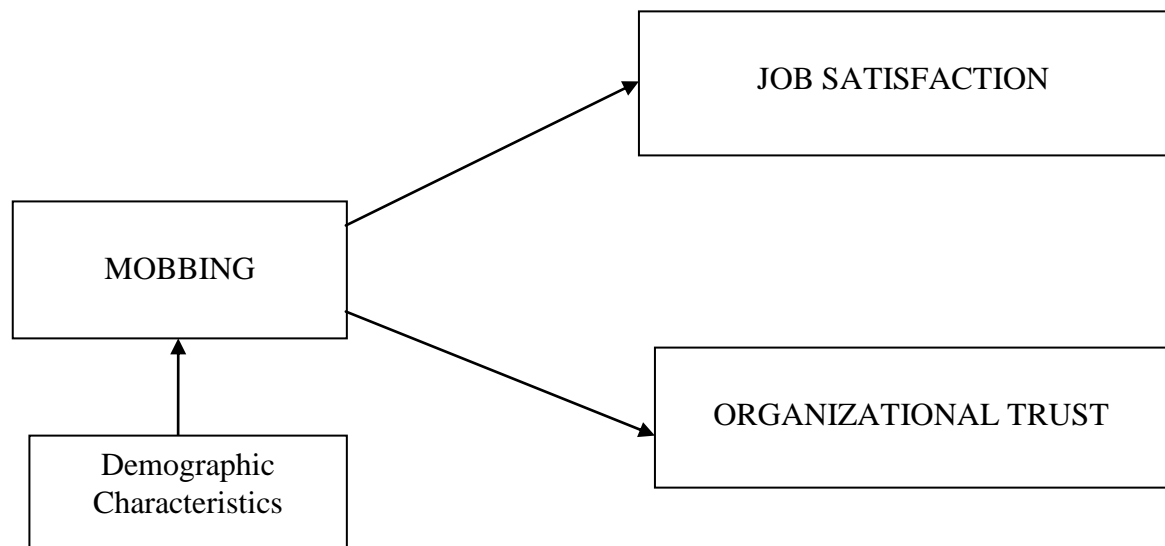


Figure 3.1: Research Model

3.6 Research Hypothesis

Based on the above research model, below hypothesis were developed:

- H1: There is a negative relationship between mobbing and job satisfaction.
- H2: There is negative relationship between mobbing and organizational trust.
- H3: There is a significant difference between men and women with regard to mobbing.
- H4: There is a significant difference between married and single academicians with respect to mobbing.
- H5: There is a significant difference between state and foundation universities with respect to mobbing.

- H6: There is a significant difference between professors, associate professors, assistant professors and research assistants with respect to mobbing.
- H7: There is a positive correlation between mobbing and age.
- H8: There is a positive correlation between mobbing and work life experience in years.
- H9: There is a positive correlation between mobbing and the current number of years in the workplace.

3.7 Statistical Analysis

The data gathered by the questionnaire has been analyzed by using the statistical data analysis package programme named as SPSS 17.0. The data regarding the demographic characteristics of the applicants have been evaluated by using frequency and percent values. Mobbing, job satisfaction and organizational trust items were subjected to reliability analysis and then to factor analysis to summarize the data. The correlation analysis has been applied to see the relations between variables. Besides, regression analysis has been performed to determine whether the mobbing has contribution on the job satisfaction and organizational trust. The significance level has been accepted 0,05. Also, T-test and ANOVA were used to see the difference between respondents' demographic characteristics with respect to mobbing.

4 RESEARCH FINDINGS

4.1 Outcomes Related with Demographic Characteristics of the Participants

As seen in Table 4-1, %48.7 of the sample is female and %51.3 of the sample is male. The marital status of academicians is %53.4 married and %46.6 single. The academic title of academicians is %51.3 research assistant, %30.5 assistant professors, %11.9 associate professors, and %6.4 professors. The ratio of participants, working in state university and foundation university is %56.8 and %43.2 respectively.

Table 4.1: Frequency and percentage values of demographic characteristics

Demographic Variables		f	%
Gender	Female	115	48.7
	Male	121	51.3
Marital Status	Married	126	53.4
	Single	110	46.6
Age	19-25	30	12.7
	26-30	66	28.0
	31-40	93	39.4
	41-50	33	14.0
	51-60	6	2.5
	61 and over	8	3.4
Academic Title	Research Assistants	121	51.3
	Assistant Professors	72	30.5
	Associate Professors	28	11.9
	Professors	15	6.4
Tenure of Office	Less than a year	43	18.2
	1-5 years	104	44.1
	6-10 years	52	22.0
	11-20 years	29	12.3
	21 and over	8	3.4
University	State	134	56.8
	Foundation	102	43.2

4.2 Factor Analysis and Reliability Analysis

4.2.1 Factor analysis and reliability analysis of mobbing

In order to find the factor structures of mobbing, factor analysis using principal components solution with varimax rotation was conducted. Any item with a factor loading less than 0.50 or loading to more than one factor was discarded from the analysis. Factors with Eigenvalues 1.00 or more were taken into consideration in total variance explained. 22 items of mobbing measure were entered into factor analysis. Kaiser-Meyer-Olkin (KMO) value was found as 0.911 which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 3173.231, df: 231) showed that the variables were suitable for factor analysis.

Few rotations were made to obtain the best representation of the data and items 6 and 18 were left out of the analysis due to low factor loadings and crossloadings. The remaining 20 items were loaded on four factor explaining 65.471 % of the total variance. The resulting factors were named ignorance, attack on the employee's personality, impression, and work-related aggressive behavior. The results of the factor analysis are shown in Table 4.2.

Table 4.2: Results of the Factor Analysis of Mobbing

1st Factor: Ignorance	Factor Loadings
Size karşı suçlamaların veya iddiaların ileri sürülmesi.	0.770
Siz geçerken yokmuşsunuz gibi davranılması veya düşmanca davranılması.	0.760
Bazı kişilerin sizin başarınızı etkileyecek bilgileri sizden saklaması.	0.714
Sürekli olarak işinizin ve çabalarınızın eleştirilmesi.	0.680
Görüş ve düşüncelerinizin dikkate alınmaması.	0.594
2nd Factor: Attack on the employee's personality	Factor Loadings
İşinizi bırakmanız gerektiğine dair işaret veya ipuçlarının verilmesi.	0.810
Parmakla tehdit edilme, kişisel alanın ihlali, itme, yol keserek tehdit edilme gibi tehdit durumlarına maruz kalmanız.	0.725
Kişiliğiniz (alışkanlıklarınız, geçmişiniz gibi), tutumlarınız ve kişisel hayatınızla ilgili aşağılayıcı ve kırıcı sözler (hakaret etmek) söylenmesi	0.678
Size bağırılması veya nedensiz bir öfke ya da azarlanmaya (sözlü şiddete) hedef olmanız.	0.642

Table 4.2 cont'd

Bazı önemli sorumluluklarınızın sizden geri alınması ya da önemsiz veya hoş olmayan işlerle değiştirilmesi.	0.565
İşinizle ilgili utandırılmanız ve alay konusu edilmeniz.	0.553
3rd Factor: Impression	Factor Loadings
Gerçekten şiddet/fiziksel istismara veya şiddet/fiziksel istismar tehdidine maruz kalmanız.	0.774
Aşırı alaya, sataşmaya, takılmaya ve iğnelenmeye maruz kalmanız.	0.705
Yasal hakkınız olan bazı şeyleri (hastalık izni, tatil veya iş seyahati masrafları gibi) talep etmemeniz yönünde baskı yapılması	0.685
Hatalarınızın veya başarısızlıklarınızın sürekli hatırlatılması	0.539
4th Factor: Work-related aggressive behavior	Factor Loadings
Beceri düzeyinizden (başarabileceğinizden) daha düşük işlerin verilmesi.	0.759
Üstesinden gelemeyeceğiniz kadar aşırı iş yükü altında bırakılmanız.	0.659
Gereksiz veya zamanında bitirmeniz mümkün olmayan işlerin verilmesi	0.636
Hakkınızda söylenti ve dedikodu yayılması	0.604
İyi anlaşılmadığınız veya kurum içinde çok yakın olmadığınız insanların günlük şakalarına maruz kalmanız.	0.501

4.2.2 Factor analysis and reliability analysis of job satisfaction

Job satisfaction scale was also factor analyzed to determine the factor structure of the scale using varimax rotation. 20 items of mobbing measure were entered into factor analysis. Kaiser-Meyer-Olkin (KMO) value was found as 0.851 which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 1928.396, df: 105) showed that the variables were suitable for factor analysis.

Few rotations were made to obtain the best representation of the data and items 1, 17, 4, 13, and 14 were left out of the analysis due to low factor loadings and crossloadings. The remaining 15 items were loaded on four factor explaining 68.545 % of the total variance. The resulting factors were named satisfaction with the work, satisfaction with department head, satisfaction with others, and autonomy. The results of the factor analysis are shown in Table 4.3.

Table 4.3: Results of the Factor Analysis of Job Satisfaction

1st Factor: Satisfaction with the work	Factor Loadings
Kendi yeteneklerimi kullanarak bir şeyler yapabilme şansımın olması	0.729
Kendi kararlarımı uygulama serbestliğini bana vermesi bakımından	0.724
İşimi yaparken kendi yöntemlerimi kullanabilme şansını sağlaması açısından	0.709
Yaptığım iş karşılığında duyduğum başarı hissinden	0.649
Çalışma arkadaşlarımın birbirleri ile anlaşması açısından	0.648
İş ile ilgili alınan kararların uygulanmaya konması bakımından	0.609
2nd Factor: Satisfaction with department head	Factor Loadings
Bölüm Başkanının emrindeki kişileri idare tarzı açısından	0.854
Bölüm Başkanının karar vermedeki yeteneği bakımından	0.827
Yaptığım iyi bir iş karşılığında takdir edilmem açısından	0.557
Vicdanıma aykırı olmayan şeyler yapabilme şansımın olması açısından	0.550
3rd Factor: Satisfaction with others	Factor Loadings
Bana sabit bir iş sağlama açısından	0.766
Başkaları için birşeyler yapabilme olanağına sahip olmam açısından	0.685
Kişilere ne yapacaklarımı söyleme şansına sahip olmam açısından	0.676
4th Factor: Autonomy	Factor Loadings
Tek başıma çalışma olanağımın olması bakımından	0.809
Ara sıra değişik şeyler yapabilme şansımın olması bakımından	0.768

4.2.3 Factor analysis and reliability analysis of organizational trust

In order to find the factor structures of organizational trust, factor analysis using principal components solution with varimax rotation was conducted. Any item with a factor loading less than 0.50 or loading to more than one factor was discarded from the analysis. Factors with Eigenvalues 1.00 or more were taken into consideration in total variance explained. 40 items of mobbing measure were entered into factor analysis. Kaiser-Meyer-Olkin (KMO) value was found as 0.930 which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 8029.264, df: 703) showed that the variables were suitable for factor analysis.

Few rotations were made to obtain the best representation of the data and items 11, and 18 were left out of the analysis due to low factor loadings and crossloadings. The remaining 38 items were loaded on five factor explaining 68.660 % of the total variance. The

resulting factors were named trust to department head, trust to the university, support to employees, trust to colleagues and participation to decision making. The results of the factor analysis are shown in Table 4.4.

Table 4.4: Results of the Factor Analysis of Organizational Trust

1st Factor: Trust to department head	Factor Loadings
Bölüm Başkanı benimle samimiyetle ilgilenir ve benim işyerine katkım konusunda bana destek olur.	0.842
Bölüm Başkanı beni işimden sorumlu tuttuğu için işimle ilgili sorumluluklarım ve görevlerim konusunda bana güvenir.	0.839
Bölüm Başkanı açık ve dürüsttür.	0.837
Bölüm Başkanı personelin önerilerini dinlemeye açıktır.	0.836
Bölüm Başkanı yanında çalışanların rahatlıkla ulaşabildiği birisidir.	0.819
Bölüm Başkanı beni şirketin hedeflerine ulaşmak için bir araç olarak değil, bir insan olarak görür.	0.732
Bölüm Başkanı şirket politikalarını objektif ve adil şekilde sunar.	0.713
Bölüm Başkanı/Dekan benim yararına olan bilgileri benden saklamazlar.	0.619
Bölüm Başkanı bana güveniyorsa ben de ona güvenirim.	0.611
Çalıştığım departmandaki performans değerlendirmeleri adil ve objektif bir şekilde yürütülür.	0.537
2nd Factor: Trust to university	Factor Loadings
Bu üniversitede herşey açıklıkla yürütülür, gizli saklı uygulamalar yoktur.	0.805
Bu üniversitede bilgiler çalışanlara tam ve doğru olarak aktarılır.	0.804
Bu üniversitede şirket politikaları ve açıklıkla bize aktarılmıştır.	0.781
Bu üniversitede bilgiler zamanında iletilir.	0.766
Bu üniversitede şirket politikaları çalışanlara iletilir.	0.726
Bu üniversitede iletişim kanalları her zaman açıktır.	0.689
Bu üniversitede çalışanların ihtiyaçları ve yaptıkları öneriler doğrultusunda yeniliğe, gelişime ve değişime açıktır.	0.566
Vicdanıma aykırı olmayan şeyler yapabilme şansımın olması açısından	0.553
Yaptığım iyi bir iş karşılığında takdir edilmem açısından	0.544
Bu üniversite şirket politikalarına uygun hareket eder.	0.510
Bu üniversitede personel politikaları hakkaniyetle yerine getirilir.	0.492
Şirket politikaları hakkındaki duygularımı belirtmekten ve önerilerde bulunmaktan çekinmem.	0.473
3rd Factor: Support to employees	Factor Loadings
Bu üniversite hamililik uygulamasıyla çalışanlara gereken desteği sağlar.	0.806
Bu üniversitede iş ile ilgili beklenti ve sorumluluklar hem şirket hedeflerini karşılayacak, çalışanların sağlık ve mutluluğunu dikkate alacak şekildedir.	0.797

Table 4.4 cont'd

Bu üniversitede şirket politikaları çalışanların kariyer hedeflerini destekler şekilde düzenlenmiştir.	0.789
Yönetim yeni ve yaratıcı uygulamaları adapte etmekten çekinmediğinden, uygulanan şirket politikaları gerekli oldukça güncelleştirilir.	0.752
Bu üniversite yeni girenlere yeterli düzeyde eğitim sağlar.	0.739
Bu üniversite yeni girenlere yeterli düzeyde oryantasyon sağlar.	0.733
Çalışma saatleri ve iş programları, çalışanlara hem işlerinin gereklerini yerine getirebilme hem de ailelerine zaman ayırabilme olanağı tanır.	0.638
Bu üniversite şirket politikalarını çalışanlarında fikirlerini alarak oluşturur.	0.591
Bu üniversite çalışanlarının bireysel gereksinimlerini karşılamak için yeni şirket politikalarını benimseme ve eski şirket politikalarından vazgeçme açısından ciddi çabalarda bulunurç	0.557
4th Factor: Trust to colleagues	Factor Loadings
İş arkadaşlarımla söyledikleriyle yaptıkları birbirini tutar.	0.752
Bir iş arkadaşımın benim veya başka bir iş arkadaşımın hakkında konuşacağına ihtimal vermem.	0.723
İş arkadaşlarım için gerektiği bilgi ve beceriye sahiptir.	0.675
Bu üniversitedeki iş ilişkilerim olumlu ve keyiflidir.	0.584
Disiplinle ilgili uygulama ancak haklı ve gerekli durumlarda uygulanır.	0.534
5th Factor: Participation to decision making	Factor Loadings
Bölüm Başkanı şirket politikalarını ve işlemlerini oluştururken benden aldığı fikride kullanır.	0.716
Bölüm Başkanı şirket politikalarını oluştururken benimde fikrimi alır.	0.676

4.3 Correlation Analysis

To test the first hypothesis (H1) stating that; “There is a negative relationship between mobbing and job satisfaction”, correlation analysis is used. The results are given in Table 4.5.

Table 4.5: Correlations of mobbing factors and job satisfaction factors

	MF1	MF2	MF3	MF4	JSF1	JSF2	JSF3	JSF4
MF1	1							
MF2	.702**	1						
MF3	.707**	.695**	1					
MF4	.573**	.536**	.589**	1				
JSF1	-.451**	-.548**	-.395**	-.373**	1			
JSF2	-.319**	-.372**	-.347**	-.366**	.550**	1		
JSF3	-.282**	-.332**	-.251**	-.280**	.582**	.449**	1	
JSF4	-.162*	-.338**	-.281**	-.244**	.592**	.409**	.500**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

MF1: Ignorance, MF2: Attack on the employee's personality, MF3: Impression, MF4: Work-related aggressive behavior, JSF1: Satisfaction with the work, JSF2: Satisfaction with department head, JSF3: Satisfaction from others, JSF4: Autonomy

According to these results, there is a negative relation between all mobbing factor; ignorance, attack on the employee's personality, impression and work-related aggressive behavior and all job satisfaction factors; satisfaction with the work, satisfaction with department head, satisfaction from other, and autonomy. Accordingly it can be said that when mobbing increase job satisfaction decrease. All the correlations are statistically significant. It can be seen from table 4.5 that correlations coefficient imply low to moderate correlation. As a result, the first hypothesis is supported.

To test the first hypothesis (H2) stated that, "There is a negative relationship between mobbing and organizational trust", correlation analysis is used. The results are given in Table 4.6.

According to these results of the correlation analysis, there is a negative correlation between the mobbing factors and organizational trust factors. However, the correlation between mobbing factors 1, 2, 3 and organizational factor 3 is not statistically significant. Correlation coefficients imply low to moderate relations ($r = -.177$, $r = -.511$). According

to the results of the correlation analysis second hypothesis stating that there is a negative relationship between mobbing and organizational trust is supported.

Table 4.6: Correlations of Mobbing Factors and Organizational Trust Factors

	MF1	MF2	MF3	MF4	OTF1	OTF2	OTF3	OTF4	OTF5
MF1	1								
MF2	.702**	1							
MF3	.707**	.695**	1						
MF4	.573**	.536**	.589**	1					
OTF1	-.296**	-.309**	-.339**	-.222**	1				
OTF2	-.246**	-.237**	-.222**	-.220**	.623**	1			
OTF3	-.059	-.062	-.092	-.198**	.414**	.681**	1		
OTF4	-.511**	-.451**	-.433**	-.352**	.678**	.599**	.384**	1	
OTF5	-.200**	-.177**	-.216**	-.274**	.631**	.516**	.411**	.476**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

MF1: Ignorance, MF2: Attack on the employee's personality, MF3: Impression, MF4: Work-related aggressive behavior
OTF1: Trust to department head, OTF2: Trust to university, OTF3: Support to university, OTF4: Trust to colleagues,
OTF5: Participation to decision making.

4.4 Regression Analysis

4.4.1 Mobbing and job satisfaction

After testing the first hypothesis with correlation analysis, the analysis is taken one step further and tested with regression analysis to see whether mobbing contributes to job satisfaction or mobbing explains the variance in job satisfaction or not.

Table 4.7: The Regression Analysis to Determine the Effects of the Mobbing on Job Satisfaction

Dependent Variable: Job satisfaction Factor 1: Satisfaction with the work				
Independent Variables: Mobbing factors				
Model	Adjusted R Square	F	Significance (p)	
	0,303	26,508	0,000	
Model	Standardized Beta	T	Significance (p)	
MF1: Ignorance	-0,121	-1,396	0,164	
MF2: Attack on the employee's personality	-0,454	-5,417	0,000	
MF3: Impression	0,63	0,727	0,468	
MF4: Work-related aggressive behavior	-0,097	-1,377	0,170	
Dependent Variable: Job satisfaction Factor 2: Satisfaction with department head				
Independent Variables: Mobbing factors				
Model	Adjusted R Square	F	Significance (p)	
	0,166	12,721	0,000	
Model	Standardized Beta	T	Significance (p)	
MF1: Ignorance	0,004	0,042	0,966	
MF2: Attack on the employee's personality	-0,203	-2,211	0,028	
MF3: Impression	-0,086	-0,905	0,367	
MF4: Work-related aggressive behavior	-0,209	-2,714	0,007	
Dependent Variable: Job satisfaction Factor 3: Satisfaction with others				
Independent Variables: Mobbing factors				
Model	Adjusted R Square	F	Significance (p)	
	0,111	8,369	0,000	
Model	Standardized Beta	T	Significance (p)	
MF1: Ignorance	-0,062	-0,639	0,523	
MF2: Attack on the employee's personality	-0,245	-2,586	0,010	
MF3: Impression	0,045	0,464	0,643	
MF4: Work-related aggressive behavior	-0,140	-1,751	0,081	
Dependent Variable: Job satisfaction Factor 4: Autonomy				
Independent Variables: Mobbing factors				
Model	Adjusted R Square	F	Significance (p)	
	0,133	9,996	0,000	
Model	Standardized Beta	T	Significance (p)	
MF1: Ignorance	0,257	2,666	0,008	
MF2: Attack on the employee's personality	-0,353	-3,771	0,000	
MF3: Impression	-0,152	-1,572	0,118	
MF4: Work-related aggressive behavior	-0,113	-1,435	0,153	

As a result of the regression analysis, it is found that model for satisfaction with the work factor is significant with $F = 26.508$ and $p = 0.000$. T-statistics and related p values indicated that among the mobbing factors, the factor attack on the employee's personality contributed to all the job satisfaction factors ($\beta = -.454, p = .000$; $\beta = -.203, p = .028$; $\beta = -.245, p = .010$; $\beta = -.353, p = .000$). Additionally, it is found that work related aggressive behavior factor of mobbing (MF4) contributed to satisfaction with department head factor of job satisfaction ($\beta = -.209, p = .007$), and ignorance factor of mobbing (MF1) contributed to autonomy factor of job satisfaction ($\beta = .257, p = .008$).

4.4.2 Mobbing and organizational trust

Regression analysis is used to see the contribution of mobbing on organizational trust. The results are tabulated in Table 4.8.

Table 4.8: The Regression Analysis to Determine the Effects of the Mobbing on Organizational Trust

Dependent Variable: Organizational Trust Factor 1: Trust to department head				
Independent Variables: Mobbing factors				
Model	Adjusted R Square	F	Significance (p)	
	0,112	8,403	0,000	
Model	Standardized Beta	t	Significance (p)	
MF1: Ignorance	-0,063	-0,648	0,518	
MF2: Attack on the employee's personality	-0,117	-1,240	0,216	
MF3: Impression	-0,215	-2,199	0,029	
MF4: Work-related aggressive behavior	0,003	0,043	0,966	
Dependent Variable: Organizational Trust Factor 2: Trust to university				
Independent Variables: Mobbing factors				
Model	Adjusted R Square	F	Significance (p)	
	0,059	4,681	0,001	
Model	Standardized Beta	t	Significance (p)	
MF1: Ignorance	-0,110	-1,093	0,276	
MF2: Attack on the employee's personality	-0,092	-0,947	0,344	
MF3: Impression	-0,025	-0,251	0,802	
MF4: Work-related aggressive behavior	-0,093	-1,134	0,258	

Table cont'd

Dependent Variable: Organizational Trust Factor 3: Support to employees			
Independent Variables: Mobbing factors			
Model	Adjusted R Square	F	Significance (p)
	0,028	2,670	0,033
Model	Standardized Beta	t	Significance (p)
MF1: Ignorance	0,074	0,727	0,468
MF2: Attack on the employee's personality	0,032	0,327	0,744
MF3: Impression	-0,022	-0,220	0,826
MF4: Work-related aggressive behavior	-0,245	-2,939	0,004
Dependent Variable: Organizational Trust Factor 4: Trust to colleagues			
Independent Variables: Mobbing factors			
Model	Adjusted R Square	F	Significance (p)
	0,270	22,692	0,000
Model	Standardized Beta	t	Significance (p)
MF1: Ignorance	-0,338	-3,812	0,000
MF2: Attack on the employee's personality	-0,143	-1,662	0,098
MF3: Impression	-0,072	-0,816	0,416
MF4: Work-related aggressive behavior	-0,039	-0,545	0,586
Dependent Variable: Organizational Trust Factor 5: Participation to decision making			
Independent Variables: Mobbing factors			
Model	Adjusted R Square	F	Significance (p)
	0,064	5,014	0,001
Model	Standardized Beta	t	Significance (p)
MF1: Ignorance	-0,031	-0,310	0,757
MF2: Attack on the employee's personality	0,015	0,159	0,874
MF3: Impression	-0,076	-0,756	0,450
MF4: Work-related aggressive behavior	-0,219	-2,683	0,008

As a result of the regression analysis, it is found that impression factor of mobbing (MF3) contributed to trust to department head factor (beta= -.215, p= .029); work related aggressive behavior factor (MF4) of mobbing contributed to both support to employees (beta= -.245, p= .004) and participation to decision making factors of mobbing (beta= -

.219, $p = .008$) and ignorance factor (MF1) of mobbing to trust to colleagues ($\beta = -.338$, $p = .000$) factors of organizational trust.

4.5 Testing the Demographic Variables with Respect to Mobbing

4.5.1 Mobbing and gender

Independent Samples T-test is run to test the difference between men and women with respect to mobbing. There are significant differences between mobbing based on gender. Results of the T-test analysis is shown in Table 4.9.

Table 4.9: Difference of mobbing and gender

	Gender	N	Mean	Std. Dev.	t	p
MF1 (Ignorance)	Female	115	1.812	0.789	2.387	0.018
	Male	121	1.596	0.585	2.370	0.019
MF2 (Attack on the employee's personality)	Female	115	1.491	0.533	2.517	0.012
	Male	121	1.326	0.472	2.509	0.013
MF3 (Impression)	Female	115	1.539	0.713	2.873	0.004
	Male	121	1.312	0.483	2.846	0.005
MF4 (Work-related aggressive behavior)	Female	115	1.932	0.770	3.259	0.001
	Male	121	1.651	0.540	3.231	0.001

As a result of the T-test analysis it is seen that there is a significant difference between men and women with respect to all mobbing factors (ignorance, attack on the employee's personality, impression, and work related aggressive behavior). Women experience mobbing more than men. So, the third hypothesis stating that "There is a significant difference between men and women with regard to mobbing" is supported.

4.5.2 Mobbing and marital status

Independent Samples T-test is also used whether there is a significant difference between single and married academicians with respect to mobbing. Results of the analysis is tabulated in Table 4.10.

Table 4.10: Difference of mobbing and marital status

	Gender	N	Mean	Std. Dev.	t	p
MF1 (Ignorance)	Married	126	1,845	0,747	3,398	0,001
	Single	110	1,540	0,603	3,447	0,001
MF2 (Attack on the employee's personality)	Married	126	1,477	0,543	2,264	0,025
	Single	110	1,327	0,456	2,290	0,023
MF3 (Impression)	Married	126	1,444	0,577	0,575	0,566
	Single	110	1,398	0,658	0,570	0,569
MF4 (Work-related aggressive behavior)	Married	126	1,787	0,636	-0,020	0,984
	Single	110	1,789	0,720	-0,020	0,984

As a result of the analysis, it is seen that there is a significant difference between married and single academicians with respect to ignorance and attack on employee's personality factors of mobbing. Results indicate that married academicians experience more ignorance and attack on their personality compared to single academicians. No significant difference is found between married and single academicians with respect to other mobbing factors (impression, work related aggressive behavior). The fourth hypothesis stating that "There is a significant difference between married and single academicians with respect to mobbing" is partially supported.

4.5.3 Mobbing and university

Independent Samples T-test is used to test whether there is a significant difference between state and foundation universities. There is no significant difference between state and foundation universities with respect to mobbing. The fifth hypothesis stating that "There is a significant difference between state and foundation universities with respect to mobbing" is not supported.

4.5.4 Mobbing and academic status

ANOVA is run to see whether there is a significant difference between academic status with respect to mobbing. As a result of the analysis, it is found that variances of ignorance (MF1), attack on the employee's personality (MF2) and impression (MF3) are not equal. It is not possible to conduct ANOVA to these factors because the basic assumptions of

ANOVA is not met. ANOVA is run for only work-related aggressive behavior (MF4) because the variances are equal ($p = .102$). However, when ANOVA is conducted, it is found that there is no significant difference between the academic status of respondents with respect to work-related aggressive behavior (MF4). As a result, the sixth hypothesis stating that “There is a significant difference between professors, associate professors, assistant professors, and research assistants with respect to mobbing” is not supported.

4.5.5 Mobbing and age

Correlation is used to see the relationship between mobbing and age of academicians. Only work-related aggressive behavior (MF4) has significant relation with age. There is a negative and low correlation ($r = -0.178$ and $p = 0.006$) between work-related aggressive behavior and age. No significant relation is found between other mobbing and age of academicians. As a result the seventh hypothesis “There is a positive correlation between mobbing and age”, is not supported according to the Table 4.11.

Table 4.11: Correlation of mobbing and age

	MF1	MF2	MF3	MF4	Age
MF1	1				
MF2	.702	1			
MF3	.707	.695	1		
MF4	.573	.536	.589	1	
Age	.084	.013	-.008	-.178**	1

**Correlation is significant at the 0.01 level

4.5.6 Mobbing and work life experience (years)

The relationship between mobbing and working life experience is examined by using Pearson correlation. Only work-related aggressive behavior (MF4) has significant relation with working life experience. There is a negative and low correlation ($r = -0.198$ and $p = 0.002$) between work-related aggressive behavior and working life experience. However, no significant relation is found between other mobbing factors and work life experience.

As a result the eighth hypothesis “There is a positive correlation between mobbing and work life experience”, is not supported according to the Table 4.12.

Table 4.12: Correlation of mobbing and work life experience (years)

	MF1	MF2	MF3	MF4	Work life experience
MF1	1				
MF2	.702	1			
MF3	.707	.695	1		
MF4	.573	.536	.589	1	
Work life experience	.051	-.198	-.033	-.198**	1

**Correlation is significant at the 0.01 level

4.5.7 Mobbing and current workplace experience (years)

The relationship between mobbing and current workplace experience of academicians is examined by using Pearson correlation analysis. However, there is statistically no significant relation between mobbing and workplace experience. Table 4.13 shows that the ninth hypothesis “There is a positive correlation between mobbing and current workplace experience” is not supported.

Table 4.13: Correlation of mobbing and current workplace experience (years)

	MF1	MF2	MF3	MF4	Current workplace experience
MF1	1				
MF2	.702	1			
MF3	.707	.695	1		
MF4	.573	.536	.589	1	
Current workplace experience	.104	.049	.022	-.078	1

**Correlation is significant at the 0.01 level

5 DISCUSSION

Mobbing is being defined internationally as a growing serious problem in work place (Salin, 2001), that influences the physical and mental health, efficiency (Mikkelsen and Einarsen, 2001), performance, work satisfaction (Salin, 2001), and organizational satisfaction (Demirgil, 2008) of employees negatively. For instance, a research conducted in Sweden, in 1990, showed that 3.5% of the Sweden labor force which makes approximately 4.5 million workers became a mobbing victim (Leymann, 1996). The numbers are similar in USA as well; it is possible that over 4 million workers are subjected to mobbing (Davenport et. al., 1999). Majority of the studies tried to understand the link between mobbing and employee attitudes and have put forward some similar and different results from each other. Mobbing has been found to be associated with levels of job satisfaction in many studies. For example, in a sample of U.S. workers, a survey discovered that job satisfaction was the highest for non-mobbed workers (Lutgen, 2006). Although the relationship between mobbing and job satisfaction or organizational commitment have been studied frequently, the link between mobbing and trust is seldom analyzed. However, it is thought that there should be an important association between mobbing and trust. Since trust is very critical element for everyday interaction, it should be also important for blocking mobbing. According to Akgeyik (2007), the level of organizational-confidence were lower among the mobbed than unexposed.

Based on these arguments, the purpose of the study is to examine the workplace mobbing and its relationship between job satisfaction and organizational trust. Since the study is aimed to be conducted in universities on academicians, it is tried to identify whether the academicians are being exposed to mobbing or not. Demographic characteristics of participants are also analyzed to see whether there is a difference between academicians with respect to mobbing.

According to the factor analysis conducted on mobbing, four factors which are named as ignorance, attack on the employee's personality, impression, and work-related aggressive behavior were found. In comparison to Leymann's (1996) five factors, these different four factors can be due to Turkish culture. Since the mobbing questions are designed based on

Western culture, cultural differences of Turkish culture may affect the perception of the questions.

As a result of the study, it is determined that %3.8 of the 236 participants have been “always” exposed to mobbing, and respectively; %3.8 (very often), %6.8 (often), %26.3 (sometimes), %34.7 (rarely), and %24.6 (never) exposed to mobbing. In other words, it is understood that %75.4 of the academicians have been at least exposed to mobbing once in their universities. When the literature about the concept has been investigated, the research has shown that mobbing is a widespread phenomenon in many countries. Especially, %3-4 of the population of employees in Scandinavia has been subject to mobbing. In fact, in Finland and England, the mobbing ratio increases more than %10 (Salin, 2001). So, all of these examples from different countries show clearly that the number of people, subjected to mobbing, is higher than other kind of negative issues at workplace (Tınaz, 2006). Garvois (2006) also said that most of the Leymann’s studies were conducted among universities which are highly representative for workplace mobbing. Many researchers studied mobbing in academy abroad such as Raskauskas (2006) who studied in New Zealand universities and observed that 65.3% of academic personnel had been mobbed. Although academicians are familiar with the concept of mobbing, they still experience mobbing. It is put forward that academicians who work for both state and foundation universities and employed as teaching assistants, assistant professors and professors asserted to be mobbed (Tigrel and Kökalan, 2009). This shows that in Turkish academic environment, people can be a victim of mobbing whatever their position is.

As a result of the factor analysis run on job satisfaction, four factors were found. These factors were named as satisfaction with the work, satisfaction with department head, satisfaction with others, and autonomy. When the relationship between mobbing and job satisfaction is analyzed, it is found that there is a negative relation between all mobbing factors and all job satisfaction factors. It can be said that when mobbing increase, job satisfaction decrease. The analysis is taken one step further and tested with regression analysis. It is found that work related aggressive behavior factor of mobbing contributed to satisfaction with department head factor of job satisfaction and ignorance factor of mobbing contributed to autonomy factor of job satisfaction. In a Swedish study of nurses,

Arnetz and Arnetz (2001), found that satisfaction with work was inversely affected by exposure to mobbing (Vartia-Vaananen, 2003). Similarly, dissatisfaction with the amount and quality of guidance, instructions and feedback has been shown to be associated with higher levels of mobbing (Hoel and Salin, 2003). These findings supported the first hypothesis of the study and they are also supported by the relevant literature.

As a result of the correlation analysis conducted to test the relationship between mobbing and organizational trust, negative correlation is found between the mobbing factors and organizational trust factors. However, correlation between mobbing factors (ignorance, attack on the employee's behavior and impression) and organizational factors (trust to department head, trust to university, support to employees, trust to colleagues, and participation to decision making), support to employees is not statistically significant. When the relationship of mobbing and organizational trust are examined, it is seen that each of them affect one another. In this frame, when organizational trust increases, mobbing decreases. Similarly, the higher the level of mobbing, the lower organizational trust is. Additionally, regression analysis is also run to see the contribution of mobbing on organizational trust. Results show that impression factor of mobbing contributed to trust to department head factor, work related aggressive behavior factor of mobbing contributed to both support to employees and participation to decision making factors of organizational trust, ignorance factor of mobbing contributed to trust to colleagues factor of organizational trust. Results supported the second hypothesis of the study.

The findings are supported by the literature as well. Literature shows that mobbing has negative effects both for the organizations and employees. From the employee perspective, mobbing effects self-confidence of employees negatively. Due to mobbing, the feeling of low self-confidence causes a decrease in organizational confidence in many countries (Akgeyik, 2007). It is clear that the victim have more insecure personality due to mobbing. Mobbing damages confidence bond between victims and their workplaces seriously.

After the tests of the demographic variables with respect to mobbing, it is seen that there is a significant difference between men and women with respect to mobbing. Leymann (1996) also identified the gender factor in mobbing activities and found that 76% of males

were subjected to mobbing by male colleagues, 3% of males were mobbed by female colleagues while 21% of them were mobbed by both females and males. On the other hand, 40% of females were subjected to mobbing by females, 30% of them by males and 30% of them by both female and male colleagues (Leymann, 1996). Chappel and Martino (2006) showed that 61% of mobbing victims are female due to their high concentration in jobs and their high potential to become successful.

It is also found that married academicians experience more ignorance and attack on their personality compared to single academicians. The reason might be married employees are more dependent. They have families to look after and they need to be employed. The current employment situation for academicians can be also added to the reasons. These reasons make them dependent although they are exposed to mobbing. On the other hand, single academicians can resist to perpetrators easily. However, there is no significant difference between state and foundation universities with respect to mobbing. Those academicians who employed in foundation universities generally come from state university background since they generally started their career in state universities and thus, got their first experiences within the culture of these universities. Thus, as a result, there is not any difference about mobbing in state and foundation universities as the academicians actually have similar backgrounds. There is a negative and low correlation between mobbing factor of work related aggressive behavior and age. This may be due to the fact that as the academicians get older the perpetrator cannot give tasks that are below the person's abilities or assign to much workload. Because it is not easy to apply such kind of behavior to older academicians. They don't bear these behaviors. On the other hand, younger academicians can be easily exposed to these behaviors. However, no significant relation is found between the experience in work life and mobbing. Only work related aggressive behavior of mobbing factor and working life experience has significant relation. The current situation may be attributed to the fact that employees with less than 2 years service believe that the university will be able to meet their career expectations. Employees with 3 to 10 years service may consider themselves as having stagnated and no longer have faith that the university is able to meet their career expectations. Besides, in that academicians expectations are high at the time of appointment, but when these expectations are not met, the resultant effect leads to an increase in mobbing exposure and

remains relatively low for the next few years. Academician satisfaction levels increase again as the employee's years of employment increases.

5.2 Limitations of the study

This study is not without its limitations. The first limitation can be sample size. The sample consists of only 236 academicians. Please note that a sample size of 236 respondents is not adequate to reach a generalization about the situation in Turkey. Another limitation of the study can be convenience sampling. There are many universities located in Turkey either state or foundation. Other sampling methods could have been more fruitful. Data is based on self-reported questionnaires, so this might introduce a limitation.

Since this study is trying to identify a critical issue, academicians can hesitate to confess that they were mobbed or witnessed and they might have the fear of losing their job. Although the questionnaires are distributed in a closed envelope to eliminate this limitation, the sensitivity of the topic would still bring some limitations. Although privacy of the respondents was ensured to be protected by the researcher, academicians were unwilling to explain their sincere answers. Another problem was to convince respondents to allocate some time for the questionnaires within their busy agendas. Feedback indicated that many academicians felt that the questionnaires were somewhat long.

Another limitation of the study is the mobbing questionnaire used in the study. Questionnaire is not sufficient in determining the dynamic process of mobbing. Since the questions are developed based on Western culture, some of them were not appropriate for Turkish culture.

Due to the cross-sectional design, causality explanations are not allowed, and some alternative directions of the relationships cannot be discarded. This limitation suggests the need for a longitudinal study in new construction samples.

5.3 Suggestions for Future Research

Mobbing has become a very popular topic and many people are now realizing that they are being mobbed in their work. Questionnaire is preferred as a data collection tool and victims are asked whether they confronted with certain behaviors. This may create a common method variance. In order to avoid from the bias, future research may use interviews with victims as a supplementary data collection method.

It was seen that some of the academicians had obviously suffered from mobbing. It was found that some participants had frequently encountered much more serious mobbing behaviors. As a result, it was observed that the most frequent symptoms that mobbers used on the academicians were “making up gossips and rumors”, “ignoring”, “assignment of unimportant duties”, “hiding important information related the work”, and “verbal harassment”. The participants expressed that they were not exposed to behaviors like “teasing about religion and ethnicity”, “physical violence”, “sexual abuse”, and “harming personal belongings”. In light of this, a new questionnaire for mobbing should be prepared according to Turkish culture.

Future research about mobbing may focus on the relationship between mobbing and other organizational variables. These may include characteristics of organizational culture which promotes mobbing, behaviors and personality characteristics of the manager or colleagues who use mobbing. These results may provide important insights both for academicians and managers to prevent this psychological terrorism and create a peaceful and productive working environment.

5.4 Managerial Implications

This study has revealed several important implications especially for university managers. Mobbing causes academicians feel more and more insecure at their work, and leads a decrease in their performance. As a result of this study, it is found that mobbing negatively influences employees satisfaction with the work negatively. Managers should be aware that if mobbing cannot be prevented in an organizations, employees cannot be happy with thier

work and this might affect their performance negatively. It should also be noted that creating a trust within the organization might help to prevent or at least diminish the affects of mobbbing.

One way to prevent as well as create awereness to mobbing is to design training programs for employees in organizations. Such training will make them understand what mobbing is, what to do when it is experienced, and discourage people from mobbing others. In companies, conciousness should be raised by increasing trainings and managers should track everything that is happening in their departments/faculties. Managers should also be open to communication, welcome the mobbing victims and show concern by listening them. Human resource managers should also pinpoint the extraordinary events in the organizations and should carry on finding out the reasons and consequences.

Many researches were conducted in different countries to measure the percentage of the mobbing victims at workplace to create attention for this issue and to inform the states for taking the necessary expediencies and regulations to prevent this dangereous action. Some organizations also form special units for mobbing victims. This might positively affect the trust environment in the organization.

The reasons and consequences of workplace mobbing should be described through media, articles and business meetings to make managers aware of this danger. They should be clarified about the nature of problem and the negative outcomes for both organization and themselves. As it is put forth by this study that if the trust is established, mobbing behaviour in faculties and departments will be abolished.

APPENDIX

Sayın Katılımcı,

Bu araştırma, iş yaşamınızdaki uygulamalara ilişkin bir çalışmadır. Bu amaçla hazırlanmış olan bu anket formunda sizden istediğimiz, soruları kendi fikirlerinizi ve yaklaşımlarınızı dikkate alarak doldurmanızdır.

Bize vereceğiniz cevaplar sadece ilgili bilimsel araştırma dahilinde kullanılacak ve kimliğiniz kesinlikle gizli tutulacaktır. Cevaplarınızın gizli tutulacağına dair bize olan güveninizi sağlamak için sizden isminizi veya kimliğinizi açığa çıkartacak herhangi bir işareti anket formu üzerine yazmamanızı önemle hatırlatırız.

Bu araştırmaya vereceğiniz katkı için şimdiden teşekkür ederiz.

Cinsiyetiniz: Kadın () Erkek ()
Yaşınız : _____
Medeni Durumunuz: Evli () Bekar ()
Akademik ünvanınız? _____
Kaç yıldır çalışma hayatındasınız? _____
Şu anki işyerinizde kaç yıldır çalışıyorsunuz? _____
Üniversiteniz: Vakıf () Devlet ()

Psikolojik yıldırma, duygusal bir saldırıdır. **Bir veya birkaç kişi tarafından diğer bir kişiye yönelik olarak düşmanca ve ahlak dışı yöntemlerle** sistematik bir biçimde **uygulanan** psikolojik bir terördür.

Yukarıdaki tanıma göre; <i>Aşağıda verilen ifadeleri dikkatlice okuyunuz ve bu ifadelerle ilgili görüşünüzü “Hiçbir zaman” dan “Her zaman” a doğru uzanan değerlendirme aralığında cevap seçeneklerinden birine X işareti koyarak belirtiniz.</i>	Her zaman	Çok Sık	Sıklıkla	Bazen	Nadiren	Hiçbir Zaman
Psikolojik yıldırma davranışlarına maruz kaldığınızı düşünüyor musunuz?						
İş arkadaşlarınızdan psikolojik yıldırma davranışlarına maruz kalanlar oluyor mu?						

Psikolojik yıldırma davranışları size en çok kim tarafından uygulanmaktadır?

Dekan _____ Bölüm Başkanı _____ Bölüm Sekreteri _____

Çalışma arkadaşları: Aynı akademik dereceye sahip olanlar _____
Daha üst akademik dereceye sahip olanlar _____
Daha alt akademik dereceye sahip olanlar _____

Başka Departmanların Bölüm Başkanları _____ Başka Departman Çalışanları _____

I.BÖLÜM

<i>Aşağıda belirtilen davranışlar işyerlerinde sık sık karşılaşılan olumsuz davranış örnekleri olarak kabul edilmektedir. İşyerinizde geçtiğimiz (son) 6 ay süresince aşağıdaki olumsuz davranışlara ne sıklıkta maruz kaldığınızı “Hiçbir zaman” dan “Her gün” e doğru uzanan değerlendirme aralığında cevap seçeneklerinden birine X işareti koyarak belirtiniz.</i>	Hiçbir zaman	Bazen	Ayda Bir	Haftada Bir	Her gün
1. Bazı kişilerin sizin başarınızı etkileyecek bilgileri sizden saklaması.					
2. İşinizle ilgili utandırılmanız ve alay konusu edilmeniz.					
3. Beceri düzeyinizden (başarabileceğinizden) daha düşük işlerin verilmesi.					
4. Bazı önemli sorumluluklarınızın sizden geri alınması ya da önemsiz veya hoş olmayan işlerle değiştirilmesi.					
5. Haklarınızda söylenti ve dedikodu yayılması.					
6. Göz ardı edilmeniz, dışlanmanız veya “olayların dışına atılmanız”.					
7. Kişiliğiniz (alışkanlıklarınız, geçmişiniz gibi), tutumlarınız ve kişisel hayatınızla ilgili aşağılayıcı ve kırıcı sözler (hakaret etmek) söylenmesi.					
8. Size bağırılması veya nedensiz bir öfke ya da azarlanmaya (sözlü şiddete) hedef olmanız.					
9. Parmakla tehdit edilme, kişisel alanın ihlali, itme, yol keserek tehdit edilme gibi tehdit durumlarına maruz kalmanız.					
10. İşinizi bırakmanız gerektiğine dair işaret veya ipuçlarının verilmesi.					
11. Hatalarınızın veya başarısızlıklarınızın sürekli hatırlatılması.					
12. Siz geçerken yokmuşsunuz gibi davranılması veya düşmanca davranılması.					
13. Sürekli olarak işinizin ve çabalarınızın eleştirilmesi.					
14. Görüş ve düşüncelerinizin dikkate alınmaması.					
15. İyi anlaşmadığınız veya kurum içinde çok yakın olmadığınız insanların günlük şakalarına maruz kalmanız.					
16. Gereksiz veya zamanında bitirmeniz mümkün olmayan işlerin verilmesi.					
17. Size karşı suçlamaların veya iddiaların ileri sürülmesi.					
18. İşinizin gereğinden çok denetlenmesi.					
19. Yasal hakkınız olan bazı şeyleri (hastalık izni, tatil veya iş seyahati masrafları gibi) talep etmemeniz yönünde baskı yapılması.					
20. Aşırı alaya, sataşmaya, takılmaya ve iğnelenmeye maruz kalmanız.					
21. Üstesinden gelemeyeceğiniz kadar aşırı iş yükü altında bırakılmanız.					
22. Gerçekten şiddet/fiziksel istismara veya şiddet/fiziksel istismar tehdidinde maruz kalmanız.					

II. BÖLÜM

<i>Aşağıda işinizin çeşitli yönleriyle ilgili ifadeler bulunmaktadır. Her cümleyi dikkatli okuyarak işinizin o cümlede belirtilen yönünden ne derece memnun olduğunuzu bir X işareti ile belirtiniz.</i>	Hiç memnun değilim	Memnun değilim	Biraz memnun değilim	Biraz memnunuz	Memnunuz	Çok memnunuz
1. Beni her zaman meşgul etmesi bakımından						
2. Tek başıma çalışma olanağımın olması bakımından						
3. Ara sıra değişik şeyler yapabilme şansımın olması bakımından						
4. Toplumda 'saygın bir kişi' olma şansını bana vermesi bakımından						
5. Bölüm Başkanının emrindeki kişileri idare tarzı açısından						
6. Bölüm Başkanının karar vermedeki yeteneği bakımından						
7. Vicdanıma aykırı olmayan şeyler yapabilme şansımın olması açısından						
8. Bana sabit bir iş sağlama açısından						
9. Başkaları için bir şeyler yapabilme olanağına sahip olmam açısından						
10. Kişilere ne yapacaklarını söyleme şansına sahip olmam açısından						
11. Kendi yeteneklerimi kullanarak bir şeyler yapabilme şansımın olması açısından						
12. İş ile ilgili alınan kararların uygulanmaya konması bakımından						
13. Yaptığım iş ve karşılığında aldığım ücret bakımından						
14. İş içinde terfi olanağımın olması açısından						
15. Kendi kararlarımı uygulama serbestliğini bana vermesi bakımından						
16. İşimi yaparken kendi yöntemlerimi kullanabilme şansını sağlaması açısından						
17. Çalışma şartları bakımından						
18. Çalışma arkadaşlarımla birbirleri ile anlaşması açısından						
19. Yaptığım iyi bir iş karşılığında takdir edilmem açısından						
20. Yaptığım iş karşılığında duyduğum başarı hissinden						

III. BÖLÜM

<i>Lütfen her bir ifadeyi dikkatlice okuyunuz ve bu ifadelere ne derece katıldığınıza ilişkin görüşünüzü “Tamamen katılıyorum” dan “Kesinlikle katılmıyorum” a doğru uzanan ölçek üzerinde belirtiniz.</i>	Tamamen Katılıyorum	Oldukça Katılıyorum	Katılıyorum	Pek fazla Katılmıyorum	Katılmıyorum	Kesinlikle Katılmıyorum
1.Bu üniversite yeni girenlere yeterli düzeyde oryantasyon sağlar.						
2.Bu üniversite yeni girenlere yeterli düzeyde eğitim sağlar.						
3.Bu üniversite hamillik uygulamasıyla çalışanlara gereken desteği sağlar.						
4.Bu üniversitede,iş ile ilgili beklenti ve sorumluluklar hem şirket hedeflerini karşılayacak,çalışanların sağlık ve mutluluğunu dikkate alacak şekilde tasarlanmıştır.						
5.Çalışma saatleri ve iş programları,çalışanlara hem işlerinin gereklerini yerine getirebilme hem de ailelerine zaman ayırabilme olanağı tanır.						
6.Bu üniversitede şirket politikaları çalışanların kariyer hedeflerini destekler şekilde düzenlenmiştir.						
7.Yönetim yeni ve yaratıcı uygulamaları adapte etmekten çekinmediğinden, uygulanan şirket politikaları gerekli oldukça gözden geçirilir ve güncelleştirilir.						
8.Bu üniversitede şirket politikaları çalışanlarında fikirleri dikkate alınarak oluşturulur.						
9.Bu üniversite şirket politikalarına uygun hareket eder.						
10.Bu üniversite,çalışanlarının bireysel gereksinimlerini karşılamak için yeni şirket politikalarını benimseme ve eski şirket politikalarından vazgeçme açısından ciddi çabalarda bulunur.						
11.Bu üniversitenin politikaları adildir.						
12.Bu üniversitede personel politikaları hakkaniyetle yerine getirilir.						
13. Bölüm Başkanı yanında çalışanların rahatlıkla ulaşabildiği birisidir.						
14. Bölüm Başkanı personelin önerilerini dinlemeye ve problemleriyle ilgilenmeye açıktır.						
15. Bölüm Başkanı şirket politikalarını objektif ve adil şekilde tutar.						
16.İş arkadaşlarım için gerektirdiği bilgi ve beceriye sahiptir.						
17.İş arkadaşlarımın söyledikleriyle yaptıkları birbirini tutar.						
18.İş arkadaşlarım ihtiyacım olduğunda bana destek ve yardımcı olur.						
19.Bir iş arkadaşımın benim veya başka bir iş arkadaşımın hakkında konuşacağına ihtimal vermem.						

III. BÖLÜM Devamı

<i>Lütfen her bir ifadeyi dikkatlice okuyunuz ve bu ifadelere ne derece katıldığınıza ilişkin görüşünüzü “Tamamen katılıyorum” dan “Kesinlikle katılmıyorum” a doğru uzanan ölçek üzerinde belirtiniz.</i>	Tamamen Katılıyorum	Oldukça Katılıyorum	Katılıyorum	Pek fazla Katılmıyorum	Katılmıyorum	Kesinlikle Katılmıyorum
20. Bölüm Başkanı şirket politikalarını oluştururken benimde fikrimi alır.						
21. Bölüm Başkanı şirket politikalarını ve işlemlerini oluştururken benden aldığı fikride kullanır.						
22. Disiplinle ilgili uygulama ancak haklı ve gerekli durumlarda uygulanır.						
23. Bölüm Başkanı açık ve dürüsttür.						
24. Bölüm Başkanı benimle samimiyetle ilgilenir ve benim işyerine katkı konusunda bana destek olur.						
25. Bölüm Başkanı beni işimden sorumlu tuttuğu için işimle ilgili sorumluluklarım ve görevlerim konusunda bana güvenir.						
26. Çalıştığım departmandaki performans değerlendirmeleri adil ve objektif bir şekilde yürütülür.						
27. Bölüm Başkanı beni şirketin hedeflerine ulaşmak için bir araç olarak değil, bir insan olarak görür.						
28. Bölüm Başkanı bana güveniyorsa bende ona güvenebilirim.						
29. Bu üniversitede şirket politikaları çalışanlara iletilir.						
30. Bu üniversitede iletişim kanalları her zaman açıktır.						
31. Bu üniversitede şirket politikaları ve yönetmelikler açıklıkla bize aktarılmıştır.						
32. Şirket politikaları hakkındaki duygularımı belirtmekten ve önerilerde bulunmaktan çekinmem.						
33. Bu üniversitede her şey açıklıkla yürütülür, gizli saklı uygulamalar yoktur.						
34. Bu üniversitede bilgiler zamanında iletilir.						
35. Bu üniversitede bilgiler çalışanlara tam ve doğru olarak aktarılır.						
36. Bu üniversitede astlar ve amirlerin doğrudan iletişim kurabildikleri bir ortam vardır.						
37. Bu üniversitedeki iş ilişkilerim olumlu ve keyiflidir.						
38. Çalışanlar işlerin kalitesiyle ilgili olumlu geri bildirim alırlar.						
39. Bu üniversitede çalışanların ihtiyaçları ve yaptıkları öneriler doğrultusunda yeniliğe, gelişime ve değişime açıktır.						
40. Bölüm Başkanı/Dekan benim yararına olan bilgileri benden saklamazlar.						

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