

**T.C.
OKAN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**

**THE RELATIONSHIP BETWEEN PERSONALITY
AND BEING EXPOSED TO WORKPLACE MOBBING**

ÖZDEN GÜDÜK

**THESIS
FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION**

**ADVISOR
Asst. Prof. Dr.Bülent GÜNCELER**

İstanbul, 2014

ACKNOWLEDGEMENTS

First of all I would like to thank my thesis supervisor Asst. Prof. Bülent GÜNCELER, for his great guidance and motivation. Invaluable support throughout this study has been unreal and is appreciated from my hearth.

I would also like to thank committee members of this thesis, Prof.Dr. Targan ÜNAL and Asst. Prof. Kadir TUNA for their valuable suggestions and critics.

I would also like to express my special thanks to my twin Özlem GÜDÜK who has always supported me on every issue during all my life. I am definitely thankful to my brother Şükrü GÜDÜK and my precious friends for their encouragement. You are indeed the unseen force behind making this study a success.

And special thank to Alper GÜDÜK, I could not manage to finish this thesis without his support.

ABSTRACT

THE RELATIONSHIP BETWEEN PERSONALITY AND BEING EXPOSED TO WORKPLACE MOBING

Mobbing has recently been one of the important organizational issues of business life. It has received increasing attention from both academics and practitioners due to its negative influence on job satisfaction, employee turnover and service quality.

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. The relationship between mobbing and gender, age, education level and other variables such as industry were examined by different studies.

Personality; whereas personality could be define as the intellectual, emotional and behavioral features that separates an individual from others, it could also be define as the permanent, consistent behavioral differences that distinct a person from other people. The Personality of an Individual is what determines how an individual thinks, feels and acts in a different fashion from others. Individuals that posse's different personalities, exhibit disparate reaction to similar situations or settings.

In accordance to this definition, there is an expected connection between the behavioral pattern of employees towards Mobbing and their personality.

The thesis consists of three parts. In the first part of the study, definition of mobbing was explained and knowledge such as; history of mobbing and the types of mobbing was transferred. In the second part, personality definition, theories and types of information are provided. In the application part of the study, experienced mobbing events were given and comments were made about these events.

Key Words: Mobbing, Personality.

ÖZET

KİŞİLİK VE İŞ YERİNDE MOBBİNGE MARUZ KALMA ARASINDAKİ İLİŞKİ

Yıldırma olgusu, son yıllarda çalışma hayatının önemli örgütsel sorunları arasında yer almıştır. Yıldırma, iş tatminini düşürdüğü, işgören devir hızını arttırdığı ve hatta hizmet kalitesini olumsuz etkilediği için, hem akademisyenler hem de sektör tarafından ilgi çekmeye başlamıştır.

Kültür, cinsiyet, yaş, eğitim durumu ve kıdem ayrımı olmaksızın herkes, son derece ciddi sonuçları olan psikolojik yıldırmanın kurbanı olabilir. Farklı çalışmalarda mobbingin cinsiyet, yaş, eğitim durumu ve sektör gibi değişkenler ile ilişkisi incelenmiştir.

Kişilik; bireyi diğerlerinden ayıran zihinsel, duygusal ve davranışsal özellikler şeklinde tanımlanabileceği gibi kişinin diğer kişilerden farklılık gösteren ve oldukça kalıcı, tutarlı davranış özellikleri olarak da tanımlanabilir. Kişilik her bireyin birbirinden farklı düşünmesine, farklı hissetmesine ve davranış tarzlarının farklı olmasına da yol açar. Farklı kişilik yapısına sahip bireyler benzer durum veya ortamlarda farklı tepkiler gösterebilmektedir.

Buna göre çalışanların mobbing davranışları karşısındaki tutumları ile kişilikleri arasında bağlantı olması beklenmektedir.

Tez üç bölümden oluşmaktadır. Çalışmanın ilk bölümünde, mobbingin terimi açıklanmış ve mobbing tanımının tarihçesi, mobbing nedenleri, türlerine ilişkin bilgi aktarılmıştır. İkinci bölümde, kişilik tanımı, kuramları ve tiplerine ilişkin bilgiler verilmiştir. Çalışmanın uygulama kısmında ise, yaşanmış mobbing olaylarına yer verilmiş ve bu olaylar hakkında yorum yapılmıştır.

Anahtar Kelimeler: Mobbing, Kişilik

TABLE OF CONTENTS

	<u>PAGE NO</u>
ACKNOWLEDGEMENTS	i
ABSTRACT	ii
ÖZET	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
1. MOBBING	1
1.1. DEFINITION OF MOBBING	1
1.1.1. Elements of Mobbing	5
1.1.1.1. Victim.....	5
1.1.1.2. Perpetrator (Mobber).....	8
1.1.1.3. Observer (Witness).....	10
1.1.2. Types of Mobbing	11
1.1.2.1. Downward Mobbing	11
1.1.2.2. Upward Mobbing	12
1.1.2.3. Peer-to-Peer (Horizontal) Mobbing	12
1.1.2.4. Strategic Mobbing	13
1.1.3. Phases of Mobbing	13
1.1.4. Degrees of Mobbing	16
1.2. HISTORY OF MOBBING.....	17
1.3. ANTECEDENTS OF MOBBING	19
1.3.1. Individuals Antecedents of Mobbing	20
1.3.2. Organizational Antecedents of Mobbing.....	20
1.3.3. Interpersonal Antecedents of Mobbing	24
1.3.4. Social Antecedents of Mobbing	25
1.4. MOBBING IN DIFFERENT SECTORS.....	26
1.4.1. Healthcare Sector.....	26
1.4.2. Industrial Sector.....	27
1.4.3. Education Sector.....	28

1.5.	CONSEQUENCE OF MOBBING.....	29
1.5.1.	Consequences For The Individuals	29
1.5.2.	Consequences For The Organization:	34
1.5.3.	Consequences for The Society:	35
1.6.	PREVENTION OF MOBBING.....	36
1.6.1.	Individual Prevention And Dealing With Mobbing.....	36
1.6.2.	Organizational Prevention	38
1.7.	THE CONCEPT OF MOBBING IN THE WORLD AND IN TURKEY	40
1.7.1.	Mobbing in Turkey	41
1.7.2.	Mobbing in Europe.....	44
1.7.3.	Mobbing in US	45

2. PERSONALITY 46

2.1.	TERM OF PERSONALITY	46
2.1.1.	Definition of Personality	47
2.1.2.	History of Term of Personality.....	49
2.1.3.	Common Features of Personality	49
2.1.4.	Factors That Effect Formation of Personality	50
2.1.4.1.	Genetic Determinants.....	50
2.1.4.2.	Environmental Determinants.....	51
2.1.4.2.1.	Family.....	51
2.1.4.2.2.	Culture.....	51
2.1.4.2.3.	Social Class	52
2.1.4.2.4.	Geographical and physical factors	52
2.1.4.2.5.	Other factors	52
2.2.	THEORIES OF PERSONALITY	53
2.2.1.	Sigmund Freud's Theory.....	53
2.2.2.	Carl Jung's Theory	55
2.2.3.	Alfred Adler's Theory	56
2.2.4.	Karen Horney's Social and Cultural Psychoanalysis.....	57
2.2.5.	Erik Erikson's Theory	57
2.2.6.	Erich Fromm's Theory	58
2.2.7.	Henry Murray's Theory.....	58
2.3.	TYPES OF PERSONALITY	59
2.3.1.	According to Jung.....	60
2.3.2.	According to Eysenck.....	62
2.3.3.	According to Kretschmer	63
2.3.4.	A and B Types	64
2.3.5.	Five Factors Model.....	65
2.4.	PERSONALITY DIFFERENCES AND ITS REASONS	67
2.4.1.	General Ideas	67
2.4.2.	Social Traditions and Personality Differences	70
2.4.3.	Causes of Individual Differences	70
2.4.3.1.	Objectivity (Based on the Reality of Events).....	70
2.4.3.2.	Spirit of Venture.....	71

2.4.3.3. Ambitious	71
2.4.3.4. Socialism	72
2.6. THE PHENOMENON OF MOBBING AND ITS RELATIONSHIP WITH PERSONALITY TRAITS	72
REFERENCES	99
ÖZGEÇMİŞ	109

LIST OF TABLES

	<u>PAGE NO</u>
Table 1.1: Various Mobbing Terms and Definitions.....	2
Table 1.2: Phases of Mobbing According to Leymann	14
Table 1.3: Phases In Psychologic Mobbing Duration At Workshop And Private Level.....	17
Table 1.4: Gender Distribution of Victims in Mobbing Studies	23
Table 2.1: Complex of Emotions and Acts According To A and B Type Personality Traits.....	64

LIST OF FIGURES

	<u>PAGE NO</u>
Figure 1.1: Causes and Consequences of Mobbing.....	19
Figure 1.2: Organizational Reasons About Mobbing Creation In Managements....	22
Figure 1.3: Mobbing Across Various Sectors.....	29
Figure 1.4: Impact of Mobbing in EU	32
Figure 1.5: Exposure Rates of Mobbing due to the European Countries	44

THE RELATIONSHIP BETWEEN PERSONALITY AND BEING EXPOSED TO WORKPLACE MOBBING

After the industrial revolution in Europe, organizations' interest was to make more profit, and early management theories claimed that the most important point for the organizations was productivity. For a long time, organizations and their success and sustainability was measured only with their production and profits. It was not taken into consideration that, organizations are social entities because of their employees. Competition in employee market increased and organizational atmosphere became to have more potential to cause physical and psychological harm on employees which occurs as being exposed to workplace bullying. Human beings are not like machines, they have feelings, and they can be easily affected by the outer stressors like environmental and social factors. Mobbing firstly affects the emotional wellness and physical health of the person.

In last years, mobbing is one of important problems in organizations. Many researchers have paid attention and lots of articles have been written on this topic. Also we can see that it started to draw the attention of public with more and more newspapers being filled with news about it. These news show victims of mobbing being isolated, psychologically tortured, and in the end leaving their companies. Mobbing attacks are directly related to some individual and organizational outcomes as revealed by several studies (Leymann, 1990). In this respect, the outcomes of mobbing actions are well detailed such as severe psychological aggression towards the victim, humiliation, Post-Traumatic Stress Disorder, low selfesteem, depression, social expulsion, and similar results (Einarsen, Matthiesen, and Skogstad, 1998). Negative consequences of mobbing, for instance; absenteeism, loss of performance and creativity, treatment and repairment costs, and legal compensation have been reported (Di Martino et al., 2003; Grebot, 2006). Mobbing has taken an escalated attention in recent years as a serious workplace problem within the working environment (Coyne et al., 2000). What makes a mobbing incident a severe problem is; mobbing occurs in many different social contexts and different age levels, it can be happen in every kind of organization without exception (Einarsen, Skogstad, 1996; Olweus, 2003).

Swedish scientist Leymann is accepted to be father of the research. According to 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 people mainly towards one person who, due to mobbing, is pushed into a helpless and defenceless position, being held there by means of continuing mobbing activities.

According to Jeffrey Pfeffer, organizational politics involves the activities that is taken within organizations, to acquire, develop, and use power and other resources to obtain one’s preferred outcomes in a situation in which there is uncertainty or dissensus about choices (M.J.Hatch, 2006). Just because of this definition perception of organizational politics is very important for a healthy working environment and should be given great importance. In a working environment with a high organizational politics, employees will see no obstacles to engage in hostile behaviors in order to achieve their own goals.

Although destructive conflicts, such as mobbing in the workplace, are everyday life in organisations, in Turkey mobbing is also a new issue both academic environment and for regular people. 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. Employees in Turkey mostly fear to talk in public about the deficiencies in their workplaces or the difficulties they have been confronting with because they fear of going against their management or losing their jobs.

Guiding information will be provided both for organizations and employees through the inclusion of an experienced case on mobbing issue. In conclusion; the importance of the efficiency of business life, provision of work satisfaction of employees and preservation of peace will be emphasized once again.

In this context, it is another aim of this study to show the organizations that they are required to be more sensitive about mobbing, which is quite an important problem for them, to review once again the responsibilities they should fulfil for their employees, and to take a significant step on the path to be a more efficient organization which has gained the trust of its employees and desired by all as a place to work. To offer auxiliary

methods in fight against mobbing to those who experienced mobbing, got damaged by experiencing it personally and think that mobbing is implemented on some people around them is included in the aims of the study. Victim and the person implementing mobbing are not the only ones included in mobbing process. The audience is also included in this occurrence. Accordingly, they also have roles which they must pay attention on and which can change the course of the process. By giving some suggestions in the study for these employees, who are called mobbing audiences or viewers, it is aimed to emphasize their efficiencies in this process.

Accordingly, in the first two parts, the mobbing concept is discussed; mobbing activities, mobbing roles and the concept of personality and types of personality are explained. In the last section, five real cases about mobbing are used and discussed.

1. MOBBING

There are different terms to define the same phenomenon such as; mobbing, bullying, psychological violence, psychological harassment at work, work or employee abuse and emotional abuse. Although bullying is used more in English speaking countries, mobbing is preferred in other European, such as; Scandinavian countries where the term was first used. Alternative use of bullying and mobbing terms derives from differences in the cultural and scientific background of the researchers who face the problem (Cassitto et al., 2003). One thing that is accepted is that no single definition exists and has been agreed upon.

Mobbing is a serious problem, which attracts increasing attention. Mobbing is long-term and repetitive negative attitudes and behaviors towards an individual by peers, subordinates or superiors (Zapf D, Einarsen S. 2003). As the humanity progressed through the ages; human beings tended to develop different actions and reactions to various situations. As mammals and as beings in social environments, we learned how to live together as one giant entity, but we also learned social interaction. Social interactions enabled us to begin and develop relationships and transmit our thoughts and desires to other persons while receiving theirs'. Also with these messages we learned to deal with some unwanted situations. In some of these cases, mankind used physical responses; in others, verbal ones were chosen. In such undesirable situations, getting rid of someone that we don't like or appreciate is one of those lessons we learned as a species. Examples of elimination from work and other life areas include horrible crimes such as murder, kidnapping, assault or threat. Modern times on the other hand, displayed different versions of eliminations; in workplace such types of aggression turned into what we call now; "mobbing".

1.1. DEFINITION OF MOBBING

Mobbing; term is come from the word "mobile vulgus" in the Latin language, means "undecided crowd, society that tend to violence" (Cobanoğlu, 2005). Also mob in

English as a verb means “a large crowd of people, especially one that may become violent or cause trouble” (Oxford University Pres, 2000) and have no specific changes from language to language.

As a term mobbing was used by biologists to define the behaviors of the birds as an English term according to German psychologist Harald Ege (Tinaz, 2006). It is seen that in 60’s mobbing is used by Konrad Lorenz who is Australian (Leymann, 1996) to describe behavior set of small animals exhibited in dangerous situations to defeat themselves against a single larger enemy (Westhues, 2002). The term was applied to the psychology in 70’s, by Peter Paul Heinemann, who is Swedish, and about harassment and violence in schools among students. The book’s name is *Mobbing: Group Violence among Children* (1972) (Tinaz, 2006). Heinz Leymann used the term to define specific type of aggressive behaviors such as hostile and unethical communication styles directed to one employee at the workplace. And in 1984 he wrote a report that contains his findings about mobbing and the term contained workplace behaviors by his study. As a German industrial psychologist and medical scientist who lived and worked in Sweden, he defined it, gave it name and since 1982, tirelessly researched and published about it in Sweden, Austria, Germany, France, United Kingdom, Japan and Australia (Davenport et al., 2000).

Mobbing is defined as the repeated unethical and unfavorable treatment of one person by another in the workplace. This includes behavior designed to belittle others via humiliation, sarcasm, rudeness, overworking an employee, threats and violence.

Table 1.1: Various Mobbing Terms and Definitions

Reference	Term	Definition
Brodsky (1976)	Harrassment	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 & Rrökkum (1989)	Mobbing	One or more person’s repeated and enduring negative reactions and conducts targeted at one or more persons of their work group.

Table 1.1: Devam

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 (1990)	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.
Björkqvist, Österman & 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 (1992)	Bullying	Persistent criticism and personal abuse in public or private, which humiliates and demeans a person.

Source: Einarsen, 2000, p.382

According to Leymann, mobbing is a psychological terror act in worklife that involves hostile or unethical communication, which is directed in a systematic way by one or a few individuals mainly towards one individual, who due to the assaults, is pushed into a helpless and defenceless position, being held there by means of continuing aggressive activities (Leymann, 1996). Generally these attacks occur on a regular basis over a long period. Many studies showed that the frequency of attacks can be at least a couple of times a week covering long intervals. A study conducted by Pathé and Mullen (1997) showed that the majority of the victims in their sample had been subjected to mobbing from one month to a period of twenty years. In the related literature, attacks which occur on a regular basis during at least 6 months are considered

as mobbing. In all of the mobbing cases, the attacks aimed for the expulsion of the victim and resulted in serious psychological, psychosomatic, and social consequences (Leymann, 1996) which led to the deterioration of victim's health. Reports of highly intense Post Traumatic Stress Disorder (PTSD) are apparent in numerous cases.

Mobbing is defined by Andrea Adams as persistent demeaning and downgrading of humans through vicious words and negative acts that gradually undermine confidence and self-esteem. (Adams, 1992). Mobbing is defined by French Law (2002-73) as “repeated actions of psychological harassment having as object or effect degradation of working conditions, able to cause damage to the rights and dignity, to affect physical and mental health or harm an individual’s professional future” (Cassitto et al., 2003).

The imbalance of power between the mobber and the victim is an important feature of mobbing. The victim feels defenseless in the mobbing process due to the imbalance of power. The power can come from different sources, which bring out the division of formal power and informal power. Formal power derives from status and position while individuals are able to gain informal power from certain sources such as strength of character, ability to influence the other people and quickness of tongue (Rayner et al., 2002). In a Portuguese study of the banking sector, Verdasca (2011) aimed at exploring the mobbing behaviors in terms of power, political behaviors in organizations, competition and conflict. The stories she collected showed that mobbing has organizational politics and instrumental dimension and is perceived as an attempt to improve organizational efficiency by driving the workers away, which are considered as threats or burdens (Verdesca, 2011).

Einarsen, Raknes and Mathiesen (1994) defined mobbing as ‘harassment’, ‘badgering’, and ‘niggling’, ‘freezing out’ and ‘offending’ someone. The mobbing has to repeat over a long period of time, and the victim has to be in a defenseless position. Conflicts between people that have equal strength and the incidents that occur as isolated events were not considered as mobbing (Einarsen et al., 1994). Vartia in 1993, found six main forms of mobbing which are ‘slander’, ‘social isolation’, ‘giving a person too few or overly simple tasks’, ‘threatening or criticizing’, ‘physical violence and threat of violence’ and ‘insinuations about the victim’s mental health’ (Zapf et al., 1996).

In Turkey the phenomenon includes different terminologies; first of all Osman Cem Önerter used the term “isyerinde duygusal taciz” in his translation of the Noa Davenport et al.’s book, then in 2004 Acar Baltas used the term “isyerinde yıldırma” instead of the term bullying, and in 2005 Saban Çobanoğlu published a book named “isyerinde duygusal saldırı”, and the same year Gülcan Arpacıoğlu’s article is named as “isyerinde zorbalık” and lastly Pinar Tınaz’s book was “isyerinde psikolojik taciz”.

1.1.1. Elements of Mobbing

According to personality view, the sources of mobbing behavior depend on the characteristics of employees participating in the mobbing process (Vartia, 2003). Mobbing is consisted of repeated and enduring negative acts targeted towards one or more individuals by one or more individuals and the actors of this incident can be categorized as the victim (target), the perpetrator (mobber / bully) and the observers (witnesses).

1.1.1.1. Victim

In a mobbing case to be considered as a victim it is argued by many scholars that the person involved must find it himself/herself in a defendless position within the actual situation (Einarsen, 2000). According to Brodsky (1976) generally a victim of harassment and mobbing is disturbed, teased, and insulted, and feels that he or she has little recourse to reciprocate (Einarsen et al., 1994).

Ironically, the most productive, innovative, and principled employees are frequently targeted, especially if they are creative problem solvers, dedicated hard workers or idealists devoted to achieving the professed mission and vision of the organization. Other likely targets are those who are don’t fit with the dominant workplace culture such as members of a minority religion, sexual orientation, or ethnicity, those whose first language is not English, and, in academia, those from a working class background.

Targets are usually anyone who is “different” from the organizational norm. Usually victims are competent, educated, resilient, outspoken, challenge the status quo, are more empathic or attractive and tend to be women, aged 32 to 55. Targets also can be racially different or part of a minority group.

“Victims of mobbing are in many cases different in some respects from the others in many ways; e.g., he/she may represent a minority in terms of gender, race or religion, education or occupation in the work unit” (Vartia, 2003).

According to *Social Identity Theory* (Tajfel & Turner, 1986, as cited in Vartia, 2003) being different may sometimes cause others to see a person as “one of us” or “not one of us” and this situation can easily lead hostile behavior towards the people who regarded as the outsider (Vartia, 2003).

Studies from Europe have shown that all age groups can be affected, but that posttraumatic stress disorder among mobbing victims is more common in patients age >40. Both genders are equally at risk (Leymann, Gustafsson, 1996).

According to Leymann (1996) there are no personality differences between victims and other employees in the organization. Leymann doesn't believe that personal characteristics are cause of mobbing. Although Leymann's opinion, some studies show us that the colleagues of both victims and mobbers reported that personal characteristics and manner of the victim plays role in explaining why the victims are psychologically terrorized (Matthiesen, Einarsen, 2001). In a research conducted by Zapf et al. (1996) mobbing victims are found to have less social support from supervisors and colleagues but reported a higher level of teamworking and cooperation (36). It is reported in a Norwegian study that, a major group of 268 victims of mobbing have been targets of this incident on a weekly or daily basis during their case history of more than two years, but only a small group of victims with a case history of less than one year haven been targeted this often (Einarsen, 1999). Bilgel et al conducted a study among 877 white-collar workers in Turkey and the result of study showed us % 55 of the participants reported being mobbed (Bilgel et al., 2006).

When we look at the topic from the victims' point of view, we understand from particular studies that they perceive themselves as poorer conflict managers and more unassertive than their colleagues and the perpetrators (Zapf, 1999). Vartia (2003) pointed out in her study that the victims perceive the mobbers' personal characteristics and environmental factors as the causes of the mobbing incident. In order to understand some of the perceived reasons for mobbing, the *Attribution Theory* might be taken into consideration. According to Attribution Theory (Kelly,1972; as cited in Vartia, 2003) “individuals tend to project reasons for negative experiences onto others. Thus it may be

difficult for the victims to see any reasons for the mobbing, and they may thus look for reasons in their environment or in the perpetrator, even when their own behavior has contributed to the problem” (Vartia, 2003).

In terms of conceptualization, Leymann determined a typology of 45 different activities and subdivided them into five categories depending on the effects they have on the victim (Leymann, 1996):

A. Effects on the victims’ possibilities to communicate adequately:

- 1- Your superior restricts the opportunity for you to express yourself.
- 2- You are interrupted constantly.
- 3- Colleagues/co-workers restrict your opportunity to express yourself.
- 4- You are yelled at and loudly scolded.
- 5- Your work is constantly criticized.
- 6- There is constant criticism about your social life.
- 7- You are terrorized on the telephone.
- 8- Oral threats are made.
- 9- Written threats are sent.
- 10- Contact is denied through looks or gestures.
- 11- Contact is denied through innuendoes.

B. Effects on the victims’ possibilities to maintain social contacts:

- 1- People do not speak to you anymore.
- 2- You cannot talk to anyone.
- 3- You are put in to a workplace that is isolated from others.
- 4- Colleagues are forbidden to talk with you.
- 5- You are treated as if you are invisible.

C. Effects on the victims’ possibilities to maintain their social reputation:

- 1- People talk badly behind your back.
- 2- Unfounded rumors are circulated.
- 3- You are ridiculed.
- 4- You are treated as if you are mentally ill.
- 5- You are forced to undergo a psychiatric evaluation/examination.
- 6- A handicap is ridiculed.
- 7- People imitate gestures, walk, and voice to ridicule you.

- 8- Your political or religious beliefs are ridiculed.
- 9- Your nationality is ridiculed.
- 10- You are forced to do a job that affects your self-esteem.
- 11- Your efforts are judged in a wrong and demeaning way.
- 12- Your decisions are always questioned.
- 13- You are called demeaning names.
- 14- Sexual innuendoes.

D. Effects on victims' occupational situation:

- 1- There are no specific tasks for you.
 - 2- Supervisors take assignments away, so you cannot even invent new tasks to do.
 - 3- You are given meaningless jobs to carry out.
 - 4- You are given tasks that are below your qualifications.
 - 5- You are continuously given new tasks.
 - 6- You are given tasks that affect your self-esteem.
 - 7- You are given tasks that are way beyond your qualifications, in order to discredit you.
 - 8- Causing general damages that create financial costs to you.
 - 9- Damaging your home or workplace.
- E. Effects on victims' physical health:**
- 1- You are given dangerous work tasks.
 - 2- You are forced to do a physically strenuous job.
 - 3- Threats of physical violence are made.
 - 4- Light violence is used to threaten you.
 - 5- Physical abuse.
 - 6- Outright sexual harassment.

1.1.1.2. Perpetrator (Mobber)

In the field of mobbing, because the features of the perpetrators has generally been identified by the victims, it is really difficult to study on mobbers and their personal characteristics. In an early study by Brodsky (1976) the perpetrator has been described as having various personality disorders which claimed to become from the mobbers early childhood and therefore, has described them as people motivated by a need of power demonstration. Mobbing research has revealed out that the percentage of male

mobbers seemed to be higher than female mobbers and it is also stated that mobbers seemed to be supervisors and managers more often than co-workers (Zapf, Einarsen, 2003).

It is claimed by Zapf and Einarsen (2003) that there are three main types of mobbing in terms of the mobber's personality;

- 1- Self-regulatory processes with regard to threatened self-esteem,
- 2- Lack of social competence,
- 3- Mobbing as a result of micropolitical behavior.

Some scholars and researchers studied on the types of mobbers and have described 14 possible mobber profiles (Tinaz, 2006). Six of the mostly observed profiles will be mentioned below:

1. Narcissistic mobber: This group of mobbers envision themselves superior to others in terms of intelligence, skills, beauty and grandeur. As a result these personalities think of themselves as deserving of all things. They persecute their fellow workers with utmost arrogance and cruelty, without pity for their victims (Tinaz, 2006).

2. Irate mobber: : Irate mobbers are the ideal mobbers, they induce fear and intimidate fellow workers in order to gain control over them. It is hard to escape this kind of mobbers as long as you work in the same place with them. They are selfish, blinded to the needs of others and it's almost impossible to work alongside this type of people (Tinaz, 2006).

3. Disingenuous mobber: They seek the slightest window of opportunity to perpetuate acts of wickedness towards their colleagues and derive satisfaction and pleasure in doing so. These particular groups of mobbers are also known to hide in plain sight pretending to be the innocent while carrying out their harmful deeds and at the same time relentlessly blaming the fault on other employees (Tinaz, 2006).

4. Megalomaniac mobber: Megalomaniac mobbers are control geeks and would rather that everything is under their control. Their propensity to control resources such as finances, time etc. In the working place, is due to their low self esteem which in turn incites them to provoke, hate and maltreat their fellow workers. They take it upon themselves as a duty to control everyone and at the same time either deliberately or unknowingly inflicts pain on their victim in a way that the victim doesn't see coming (Tinaz, 2006).

5. Critical mobber: This types of mobbers are pessimistic set of individuals that often seen seek to find faults in the people they are working with. They are chronic complainers, constantly pestering fellow workers concerning everything. Due to this reason they often gain favor with their superiors (Tinaz, 2006).

6. Frustrate mobber: Frustrate mobbers tend to transfer Personal under achievements, failures and misfortunes related to their private lives into the work place. As a reflection of their circumstances, they perceive those that haven't suffered the same fate or similar misfortunes to themselves as enemies or rivals. Women form a greater part of this group because of their tendencies very emotional (Tinaz, 2006).

1.1.1.3. Observer (Witness)

Mobbing is a problem that has progressively been attracting a lot of attention of recent; it is a significant problem that has great impact on not only the victim(s) but the organization a whole (observers-witnesses). A person, usually a co-worker, supervisor or manager of the victim of mobbing that might not be directly involve but perceives the circumstance between the victim(s) and the aggressor (perpetuators of mobbing), experience firsthand the altercation and sometimes partake in the process of mobbing towards the victim could be termed as an observer. In a study conducted in Finland, it was report that observers of mobbing often experience more health related symptoms than the staff of organizations devoid of mobbing; 34% of observers reported having sleeping problems as against 19% of the staff in organizations where mobbing is nonexistent (Vartia 2003). Observers also reported symptoms such as headache, strain, burnout and feebleness.

Vartia noted that observers can at an early stage curtail the rise of mobbing incidents, but due to some reasons such as peer pressure, self defense and fear of being victimized, they choose to remain indifferent or would rather support the perpetrators of mobbing (Vartia 2003). Tinaz (2006) categorizes observers into 5 different groups namely:

1. Diplomatic observer: Diplomatic observers are those that would rather be indifferent and take the role of a mediator and try to resolve the conflict. They choose not to take sides despite knowing the aggressor from the victim. For this reason, this group of observer depending on the occasion, are usually like or hated and stand a chance of being victimized due to reactions they could receive from other colleagues in the workplace.

2. **Aider observer:** This set of Observers for some selfish or obvious reasons pledge their support to the aggressor and his or her mobbing enterprise. In order to maintain their integrity among fellow workers, aider observers try to keep their support towards mobbing tendencies a secret.

3. **Cosset observer:** Otherwise known as secondary mobbers, these groups of individuals are very inquisitive concerning the affairs of other people. This persistent intrusion in the private affairs of others, though not directly, negatively impacts the lives of fellow colleagues, as such they are referred as secondary mobbers.

4. **Careless observer:** Careless mobbers are imperceptive and would rather turn a blind eye to the events in the working place. They prefer neither to get involve, attempt to prevent or condemn activities related to mobbing.

5. **Disingenuous observer:** Despite harboring a secretive opinion concerning mobbing. This group of observers at the long run becomes supportive of mobbing related activities as well as its enforcers. They depict themselves as unconcern for the fear of being the next victim.

1.1.2. Types of Mobbing

Several conducted researches outline the categories of mobbing according to the its effects on the victim, rights of the workers and their employers, avenues to resolve conflicts if the need arises, legal options available to the victims, resumption to duty, strategies to overcome mobbing etc.

Mobbing activities at the workplace may occur between equals, subordinates, superiors or sometimes, the victim at the receiving end might feel persecuted by everyone at the working place (Vartia, 2003). 3 forms of mobbing have been described in the literature according to previously performed studies, they are: Upward, downward and horizontal (peer-to –peer) forms of mobbing. Downward mobbing is directed from a superior worker towards a subordinate, upward mobbing from a subordinate or inferior worker towards their superiors while horizontal mobbing is seen between workers of equal status.

1.1.2.1. Downward Mobbing

Of the 3 types of mobbing, downward mobbing is the most prevalent and the most extensively form of mobbing debated by researchers. By virtue of its prevalence, it

deserves more consideration in terms of precautionary measures needed to prevent its occurrence as well as tackle the aftermath when it occurs (Vanderkerckhove, Commers, 2003). A study performed in the U.S revealed that 81% of workers reported being mobbed by their superiors at some point during the course of their duty (Namie, 2000). Studies conducted in Europe reported downward mobbing as the most common form of mobbing; Studies by Quine and Kistner report the prevalence as 57% and 47% respectively (as cited in Vanderkerckhove, Commers, 2003). In countries where German is the official language, studies showed that 75% of cases are mobbing are carried out by the managers towards their inferior victims. (Salin, 2003).). In Norway, a study revealed that 28% of victims admitted being mobbed by their immediate superiors or supervisors, while 25% were mobbed by their managers. In a similar study conducted in Finland among Metropolitan workers, it was discovered that 17% of the perpetrators were the immediate supervisors. "Authority failure" is acknowledge as the reason behind the prevalence of this form of mobbing .Because of the downward trend exhibited by this form of mobbing, administrative authority is an appropriate power that can help control the situation (Vanderkerckhove, Commers, 2003).

Tinaz (2006) grouped behaviors related to downwards mobbing as:

- 1- Threat to social image
- 2- Differences in gender
- 3- Nepotism
- 4- Possession different political views

1.1.2.2. Upward Mobbing

This form of mobbing often involves more than one perpetrator and in some cases the whole subordinate unit of workers gang up in protest against a disdainful superior (Tinaz 2006). They conspire against the victim, in this case their superior and put him or her in an unfavorable condition of ridicule in the eyes of the managerial board. They also conceal vital information such a superior, refuse to follow instructions set by him or her as well as make defamatory statements concerning such a superior (Tinaz 2006).

1.1.2.3. Peer-to-Peer (Horizontal) Mobbing

This type of mobbing occurs among workers take occupy similar or the same status in an organization. Their action is often targeted towards a newly promoted colleague

for envious reasons, towards other workers such as: the newly hired, workers of different race or ethnic nationalities, and towards rival workers they are in conflict or competition with (Tinaz 2006).). In a study perform among metropolitan workers in Finland, it was determined that mobbing preys are targeted by their equals at a rate of 47 % (Vartia, 2003). In another study conducted in Norway, co-workers are the aggressors in 54% of the cases (Vartia, 2003).

1.1.2.4. Strategic Mobbing

In addition the aforementioned forms of mobbing, organizations often employ mobbing as a strategy to get back at workers they are no longer need, in order to force him or her into resigning. The emergence of legislations aim at protecting the rights of workers and well as stronger trade unions makes it difficult for organizations or employers of labor to lay off workers with no prior queries (<http://www.cesil.com/0300/mobing03.htm>). For this reasons, Organizations and other employers of labor often engage mobbing as a managerial tool towards achieving their goal of dismissing older employees or workers they feel they no longer need without having to pay compensation or incur sanctions. This deliberate act is also use get rid of excess workers, hence the reduction in the cost of running the organization (Tinaz, 2006). This strategy is more prominent in times of economic depressions or crises as an excuse to lay off workers without having to follow due legal procedures and also to shy away from paying restitution to the affected workers (<http://www.cesil.com/0300/mobing03.htm>).

1.1.3. Phases of Mobbing

Heinz Leymann (Leymann Encyclopedia) indicates that mobbing is a five phase process which aims to banish the victim out of the work life. The five phases are showed below;

Table 1.2: Phases of Mobbing According to Leymann

1. Phase	The first phase begins with a conflict, which triggers the process. At this stage, the conflict has not turned to mobbing yet, and the victim may not feel psychological or physical disturbance (Tınaz et al., 2008). Up to now not so much known about the factors which transform a conflict to a mobbing process.
2. Phase	The second phase continues with mobbing actions that are used consistently and systematically over a long period of time (Leymann, 1990). This stage is characterized by aggressive acts and psychological assaults that sets the mobbing process into motion. Mobbing activities are consist of a number of behaviors which in normal don't necessarily reveal agression or attempt to expel or exclude someone but when these behaviors become persistent and applied nearly on a daily basis, it turns out to be mobbing and stigmatizing process. Victim feels defenseless and cannot survive from the situation, consequently feels unsuccessful and incapacitated, and this leads to psychosomatic illnesses (Tınaz et al., 2008).
3. Phase	At the third phase, human resource management is critical. This is the phase where Leymann thinks that people face with violation of their rights. It officially becomes a "case" when the management involves in the situation. In this stage, it is observed that due to stigmatization process management misjudge the situation and blame the victim instead of the perpetrator. Because of the isolation of the victim from his/her colleagues, management tends to believe that the source of the problem is victim or his/her personality traits. The mobbing is known now, and the person becomes a "marked individual" (Leymann, 1990). Management shares the prejudice of the co-workers that the incident occurs because of the personality of the victim, which is problematic.
4. Phase	If the target searches for help from professionals like psychiatrists or psychologists, his/her situation will be misinterpreted because of professionals having lack of sufficient training about social problems in the workplaces. The target will be incorrectly diagnosed like being paranoid, manic-depressive, or having character disorders. The target is now labeled as a difficult or mentally ill person.
5. Phase	In this final phase, the victim has been expelled from the working life and is suffering from post-traumatic stress disorder (PTSD). After the expulsion of the target, the emotional distress and psychological harm continue. According to Leymann "the most dangerous situations that give rise to further stigmatizing are long term sick leave, no work provided (but still employed), relocation to degrading work tasks and psychiatric treatment" (Leymann, 1990). Other possible outcomes are early retirement, disability and suicide (Tınaz et al., 2008). It has been found that 10-20% of subjected employees seem to have serious illnesses or commit suicides (Leymann, 1996). Leymann (Leymann, 1996) points out that every 6th to 15th suicides in Sweden may have mobbing factors in the background.

Harald Ege claims that Leymann's model reflects the perception of Scandinavian and German realities that's why he developed a 6-stage model which he thinks, is more suitable and applicable for Italian situation (Leymann, *The Mobbing Encyclopaedia*). Due to Turkey has more similarities with Italy in terms of culture than the northern european and scandinavian countries, it will be meaningful to mention Ege's model in this study. Ege's model starts with a condition zero;

Condition Zero: It is not a phase but can be seen as a pre-phase to mobbing process which is generally belongs to countries which have mediterranean culture like Italy. Psychological, normal and acceptable conflicts take place in this stage. There isn't a particular victim, but a generalized conflict between everyone against everyone and there is no aim to destroy others, just to prof their superiority over others.

1st Phase: In this phase there is a victim whom the general conflict is directed. Now the purpose is not to emerge on top but also to harm the target and eliminate him/her from the organization. From now on the conflict is not objective and not limited with the work tasks or competencies but also slides to the personal and private issues.

2nd Phase: Victim feels discomfort and annoyance because of the mobbers behaviors towards him/her although mobber's attacks are not causing psychosomatic symptoms or illnesses in the victim yet. The victim perceives something goes wrong with the colleagues but stil can not give a name to the incident.

3rd Phase: In this stage the first psychosomatic effects show themselves and the victim suffers from some health problems which last for a long time. The first symptoms include, sense of insecurity, the on set of insomnia and digestion problems.

4th Phase: Now the mobbing becomes apparent to public and frequently causes an escalation in the assasment errors of the victim with the personel management departmen's contributions. In this phase the victim tends to have sick-leaves in a frequent basis which attracts the attention of the personel management and makes them suspicious about these leaves.

5th Phase: In this phase the victim suffers from serious forms of depression thus his/her psychophysical and psychological health worsen. The victim finds him/herself in a such desperate situation that he/she starts to believe that he/she is the cause of all these things or lives in a world of injustice and with no remedy. Personnel management's lack of awareness of mobbing makes them totally incompetent in preventing these kind of hostile behaviors in the workplaces.

6th Phase: The victim seeks ways like voluntary resignation, being fired or early retirement arrangements in order to dismiss him/herself from the organization. Depression which the victim suffers from, may end up in some cases with obsession problems or even with suicide.

In addition to 6-phase model, Harald Ege suggested a last phase called double mobbing. Double mobbing is related with the role of family in the society. Apart from the Northern European countries, the tie between family and individuals is very close and strong in Italy, as it is in Turkey. When the similarities between Italian and Turkish cultures are taken into consideration, it can be suggested that the concept of double-mobbing is also acceptable for the Turkish culture (Tınaz et al., 2008).

1.1.4. Degrees of Mobbing

Mobbing has different effects on individuals due to degrees of injuries that how deeply a person burned or scarred by this experience. Because the scale only indicates how people can be affected differently by the similar experiences, without a scientific scale but a number of factors Noa Davenport and others determined three degree. The factors contain not only intensity, duration, and frequency of mobbing, but also it contains the psychology of the mobbed individuals, their upbringing, past experiences, and general circumstances (Davenport et al., 1999).

Davenport, Schwartz and Elliot (1999) distinguished three different degrees of mobbing considering the duration, frequency and the intensity of the mobbing as well as the psychology of the victim, their upbringing, past experiences and general circumstances.

- i. The first degree of mobbing is a stage where the individual manages to resist, escapes from the process at an early stage and becomes fully rehabilitated, whether in the same workplace or another.
- ii. At the second degree of mobbing, the individual neither resists nor can escape at a desired stage, is exposed to mobbing a long time, consequently suffers from mental or pyshical illnesses and has difficulty returning to work force.
- iii. At the third stage, the individual can not re-enter the work force, suffers from severe pyhsical and mental injuries which needs particular treatment.

Table 1.3: Phases In Psychologic Mobbing Duration At Workshop And Private Level

	WORKSHOP LEVEL	PRIVATE LEVEL
PHASE 1	Conflict in organization is repeated and shameful behavior begins.	First stress symptoms, conciliation offers, conflicts begins.
PHASE 2	Mobbing and psychologic terror focused on only one person.	Trepidation, concern, isolation and psychologic illnesses continues and increased.
PHASE 3	Mobbing action continues due to adminstarion failing.	Person steps back, being exhausted, long-term illnesses and uprising begins.
PHASE 4	There is medical and psychological faulty diagnose on aggrieved of mobbing. Juristical case begins.	Self-confidence decreased, stress syndrome happens and illnesses begins.
PHASE 5	Person is fired. Positions are changed continuesly in workshop. Person is retired too early or resigns.	Depression, PTSD sendrom, suicide attempt, personal diseases and obsession begins.

Source: Kasper H, (1998). Mobbing Inder Schule, AOL, Lichtenau.

1.2. HISTORY OF MOBBING

Mobbing was used by biologists firstly in 19th century to define the behaviors of birds that are flying around their enemy to protect their nests (Tinaz, 2006). The term was used by an Australian scientist, Konrad Lorenz in 1960s, who was analyzing animal behaviors. He used that concept to express the behaviors of animals that are trying to refuse enemies or hunters. In his work, he used “mobbing” to describe the behavior of a group of smaller animals against a single larger animal (Leymann, The Mobbing Encyclopaedia). Konrad Lorenz, in his book entitled *On Aggression* (1966), first described mobbing among birds and animals, attributing it to instincts rooted in the Darwinian struggle to survive (see animal mobbing behavior). In his view, humans are subject to similar innate impulses but capable of bringing them under rational control.

In the 1970s, the Swedish physician Peter-Paul Heinemann applied Lorenz's conceptualization to the collective aggression of children against a targeted child (<http://arts.uwaterloo.ca/~kwesthue/mobbing.htm>).

Later the Swedish physician Heinemann borrowed the term from Lorenz and used it to describe children behaviors in school between the class hours especially the behavior of a group of children against a single one (Leymann, 1996). Leymann borrowed the

word mobbing in early 1980s when he found a similar behavior in work places. He did not choose “bullying” to describe the situation because bullying in school has physical, aggressive acts in character (Leymann, 1996). According to Leymann, physical violence is seen rarely in workplace; therefore, he preferred using the word “bullying” for children and teenagers, and using the word of “mobbing” for behavior of adults (Leymann, 1996).

Although Leymann is known and accepted as the introducer of the concept of mobbing, an English researcher Carol Brodsky’s book “The harassed worker” is appreciated as the first study in this field, at that time, the author did not refer to the concept as mobbing. She gave place to industrial accidents, stress due to workload, and chemical pollution in the workplace and did this with the perspective of worker’s stress deriving from their own powerlessness (Leymann, *The Mobbing Encyclopedia*).

In 1992, abroad caster and journalist in UK, Andrea Adams first presented this phenomenon in two BBC Radio documentaries. As a response to these documentaries, she published her well-known book “*Bullying at Work: How to confront and overcome it*” with Neil Crawford. She published her book where she made in-depth interviews with the mobbing victims. After Adams’s death in 1995, her followers founded a fund to continue her work. The Andrea Adams Trust worked to reduce incidents of mobbing by raising awareness and provides consultancy and help.

In U.S, *Mobbing: Emotional Abuse in the American Workplace* was written by Noa Davenport, Ruth Distler Shwartz and Gail Pursell Elliot is accepted as the first book published on this topic in 1996. The book was mainly based upon Leymann’s study, and a foreword was written by Leymann for the book.

Niedl (1996) identified seven behaviors, which are attacking to someone’s integrity, isolation, direct and indirect critique, sanction by certain tasks, threats, sexual encroachment and attacking someone’s private sphere. Varhama and Björkqvist (2004) defined mobbing as insulting and infringing behavior in the workplace towards one or several individuals who can not defend themselves. At last, the victim feels totally isolated and receives suggestions to look for another job. Hoel and Cooper (2000) aimed to identify the mobbing behaviors that their respondents came across with in the workplace. 67% of the respondents answered the question of most observed mobbing behavior as “with holding information which affects your performance” (Hoel, Cooper,

2000). The second most reported mobbing behavior (57%) was “having your opinions and views ignored”. The other behaviors stated most were “being given tasks with unreasonable workload” and “being given tasks with unreasonable or impossible deadlines”.

1.3. ANTECEDENTS OF MOBBING

Several scholars have tried elaborating the factors that leads to mobbing however; none has arrived at an absolute conclusion as to why mobbing is on the rise in workplaces. Some scholars are of the opinion that the personality type of both the perpetrators as well as the victims of mobbing encourages the act (Coyne et al., 2000), whereas others scholars think otherwise. A scholar by the name Leymann believes that factors within or related to the firm or organization and quality of leadership present are the two main factors that leads to mobbing related activities within an organization. This point of view is shared similarly by people that have fallen victim to mobbing activities. However representatives of mobbing victims claimed that bullies are usually people suffering from psychopathic personality disorders (Einarsen et al., 1994).

Some researchers have emphasized on the personality factors of perpetrators and victims (Coyne et al., 2000) whereas others like Leyman (Leyman 1996), Vartia (1996) concentrated on the organizational factors. According to Zapf (1999) mobbing can be explained by both individual and organizational factors (Figure 1).

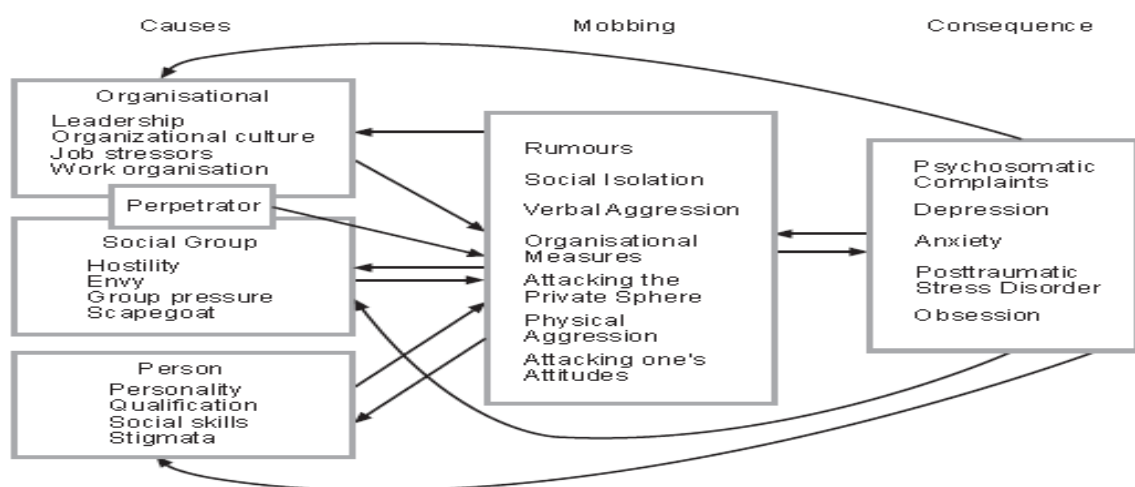


Figure 1.1: Causes and Consequences of Mobbing

Source: Zapf, 1999, p. 71

1.3.1. Individuals Antecedents of Mobbing

The personality view explains the origins of mobbing with the characteristics of the individuals who participate in the mobbing process (Vartia, 2003). Both the victim's and target's personality traits are seen as the onset of mobbing.

According to Einarsen and others, organizational issues are naturally important on the discussion of bullying causes but personality and individual factors of both victims and perpetrators, and their contributing effects to the onset, escalation and consequences of the bullying process (Einarsen 2000).

Mobbing victims are generally different in some respects from the non-victims in the organization in many ways; the victim may belong to a minority group in terms of race, religion, education or occupation in the work unit (Vartia, 2003). Researchers figured out some particular personality traits like, being too weak, anxious, unassertive which irritate others and cause aggression (Coyne et al., 2000). On the contrary, being aggressive, overachiever and having high ethical norms are also claimed to be the reasons to be targeted (Adams, Crawford, 1992; Lutgen-Sandvik & Sypher, 2009). According to Lutgen-Sandvik & Sypher (2009), the victims' certain traits or behaviors and their organizational position have a role on being exposed to mobbing. If an employee has a higher organizational position at the workplace, it is a lower possibility for him/her to be a target in a mobbing incident (Hodson et al., 2006; Lutgen-Sandvik & Sypher, 2009).

On the other hand researchers have also concentrated on the personality traits of the perpetrators (Hauge et al., 2009; Einarsen et al., 1994). Douglas & Martinko (2001), claim that perpetrators' personality traits and behaviors are associated with "*lack of self-control, lack of empathy and perspective taking*" (Lutgen-Sandvik & Sypher, 2009). Some of the perpetrators reported themselves as being high on social anxiety and aggressiveness and low on social competence and self-esteem (Vartia, 2003). Some perpetrators are found to be raised around domestic violence or found to be exposed to child abuse (Randall, 2001; Lutgen-Sandvik, 2009).

1.3.2. Organizational Antecedents of Mobbing

International Labor Organization describes psychological abuse as the most important problem in the workplace at the beginning of the new millennium. Psychological abuse or mobbing has become more widespread because of legal

regulations, particularly in public facilities, against physical violence. For this reason victims of mobbing are subjected to attitudes and behaviors that can be psychological abuse, such as; terrorizing, annoying, excluding, being considered parenthetical, belittling, being deprived of some organization resources, isolating, being treating unjustly in the use of organizational resources, being prevented from or delayed from claiming rights (Leymann 1990, Einarsen 2000, Cowie et al 2002).

One of the vital point is the organization's size and characteristics. It can be said that if the organization has a relatively big size; this is to the advantage of the attackers. In large establishments, mobbers can hide from authorities much easily compared to a small or middle-sized organization. Also, the large size can make it easier for mobbers to conduct their attacks in a more secret and planned way. Interviews with many victims provide evidence for a planned pattern of harassment which develops over time. Mobbing reports demonstrate that the victims do not realize that they are being bullied at the beginning of the mobbing process (Lewis, 2006). It should also be noted that the large size can act in favor of the victims if the organization has a high degree of formalization and employee behaviors are closely tracked. In such a case, the attackers will have a hard time against the authorities. The surveillance and monthly performance ratings, the existence of a human resources department can turn the balance in favor of the victims. But it should be stated that generally throughout the world, when the attack comes from the upper hierarchy, that is when the bosses or superiors harass their employees and the harassment occurs via an elaborate plan, the victim is generally alone and thus leaves the organization for protecting his or her mental health. This is indeed a dire situation where no one wants to be placed in.

Certain industries facing increased financial pressure because market demand is on the wane are more mobbing-prone. These organizations are driven by the dollar and accountable only to shareholders and directors. This creates toxic environments where managers turn a blind eye to bullying and mobbing and may even encourage it. Organizations that are driven by bureaucracy, e.g., government departments, are arguably the most toxic. They appear to have policies and procedures to ensure a safe workplace, but they will redefine bullying as a “personality conflict” and end up offering no real protection (Duffy, Sperry, 2013).

Working conditions such as stressful offices, dangerous zones, and other risky environments can often trigger bullying and harassment (Hickling, 2006). Managerial decisions which threaten employees' job security physically, economically or socially can lead them to abuse other workers to access a better position for themselves without getting the attention of managers. Such pressures make work environments quite risky for employees. Einarsen and Raknes (1997) for instance, have found that a good deal of industrial workers suffer from harassment on a weekly basis involving rumors, teasing, verbal abuse, gossip, and the like.

According to Burtscher (2003); are showed below:

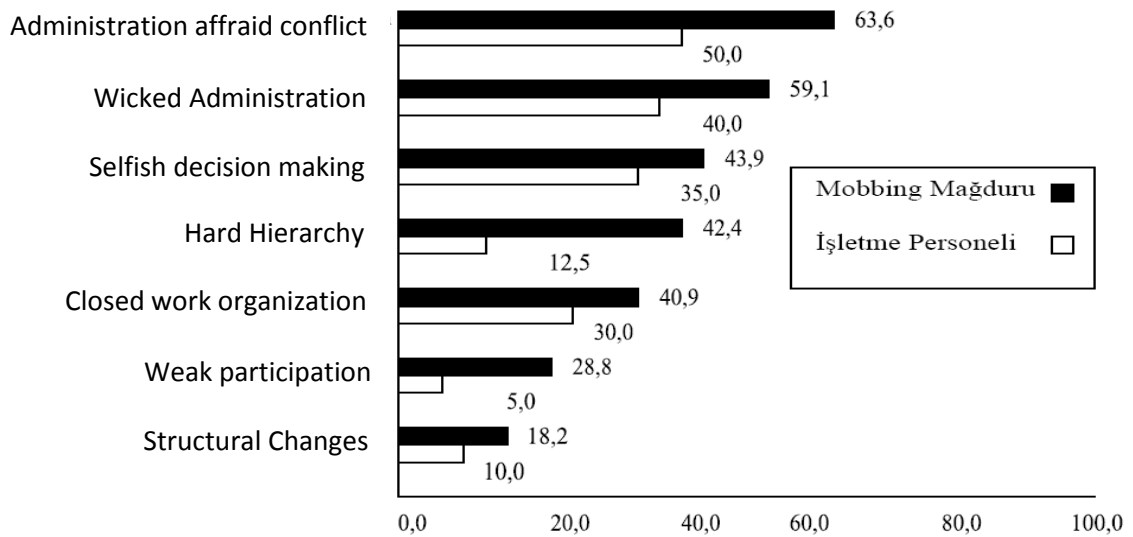


Figure 1.2: Organizational Reasons About Mobbing Creation In Managementes

Source: Kladudia, B. (2003). Mobbing in Voralberg s.20.

According to study of Chappell and Martino (2006) librarians, teachers, social service officials and healthcare workers are more being exposed to mobbing because these jobs are less stable and includes high pressure.

Power distance, male/female ratio in the organization, and organizational context are also important topics concerning mobbing acts. Power distance reveals the extent to which the workers of an organization acknowledge an unequal power distribution (Hofstede, 1991). This means that an organization with a small power distance has a more democratic way of management whereas one with a large power distance has a more authoritairan and paternalistic type of management. A study made by Zamorska

(2009) pointed out a strong correlation between mobbing acts and power distance scores in a Polish company. Another study conducted by Yüksel (2010) demonstrated a link between mobbing actions and high power distance in Turkish companies.

Male and female ratio in an organization can also be important in terms of mobbing, especially in case of sexual harassment. Various studies have made notifications on this matter (Leymann, 1996). It is noted that contrary to general beliefs, dominance of one gender over another has not been confirmed. Many large scale studies have reported relatively equal mobbing cases among both genders (Salin 2005). A debate continues as to whether one gender is much more dominant compared to other in terms of mobbing because different studies have produced different results. According to studies conducted by different authors, men are typically bullied by male managers whereas women report being bullied by both superiors and colleagues and by both men and women in approximately equal proportions (Einarsen, Skogstad, 1996). Salin (2005) reports that female managers tend to experience a higher level of mobbing than male managers. The gender issue in mobbing acts is a delicate and complex matter which needs to be researched with respect to different organizational aspects.

Table 1.4: Gender Distribution of Victims in Mobbing Studies

Country	Reference	Men %	Women %	Sample n
	Niedl, 1995 (hospital)	37	63	98
	Niedl, 1995 (research institute)	18	82	11
Denmark	Mikkelsen and Einarsen, 2002	9	91	118
	Björkqvist <i>et al</i> , 1994	39	61	70
	Salin, 2001	33	61	6
	Vartia, 1993	33	67	95
Finland	Vartia and Hyyti, 2002	86	14	145
	Kivimäki <i>et al</i> , 2000	12	88	302
	Nuutinen <i>et al</i> , 1999	35	65	84
	Zapf, 1999b (Bielefeld study)	35	65	99
	Zapf, 1999b	32	68	56
	Dick and Dulz	26	74	200
Germany	Zapf, 1999b (Halama and Möckel, 1995)	30	70	50
	1995	25	75	183
	Zapf, 1999b	44	56	86
	Zapf <i>et al</i> , 1996b	38	62	183
Ireland	O'Moore <i>et al</i> , 1998	30	70	30

Table 1.4: Devam

Italy	Ege, 1998	51	49	51
Norway	Einarsen and Skogstad,	46	54	96
	Matthiesen and Einarsen, 2001	23	77	85
Sweden	Leymann and Gustafsson, 1996	31	69	64
	Leymann and Tallgren, 1990	50	50	24
	Leymann, 1992	45	55	85
Switzerland	Holzen Beusch et al	32	68	28
U.K	Rayner, 1997	53	47	581
	Quine, 1999	18	82	418
	Hoel and Cooper	48	52	553

Source: Zapf et al. (2003)

Leymann (1996) emphasized on poor working conditions as the leading antecedents of mobbing rather than concentrating on personality traits. After making interviews with the victims of mobbing, Leymann (1996) indicated that four factors are distinguishable in occurrence of harassment at work (Einarsen, 1999);

- 1- Deficiencies in work design
- 2- Deficiencies in leadership behavior
- 3- A socially exposed position of the victim
- 4- A low moral standard in the department.

Salin models explaining antecedents of bullying as enabling factors, motivating factors and triggering factors. However he points out that his model isn't valid for all conditions, according to him because of bullying process is dynamic and depended on those involved in it, changes in different antecedents and organizational settings. Brodsky (1976) has implied that "although it is true that some perpetrators have personality problems, they would not move ahead unless they knew that the organizational culture permitted them or even rewarded them for doing so".

1.3.3. Interpersonal Antecedents of Mobbing

Researchers commonly becomes acknowledging that bullying often the result of an interaction of individual and situational factors (Zapf, 1999). Bullying is seldom

explained by one factor only, but is rather described as a multi-causal phenomenon (Zapf, 1999).

It explains how factors on different levels may interact at different stages in the complex bullying process. As seen in follow it draws attention both to individual factors in victims and perpetrators, and to contextual, organizational and societal factors. In addition, the model draws attention both to factors affecting a perpetrator's actual 'objective' bullying behavior and to factors affecting a victims 'subjective' perceptions and responses to this. The model in the following helps deeper understanding of the antecedents and the place of personality in the bullying behavior that is the scope of the present study.

1.3.4. Social Antecedents of Mobbing

Organizations have peculiar cultures and this culture is affected by the social, economical and moral acceptances of the society. Philosophy and beliefs of a country, and the value attached to its people are reflected on the companies established in that country. If the people are considered as a product or material in a country, mobbing cases are more frequently encountered in those societies. A society's approach to time, its helpfulness, collaboration and its tolerance for different life styles are reflected to the business life (Çobanoğlu, 2005).

Some researchers claimed that mobbing came out from conflicts, and they tried to understand through research on aggression how the conflict(s) developed and became mobbing (Strandmark, Hallberg, 2007). In 2007, Strandmark and Hallberg studied how mobbing was initiated at the work places in the public service sector. Their study showed that "a long-standing struggle for power" initiates systematic mobbing in the workplace in the public service sector. They suggested that if conflicts remain unsolved they could escalate and grow into systematic and persistent mobbing. They also declared that workplaces in the public service sector were potential areas for conflicts. Einarsen et al. (1994) found that the victim's coping and conflict management skills are lower than other employees. Victims of mobbing have shown portrait of a poor self image as well as anxious behaviors in social situations (Einarsen et al. 1994).

Neuman and Baron (2003) gave examples of how social factors, which involve the word or deeds of individual's actions, may contribute to aggressive behavior, and anything that serve as an antecedent of aggression may increase the likelihood of

mobbing in the work place. They focused on how people were inclined to show the same kind of treatment they receive. Cumulative effects of norm violations and injustices contribute to aggression and creation of a hostile environment (Neuman, Baron 2003).

Effects of globalization and liberalization of markets increased the importance of the “efficiency”, work intensification; reliance on performance-related reward systems and these may lead to an increase in bullying and abusive conduct by coworkers and managers (139). In the 1990s schools and hospitals that are aimed to be more efficient and responsive, some researchers found this effort a cause of negative effects on the wellbeing and motivation of some employees, which is creating bullying atmosphere.

1.4. MOBBING IN DIFFERENT SECTORS

The social environment in the workplace is very important for every employee, particularly in nowadays because lots of employees are spending most of their time at workplaces. Being happy and comfortable in workplace is essential as much as in private life. Interpersonal relationships between colleagues and job satisfaction support and motivate each person in workplace. So, if a supportive social environment and job satisfaction are missing, this creates an unfriendly workplace and makes people stressful and unhappy especially if this situation is created by other colleagues. Although mobbing occurs frequently in any kind of organization, industry and country, it has gained importance in recent years.

Some of the professions or jobs have higher risk of exposure to mobbing at workplace. Mobbing can be toward one or more people in any hierarchical level of the organization but it is more predominant in bureaucratic organization such as public service offices, health, education authorities (Shallcross, 2005).

1.4.1. Healthcare Sector

Where the employees work is also a matter of concern in terms of mobbing attacks. Many studies on this issue provide rich information regarding the source of these attacks. In this respect for example; a good source of information could be hospitals. Academic research revealed a great number of mobbing cases in hospitals across the world. Especially nurses, doctors, and other medical personnel receive large number of

mobbing attacks from either colleagues, or higher authorities. A research conducted in Southern America indicated that the majority of the attacks aimed at ambulance staff, nurses, and doctors were observed especially in densely populated areas or in environments with a high crime rate (Di Martino et al., 2003). The results from this research showed that these people suffered a great deal from their superiors and patients. Healthcare sector workers are exposed to both mobbing acts which are seen on a regular basis and aggressive acts which are observed randomly. Such attacks are experienced since the hospitals are busy and stressful places, and in some cases the number of service providers are quite limited.

In general, nurses are the victims of physical, emotional and verbal violence because of the nature of their work environment throughout the world. In studies that have been conducted with nurses subjected to violence it has been seen that nurses have a higher risk for being exposed to workplace violence than other healthcare workers and that the sources of the violence are patients, patients' relatives, physicians and other healthcare workers (Ayrancı, 2005).

1.4.2. Industrial Sector

Findings of a research by Hubert and Veldhoven (2001) showed that industrial sector was the primary location of mobbing attacks, followed by government and public administration, and healthcare (21%, 19%, and 18% respectively). Industrial sector is indeed a very challenging and backbreaking sector. The high rate of stress level can be due to time pressure, tense job environment, high accident rates, safety violations, poor working conditions, low salary, antagonistic manager-worker relationships, and similar factors. It is shown in a research that construction workers employed in a poor work environment suffered from work-related tension, burnout, and mobbing. These negative outcomes led to poor psychological health and a desire to leave the organization (Melia, Becerril, 2007). A study in Norway indicated that among industrial workers, a high prevalence of bullying and mobbing was observed (Einarsen, Skogstad, 1996). Another research made in Turkey demonstrated similar results. A majority of participants from three different sectors, namely, textile, machinery, and automotive; stated that they experienced mobbing attacks for at least a 6 months period (Ünal, Karahmet, 2008).

1.4.3. Education Sector

Unfortunately, as noted above; mobbing cases are not limited to just a few sectors. Just a quick research or a survey in the internet presents many examples observed in various jobs. Mobbing acts are not restricted with military, office or health related jobs. There are numerous severe mobbing cases reported in other sectors as well. Perhaps the most striking examples can be found in universities; many cases have been reported for this issue. Academical staff, ranging from research assistants to professors, have been victims and also sometimes the attackers. Garvois (2006) reported that academical staff seem to be targets of frequent attacks as suggested by large numbers of academician subjects who participated in Leymann's (1990) study. This is also confirmed by Raskauskas (2006) who stated that an important ratio of the academical personnel in New Zealand universities had been victims of mobbing attacks. Westhues (2005) also asserted that in Northern America, mobbing attacks against the academical staff are very frequent. A fine example could be the case experienced in Harvard University in 2005. Harvard President got mobbed out of his job due to his assumptions about the underrepresentation of women in the top echelons of science. He suggested that the best scientists are disproportionately male on account of sex differences with respect to innate aptitude for science. This announcement angered a female member of the audience; and later all the members of the feminist movement across the country. They demanded that he would be fired from his job, run a long campaign for this, and they were succesful. What is important in this case is that; despite the fact that the president was making an argument based on scientific research results without any prejudice for women, he was attacked by a fanatical mob which cost him his job, his tenure, and a lifelong memory of this dramatic event which in turn is commented by numerous writers and scientists (Westhues, 2005).

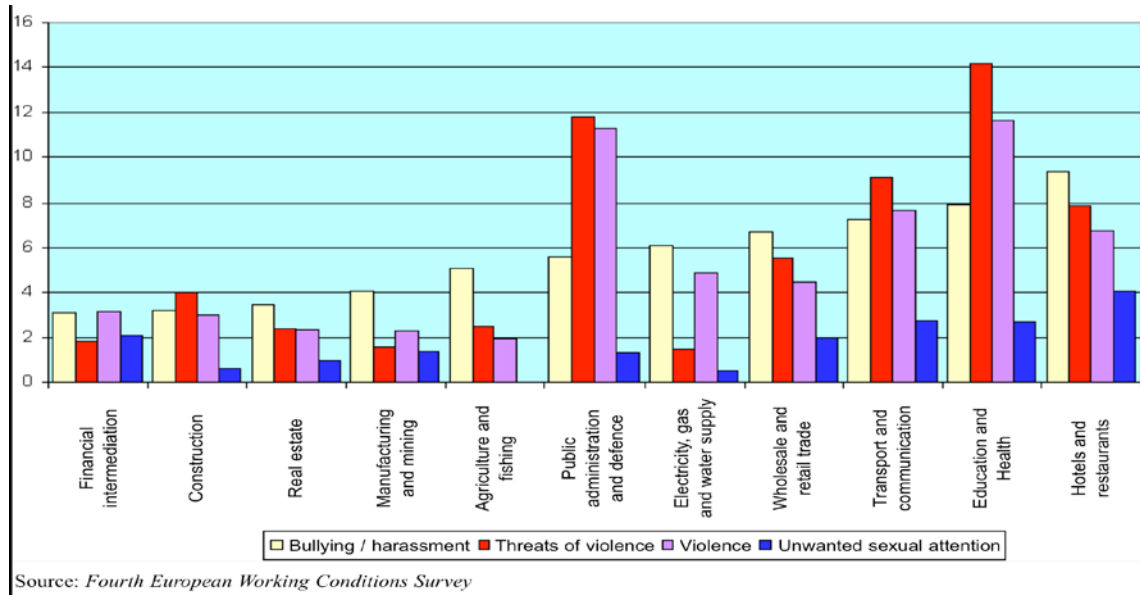


Figure 1.3: Mobbing Across Various Sectors

1.5. CONSEQUENCE OF MOBBING

Mobbing is a very important issue which should be paid serious attention, because of its severe consequences on both victims and the organizations in terms of psychological, social, economic, and legal issues. Since its goal is to expel the victim from the organization and even from the working life, the majority of the damages it gives to the victim can easily be noticed. Not only it gives harm to the victim's physical and psychological health but also affects his/her financial status negatively. Mobbing also causes considerable consequences for the organizations because it costs organizations in terms of increased sick leaves, decreased commitment and productivity, higher personnel turnover. In this study the consequences of mobbing will be examined in detail under the titles of individual and organizational consequences.

1.5.1. Consequences For The Individuals

Mobbing in the workplace can lead to serious legal, social, economic and psychological consequences for the individual. Mobbing has serious, long term effects for the individual. Some consequences on individuals in terms of psychosomatic and psychological complaints, both damaged self-image and self-respect and loss of money due to the expulsion from the working life. Most of the studies have focused on the health complaints of the victims as the individual consequences of mobbing. Firstly

social image of the victim is injured, depressive talks and thoughts send away friends. Secondly variable anxiety disorders like tachycardia, dither and sweating at hands and long-term experiences of bullying cause PTSD (post-traumatic stress disorder). After all people loose self-trust and ask him the reason then loose self-respect (Tınaz, 2006).

Apart from the health problems it causes, mobbing also brings financial problems to the victim such as; high costs of medical consultations, psycho-analytic sessions, and treatment, also the loss of the waged he/she used to earn before expelled from the workplace (<http://www.cesil.com/0300/mobing03.htm>). In addition to the financial harms, Harald Ege points out that mobbing also ruins the victim's social life (Vartia, 2003). According to Ege, the colleagues, collaborators, friends or the partners of the victims tend to leave the victim alone because they can not bear his/her depressed mode any more.

Discouragement syndrome has too much effect on the aggrieved. Namie ve Namie classify behavioral effect of discouragement process in three group (Namie, Namie, 2000):

- * hyper-readiness;
- * obsession about thinking,
- * disorderness in sensation.

Diseases classified as hyper-readiness are easily recoil, sudden attacks, getting angry abruptly, lack of concentration, being exited easily, insomnia, and stress. . Second group is composed of obsessive thinkings and ideas. In this duration, events which affect the aggrieved people are remembered with returns and these events become nightmare step by step. In this phase, some behaviours are developed such as excessive shopping and excessive house-cleaning. The other effect is stated as complexity in feelings. In this phase, normal emotional responses of the aggrieved disappear. The aggrieved needs escape from thinkings, feelings, condition recalled by trauma. Davenport sighted some behaviours like symptoms in this subject found by Namie and Namie (2000) in interviews had among aggrieved by discouragement. Researchers defined discouragement in three categories without any scientific scale by taking notice intensity, duration, frequency of discouragement, people's psychology, differency of upbringing, background experience and general conditon. It is claimed that people resist the situation that they already have in first category discouragement. In second

category, it is pointed out that people can't stand discouragement so that they can have temporary or long-term mental or physical disorderness and they can't work satisfactorily, as well. In third category, it is stated that aggrieved people can't do they work and they have acute psychologic and physiological symptoms.

Adams pointed out that mobbing steals a person's self esteem; it undermines self-confidence, leads to sleeplessness, to panic attacks and most particularly depression (Adams, 1992). Mobbing not only affects the victims, but their families also suffer from the consequences. Leaving the job does not end the situation. On the other hand, as a person becomes older, his or her ability to find a new job diminishes (Leymann, 1996). Because of this, the person does not leave the job and become exposed to mobbing for a long period of time. In a research, it was found that those who developed PTSD because of mobbing were rarely younger than the age of 40 (Leymann, Gustafsson 1996). This shows that people mostly face extensive consequences of mobbing in case that they cannot find another job. Also, there is a possibility that the individual could be expelled from the labor market, and he or she cannot find any job at all.

Mikkelsen and Einarsen (2001), treat these consequences as "sunburns". Low level harassment, such as first degree burns, occur regularly but can be healed easily. More intense, prolonged, and regular attacks are just like second degree burns; they cause more pain and need professional help and attention. In these cases a hospital treatment or a psychiatric

counselor is very helpful. The highest level attacks are just like the severe third degree burns; they can damage permanently and can take long periods of rehabilitation and therapy.

A study on American mobbing victims showed three different reaction patterns on the part of victims (Brodsky, 1976). First group showed physical symptoms such as weakness, loss of strength, chronic fatigue, pains, and various aches. Second group showed depression and related symptoms such as impotence, lack of self-esteem, and insomnia. The final group demonstrated psychological, mental, and social symptoms such as hostility, hypersensitivity, memory problems, feelings of victimization, nervousness, and avoidance of social contact.

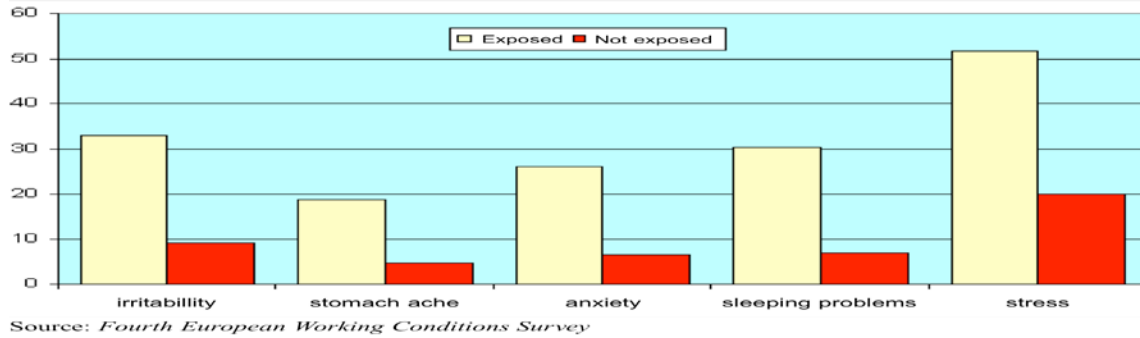


Figure 1.4: Impact of Mobbing in EU

Discouragement Degrees and Effects on Employee's Performance/Health

Attitude showed to person selected as target cannot be annoying at the beginning. Also, the aggrieved people are able to think that they are a little bit sensitive. For instance; people can go to lunch without saying anything to the aggrieved. The person exposed to encouragement cannot find out what is going on for a long time. Abusement and encouragement can be done systematically day by day. The aggrieved can be claimed as asocial and disqualified. From now on, psychological and physical health is being affected. Illnesses become important than work. In this term, professional care is needed. Support of family and close friends get important. Generally the support given to the aggrieved doesn't prevent encouragement and gets insufficient. Problems must be solved where exactly it happens. If rules and laws can't prevent encouragement, encouragement duration ends with resign or bounce of the aggrieved. Nevertheless, the aggrieved people can continue to feel effect of encouragement. Encouragement can be classified in three degrees according to its effect on the aggrieved people as first, second, and third. It is important that how much they are affected. Told degrees show that how people are affected from same experience (Çobanoğlu, 2005).

1.First degree encouragement

In this phase, people can be sad, angry, and shamed because they can be treated shamefully and insultingly by work friends. Some try to resist to this situation, some can accept these behaviours. Different effects can appear. In addition, in this phase, even people work well, belowing symptoms can be seen:

- crying,
- sometimes insomnia,
- sensitiveness,
- concentration disorderness.

Special relationship between the aggrieved and their family or their friends is affected in this phase. Stress can be decreased by doing some activity like meditation, exercise or they can have hobby and balancing activity which can bring temporarily solution. If this situation continues, it can turn to second degree encouragement.

2. Second degree encouragement

Belowings symptoms are observed in people exposed often discouragement for a long time;

- high tension,
- stomach and gut problems,
- permanent insomnia,
- concentration disorderness,
- gaining weight and losing weight,
- depression,
- alcohol or medicine addiction,
- escape from workshop (being late often or sickness excuse),
- unusual horrors (afraid of driving, being alone etc. without any reason).

If these symptoms continue, family and friends can understand something is wrong. Health problems can affect work. In this case, medical care must be needed.

3. Third degree encouragement

In this phase, people cannot do their work. They go to work by horror or tepidation. They don't want to stay in workplace and their situation goes down. Belowings physical and psychological symptoms can be seen.

- acute depression,
- panic attack,
- heart attack,
- other severe sickness,
- accidents,

- suicide attempts,
- violence to other people.

These are important signs for family and friends. In this phase, medical and psychologic aid are must (Davenport et.al. 2000).

1.5.2. Consequences For The Organization:

Although research up to now has concentrated mostly on the individual consequences of mobbing, it also has consequences for the organizations. People who are exposed to attacks display low performance, low creativity, low initiative usage, high absenteeism due to the psychological effects, and high turnover (Di Martino, et al., 2003). Consequences of mobbing for the organizations are also identified by Adams as “high sickness rates and absenteeism, low morale, reduced productivity, rapid staff turnover, potential litigation and poor corporate image” which lead to high financial costs (Beasley, Rayner, 1997).

In addition, various side effects such as treatment costs for the victims, compensation for those who quit, and repairment costs for organizational equipment are also observed (Grebott, 2006). The attackers too, have low performance ratings since they spare their time for undesirable activities (Aubourg, Moura, 2002). Besides, workers who have been witnesses of these events (who are not victims or mobbers themselves) tend to feel alienated due to the harassment that they have observed. Finally, the victimization, lack of managerial help, role conflict, and feelings of insecurity can cause a tendency to leave the organization (Einarsen et al., 1994).

Cost of mobbing for organizations can be grouped into four dimensions;

- Sickness Absenteeism and Early Retirement Costs
- Increased Turnover Rates and Replacement Costs
- Reduced Productivity, Damage In Production or Equipment
- Grievance and Litigation Costs

Except those four dimensions, Tinaz (2006) grouped the economical costs of mobbing for the organizations as;

- increase in sick leaves
- decrease in employee performances
- expences for early retirements

- decline in work quality
- extra costs of new comers whom are hired as a replacement of quitted personel
- expences for the new comers' job trainings
- compensation expenses
- expences of legal proceedings

Organizational commitment can simply be described as the employees' *loyalty to the organizations and the heavy involvement inthe organization* (Daft, 2003). It can play a critical role in business success of the firm because despite the evolution in science and technology, organizations still depend on human resources. According to Daft (2003), in case of a high degree of organizational commitment, an employee tends to give contributions to the organization's success and desires to continue working in his/her organization (Daft, 2003). It is meaningful to think that if an employee is exposed to mobbing, his/her commitment to the organization tends to decrease. In order to maintain a steady commitment organizations must be aware of the importance and value of the commitment notion. While positive experiences in the company facilitate commitment to the organization, negative acts such as mobbing undermine employees' positive attitudes for the workplace. These humiliating attacks can decline a firm's production level and performance ratings quite easily (Tengilimoğlu, 2009). Besides, the mobbing cases can create severe damage for a worker's career and personality and also for the company's perceived reputation and trust in the marketplace. The destructive acts can even lead to downsizing in the firm or worse, can end up with suicides as noted in some of the studies. Not only the well-being of the employee is harmed, the relationships among colleagues also deteriorate (Tengilimoğlu, 2009).

1.5.3. Consequences for The Society:

Bullying has huge consequences for society like it happens for individuals and organizations. Before all else unhappy individuals increase in society then indolence, unemployment, suicidal threatens peace in families and society. Beside these, health costs, tax losses, increased demand to public-welfare committee, increased psychological disorders, and early retirements occur as economical casualty (Cobanoglu, 2005).

Stress-related illnesses cause early retirement and induce poor psychosocial work environment. Most people spend more than one-third of their adult life at work. If a

person's work environment is healthy and safe, that person tends to have a higher degree of satisfaction, a better relationship with colleagues and management and higher effectiveness and productivity than a person suffering from poor working conditions.

1.6. PREVENTION OF MOBBING

Private methods are not enough for dealing with mobbing. In addition to private methods, organizational, public, and legal methods are needed to deal with psychologic abuse.

First, person should recognize achievement done correctly and develop himself to deal with it. Organizations should recognize problems correctly, leadership ability should be developed. Roles should be specified.

1.6.1. Individual Prevention And Dealing With Mobbing

Employees should recognize mobbing actions and know their rights perfectly to deal with psychologic discouragement. In addition, they shouldn't hesitate from assertion.

The victim displays three types of behaviours against mobbing. These are as follows: (Tutar, 2004):

Understanding Mobbing: Understanding mobbing varies based on the level of repetition and intensity of mobbing. If the encountered mobbing does not cause stress, consideration can be shown to prevent the conflict from getting worse. Nevertheless, if mobbing is increasingly getting more intensified and frequent, the method of showing consideration should not be used. Of course all these cases vary from person to person. Endurance to stress differs as per each person.

Retaliation: The victim can isolate himself/herself and stand back, the attacker may push him/her even more. Accordingly; the victim should seek receiving support from the people around him/her, without becoming isolated. He/she must choose true strategies for retaliation. He/she should not respond to the attacker through the method implemented by him. Due to the fact that the people implementing mobbing choose immoral and unjust methods, the victim can end up being wrong despite being right, if he/she does these as well. On the contrary, if it is considered that mobbing is implemented to him/her due to his/her honesty, goodwill, diligence, determination and credibility, he/she should retaliate against the attacker through these weapons.

Retreat: This method is a way which is chosen unwillingly in case the power difference between the mobbing implementing attacker and the victim. Some can not find the power to fight within themselves and thus, due to their character, they can not respond. In this case, they may stand behind without fighting. Some things can be achieved in some cases without fighting, not always though.

Firstly, victim should take the initial action and search for a trustworthy advisor. Besides this advisor should be the one the victim trusts and should also be out of the work situation but familiar with the organization so that they can define what is going on and acknowledge whether these acts are mobbing or not (Keim, McDermott, 2010). Secondary victim should look for a reliable person in his/her workplace and at first should only share partial information until being sure of the person's trustworthiness. Then can give all the details about what he/she has been through so that this trusted person can help the victim to validate concerns and search for options (Keim, McDermott, 2010). In this third stage, -despite the difficulties in finding specialized lawyers in mobbing- Keim and McDermott think it worths striving and suggest victims look for legal counsel. Finally it is really very important and critical to document if it is possible and then should be stored in somewhere outside the organization (Keim, McDermott, 2010).

Davenport explained the ways which should be followed by the aggrieved below;

- live with sadness consciously,
- don't isolate yourself,
- develop selfconfidence and selfesteem,
- develop ability and quality in work,
- don't think like "I am a victim."
- have a new ability,
- find an aid from public,
- take a legal action (Davenport et al. 2000).

The victim of psychologic abuse never do any action suddenly or excessive response. This person always should keep his behaviours under control (Dökmen, 2005).

Arpacioğlu (2003) emphasized that the aggrieved must not be oblivious to their behaviours and do something towards it.

1- Make an objection to who does discouragement and want him to finish his behaviours.

2- Record all happenings and meaningless orders.

3- Complain about who does discouragement to any authorized person.

4- Have a medical aid, if necessary.

5- Follow what's happening in organization after complaining,

6- Complain as a group, if workfriends have same problems.

7- Resign, if you can't prove discouragement.

Although all these, researches show that victims use ineffective strategy such as carelessness, ignorance, oral and physical violence to deal with it. They use rarely effective strategy such as taking emotional aid, physical and emotional intervention.

1.6.2. Organizational Prevention

Organizations should create more systematic environment to prevent encouragement. Important and active people working in organization must know what is going on. In addition, it is needed to find the best method to prevent activity as soon as possible and to start solution procedure. For this reason, it can be said that there are two activities to support fight against encouragement and these must be applied. These are taking precautions and informing, but in case of taking precaution at person and organization level, informing is already done.

An important subject about discouragement, the aggrieved shouldn't be left alone. There should be a fight against discouragement at all levels in organization. This helps to prevent discouragement from spreading.

It can be said that there are twelve methods to create a supporting and elite environment (Davenport et al. 2003):

1- There should be a target about organization vision and how to treat employees.

2- Structure of organization: there should be clearly defined report levels.

3- Definition of work: They should be defined as mission and responsibilities.

4- Personnel policy: It should be comprehensive, permanent, legal, and include inevitable behaviours and ethics.

5- Subjects of discipline: It should be fast, neutral, and permanent.

6- Employees should be educated about their roles to reach targets and take up targets and aims seriously.

7- Recruits should be selected not for their technical features, just for their ability about finding solution, dealing with diversity, working in a team who rules recruits.

8- Work education and personnel development: It is so important for all employees . System should be supply all needs of changing environment. Technical knowledges and human needs should be valued in education, too.

9- Communication: It should be clear, honesty and on time.

10- Participation, team working, creativity, making a decision, trust, and delegation: Organization should have personnel participate in work at possible high level to reach target.

11- Solution of problem and mediation: There should be a mechanizm to solve problems at all levels. It should be followed whether all problems are solved or not.

12- There should be programs to help employees.

According to Salin (2003), organizational factors play a great role on evolving of mobbing process in terms of either allowing mobbing to take place or disallowing mobbing to occur. These factors that Salin mentioned can listed as; organizational culture, active leadership, an appropriate work organization and job design. On the light of previous research (Salin, 2005) some recommendations have been indicated which are listed below:

- Creating a “zero-tolerance” for the mobber
- Increasing awareness of the mobbing incident
- Improving and increasing managers’ competence and responsibility to deal with interpersonal conflicts
- Ensuring clarity concerning work responsibilities, rules and “appropriate” work behavior
- Intervening in escalating conflicts at early stages, before stigmatization of one of the parties has occured”

1.7. THE CONCEPT OF MOBBING IN THE WORLD AND IN TURKEY

We can say; today, one of the most important problems for organizations is mobbing. Since it gives harm to both victims and non-victims, it has severe effects on the organizations. Because of its devastating consequences on both the individuals and organizations, the topic has attracted the attention of some scholars. The research for the phenomenon first began in 1990s in Sweden and spreaded to the other Scandivanian countries and finally to European countries, U.S., Australia and the other parts of the world. In Turkey the research for mobbing is a new topic and has only been emphasized on since 2000s that's why there are limited sources and literature about mobbing in Turkey. According to previous research, the prevelance rate of mobbing is between 1% and 4% which means the existence of plenty of severe health and organizational problems (Einarsen, 2000).

In Japan a "*bullying hot-line*" was established by The Tokyo Managers' Union which got more than 1,700 requests for consultations in two short periods in June and October of 1996. Among these request, more common complaint was suffering from stress at work and due to this problem many of callers seeking urgent mental health treatment and there were families who reported their members had committed or attempted suicide (ILO Report, 1998). A survey conducted by the Japan Industrial Counselors Association in Nowember 2007 revealed that 81% of 440 respondents consisted of practicing industrial counselors reported that thay had been consulted about mobbing (Takaki et al., 2010).

In Australia, in order to secure employment rights and obligations, the Work Choices Legislation was introduced to the public in 2006. According to this legislation, an employer must not be involved in mobbing, humiliating, intimidatory or discriminatory behaviors (McKay et al., 2008).

Also in Canada the federal government took action to address mobbing among federal government employee and the Province of Quebec becomes the only jurisdiction in Canada which adresses mobbing incidents directly through legislation (McKay et al., 2008). The Province of Quebec altered Quebec's Labour Standards Act to refer mobbing in 2004 (McKay et al., 2008). In his speech, Andre Brochu- the Chairman-

Executive Director of Quebec Commission- declared that they had learned a lot with the practices and would continue to give their support to the employers in prevention of mobbing at workplaces and also would keep on informing employees about the behaviors involved in mobbing (McKay et al., 2008). These legislations in Quebec results with a growing number of legal cases against employers who have disregarded mobbing among their employees. To give an example to this escalated mobbing cases, in 2006 the Québec Commission received 2,200 mobbing complaints against Québec employers and %38 of these complaints were resolved by being given compensations to the complainants (McKay et al., 2008).

1.7.1. Mobbing in Turkey

Mobbing has been gaining recognition during the last decade in Turkey as a result of above-mentioned developments. The interest in mobbing has started with the narrative studies of Yüçetürk at the beginning of 2000 (Seçkin Halaç, Bulut, 2010). Studies, research, workshops and media news about mobbing have been increasing recently.

Mobbing is a new issue in Turkey and the literature on the issue is also limited. In addition this because of the fear about losing their jobs or going against the management, employees in Turkey mostly fear to talk in public about the deficiencies in their workplaces or the difficulties they have been confronting with. When we look at the literature about mobbing in Turkey, it can be suggested that most of the studies conducted in health and education sectors. A survey was conducted by Yıldırım&Yıldırım (2010), among 880 academic staff who works in the government health sector and found out that, %90 of the respondents reported that they encountered mobbing at workplaces, and 17% reported being directly exposed to mobbing. Survey based studies introduced the issue of mobbing in a descriptive way (Seçkin Halaç, Bulut, 2010). Asunakutlu and Safran (2006) investigated the relationship between mobbing, conflict and coping strategies. In the study, they made interviews with 182 public health sector employees. 40% declared that they came across with mobbing frequently in their workplace. Özler, Atalay and Şahin, (2008) made a study on public hospital employees in Kütahya and found that 29.8% of the respondents experienced mobbing.

As a candidate country for the European Union, Turkey has been trying to make modifications in many areas to share the similar norms with the EU countries. Mobbing

is one of the important topics which Turkey has been studying on the legislations in order to reach the standards of the EU countries. Researchs have been done on this issue showed that mobbing in Turkey is remarkably high compared to European countries.

The concept of mobbing is a very new topic not only for Turkish academic environment but also for Turkish laws. It was the case of Tülin Yıldırım which took the public attention to the topic and made it visible for both employees and employers. This case is very important for both the labor force and working legislations in Turkey because it is the first and only law case about mobbing which was ended with victory against the perpetrators. It encourages employees all around Turkey who have been suffering from negative acts in their workplaces, to sue their organizations. After Tülin Yıldırım's success, it is observed that, there is an escalation in mobbing complaints to the Ministry of Labour or to the Trade Unions and also in the applications to the courts about mobbing. In addition to the existing Turkish laws related with the labor rights, the Prime Minister of Turkey declared a *Circular for Prevention of Mobbing* which is published in the Official Gazette on 19 March 2011.

"Psychological abuse in governmental institutions and organizations and private sector workplaces damages the reputation and honour of the employees, decreases their efficiency and negatively affects their lives by causing them to lose their health. Prevention of an employee from being degraded, underestimated, excluded, his/her character and reputation from being damaged, being subject to maltreatment, being intimidated intentionally and systematically, and prevention of psychological abuse which arise in similar ways, constitute great significance for both occupational health, safety and for development of working peace. Accordingly, it was deemed suitable for the following precautions to be taken to prevent the employees from psychological abuse.

- The fight against psychological abuse at workplace is initially under the responsibility of the employer, and the employer will take all the necessary precautions to prevent his/her employees from being abused.
- All employees will abstain from all kinds of acts and behaviours which can be considered psychological abuse.
- Attention will be paid on the inclusion of preventive provisions in collective labour contracts to prevent psychological abuse cases at the work place.

- Employees will be provided with help and support through psychologists via ALO 170, Communication Centre of Ministry of Labour and Social Security, to strengthen the fight against psychological abuse.
- "Board of Fight Against Psychological Abuse" will be established within the Ministry of Labour and Social Security with the participation of the Directorate of State Personnel, non-governmental organizations and related parties in order to monitor, assess the psychological abuse cases experienced by the employees, and to produce preventive policies.
- Inspection personnel will attentively evaluate the psychological abuse complaints and finalize them as soon as possible.
- Maximum attention will be shown to protect the private lives of the individuals in works and processes carried out regarding the psychological abuse claims.
- Ministry of Labour and Social Security, Directorate of State Personnel and social parties will provide education and briefing meetings and seminars in order to create awareness on psychological abuse at work places.

As it is understood from the articles of this circular, in a mobbing case that can occur at a workplace, the responsibility of the fight against it shall belong to the employer. The employer should take all the precautions to prevent it. At the same time, all employees should abstain from all kinds of acts included within the scope of mobbing.

In terms of mobbing, on April 6th 2011, Psychological Violence at Workplace (Mobbing) sub-commission, which was formed within the scope of the Grand National Assembly of Turkey (GNAT) Women - Men Opportunity Equality Commission, suggested it should be required for the individuals, before the commencement of work, to sign a certificate of oath stating that they shall not implement mobbing. In an article included in the report they prepared, the expression "Individuals who work in government sector or private sector should sign, before the commencement of work, a certificate of oath stating that they shall not implement mobbing, and a copy of the signed document should be provided to them" was stated and it was emphasized that a person who starts working at an institution should state in the beginning that he/she will be sensitive on this issue. (www.hurriyet.com).

1.7.2. Mobbing in Europe

In Europe, the attention to mobbing first arised in Sweden by the pioneer study of Leymann in late 1980s and evolved in Europe starting with Scandinavia and UK. Research regarding mobbing mostly conducted in Scandinavia by scholars like Leymann (1996), in Sweden, Vartia (1996), and Salin (2003) in Finland and Einarsen at el. (2000) in Norway. Several scholars have emphasized on the topic in Scandinavia and Europe, and different outcomes are revealed in these various studies and the results are summarized in a study of Vartia (2003).

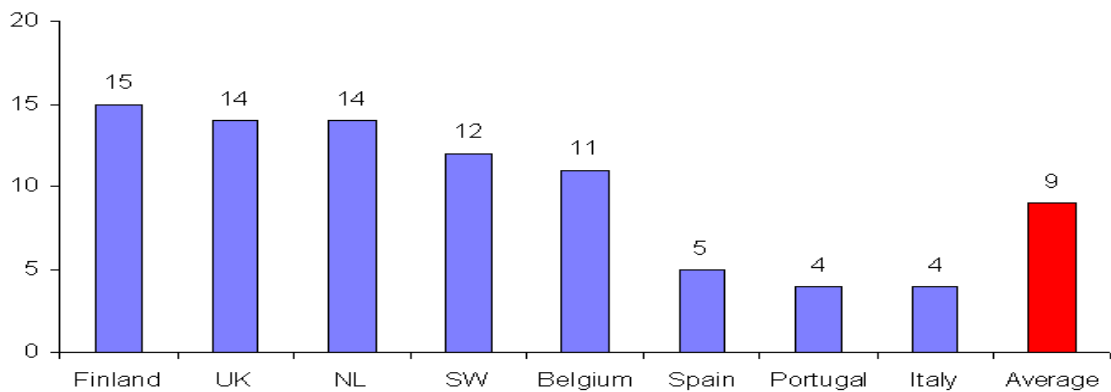


Figure 1.5: Exposure rates of Mobbing due to the European Countries

Source: Paoli, Merllie, 2000

Because of its devostating effects on nearly twelve million employees in each year, mobbing is one of the most concerned topics in EU thus, European Institutions are looking for methods in order to handle mobbing incidents. As far as the EU is interested in the topic, the Treaty of Rome generically confirms the principle that everyone must be treated equally. More specifically the Treaty of Amsterdam’s 13th article states that the Council is in charge of taking appropriate actions to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age and sexual orientation. In 2001 the subject “mobbing” is added to this 13th article and the European Parliament adopted a “Resolution on Harassment at the Workplace 2001/2339 (INI)” which is directly quoted below (Ferrari, 2004).

1.7.3. Mobbing in US

Mobbing is a threatening fact for U.S. workplaces too. In U.S. Carroll Brodsky (1976) a psychiatrist was one of the first researchers who emphasized on mobbing research and then published *The Harassed Worker* but the book took little interest at that time (Lutgen-Sandvik, Sypher, 2009). In early 1990s when the phenomenon attracted the attention of British scholars, Brodsky's work was brought back to life (Lutgen-Sandvik, Sypher, 2009). Following Brodsky, in 1980s Helen Cox (1991) a nursing professor, studied verbal abuse in medical services after realizing the gifted nursing students been driven away (Lutgen-Sandvik, Sypher, 2009). In late 1990s the attention of the research focused on employee emotional abuse and at the same time Gary and Ruth Namie (2000) published a self-help book for targeted employees and then they established an online help center –Workplace Bullying Institute (WBI). As a result of this studies, interests of U.S. public and scholars have been escalated since the early 2000s (Lutgen-Sandvik, Sypher, 2009).

In a study, conducted among Hispanic, African-American and Asian- American respondents, it was found that 97% of them experienced mobbing (Martin, La Van, 2009). Lutgen-Sandvik et al., (2009) indicated that 30% of workers in U.S has faced mobbing incident at least once in their ongoing careers whereas as Namie (2007) stated that rate as 37%.

Gary and Ruth Namie played an important role by establishing Workplace Bullying & Trauma Institute and introducing the mobbing phenomenon to the American audience, and the Institute has a leading role in educating employee advocates, policy makers and enacting anti-bullying legislation (Yamada, 2004).

2. PERSONALITY

Human beings have been trying to know each others and themselves since history. For that reason, there were lots of personality studies whose background lasts long. A lot of definitions and arrangements related to personality were showed up in these studies. For example, Allport have started to develop personality theory while history of "personality" word and have scan fifty defitions until the word "persona" that comes from Latin and have settled it as start point (Özer, 2004).

Although personality have been in public life for many years and have had interest, studying of it was started in 1930s. Psychology od personality were showed up separately from other social science areas in these years (Yelboğa, 2006).

Personality is realted to all features of person. Personality is inner and outer life of person, distinctiveness person from other people, and settled and coherent type of reallionship. For that reason, it can be said that personality is totality of idea, attitude, behavior, and sense with subjective and objective sides diffenrent from other people. Personality reflects style of person's life that has lots of features and various dimensions just like culture reflects style of public's life. A lot of factors such as heredity, social environment, family are effective in formation of personality, physical and geographical conditions (Erkuş, Tabak, 2009).

2.1. TERM OF PERSONALITY

The personality developed within the traditions of western civilization, where psychological analysis has long turned to questions of human nature and the properties of human nature that make it possible for people to ask questions about themselves. But usage of the term personality developed recently. Its current meaning was approximated in the past by terms such as reason, psyche or human being. Regarding its origins, the term personality has no obvious equivalent in ancient poetic or philosophical Greece. Its etymological origin is the Latin word "persona", which referred to the masks worn by actors and actresses in theatrical performances. Each mask was associated with a

character in a play and served as a means of preparing the audience for the states of mind and actions that character was to portray. At the Middle Ages that persona became synonymous with a human individual and began to be used in a manner similar to modern notion. Much time elapsed between the development of the modern conception of personality and the birth of a scientific personality psychology (Caprara, Cervone, 2000).

For centuries philosophy was overlooking to the questions and answers about personality. It took times and after some steps personality became scientific. In order to become a science psychology had to free from philosophy and then personality psychology had to find its own identity within the various subfields of psychological inquiry. After that, as it should happen, psychology in general and personality psychology in particular developed as distinct scientific disciplines much later than did physics, chemistry, and biology. Establishing the topic of study that opens to scientific investigation was difficult as well as establishing theory. Philosophical traditions, sociopolitical worldviews, and social structures have shaped developments in personality psychology (Caprara, Cervone, 2000).

Over the past half-century there has been enormous productivity in the area of personality research. Although some of the researches tie to specific theory or theoretical perspective, majority of the researches has been associated with a mini-theory or topic of particular interest at the time (Cooper, Pervin, 1998).

2.1.1. Definition of Personality

The term "personality" stands for an individual's relatively non-changing qualities, which distinguish him/her from other individuals, make him/her different and form the basis of our estimations regarding the future behaviours of the individual.

Personality also means the life style of the individual. Nevertheless, in this life style, many dimensions are available, which are known or unknown and which are of first or second degree. Examples such as talent, intelligence, education, emotion, joy, sorrow, rage, friendship, culture, traditions, morality, eye colour, nervousness, jealousy can be given among them. Personality is everything which is related to a person. As a time determination, character is a process which starts as of the time in uterus and continues until death. In this regard, each living person has a character.

Personality is a peculiar appearance of the factors which affect perception, thought and behaviour types. Personality, which is continuously under the effect of internal and external stimulants, includes all the psychological, biological, hereditary and acquired talents, motives, emotions, wishes, habits and all the behaviours of the individual. (Tinar,1999) Personality is a comprehensive and structured form of relationship which the individual establishes with his/her inner and outer circle and which distinguishes him/her from others (Tinar, 1999).

A broad definition of personality is that; ‘Personality represents those characteristics of the person that account for consistent patterns of feeling, thinking, and behaving.’(Cüceloglu, 1994)

Gordan Allport defined personality as: ‘Personality is a dynamic organization, inside the person, of psychophysical systems that create the person’s characteristic patterns of behavior, thoughts, and feelings.’(Carver, Scheier, 2004)

According to Guilford personality is: “a person’s unique pattern of traits”. Cattell defined personality quite generally as “that which permits a prediction of what a person will do in a given situation.” (McAdams, 1998)

And according to McClelland, personality is: “the most adequate conceptualization of a persons’ behavior in all its details” (Mischel, 1999).

‘Personality: The characteristics of thought, emotion and behaviour that define an individual’s personal style and influence his or her interactions with the environment’ (Atkinson et al., 1995)

‘People’s characteristic tendency to behave, think and feel in certain ways’ (Arnold et al., 1992).

Investigators generally agree that ‘personality is the dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations.’ (Ryckman, 2000)

As a psychological definition personality can illustrate; a complex abstraction that encompasses the person’s unique genetic background and learning history and the ways in which these factors influence his or her responses to various environments or situations.

Personality is often defined in terms of social attractiveness. The person with a “good” personality is one who impresses others with his or her ability to get along well

with people. Personality can be defined as consistent behavior patterns and intrapersonal processes originating within the individual (Burger,).

2.1.2. History of Term of Personality

In historical terms, personalism was inspired from Descartes and his famous quote "I think, therefore I am". The roots of personalism can even be extended to Protagoras, who deems the human as a measure for all, and St. Augustin who makes human the centre of his thought. In Germany, Max Scheler developed a moral personalism, made the value of individual a degree related with the high value teaching and put individualism forward as a complete opposite of the truth. In France, the word "personalism" was used for the very first time by Renouvier in his book named "Personnalisme" which was written in 1903.

2.1.3. Common Features of Personality

In order to explain the term properly common features of personality is list by Researchers; (Erdogan, 1997)

- Personality is total of some behaviors, which are total of behaviors like cognition and learning that are obtained in the behavioral process, forms personality. Because of that personality should regard as all behavioral properties and from this aspect personality is a social event, and can only develop in social environment.

- Personality - at the same time- is a phenomenon that forms by private environment. Individual can't be abstract from private life, some behaviors shape in private environment. Family and work life is important on personality.

- Individual stability is effective on personality. Personality is result of mental balance, because mental balance provides the ability to differentiate the good and bad, the positive and negative and human being construe and compose behaviors and thoughts according to them. The ability to differentiate constitutes normal personality if mental balance is enough.

- Personality shape and administrate behaviors; goals and motivates and importance of them are change from person to person. Some find a goal good and meaningful, but others find the same thing bad and insufficient; this difference is upon to personality difference.

- Personality is composed of behaviors' integration in a time period. That means past, present and future is effective on personality. Person obtains some properties from past experiences, today the properties are composed, and plans are made for future. Personality isn't valid only in a time period, but also valid in all life for every individual (Erdogan, 1997).

2.1.4. Factors That Effect Formation of Personality

It cannot be said that only one factor is not in formation personality. Beside physical and hereditcal feautres which comes from birth, some factors have important place in formation of personality such as family structure, socio-cultural structure, geographic features of in which environment person live.

2.1.4.1. Genetic Determinants

Most of opinion implies that people could have born with certain genetic predispositions. Because of the genetic predispositions, people act in consistent ways their lifetime. It is usual to see that family members show similar personality traits although experience play role in similarities, at the same time brothers and sisters can show strikingly different traits, even though they have been raised in what seem to be highly similar environments. Observations indicate that more than the environment is at work in determining personality (Naime, 2006).

Physical structure of person, physical view of this structure, sex, nerve, and features of nervous system are gained from heredity. Walking, talking, laugh, and various attitude styles are set by hereditcal factors. Status of learning of person, reactions against stimulant of environment, power of resistance against pressure are different from each others. Because of these differences, humans have different features of personality (Güney, 2000).

Differences in intelligence are associated with genetic differences; genetic factors play a major role in determining personality, particularly in relation to what is unique in the individual. The importance of genetic factors in shaping personality may vary from one personality characteristic to another. Genetic factors are generally more important in such characteristics as intelligence and temperament, and less important in regard to values, ideals, and beliefs. One good example of an individual difference due to temperament is activity level and fearfulness. The fact that these differences appear

early, are long-lasting, and seem to be relatively independent of one's learning history, suggest that these differences are due to genetic or inherited characteristics (Pervin, John, 1999).

As a result; large parts of the features brought from birth by human are hereditary. This is accepted as principle. With this, it can be said that an important part of the features gained later is had by affecting socio-cultural factor, the other part is had after hereditary features are exposed to social development.

2.1.4.2. Environmental Determinants

Some researchers believe social and environmental influences and adoptions people make to them. Changes in economic circumstances, leaving college, marriage and parenthood, divorce, job loss or advancement, midlife crises, aging parents... etc create problems to which adults must adjust (Schultz, Schultz, 2005).

2.1.4.2.1. Family

The family is an important influence upon the way in which personality develops. The researches that made an investigating the family factor on personality have been put forward important results. Two results are the birth order and the absence of fathers profound effects. Consistent differences have been reported between the personalities of first and latter-born children. It is suggested that earlier-born children tend to be conservative and cautious, whereas letter-born children tend to be rebellious and radical. Latter-born children are said to have personalities that are more sociable and manipulative. Research also suggests that boys in homes where the father is absent tend to be more achievement-motivated and successful.

Brotherhood in family factor has an important place in forming personality. According to this, it is claimed that sense of responsibility is decreasing according as decrescent relationship in family.

2.1.4.2.2. Culture

Sociologists, argue that personality is largely formed by culture. The importance of the environmental determinants of personality is the experiences individuals have as a result of membership in a particular culture. Each culture has its own institutionalized and sanctioned patterns of learnt behaviors, rituals, and beliefs. Most members of a culture have certain personality characteristics in common. But, in fact, culture can

change with external factors, for instance influences of foreign cultures can change the culture of a person (Pervin, John, 1999).

2.1.4.2.3. Social Class

One of the important environmental determinant is the social class factor. Few aspects of an individual's personality can be understood without reference to the group to which that person belongs. One's social group has a particular importance. Social class factors help to determine the status of individuals, the roles they perform, the duties they are bound by, and the privileges they enjoy. These factors influence how individuals see themselves and how they perceive members of other social classes (Pervin, John, 1999).

Social class differences in intelligence is a result of difference in opportunities to acquire the knowledge and skills valued by the majority culture. The researches shows that differences in intelligence by social class arise, in large part, from genetic variability and not from differences in opportunities to learn, in families that are not abusive, neglectful or culturally different.

2.1.4.2.4. Geographical and Physical Factors

Altitude of sea and location of place on which people settled have indirect effects on personality structure of human. there are four seasons in the countries that have mild climate and seasons changes frequently. For this reason, needs of humans, missions, and kind of activity change. Attitude of humans and some features change when seasons change (Zel, 2001).

Geographical and physical factors are effective on the factors that are effective for formation of personality. It can be claimed that the people living in cold region are more rigid and have rigid humo; on the other hand, the people living in hot region and coastal side have flexible emotional attitudes. High cultured countries develop in the countries of whose seasons are changed powerfully (Eroglu, 2004).

2.1.4.2.5. Other Factors

It can be said that other factors have effect on formation of personality. Main factor is mass media among these various factors. Mass media especially television, radio, newspaper, and magazines have effect on developing of personality. These instruments reach so many people and transfer some messages. Some factors named as conditional

factors have distinctive effect on personality. For instance, working under hard conditions and busy work will affect structure of personality. working in a bureaucratic work cause people will have lazy attitude.

In periods of developing of person, Adult groups around the person have important role on formation of personality. Individuals take as an example some people around them to determine some attitude ways, ideals, and tendency. These people taken as an example are important factor for individuals who imitiate for their socio-economic positions and their personalities (Eroglu, 2004).

According to a study done by Alfred Adler, line of birth is in the factor that affect personality. Adler mentioned that first born child is more clever and more capable than the others.

2.2. THEORIES OF PERSONALITY

Without and doubt, the least comprehensible creature of the world in humans because human is a creature that has structure with various features. for this reason, psychologists examining humans developed theory of personelity. Some of these theories were formed from way of formation of personality, some were formed from style of view of personality (Güney, 2000).

2.2.1. Sigmund Freud's Theory

Sigmund Freud was proposed distinctive conceptions of the nature of personality. He was based on their own personal and clinical experience. Sigmund Freud's view of personality, which emphasized unconscious motives, is very different from the formulations of early behaviorists, who stressed learned habits.

Freud's theory was based on observations. According to Freud human is an energy system; however this energy is limited amount. If this energy is blocked anyway, this means problems for human. Again according to him the goal of all behavior is pleasure, that is, the reduction of tension or the release of energy. Beyond the view of the person as being an energy system, there is the view that humans are driven by sexual and aggressive instincts or drives. According to him the instinct of aggression lies at the bottom of all relations of affection and love between human beings. Along with the aggressive drive, Freud placed great emphasis on the sexual drive, and on the conflict

between expression of these drives and society (Pervin, John, 1999). Freud argued that biologically anchored drives concerning sexuality and aggression provide the energy and the direction for much of human behavior, though their manifestations are disguised through the defensive machinations of the ego and the generally antagonistic demands of the social world (McAdams, 1996).

Freud conceived of personality as a tripartite arrangement, consisting of three sets of subsystems the “id,” “ego,” and “superego,” each with its own special characteristics.

The id comprises the drive or motive forces within man, the ego has to do with controlling and adaptive properties, and the superego is concerned with the moral values and ideals which are internalized from culture and family-in effect, conscience. All the psychological functions performed by the personality system are expressed in these three subsystems.

Each of these subsystems contains the theoretical assumptions of Freudian theory, including the particular drives, controlling tendencies, and moral ideals, the functions of each substructure, its manner of development, and the rules about how the substructures interact.

Freud was usually worked as therapist treating psychologically disturbed and distressed individuals and used their cases as the basis for generalizing broadly to the nature of personality. His case studies relating personality was constituted a major part of his clinical researches (Pervin, John, 1999). As we known case studies are frequently used in clinical and medical settings to provide descriptions and explanations of a person’s actions and experiences, as well as a prescription for the treatment of the individual’s problems. An example of the case study is Freud’s analysis of Leonardo Da Vinci’s personality, with special focus on his alleged homosexuality. During this study Freud was focused on Leonardo’s childhood and hence he was assumed that childhood determined the later personality development.

Sigmund Freud accepted as father of modern psychology studied personality in a way of emotional and after his father dead, he analyzed himself and pointed out that mental structure are reflected to outer world as a fact. According to Freud, impetus of personality and the biggest lack of person is love. Freud studied subjects such as subconscious impetus, prevention of needs, sense in attitudes, and affect of attitude in three sections id, ego, and super ego.

According to Freud, the section in which human tendency and impetus of love are grouped is id. If person is free in here, he will have attitude totally that will supply him gusto. Person has biological tendency that isn't taken under pressure in id. However, ego is more part of personality showed up oriented with public customs and laws and it helps people to adapt to public. At the same time, it helps to people's behaviour to be showed up as acceptable by public. In this way, ego takes id under pressure and takes impetus acceptable by public to gusto. Super ego reviews person at high level. Even there aren't any people round, Person holds his behavior under pressure. According to Freud, this and net alike moral senses forms super ego of personality. Super ego that dominates id and ego is a feature of super personality. When it is necessary, super ego lead humans with attitudes example of truth, as well (Eren, 2000).

Furthermore, Psychoanalytic Personality Theory defends that all substructures of personality are developed in four phase from birth of human. These are oral, anal, genital, and phallic phases. According to Psychoanalytic Personality Theory, infancy and first childhood phases are important for formation of personality.

This theory that brings psychoanalysis approach to treatment of psychological sicknesses contributes more to education of people for human relationship.

2.2.2. Carl Jung's Theory

According to Jung, behavior of individual is affected from his history. In this way, individual acts like he wants to be in the future. In this case, individual has personality that will identify his future. Jung believes that individual will modernize himself continuously and has view of creative urge. He has different view just because Jung give importance to genetic side of personality. According to Jung, attitudes of individual are shaped by individuality and genetic of individual besides aims and ideal of individual. Jung is the first person to use introvert and extravert terms. Introvert person's thoughts and interest face to into his inner world and he is rarely with other people. On the other hand, extravert person always wants to be other people and doesn't want to be alone. Jung defends person should balance these two ways for effective prolonged life. According to Jung, problems of personality are showed up from imbalance between introvert and extravert (Cüceloğlu, 1997).

2.2.3. Alfred Adler's Theory

As distinct from other theorists, Adler brought the concept of "*superiority*" in the foreground to the extent of the personality.

Alfred Adler postulates a single "drive" or motivating force behind all humans behavior and experience. By the time his theory had gelled into its most mature form, he called that motivating force the striving for perfection. It is the desire all the humans have to fulfill their potentials, to come closer and closer to their ideal. It is very similar to the more popular idea of self-actualization.

"Perfection" and "ideal" are troublesome words, though. On the one hand, they are very positive goals. And yet, in psychology, they are often given a rather negative connotation. Perfection and ideals are, practically by definition, things humans can't reach. Many people, in fact, live very sad and painful lives. Other theorists, like Karen Horney and Carl Rogers, emphasize this problem. But Adler sees this negative kind of idealism as a perversion of the more positive understanding.

Striving for perfection was not the first phrase Adler used to refer to his single motivating force. His earliest phrase was the aggression drive, referring to the reaction humans have when other drives, such as their need to eat, be sexually satisfied, get things done, or be loved, are frustrated. In other words, it is called the assertiveness drive, since people tend to think of aggression as physical and negative. Adler's idea of the aggression drive was the first diversity of opinion between him and Freud. Freud posits that it would detract from the crucial position of the sex drive in psychoanalytic theory.

Another word Adler used to refer to basic motivation was compensation, or striving to overcome. Since all the people all have problems, short-comings, inferiorities of one sort or another, Adler told that personalities could be accounted for by the ways in which they do or don't, compensate or overcome those problems. The idea still plays an important role in his theory, but he rejected it as a label for the basic motive.

One of Adler's earliest phrases was masculine protest. He noted that men were held in higher esteem than women. Men wanted to be thought of as strong, aggressive, in control, masculine and not weak, passive, or dependent and feminine. The point was that men basically better than women. But Adler didn't embrace men's assertiveness and success in the world as due to some innate superiority. He regarded it as a reflection of

the fact that men are encouraged to be assertive in life, and women are discouraged. The last phrase he used was striving for superiority. His use of this phrase reflects one of the philosophical roots of his ideas: Friederich Nietzsche developed a philosophy that considered the will to power the basic motive of human life. Although striving for superiority does refer to the desire to be better, it also contains the idea that people want to be better than others, rather than better in their own right. Adler later tended to use striving for superiority more in reference to unhealthy or neurotic striving.

2.2.4. Karen Horney's Social and Cultural Psychoanalysis

According to Horney, main elements of personality are fears and anxiety. Each person has activity to prevail anxieties that comes from various sources and to pass over these (Zel, 2001).

Horney's theory is grounded on neurosis. First, she offered a different way of viewing neurosis. She saw it as much more continuous with normal life than other theorists. Specifically, she saw neurosis as an attempt to make life bearable, as a way of "interpersonal control and coping." This is, what all the humans strive to do on a day-to-day basis, only most of them seem to be doing alright, while the neurotic seems to be sinking fast.

2.2.5. Erik Erikson's Theory

According to Erikson, self is a strong and independent part of the personality. The first function of self is to develop the sense of identity and maintain it.

According to Erikson, the development of personality continues during life. Every person goes through eight phases that are crucial in development of personality. In each phase, the path to follow in life gets complicated across the person and the path which the development of personality will take is determined in this way. These phases and dilemmas are infancy (mistrust versus trust), starting to walk (autonomy versus shame and doubt), early childhood (initiative versus guilt), primary school age (industry versus inferiority), adolescence (identity versus role confusion), young adulthood (intimacy versus isolation), adulthood (generativity versus stagnation) and mature age (integrity versus despair).

2.2.6. Erich Fromm's Theory

According to Fromm, the freedoms of people to be anywhere they wish and to do anything they wish by getting free from many limitations increase gradually with the rise of modern democracy. However, freedom also leaves the people in private with taking important decisions for which they need to assume responsibilities. Fromm described the freedom as unbearable state of powerlessness and loneliness. As the person becomes an adult and his individuality and independency increases, he realizes the abundance of the things that he can't control as well and desperately faces the fact that how worthless he is. There are two reactions of this feeling: escape from freedom or approaching positive freedom. According to Fromm, the person developed three basic strategies in order to reduce the anxieties brought by freedom.

Authoritarianism: Identification with more powerful people or things, bearing down and exploiting the ones weaker than himself in order to feel himself powerful.

Destructiveness: Effort to get free from the threatening facts of life by destructing them. This anti-social destructiveness action is usually attempted to be justified in the form of rationalization under the masks such as religion, patriotism or sense of duty.

Mechanical adaptability (conformism): Most of the people adopt the role and the life style which the society deems suitable for himself in order to deal with the anxieties identifying with freedom: A steady job, setting in his way, marriage, having a child and being one of the wheels of the machine by moving with the majority. The person behaving like everyone gets temporarily free from the anxieties brought by the sense of freedom. Fromm asserts that the healthy reaction to be given against the anxieties brought by personal freedom happens by having reached maturity and being oneself. The way to develop a positive freedom is to behave as one likes: namely, to live and express one's real desires. And this only happens by understanding what the person really wants to do, not what he should do.

2.2.7. Henry Murray's Theory

According to Murray, personality is an abstract whole; the history of life; it reflects the dynamic, repeating and special aspects of behavior as a whole; it is a mechanism that organizes and manages the individual. While its basic functions are to manage the individual processes, to express oneself, to reveal requirement and tension formations and extend the tension, to make waiting programs for distant purposes, to settle the

conflicts and to establish organizations to be able to satisfy requirements without friction.

Need system underlies this theory. According to Murray, there are twenty basic requirements in this need system. These are acceptance, success, friendship, aggression, independency, reaction-formation, defense, sublimation, dominance, exhibiting oneself, harm avoidance, humiliation avoidance, nurturance, order, play and cognizance (Yanbastı, 1990).

The center of Murray's personality theory is motivation. He explains the motivation by needs classification. The needs created tension in organism and Murray names it as pressure, decrease in tension is provided by satisfaction of needs, in other words, the needs activate the organism and direct it in coming to a conclusion (Burger, 2006).

2.3. TYPES OF PERSONALITY

Most of the theories which attempt to explain the personality structure don't put emphasis on the reason of the observable qualifications, traits of the personality and define how they are. In other words, they don't investigate the reasons of human behavior and attempt to describe the behavior in question by concepts such as qualification, habit, type. The aim of the large part of the ones engaging in personality analysis is to determine specific traits of individuals and to group the persons in accordance with these traits of them. The concept of "Type" is considered as a concept representing a specific personality trait to a certain extent, while from a different aspect, as private personality model. When "type" is mentioned from a behavioral point of view, the behaviors grouped according to their characteristics and signs of personality and the community of social phenomena are regarded as type (Turkel 1992).

The concept of type is used in the meaning of a specific personality trait or private personality model. Assessable aspects of the individual's physical and mental characteristics are stated as "type". From a behavioral point of view, type is the community of behaviors and social phenomena grouped according to their characteristics and signs of personality. There are many individuals in a specific social environment and it is not always easy to gather the behaviors of these individuals in a private structure. The fact that the personality related characteristics are numerous, the

causes and effects of behaviors differ greatly among individuals considerably complicate to go to typological classifications from individual characteristics.

Many studies examining the personality in typological terms have been carried out. In these studies, highly different criteria such as the behaviors, thoughts, physical features, psychological and characteristic features of the individual have been used.

2.3.1. According to Jung

The one which is most commonly used in management is the personality typology of Jung. Jung defined four separate features in two dimensions and developed 16 different types from them (Zel 2001).

Extroversion – Introversion: Determines the preference of individual among inner world and outer world.

Sensation-Intuitivism: Determines how the individual obtains the information about the world in his environment.

Thinking-Feeling: Indicates the preference of individual among objective criteria and logic and subjective criteria and feelings in his decisions.

Judging-Perceiving: Determines the preference of individual among a more regular life style and a more flexible life style. According to Jung's theory of personality types, there are three basic dimensions affecting cognitive styles of individuals. These are enumerated as (Zel 2001);

1. Individual's view of life
2. Individual's manner of perceiving the world
3. Individual's manner of reaching conclusions about the world

In the first dimension, the individuals having "extroverted" personality trait concentrate on the ideas in their own inner worlds. In the second dimension, the individuals who are able to use their five sense organs are classified as "sensing ones". On the other hand, the individuals using their intuitions are classified as "intuitional ones". In the last dimension, the individuals deciding by benefiting from thoughts are classified as "thinking ones" while the ones moving by their feelings are classified as "feeling ones". According to Jung, extroverted and introverted types take shape according to the basic functions of personality such as sensation, feeling, intuition and thinking. One of these functions comes to the fore according to the environment, culture and mental development level where the individual is included, plays a more effective

role on the personality. So the function which gains importance covers the others, leaves them in the background, overshadow them. The function which gains importance constitutes the conscious side of personality. One of the functions which remain in the background in general assists the upper function. The third one of remaining two functions has been stuck in the middle while the fourth one has not grown and has remained out of control (Zel, 2001).

According to Jung, the development and maturation of personality depends on the four functions in question to reach to consciousness level, to be conscious. This state which is designed theoretically is only a goal that is required to be achieved. The possibility of finding such a personality structure in daily life is either not available or rare. Introversion or extroversion is the orientation mode of personality power. This power comes by birth; its aim is to determine and improve predominating psychological function. Generally in every personality structure, there are introverted and extroverted characteristics which are in the state of equilibrium. When the consciousness is extroverted, unconsciousness is introverted. Or exact opposite of it is the point in question (Zel, 2001).

In real life, the mixtures of functions which are distributed over two dimensions exist. Mixed states arise over the axis which feeling, emotion, intuition and thought constitute. The characteristics of introverted and extroverted personality structure exist. Introverted types sometimes like to be together with people but need the activities that they may conduct by themselves. They need the time that they may stand alone and read, think or sit in silence. They prefer to come together with limited number of people and they are better in peer to peer relationship with people. They have a tendency to wait until they hear from other people. Thinking in an introverted manner rather appeals to them. They are shy and don't speak up easily. They can't make friends fast but value their friends. When they are together with other people, they need time to think before stating an opinion. They like to think before going into action, sometimes they are not able to go into action on time. It is more difficult to know them as a large part of their personalities remains hidden (Zel, 2001).

Extroverted type gets in touch with objects easily and concordantly. They think by attaching value on objects. They arrange their actions according to objects. Their attention belongs to objects rather than subjects. They are more interested in the world

outside of them. Extroverted type likes to work with people and may feel alone if they are not present. They like group activities. They are talkative and friendly in general. They don't like to stand alone for a long time. They like to hear about everyone. Their areas of interest are broad and extroverted. They generally speak their mind and can make friends easily. They obtain their energies through the interaction with other people. When they are together with other people, they state their feelings and thoughts easily. They behave impulsively; think after they go into action. They easily talk about themselves and their opinions (Vecchio, 1995).

According to Jung, the development of one of four functions existing in personality is completed at the end of adolescence. However, there are also people who are in this age and haven't completed their personality development. These individuals behave incoherently, they are unstable and unsystematic. They change at any time. In a developed personality structure, at least three of four functions should reach to consciousness level. Generally in introversion and extroversion, neurotic complaints and symptoms arise in people who are close to extremities.

2.3.2. According to Eysenck

Eysenck added new dimensions to personality interpretation by using the concepts of "qualification" and "type" for the first time. According to Eysenck, qualification consists of the whole of individual's tendencies to behave in a particular way while type consists of accumulation and organization of qualifications. The personality is the combination of them, in other words, whole of them. Eysenck evaluated the personality structure over two dimensions, horizontal and vertical, bipolar and independent from each other. There is introversion on one pole, and extroversion on the other pole of horizontal dimension; there are neurotic types on upper pole and normal types on lower pole of vertical dimension (Zel, 2001). Personality structures of all people stand on a point among these two dimensions. This point is determined by observation, graded scale and tests. The elements which are located in vertical and horizontal dimensions and which build up the personality are placed on four separate levels that are apart from each other but stay in touch with each other. Introverted ones are silent, closed to society. They go away from people, want to stand alone. They like the occupations such as reading, writing, painting, music. They can't get in touch with people easily. They hardly make friends. They deal with daily life, events, people earnestly. They are

reliable people. They attach value on moral principles. Their views of life are pessimistic. Extroverted ones are humanistic and warmhearted. They get in touch easily, make many friends. They don't like to stand alone, read and work. They like exciting events. Their control on their acts and behaviors is weak. They act as they like at that moment. They are generally careless, optimistic, they like to laugh, have fun. They easily lose their temper and get angry. They are not always reliable. In neurotic type (extreme and changeable sensation area), which is located on upper pole of vertical dimension of which neurotic personality structure is located on upper pole, normal personality structure is located on lower pole, there are qualifications such as anxiety, nervousness, sensitivity, touchiness, easy and quick formation of response. In the type which is located on normal pole (stable and regular sensation area), qualifications such as sense of trust, mindful act are included. Neurotic introverted type is always anxious and worried. They have obsessive thoughts and fears. They are touchy, nervous and troubled. They are hypersensitive. From time to time, they are in the state of stagnation, reluctance, lack of interest. They go away from truths. They are not confident. They have inferiority complex. They run after goals, wishes and expectations that don't comply with their own truths. Unless they can reach them, their worries increase. Neurotic extroverted type is worried, anxious and troubled. Their psychological power is weak and inadequate. Their area of interest is narrow. They decide without thinking. They act quickly, often make mistake. The level of the goal which they want to reach, aspiration and expectation is low. And the things which they want to reach are not connected to their own truths. On the contrary, they exaggerate the actions they perform. They are proud of the behaviors that they regard as successful in their opinion. Hysteria symptoms of these types appear easily.

2.3.3. According to Kretschmer

Having examined the relationship between the structure of the person and personality traits, Kretschmer determined three types as athletic type, asthenic type and picnic type (Zel, 2001). *Athletic type* is tall, muscled and wide, their shapes of face are oval and long. They are patient, their tendency to be a leader is high, they like demonstration, sports and adventure. *Asthenic type* is the persons with tall and thin structure. They have a humor that is coldblooded, introverted, stubborn, touchy, liking loneliness, restraining feelings, a little social, idealistic, revengeful, shy. *Picnic type* is medium-sized,

transversely large, serious looking and has well-rounded face. They are extroverted, socialist, like living, friendly, sympathetic, open-hearted, soft-hearted, like eating and drinking, don't nurse a grudge, prudent and optimistic.

2.3.4. A and B Types

A type and B type personality was first observed by Friedman and Rosenman who are two cardiologists. The individuals having A type behavior pattern are aggressive, impatient and have much occupational orientation. They want to be very successful at the soonest time possible. They are dynamic, feel themselves energetic and have no patience to wait (Durna, 2004). Both personality types discovered by researchers were found to be closely related to the levels of exposure of individuals to stress in their daily lives. According to the findings in this matter, the probability of the ones having A type personality to catch a heart trouble is two times more than B type. A and B type personality traits which were defined by Fredman and Rosenman as “complex of emotions and acts” are enumerated as follows (Zel, 2001):

Table 2.1: Complex of Emotions and Acts According To A and B Type Personality Traits

<i>A Type personality</i>	<i>B Type personality</i>
They are dynamic	They don't keep the time in mind
Walk fast	Patient
Eat fast	They don't praise themselves,
Speak fast	Play for fun not for winning
Impatient	They don't pressurize themselves
Try to perform two actions simultaneously	They don't like to do limited time actions and to hurry up
They don't like to idle away	Tender-minded
Give importance to numbers	Easy going
Measure the success by quantity, are adventuresome	-----
Agressive	-----
Like competition	-----
Always feel themselves under pressure	-----

A life having A type behavior pattern is an attitude which is encouraged and awarded by the life style of today. Because, the people who think, speak, act, live faster and more aggressively than the people around are valued.

When the aforementioned characteristics of type A character are considered, it is easily understood that they experience stress and stress-based disorders more. Nevertheless, the recent studies show that it is easier for the individuals of type A character to cope with or decrease stress than the members of type B character. Type A characteristics should not be perceived as bad. Their side which causes bad results is that the individuals of type A character are furious and impatient due to their fast tempos and accordingly have conflicts with the person before them. Furthermore; it was determined that the individuals of type A character on middle and low levels of organizations are more successful compared to the individuals from type B character, but that the individuals of type B on higher level are more successful due to the fact that they are patient and think comprehensively. In this case; it is possible to say that the individuals can be more successful by shifting with a Skinnerist approach between type A and type B characters in compliance with the requirements of the time and place. However, it should be known that many people are not likely to achieve it (Luthans, 2005).

Tendency of the individuals from type A character to consider hostile the behaviours shown towards them is higher compared to the individuals from type B character. It can be said that the wish of revenge of the individuals from type A character is more.

2.3.5. Five Factors Model

Within historical process, several theories which described or pretended to describe the dimensions or basic factors of personality were suggested. However, over the last 20 years, the view that the personality basically represented a structure consisting of five factors (Extroversion, Responsibility, Adaptability, Emotional Stability and Openness to Experience) has begun to dominate (Solmuş 2004). In the study which he made basing on the adjectives in dictionary, Goldberg (1981) stated that five strong factors became evident and asserted that many personality factors might be theoretically organized in the framework of these five factors. Five factors personality model is interesting in terms of integrating personality structures existing in a wide range and so facilitating the communication between the researchers having different tendencies; allowing for a

systematic review of the relationships between personality traits and behaviors and providing a general definition (Solmuş, 2004). Contemporary psychologists specify the personality as the function of thirty qualifications, each one is named as dimensions of personality. Dimensions of personality are gathered in five groups, each one is named as personality traits (characteristics) or personality factors. Five personality factors are also referred as “Big Five”. Many researchers are in consensus in the framework of five factors model with regard to constitute an understandable classification of personality traits. A well-defined structure of personality guides the theory in personality studies, determination of personality, frame constitution for arranging personality scale and building.

One of the most important claims of five factors model is to be able to develop a classification system for dimensions of personality and to enable to correlate among the personality studies in this field. Individuals develop part of these dimensions hereditarily, while they develop part of them by the effect of the environment where they live. Depending on the qualifications of the action performed, one or a few of these five dimensions regarding personality come into prominence for the success of individuals. For example, the dimension of “being extroverted” for the individuals in manager position, the dimension of “openness to development” for the individuals serving in advertising sector moves ahead of other dimensions. When the research made in Turkey concerning this matter is examined, adaptation and scale building studies are found. In the study carried out on adult sampling, Somer (1998) determined 235 pieces of adjectives in Turkish language as the representative of personality traits. The adjectives selected by first order analysis were found to be represented in five basic factors dimensions as a result of the factor analysis. In another study (Somer, Goldberg, 1999), 179 pairs of adjectives in the same meaning with the ones found initially (Somer, 1998) on the structure of the variables associated with personality in Turkish language definition were taken. In the research which the same adjective pairs were used on both Turkish and American sampling, five factors structure was explicitly found. So, the study of Peabody and Goldberg was repeated and extended. Furthermore, factor loads of consensus and responsibility factors in heterogeneous sampling were relatively found to be higher. Thus, the fact that the Five-Factors model based classification developed depending upon a hypothesis which was mainly built on language was also supported

by the results of the study made with the adjectives indicating the personality traits in our native language indicated that it constituted a convenient basis as a high level factor frame for measuring normal and multi-dimensional personality traits which are proper for our culture. Starting from this point of view, a study of development of Five Factors Personality Inventory was made in Turkey by Somer and his colleagues. Ultimately, the scale form consisting of 220 items which had five basic factors, 17 sub-dimensions was prepared. The appearances of Five Factors in Turkish culture were also enabled to be examined by the development of this scale. In another study (Gülgöz, 2002), it was found that Turkish version of NEO-PI-R which was produced from factor structures of five factors was convenient for original factor structure. It was seen that the divergences between Turkish adult sampling and American sampling resulted from the effect of verbal factors on reactive samples of Turkish sampling and the functions of cultural factors. When the above-mentioned studies are examined, these studies are based on the ground of selecting the adjectives included in our language and finding whether they are applicable for five factors structure or not thanks to factor analyses. While the objective of the study made by Bacanlı et.al (2009) is to start directly from Five Factors model and to develop a bipolar scale with few items by using the adjective pairs that are applicable for these factors. So, five factors personality dimensions were attempted to be measured by 40 items on Turkish university sampling by a method different from the methods followed until now, validity and reliability studies were made.

2.4. PERSONALITY DIFFERENCES AND ITS REASONS

2.4.1. General Ideas

The reactions of the persons taking place in a certain medium against the stimulants of environment may be different. The reason of this difference stems from “personality”. It is suggested that every individual is affected by environment differently due to his personal structure, will affect the environment differently in a similar way.

Personality clashes are one of the frequent cases in organizations. The fact that the persons have different goals, value judgments, attitudes, skills and traits is an important reason of personality clashes, so the conflicts. Sometimes the persons may also clash

with each other for reasons other than business and business place. However, this condition affects their performances in the organization, as well (Koçel, 1999).

Every individual has some different traits from others as a person and this constitutes his difference from other persons. Every person may differ from others in terms of his world-view.

Motives which stimulate the persons may differ in diversity and severity. Moreover, the people may have different goals from each other as well as the persons having the same goals may also select different ways in the selection of the ways to make them achieve their goals. Therefore, the reactions of the persons to incentive instruments used for stimulating them are different. The persons are also different from each other in terms of satisfaction degrees of motives. Because, the severities of ambitions, desires and needs are different in every person as required by personality (Türkel, 1992). For example, some persons are afraid of taking much responsibility, they are not overambitious. So, it will be sufficient for them to get promoted to a certain position. While some persons desire to proceed in career steps constantly and get satisfaction in this way. Assuming the responsibility make such types of persons happy.

An individual has different traits from each other in terms of his personality and is affected by different motives while undertaking different activities. Even though the individuals turn towards the same goal, they may select different ways (Zel 2001). For example, the manner of management (leadership) which the executives - of two different organizations producing the same product by using the same technology in the same region - exhibit may be very different from each other.

This difference stems from different personality traits. In other words, the personality type which the person has affects his manner of perception and interpreting those around and as a consequence, the direction and level of performance which he gives in his different activities varies. Therefore, the reaction shown to the motivation factors used to stimulate individuals varies from person to person. Individuals also differ in satisfaction degrees of motives. Because the severities of ambitions, desires and needs are different in every individual as required by personality (Zel, 2001). For example, money is very important for some individuals and monetary reward is a sufficient motivation factor for these individuals to work very hard. However, some individuals

may be satisfied with a very small amount of money and the monetary rewards put may not push these persons to work more.

The individual develops his personality by tending to change further due to the occurrences that he experiences, the persons that he encounters every day. These different appearances of individuals require the organization or executives to pursue also personal policies as well as general policies. Personal policies are mostly determined by executives, they are not in written and generally in an informal structure (Zel, 2001).

The fields where the personal differences appear may be listed as follows: (Zel, 2001)

- Productivities of persons are different. The research made has shown that as the complexity of the work increases, the importance of personal differences will also increase.
- Skills and abilities of persons are different. The features such as eagerness, self-confidence or a good physics are not sufficient for the work to be performed well. It is also necessary to have the skills and abilities that the work requires. Skill and ability are one of the most important of the personal differences affecting performance.
- The persons are different in terms of the importance they attach to their work. Some of them like simple works that don't require any mental activity, they don't like the works in complicated form. Adding something from themselves while performing their work ensures high satisfaction for some.
- The persons are different in terms of the manner of leadership they perform and desire. Some individuals like authoritarian leaders following them closely while some individuals experience decrease in performance when controlled strictly.
- The persons are different with regard to their needs for establishing relationship with others. Some individuals may show high performance by working by themselves while some individuals find great pleasure in communicating with many people and give high performance. The performance which some individuals show in group works is more than the performance they show by themselves.
- The degree of attachment and loyalty of the persons to the organization in which they work is different. Some individuals work as if they are a partner of the organization

while some don't endeavor to find any solution in the cases that are against the organization.

2.4.2. Social Traditions and Personality Differences

When inter-personal comparisons are made, when the personality differences of the individuals in the same social group are mentioned, where this difference comes from may be considered. The first source of this difference is the divergence of physical features. The second important source is the difference of mental features and the effect of perceiving the stimulations coming from the environment differently. Personality may be perceived as the appearance or a result of the interaction between the individual and his environment. Personality is also associated with genes. However, it is not easy to analyze which personality traits derive from genes, which are taken from the environment through learning (Alnıaçık, 2003).

2.4.3. Causes of Individual Differences

When considered from an external perspective, many of the behaviors which seem hard to be explained are the reflections of the clashes continuing inside the human personality (Türkel, 1992). For example, an employee who reacts too strongly due to a daily event in the business place may have exhibited his reaction by reason of the fact that he is exposed to violence by other employees or his superior. It is known that many characteristics in personal differences lead to differences of behavior. The most important reasons of these differences are as follows: (Türkel, 1992)

- Rationality-objectivity, namely, being based on the fact of events
- Spirit of initiative
- Being ambitious
- Communitarianism

These four properties may be indicated as the most important reasons of personal difference in organizational field.

2.4.3.1. Objectivity (Based on the Reality of Events)

Here, the behaviors arise in the place which will require the person to behave normally, from the necessities of the current situation. If an executive makes his anger cool down by scolding his subordinates, it is more convenient to explain this situation as

the emergence of a psychological need of the executive rather than a good manner determined for correcting the bad behavior of the subordinate. Here, the executive is not objective, but is enslaved by his feelings and hides the actual reason of his behaviors in this way. These persons are not expected to behave rationally.

The behaviors not being based on rational (objective) reasons are due to depression or dissatisfaction in most cases. In other words, the facts observed in events and their manners of emergence also differentiate the behaviors of the person. The persons who obstruct the realization of their desires or confront a difficult problem, become depressed and are restrained move away from the behaviors required by their normal behaviors and don't behave rationally. In conclusion, they behave in a non-objective manner as well as they become aggressive and introverted persons.

All these may be explained as the extinguishment or differentiation of personality. These behaviors cause the person to be a quite different one by affecting him. This situation affects the organizational productivity negatively.

Such behaviors are rather observed in persons who are exposed to wrong attitudes and behaviors of their superiors. The behaviors which are not rational (objective) cause many beneficial abilities of persons to be removed.

2.4.3.2. Spirit of Venture

Spirit of initiative means to handle the attempt and control the situation with the relationships with others. Many differences among executives arise in terms of these characteristics. If some of the executives only function for the continuation of the current situation while the attempting person searches the financial resources to increase the budget and to function further, the existence of personality differences between them is undoubted.

Attempting may be an act which the personal differences produce as well as it may cause a person to be or not to be more active and undertaker in the cases experienced.

2.4.3.3. Ambitious

The mind of an ambitious person is always busy with the passion of personnel position and progressing and advancing in the organization. Such a person is very sensitive to any change made in his rank, status or wage. Personnel incentive measures in organizations are quite effective for such persons. Some persons don't desire to

advance after a certain level. Ambitiousness is a temporary emotion for such persons. While some persons pursue the top positions during all their lives as required by their personalities and characters from birth and are satisfied greatly with solving complex problems by taking responsibility.

2.4.3.4. Socialism

Communitarianism implies the sensitivity of the person against the attitudes and desires of the persons whom he is related to. A person whose communitarianism is high can't feel himself as separate from the group.

Such a person is disciplined, he can easily adapt his personality to the order of group and rule. However, the persons lacking this trait become a victim of character and personality. He disregards any powers and authorities except himself. He attempts to adapt the rule and order of the organization to his own personal traits, is not disciplined, easily becomes dissatisfied as he will usually be alone. Since some of such persons are lazy and don't comply with the spirit of the group, they become alone, and some endeavors to make themselves accepted by showing much conflict although their colleagues disagree (Zel, 2001).

2.6. THE PHENOMENON OF MOBING AND ITS RELATIONSHIP WITH PERSONALITY TRAITS

In order to define the phenomenon of mobbing in the workplace – which is usually paid no attention or ignored although it is often experienced among employees – and to be able to offer solutions for preventing or stopping this workplace issue, the determination of descriptive and statistical data concerning the matter has importance. The results of the studies made to determine the data in question suggest that mobbing behavior is an issue experienced all over the world although they vary by the factors such as the method used in the study, the country where the study is made, the perceptions of participants.

The studies involved in literature also indicate that mobbing behavior is a process which threatens all employees and has highly backbreaking results for the sufferer in particular. Personality traits of employees may also determine the degree of this unjust treatment. For example, extroverted persons are less often affected by mobbing

behavior while introverted persons may be mostly affected by this behavior. The factor which is determinant in cases of resorting to psychological violence or being exposed to it is the personalities of the persons. In such cases; many factors such as physiological dispositions, experiences, personality traits, social support supplies play a role. Personality has many aspects and they affect the resistance of the person against psychological violence. Individual and environmental conditions shaping the behavior of every person determine the life style of the person in a way. This life style is completely compatible with personality traits of the individual. It represents the personality concept and whole of the characteristics which distinguish one person from others, the behavior pattern which he has developed to adapt to his environment. Then, personality is the distinctive appearance of the factors affecting feeling, thinking, behaving patterns of a person. Personality determines all abilities, motives, emotions, desires, habits and all behaviors of the individual which are biological and psychological, hereditary and acquired.

Personality structures of the employees suffering as a result of mobbing action which occurs in workplaces have been one of the attractive matters within scientific research in the world, as well. Whether there is a common aspect in personality structures of employees suffering in such case experienced within enterprises in almost all countries of the world is issue of concern. Indeed, it was observed following the studies that the sufferers of mobbing in workplace had some common personality traits. One of the remarkable aspects in personality structures of sufferers was neuroticism (Vartia, 2003). According to Djurkovic and McCormack (2005), the phenomenon of neuroticism in personality is closely related to the mobbing process experienced. Neurotic persons are more on guard against the negativities experienced around them in respect of their personality traits. Their psychological arousal threshold is lower. It is more difficult for them to tolerate pain and stress in comparison with other individuals. According to psychosomatic hypothesis, negative experiences form negative emotions. Negative emotions lead to physical and mental health problems. As the neurotic individuals have an anxious and worried mental state, they may give aggressive reactions against the negativities and conflicts which they experience in their social environments instead of approaching in a solution-focused manner. Therefore, the fact that they establish conflictual relations in the group in which they are included is an element of risk.

According to social identity theory, the sufferer of mobbing is defined as “not from us” within the organization and the mobbing behavior experienced within the institution is directly canalized to these persons. The research indicated that the sufferers’ levels of assertiveness on life were generally low, that they had a structure which was incapable of protecting themselves. Furthermore, their self-respects were discovered to be lower than the ones not suffering (Cowie et.al, 2001). They are observed as having developed more anxiety than other employees in social life. Their personality structures are also more dependent and introverted than the population who is not sufferer (Di Martino et al., 2003).

In the study which Matthiesen and Einarsen carried out in 2001 by applying MMPI-2, they discovered that the sufferers were experiencing psychosomatic symptoms by conversing extraordinary emotionality, suspiciousness and depressive mood and the psychological troubles experienced. Also in the same study, they defined three different sufferer types. While defining the first type of sufferer structure, they used the definition of “seriously affected”. According to it, the sufferers in this structure are persons who are depressive, anxious, suspicious, can’t be sure about their environments. The second group is the individuals experiencing disappointment and who are depressed. The ones in this group represent the group tending to fall into depression due to the goings-on around them. While the ones in the last group represent the individuals having normal personality structure. Although the sufferers in this group were exposed to mobbing just as much as other sufferers, they don’t show any disturbance symptoms and can tolerate the case they experienced (Mathiessen, Einarsen, 2001).

In a study carried out by Can (2007) for Turkey, the relationship between A and B personality types and mobbing was analyzed. According to the result of the study, the ones having A type personality trait are more than the ones having B type personality trait. The general point average of mobbing of the answerers having A type personality for mobbing proved to be more than the general point average of mobbing of the ones having B type personality structure. In other words, A type persons face with mobbing more frequently in comparison with B type persons.

PART III

In this thesis, real cases were compiled by making a researches on the internet in order to explain the effects of bullying or mobbing on individuals, organization and other employees, and comments were made through these cases.

REAL CASES

Case 1.

While I had hoped to stay in the DA's office where I had interned, a new election resulted in turnover and my supervisors were gone, so I expanded my search to include other counties in or near major cities in Texas (where I had attended law school). After passing the bar in November, I got an interview with a prosecutor's office in a suburb of Austin. I was well aware of the conservative reputation of that county, and dressed appropriately for the interview (covering my one small ankle tattoo in a pantsuit). My trial experience and dedication to the field won them over, and I was offered a job to start after the new year.

I wasn't sure what to expect at the job, but I knew I would have to hide the fact that I was a raging liberal and an atheist due to the nature of politics in the county. Religion and politics are supposed to be off-limit topics at work anyway, right? Besides, I was more apt to talk about a movie I'd seen recently than either of the aforementioned topics no matter where I was. I knew, regardless of everyone's differences, we were all working towards the same goal.

As this was my first "real" job, I was quiet and obedient, trying to learn the ropes from the people who had been there for a while. I picked it up rather quickly and started off on the right foot, winning my first DWI trial. For some jobs this would have been an "in" to the veterans' club, but the more I did, the more distant my coworkers got. When I'd walk into one of their offices, the group inside would stop talking and look at me in a way that I knew I'd been the topic of conversation. I felt alienated, but I still tried to fit in – after all, I had only nine coworkers.

About halfway through the year, things started to get bad. I was actively made fun of for "attempting to be funny" or trying to enter a conversation. Religion and politics were always topics of conversation at lunch, and my silence gave me away. To make matters worse, it was an election year, so talk of politics was all around. I didn't feel

comfortable enough to put my Obama sticker on my car because I didn't want people at work seeing it, not that it would have mattered at this point.

There was one guy in particular, an Iraq veteran who believed he was "untouchable" due to employment laws regarding veterans who took time off for deployment, that absolutely hated me. I generally deferred to anyone who had been there longer than I had when it came to instructions or rules, but for some reason nothing I did was good enough. He berated me on a daily basis. I was belittled in front of the other coworkers, support staff and even in open court. My only ally, an older judge, had to kick this guy out of the courtroom twice for his tirades against me for tiny mistakes I'd make in paperwork.

My coworkers did not stick up for me. They told me that was just "how he was" and that I should deal with it. I began to wake up every morning sick to my stomach, fearful of what he'd do that day. Sometimes it was blaming me very vocally for a mistake it was often later discovered that he himself made, entirely without apology. I was screamed at in front of a police witness I had been prepping for trial for something I can't even remember. The final straw was being called to his office and standing in the doorway as he cursed at the top of his lungs, ending with him throwing a white-out dispenser inches from my head.

As I had done on multiple other occasions, I locked myself in my office and sobbed. In an office where open doors were the norm, mine was constantly closed for the last three months of my employ. I called my parents almost daily, begging them to let me move in with them at their new home in Missouri. I gained weight, had my shrink up my antidepressants more than once, and basically went straight to bed when I got home at 6pm.

The lawyer in me still had a grasp on reality, and I began keeping a log of things he did to me – date, time, location, witnesses. After three months the log was seven pages long. I wrote up a resignation letter and included my calendar of abuse, stating that because of this treatment I was going to be moving to Missouri with my parents to pursue a career there.

The only good news was that with my written confirmation, he was being fired "for cause," my boss was able to get around the military law that he'd used as his shield from punishment. When I left that last time, I was not wished well by anyone but one

nice coworker and the support staff. I got in my car and sobbed all the way home. A week later, when I had made it to Missouri, I received an email from one of my former coworkers who blatantly said that I was a terrible prosecutor and I should get out of law – “you’ll never find another job.” Despite winning six of my eight trials, I couldn’t help but think I was completely worthless.

The next five years were tumultuous to say the least. I tried prosecuting for a different office, but my self-esteem had been knocked so low that I was basically asking to be taken advantage of. I decided to quit law, moved to LA, yet had to practice while I figured out where I wanted to take my career. I was finally accepted into a Master’s program at USC in public relations, from which I will graduate this coming May.

The effects of this job are lasting. I began having panic attacks about completely random situations and isolating myself from people for days at a time. My medication was changed multiple times, to no avail. Finally, after a complete breakdown in my apartment one afternoon, I called my shrink and got the first available appointment. He didn’t know more than my medical history – I had a therapist who talked to me about problems. Once I told him about the last five years, my panic attacks, my fear of leaving my apartment or interacting with anyone, and my general anxiety about re-entering the workforce, he diagnosed me with PTSD. Now, with a different combination of medicine and bi-weekly therapy, he and I are working towards my recovery.

My panic attacks have lessened significantly, but I still suffer from recurring dreams and certain triggers in my daily life. Because of this group of bullies, I lost five years of my life and the potential for a strong career in law (until very recently I had blamed the entire legal industry for my problems – now I have two advanced degrees on which I’ll be paying loans). I have not set foot in the state of Texas in nearly four years, and I have many friends I want to visit, but the anxiety is too great.

I’m rebuilding my life and will start a new career come May, but unlike my classmates, I worry daily about my work environment and future coworkers. I should be excited about a new opportunity, but instead I’m very nervous and hesitant. No one should ever have to go through this. As sad as it is, workplace bullying laws are as necessary as those for sexual harassment, because without them tyrants like my coworker can continue to ruin people’s lives.

While I had hoped to stay in the DA's office where I had interned, a new election resulted in turnover and my supervisors were gone, so I expanded my search to include other counties in or near major cities in Texas (where I had attended law school). After passing the bar in November, I got an interview with a prosecutor's office in a suburb of Austin. I was well aware of the conservative reputation of that county, and dressed appropriately for the interview (covering my one small ankle tattoo in a pantsuit). My trial experience and dedication to the field won them over, and I was offered a job to start after the new year (<http://hellogiggles.com/workplace-bullying-a-victims-story>).

COMMENTS OF CASE 1.

No personal names are included within the case. An imaginary name will be given to the protagonist and she will be called "Jane" in order to make easier explanations.

Jane studied law at the university and put herself a target to be a prosecutor. Following the graduation, she found a job in a different city other than she had lived in. She encountered bullying in her first real work experience and finalized her career, which she obtained by working hard during her school years, due to mobbing.

A Victim of Mobbing, Jane: When the general characteristics of mobbing victims are observed, the researches revealed that mobbing victims are smart, talented, creative, successful, honest, reliable and non-political individuals. They attract attention as individuals, who greatly carry out their works, have robust working principles and values, do not make concessions on these factors, who are honest, reliable and are identified with their works. They are also defined as individuals who are sensitive, have high emotional intelligence, are productive, fair and merciful. They are the individuals who are recognized in the organization as they have efficient curriculum vitae. They can be perceived as a threat by the administration and their opponents due to the fact that they can easily and quickly climb the ladders of promotion. In our example; Jane describes herself an individual, who has an impressive school performance, is obedient and abstain from making comments on religion and politics at the workplace.

Reasons such as sex, race, religion or membership of an ethnic group may cause other people at the work place not to like her. We see that Jane has a different political opinion than her colleagues. The fact that the subject matter of the conversation includes religion and politics because that was the election year may cause Jane to

remain silent by abstaining from making comments on these issues, and to be excluded in a conservative community as she is an atheist.

Joining the team as the newest one in the workplaces, which is small and has small amounts of employees and where employees know each other well, may bring about some negativities. Jane came from a different city and work at a company where solely 9 co-workers are present. We see that the veterans feel "untouchable".

Mobbing Behaviours Implemented on Jane: Jane says that whenever she enters the room of one of her colleagues, the group in there stops talking and the subject of some conversations was her. She states that she tried not to go counter to the group although she was isolated by her colleagues.

Nevertheless, she says that the worst was the behaviour of a senior employee against her. These behaviours are listed below:

- He was criticizing her works
- He was berating her on daily basis
- He was belittling in front of the other co-workers, support staff
- He was tirading for tiny mistakes
- He was blaming her very vocally for a mistake it was after later discovered that he himself made.
- He screamed her in front of a police witness
- He cursed and thrown a white-out dispenser to her

The Effects of Mobbing on Jane: As the mobbing behaviours continued, Jane started to be psychologically and physiologically affected in time. The effects on Jane are listed below:

- She began to wake up every morning sick to stomach, fearful of what he'd do that day
- Called her parents almost daily, begging them to let her move in with them
- Gained weight
- Had to use antidepressants more than once
- Went straight to bed when she got home at 6 pm.

Jane's Attitude Towards Mobbing: With the effect of a strong character and a good education on law, Jane makes some initiatives to cope with mobbing implemented to her systematically for a long time. In the first chapter of the thesis, we discussed 3

types of behaviours shown by the victim to mobbing. In our example; Jane chooses "fighting against mobbing" from these methods. Initially, starts to keep a diary as a written proof against mobbing. She records the cases for three months by stating date, time, location and witnesses.

She sends the mobbing diary she has kept to the administration by writing a resignation letter.

Getting support from her inner circle, she moves to Missouri to her family in order to continue her career there.

Observers: Jane says that her colleagues were aware of the case but did not take her side and that they solely told Jane "how he was" about the mobbers and accepted the situation as it was. She says solely one person treated her well and helped.

When the cases are finalized with Jane's resignation and dismissal of the mobbers, she says that no one made a good wish for her (except one nice co-worker and the support staff).

She says that she even received an e-mail from one of her former co-workers. Those had been written in the mail: "You were a terrible prosecutor, you should get out of law" "You will never find another job"

The Results of Mobbing on Jane: Although she quit the job and moved to L.A., the effects of mobbing on Jane continue for a long time. Although at first she wanted to continue to work as a prosecutor, she completely moved away from the law sector as she lost her self-confidence. She enrolls in a Master program in a different field. Therefore, all her education of long years and work experience go in vain. She feels that 5 years of her life were lost. Her potential strong career in law is destroyed.

Scholarships she obtained during the course of both universities and changing cities several times negatively affect Jane in economic terms.

Jane states that the effects of mobbing start to decrease but she still continue to experience the following conditions:

- Panic attacks,
- isolating herself from people for days
- fear of leaving her apartment
- fear of interacting with anyone
- anxiety about re-entering the workforce

Furthermore; she says that she still gets psychological support and her medication has changed many times. She is diagnosed with PTSD.

The Results of Mobbing on Organization: In our example, the organization loses two of its employees. The benefits, which can be provided by a well-educated and willing employee like Jane, disappear.

The organization, which has lost its qualified and diligent employees, will have difficulty in finding employees of same quality in place of them and will have to lose extra time and money. Training costs made for newly-employed personnel or compensations paid for those who have been dismissed will cause new financial obligations to the organization.

Even if it is not mentioned in the article, it is not hard to guess that company employees will talk about this issue for a long time. Gossips will take the time of the employees and attract their attention to another issue other than work. This will decrease the efficiency.

Credibility is a significant notion particularly for an organization which is active in law sector. Nevertheless, extra-company conversations about this issue will damage the credibility of the company.

CASE 2.

By Becca (Malaysia)

6 years ago I joined a small distribution company; first thing I noticed 80% of staff had been there for 10 years or more. Secondly everyone seem to be related to each other, friends of friends, cousins, sisters, mother and daughter etc.

Many cliques. In comes ME, outsider; contractual worker who has no 'ties' to anyone there. Newbie, fresh meat for the wolves. My bad luck I get a boss who craves attention and is an egotist. She came in a year before me and I was hired to do her administrative work. The first 3 years was tolerable as it was only my boss and myself in the department. She was recently promoted (last year) and currently in charge of 3 departments. 1 dept in particular is run by a woman who has been with the company for 35 years; she was foaming at the mouth. My boss asked me to help out, that's where my problems began. Rather than have it out with my boss; she and her minions began a terror campaign on me. The other departmental head is her BFF.

Even though I completed tasks that were given to me both heads would complain to my boss that I was not cooperative despite me showing proof and done to expectations. On occasion I even stayed back to help out yet the 2 heads would actually get their minions to complain that I did not do their work.

The Madam 35 years service in company went to the extent of asking her staff to excommunicate me. How did I find out; I casually asked one of her staff how her 'holiday' was; she told "I'm sorry I cant talk to you my boss has warned me to stay away from you, not to talk to you, not to even come near you or look at you; please don't talk to me." This was said loudly in front of 50 over staff and my boss watching everything.

A sympathetic observer advised me to protect myself by keeping the lowest of lowest profiles; I stayed away from all staff, coming in to office exactly on time, lunchtime avoiding all contact with the staff and keeping to myself. I shy away from all gatherings and if there is a clique or group talking in front of me; I flee. If I see my boss's bffs; I flee not wanting to be caught in a compromising situation in terms of what I say or may say. I held on out of necessity because a.) I have dependents, b.) I'm 40 plus and in my country its not easy getting a job at my age. I swallowed every insult. So much so I'm in fear; I suffer from stomach ailments.

35 years in the company, this madam has influence over several depts. One of the departmental secretaries who has nothing whatsoever to do with me asked her staff to pass all incoming mail to me at the 1st week of the month. No memo was given to me nor she did even pick up the phone to tell me. I did not complain. I did the job.

My boss now passes remarks about me to other managers in FRONT OF ME. "Her face is so black because her heart is so evil," "Stupid and cannot be trained".

Why have I not complained to HR? HR is afraid of my boss due to her close ties with the CEO.

Yesterday I finally broke down and nearly walked out when my boss called me a 'fucking staff' in front of the whole office then proceeded to say "You have no friends in this office and because of that I have no friends"; I knocked and went back into her office asking as polite as possible to clarify. Her reaction "I know you don't want to do work; S and R complained that they don't like to pass work to you; my reaction - please call them in boss; I would like my accusers to clarify as whatever was passed to me was settled on the same day and submitted back to R. "I know you finished the work, its

your attitude, you show that you don't want to do the work; I know you." "What way am I rude to them?" Her reply, "Get out my office, I don't want to see your face." At that point, I couldn't help myself and told her; Boss you humiliated me in front of the whole office; I'm entitled to have an explanation. "Are you challenging me, was her reply?" "You want to fight is it," she went on and on and I left her room.

The culprits in question stood outside the door and laughed. People outside of the office have told me that I'm fighting a war that can't be won and its only a matter of time before a.) I develop PTSD and have to leave on my own or b.) My boss finds a strong loophole to throw me out which would please Madam 35 years in service and her bffs.

I have tried and am still trying to find a job.

I hope no one has to go through what I'm going though; I would not wish it on my worst enemy (<http://www.overcomebullying.org/workplace-bullying-stories.html>).

COMMENTS OF CASE 2

Becca from Malaysia, joined a small distribution company six years ago. While the things she encountered in first years were tolerable, the problems started at the workplace later. Although she has dependants and 40 plus, she continues to work despite the negativities she faces. Nevertheless, the ever worsening situation is concluded with her search for a new job.

Reasons Of Being Victim: The people can implement mobbing to individuals, who are not like them due to the fact that they are a member of a specific social, racial or ethnic group, and whom they consider out of their own group. This points out the discrimination aspect of mobbing. In our example; we see that at the company where Becca works, 80% of the staff have been working there for more than 10 years and have close relationships with one another. This may be the reason why Becca, the newest member of the team and one of outsiders, faces mobbing.

Considering the following words of Becca, we can define her characteristic as a quiet, shy, introvert and as a person who does not want to cause problems. In the studies, it was revealed that individuals having these characteristics are more likely to be subject to mobbing.

- I stayed away from all staff, coming in to office exactly on time.
- Lunchtime avoiding all contact with the staff and keeping to myself.

- I shy away from all gatherings and if there is a clique or group talking in front of me; I flee.

- If I see my boss's bffs (best friends forever); I flee not wanting to be caught in a compromising situation in terms of what I say or may say.

Becca uses the following statements while describing her boss: "My bad luck I get a boss who craves attention and is an egoist." As it is known, over-monitoring, coward, neurotic, craving for power, high distrust, senses of fear and jealousy can be counted among the characteristics of the mobbing attackers. Lack of emotional intelligence, being away from humanistic and moral values, neurotic diseases and cowardice can be counted among the reasons why these people implement mobbing.

Mobbing Behaviours Implemented on Becca: Particularly the Madam she defines as "35 years of service in company" continuously mistreat her and warns the employees not to talk to Becca. Other department head shows the same attitudes as he is the friend of this person. Becca finds herself excluded and isolated all of a sudden.

- The works she does are criticized.
- A complaint is made to her boss stating that she is not cooperative.
- She is socially and physically isolated.
- Her boss says humiliating, degrading words about her ("Her face is so black because her heart is so evil," "Stupid and cannot be trained.").
- She is insulted in front of other employees.

Observers: Only a sympathetic observer advised her to protect herself. All other employees cease communicating with Becca due to the pressure of the Head of Department.

The Effects of Mobbing on Becca: Becca has dependants and is over 40 years old. It is not easy to find a job for someone at that age in the country she lives in. Due to these reasons, in the beginning, she swallowed every insult. However, these mistreatments caused physical and mental disorders. She is in fear, she suffers from stomach ailments.

Becca says that she quit the job in the end and tries to find a new job. She summarizes the mistreatments she endured for 6 years with the following statement: "I hope no one has to go through what I'm going through; I would not wish it on my worst

enemy.". Nevertheless, a new fight is now starting for Becca: *The fight to find a job in the business world where the competition is increasing.*

CASE 3.

Female, now 51, police, Alaska, USA

Just three years after becoming a police officer, I was promoted to sergeant - the first (and so far only) woman to be promoted to rank in this department. Accepting that promotion was perhaps the worst mistake I've ever made.

The very first shift that I worked as a sergeant, one lieutenant began to belittle and correct me in front of the officers. For about a year, I tried to deal with the Lt. by myself, assuming that he was just inept with people and didn't know how to supervise. But it only got worse. For another year, I went to the captain - who did nothing. Finally, I went to the chief. He said that he already knew that the Lt. was "harassing" me because other co-workers had told him so. He said that he had had a talk with the Lt. that very morning - and the problem would stop.

I felt incredibly relieved and hopeful. I shouldn't have.

Over the next two years, I went to the chief eight times. Each time, the Lt. would stop talking to me for a while then the bullying would start up again, getting worse and worse until I went to the chief - again. Another Lt. joined in, then another, then one of the captains.

I finally went outside the department for help. I got an attorney, went through the personnel system... The chief retired rather than deal with the Lt. When the new chief was hired (from outside the department and outside the state), he quickly won my trust. In order to let him get on with the task of cleaning up all the former chief's other messes, I settled with the city. I should have sued them then. Too much of a team player, I guess.

It took him another three and a half years to break me down, but the new chief finally succeeded - with "kindness" and "friendship" - where the obvious bullying by the others had not. Naiveté is, indeed, the worst enemy. I believed. I **had** to believe that the new chief was my champion. That he was there to make things right.

Of course, he wasn't. With 20/20 hindsight, I know that he was hired very specifically to deal with me. Hindsight has finally let me see that the man is a sociopath - a very intelligent, experienced, *professional* sociopath. I never stood a chance.

In 1997, after eleven years with the department, I went through a stress breakdown. I never went back to work. I tried to get the Equal Employment Opportunity Commission to investigate my case and represent me. They told me to go sue the department on my own. No attorney would take my case because there was no money to be made in it. (In the USA no governmental agency - even on the local level - can be assessed for punitive damages; and, until very recently, there was a \$300,000 cap on sexual harassment litigation.) I went through vocational rehabilitation; they told me I was very smart and could do almost anything - and sent me on my way. I'm still dealing with Workers' Compensation and the State Public Employees' Retirement System (PERS) - still on my own.

The city's lawyer is fighting me tooth and nail over my Workers' Comp claim. PERS has sent me to two different psychiatrists, both of whom determined that I was "totally, permanently disabled". The first shrink said that my job had caused it. PERS didn't like that determination so they sent me to another shrink - who said that what had happened to me had had *no* appreciable effect on me! Never mind that he never read my documentation of what had happened...

I only stumbled onto Tim Field's web site a few months ago. It has made a tremendous difference to me, giving me hope and validation and information with which to fight onward. I've stood up for myself so well that PERS demanded a continuance because the State of Alaska "Law Department can't deal with so many witnesses" and so much documentation.

(With Tim's permission, I included a lot of the information from his web site in my evidence "packet" - almost 1400 pages total).

So, I fight on. My husband is still supportive and encouraging - and as patient with me as he can possibly be. (Without him, I would long ago have ended up living on the street...) I have given up any hope of making any difference in my (former) department.

I've finally figured out that PERS is trying to stall long enough that we sink into poverty and I have to withdraw the money from my retirement account. If I did that, they would be through with me - forever! I would get no pension, much less any disability pension! Which just makes me want to fight them even harder!

Many, many thanks, Tim, for spreading the word
(<http://www.bullyoffline.org/cases/case102.htm>)

COMMENTS OF CASE 3

No personal names are included within the case. An imaginary name will be given to the protagonist and she will be called "Monica" in order to make easier explanations.

Monica is a police officer, who is successful in her job and got promoted in a short time. In our example, we see that how the people, from whom she demanded help while fighting mobbing, and the system left her alone. Lack of a legal infrastructure regarding mobbing is one of the most important reasons which make victims give up on fighting against mobbing.

A Victim of Mobbing, Monica: In some studies performed, it is put forward that as the organization hierarchy rises, sex differences become more prominent. It is claimed that women's rate of being subject to mobbing increases as it is climbed up to middle and upper administration.

Being the single woman in a workplace where men work can be a reason for mobbing. Another important reason is that an employee who showed a significant success can be envied and that his/her success can be sabotaged in various ways.

In our example; Monica got promoted after 3 years as of the date she became a police. She says that she was the only woman who got promoted to this level so far in the department she works. As the only woman in a male-dominant working environment, she was gradually mistreated initially by a lieutenant, then two other lieutenants and a captain.

Mobbing Behaviours Implemented on Monica: Right after her promotion, a Lieutenant began to belittle and correct her in front of the officer. Monica made efforts to get along but it only got worse.

Observers: Those who take part as observers during psychological intimidation process are generally classified in three main groups: Collaborators of psychological intimidation process, those who are unconcerned and those who oppose. In our example, it is possible to mention two groups of observers. In the first one, although some of other employees are aware of the case, they do not actively help Monica but they provide support secretly by telling the cases to the chief. The second observer group starts to bully Monica by joining the mobber in time.

Monica's Attitude Towards Mobbing: Understanding that she cannot overcome this situation on her own, Monica starts to seek help. Monica's steps are respectively listed below:

- She initially goes to the Captain and tells the case. But the Captain does nothing.
- Then she goes to the Chief, the problem can not be solved completely although she goes eight times during two years. The Lieutenant leaves Monica alone for a while each time, but then the bullying continues in a worse way.
 - Failing in getting sufficient help in the organization, she hires a lawyer.
 - She becomes unable to work as a result of stress breakdown after 11 years. She applies Equal Employment Opportunity Commission but can not get adequate support.
 - No lawyer wants take her case during the time she seeks a lawyer to file a lawsuit by herself. Because no earning can be obtained from mobbing cases.
 - She by herself tries to make an agreement with Workers' Compensation and The State Public Employees' Retirement System (PERS).

All these initiatives are proofs that mobbing victims are in fact so alone and can not find much support if they decided to fight the mobber. It is as if the people with weak will were tried to be intimidated and discouraged from the case in the first place. Accordingly; establishment of units "which protect and defend the employee rights" in organizations is of great importance. Of course these units should be independent and fair. The employees should be enabled apply experts in these units when necessary. Organization administration's attitude regarding mobbing cases should be clearly expressed and this attitude should be announced to all employees. Therefore; a decrease will be obtained in mobbing cases, and mobbing victims will be able to get support easily.

The Results of Mobbing on Monica: In addition to all these aspects, mobbing has also effects on the family life of the person. In our example; Monica says that they got divorced although he was supportive and encouraging during the whole process. Sometimes, family members can not understand and overcome the stress encountered by the individual. The most important support to be given by the family and friends of the mobbing victim is to listen to the victim and approve his/her strengths, courage and successes. Furthermore; they should all the way show that they love him/her.

Monica stumbled into Tim Field's web site and found herself a new supporter. She reaches a lot of information she can use in her case. So, she continues to fight.

CASE 4.

It is just over a year that I last worked in the job I worked where I was bullied. I worked in a Nursing Home for nearly two years, of which at least 18 months I was singled out and continually harassed for just being me.

I was a registered nurse and I consider myself to be a caring reliable loving and honest person who loved looking after the residents of the aged care facility. The Director of Nursing took a set against me and within the first 3 months there I started receiving isolated attacks, I was yelled at and spoken to sarcastically. Most staff were treated this way but there always was someone that she took special interest in and she continually harassed them. I was it and the person I replaced, I later found out used to cop it too, she left with stress etc after nine years in that position! I could not do anything right in the eyes of the Director of Nursing and would even get abused at for things that had nothing to do with me and mostly pathetic petty non-events.

Some times I'd get abused for doing something that the Director of Nursing wanted me to do, yet I did not know that she expected me to do a certain something. After being abused I would find out that she wanted me to do a certain duty regularly. The next time I went to do my newly assigned duty I would get abused for doing it. If I did do it I'd get into trouble if I didn't I'd still get into trouble. I would then be expected to ask her if I was to do it, then I'd get into trouble for asking her and then would get yelled at "do I have to do everything", if I took the initiative to do it I'd get abused.

In the end I just refused to do certain things to avoid further abuse but would still be in trouble for not doing it. This would be OK if it were always over trivial matters but I am talking nursing procedures. I would have my work undermined by her not passing on relevant information eg doctor's orders, then I would be accused of being incompetent. This was dangerous. When ever I approached the Director of Nursing about her abuse and informed it was not tolerable, the abuse would settle and she would be "nice" for a few weeks, then gradually it started and became more nasty and personal.

Every day I worked with her which was 3 days a week it would be horrible. Everyone knew that when I was working with her it would be an awful day, because of

the way she treated me. She would come to work and would greet the other staff and either ignore or glare or yell at me in comparison. Everyone walked on what we termed "eggshells". Other staff would cop her wrath at any time. But I was always singled out and would cop it day in, day out! Because of her hatred for me she would deny the residents care, just to prove a point in a warped way that she was "right" and I was "wrong"! This was hard for me to take because the residents care should never have been compromised because of the feelings she had towards me. This went against my integrity, my love for the residents and my value of human life.

It was very demanding on my health the constant picking and belittling in front of staff, residents, relatives and visitors, eventually took its toll. I found that I was unable to do my work effectively and eventually I made a stand. After an incident where she had 4 nurses go and pull down and remake 6 beds I'd made earlier because the pillows were so called "ruffled", I got to the point of humiliation. The nurses were disgusted by her abuse to me and this one event topped all the other events over the past 18 months where I couldn't take any more. The nurses supported me, over that time there were some in their fear of her that they became runners for her and bullied me and others at times. Yet they still supported me if only verbally. I wrote a letter to the board of the home, which I'd thought about doing a year before but hesitated because the Director of Nursing and her husband were members of and part owners of the home.

I got to the point where I could not stand it any more and I really did not care if I lost my job. I remember saying that I would rather live as a pauper than put up with that bullying one more day. Well I wrote that letter and the board to this day have never acknowledged receipt of the letter or done anything about the bullying. A month later I was advised to do a report for Workplace Health and Safety Queensland. I did so and nine staff immediately supported me and the report from the officer was terrific supporting my allegations of workplace bullying. However she is still there and I am not. My health had been severely affected and on the 6th September 2000 I went off work with severe situational depression. I went on workcover and then resigned from the home in February this year. I had another job 1 day a week which I lost afterwards because I was too sick to work I lost a new relationship with a man who did not understand the effects of the bullying on me, my hobbies were null and void.

I could not go shopping or in crowds for five months I had no social life. I became financially crippled due to the loss of income. I had horrible nightmares where I was held captive and even shot the dreams were of terror with Nazis holding me prisoner, I even watched a baby getting shot, I felt so defenceless. Now the nightmares have eased but occur when I see her or her husband (he was also bossy with me at times at work as he was the maintenance man).

Another staff member who copped the abuse before I came and then on and off during the time I was there also went off on workcover due to depression etc. Several staff that left before me who copped it have talked to me of their similar experiences but were able to leave because they found other employment or were supported by their husbands work.

I am neither married nor was I able to find other employment inside or out of nursing. I started looking for work 3 months after I started there. The staff still working there tell me they still walk on eggshells but things are much better since the investigation, because the Director of Nursing knows that she is walking a fine line.

The staff will ring me or see me in town and tell me how pleased they are that I was the one to make a stand and brought some peace to the place finally. They are very supportive knowing that it has affected my health so much and for so long.

Today one year later I am still having bouts of depression. Financially I am in jeopardy, I am unable to work, I have the occasional nightmare and have anxiety attacks. I still have not resumed my hobbies and my social life is poor. However I am so much better off than I was this time last year. Anything is better than being bullied. I am not finished with the bullying case legally. This person has broken the law as well as the confidence and financial and health and wellbeing of not only myself but many others. All I ever wanted was to work in peace and safety and that was my right and it was violated. Now I am trying so hard to pick up the pieces (<http://www.bullyoffline.org/cases/case102.htm>)

COMMENTS OF CASE 4

No personal names are included within the case. An imaginary name will be given to the protagonist and she will be called "Angel" in order to make easier explanations.

Angel is a registered nurse. It is known that the health sector is one of the sectors, which are affected by mobbing at the most. There are many studies made particularly on those who work at hospitals, and nurses.

In Holland, Hubert and Veldhoven (2001) carried out a research in order to determine the sectors where mobbing is common. They enabled at least 1000 people from each sector in industry, education, health, government and public administration, business services, finance organizations, construction industry and transportation to participate in their research. According to this research; it was revealed that mobbing behaviour in public administration, education services and health services (51%) was more than the others, and more indefinite quality and production output than the other sectors and superiors having more sanction power on their subordinates were shown as its reason.

In our example, Angel claims that mobbing was implemented on her by the Director of Nursing, who is superior of her.

A Victim of Mobbing, Angel: Angel defines herself as follows: “ I consider myself to be a caring, reliable, loving and honest person who loved looking after the residents of the age care facility”. As stated before, it is highly possible for hard-working people, who carry their works well, to be subject to mobbing.

In the first chapter of the thesis, it was stated that the types of mobber are divided into six as follows, according to some researchers: narcissistic mobber, critical mobber, disingenuous mobber, megalomaniac mobber, iratemobber, frustrate mobber. It is told that the Director of Nursing (the mobber) implemented mobbing on the person who worked in the same position before Angel. Furthermore, it is understood from the case that he maltreated many employees but particularly chose one person and implemented more pressure on her. Characteristics of the mobber or the reasons he implemented mobbing are not mentioned in detail in the case. No comments will be made on the type of mobber as we have no further information about the mobber.

Mobbing Behaviours Shown to Angel: Angel defines as follows what the Director of Nursing did to her within 3 months after she started working:

- I started receiving isolated attacks
- I was yelled
- I was spoken to sarcastically

- I couldn't do anything right in the eyes of the director of nursing
- She would come to work would greet the other staff and either ignore or glare or yell at me in comparison.

- She was belittling me in front of staff, residents, relatives and visitors.

The Effects of Mobbing on Angel:

- Depression
- Lost her job
- Lost her job due to the fact that she felt too bad to work although she found another job
- Lost a new relationship with a man
- Could not go shopping or in crowds
- No social life
- Became financially crippled

Angel's Attitude Towards Mobbing: Mobbing started to affect Angel both physically and psychologically. As a consequence, being humiliated in front of other nurses and the fact that the work she did was not appreciated affect her too much. After that incident, she decided to leave her job and write a letter to the board of the home. In addition that she did a report for Workplace Health and Safety Queensland.

Observers: She says that other employees at the workplace are scared of the director of nursing and that they also be subject to bullying from time to time. She talks about the oral supports of other nurses during all cases. We see that nine employees support her when a report is issued for Workplace Health and Safety Queensland.

The Results of Mobbing on Jane: She says that she has not been able to get rid of the effects of mobbing although it's been 1 year. She tells that she attends depression treatment, has nightmares about the workplace and has anxiety attacks. She states that her financial condition is weak as she cannot find a job, and work. She complains that her social life is still weak and that she cannot go back to her old hobbies.

CASE 5:

Bob was the manager of a small Department Call Centre employing 20 female staff, half of who were either temporary or casual employees. The Call Centre operated in normal office hours.

Bob was very pleased with the call rate the Call Centre was able to record, and believed that his personally monitoring calls on a regular basis kept all staff on their toes.

He also appeared to take great pleasure in publicly abusing staff members who he did not believe met the Call Centre's standards in relation to call rates and customer satisfaction.

He also tended to target the temporary and casual staff, more than the permanent staff. Most of the staff believed that this tactic was to increase the general work rate of all staff.

This behaviour had been going on for some time, sufficient to cause several staff members to seek medical treatment for depression and anxiety.

All this information was revealed at an after hours meeting of union members, where non-union members were invited, arranged by the union organiser, after receiving a call from a concerned member.

The union organiser suggested that he would confront Bob with the complaints concerning his behaviour, or raise the issue with senior management. All staff were initially reluctant to take this course of action, as they were fearful of the consequences for casual staff in particular.

However, they agreed in the first instance that the union members elect a delegate for the workplace. Jennifer was elected to this position, as other staff members perceived her as a person who Bob left alone. He had attempted to abuse her publicly on one occasion, but had stood up for herself. She had also warned Bob that she would report him to senior management if he attempted such behaviour again.

Jennifer suggested to the organiser that before the union take any action that she and the staff would develop a strategy to deal with Bob. The organiser agreed to this proposal, emphasising that whatever was done would need to involve everybody.

Within two weeks, the staff were ready to deal with Bob.

Early after lunch on a Thursday, Bob came out of his office and in his usual loud voice started to abuse Liz for alleged poor information given to clients. Liz ignored his behaviour, and started to tap a pencil very loudly on the edge of her desk. This was the signal for all staff to commence tapping pencils on the edge of their desks.

Bob was immediately taken aback, and confused, and stopped abusing Liz. He said to Liz 'What's going on?' She ignored him. He then turned on his heel and went back to his office. The staff then stopped tapping.

The next day, Bob again started to abuse another staff member. The response was the same. However, this time he asked no questions and went back to his office.

On the Monday Jennifer, with two other union members, met with Bob and told him that Call Centre staff would no longer tolerate his abusive behaviour, and what had happened on Thursday and Friday the previous week was only the beginning of the action they planned to take, unless he was prepared to cease this behaviour. Jennifer also told him that any further discussions on the performance of the call Centre would involve all staff, not individuals.

Jennifer also told him that he had 24 hours to agree to this request, otherwise the union would be taking further action against him and the Department under occupational health and safety laws.

The next day Bob agreed to the request.

In the following week, everyone at the Call Centre joined the union. Later on, Jennifer was also elected the OH&S Representative for the workgroup.

There is no more bullying at this workplace. The Call Centre has significantly improved its client service (<http://www.bullyoffline.org/cases/case102.htm>)

COMMENTS OF CASE 5

In chapter 1 of the thesis, we see that scaring others and trying to control them through harassing is a mobbing behaviour. In our example, Bob tries to dominate all the employees by implementing this method. He thinks that it is a proper method to increase the efficiency at the workplace. Nevertheless, heavy pressure causes depression and anxiety to be commonly observed among the employees in time.

He states that the company's employees are classified as temporary and casual staff and permanent staff. We see that Bob targets particularly the temporary staff. It can be considered that this group is weaker to defend their rights due to the factors such as the differences between two groups in terms of employee rights and easier dismissal in the temporary group. Accordingly, their ratio of being subject to mobbing is higher.

In this case, we see how all the company employees unite, struggle against Bob and win the victory in the end. Whether union members or non-members, all the employees

take unanimous decision through the support of the union. Two different employees show the same reaction against Bob's mobbing behaviour in two-day interval. Jenifer, who is elected as the union representative, and two union officials talk to Bob. Bob decides to make an agreement when he understands the seriousness of the case. As a result, he changes his behaviour.

Thus, mobbing cases do not continue anymore at the workplace. This example is the greatest proof that the employees at a workplace can unite, give the same reaction, fight against mobbing and get a positive result. Work peace can be achieved through the support of unions and administration. What is important here are the thoughts and attitudes of the union and administration. Preventive measures regarding mobbing should be included in labour law.

CONCLUSION

Psychological intimidation factor is a powerful source of stress in business life. It can cause both various financial and moral losses regarding the employees and organizations through the viewer and victim roles. In addition to the employee, who is becoming unhappy and introverted as the mobbing increases, his/her family, friends and inner circle will also start to be affected by this case after a while. Mobbing is not an individual case. It is a social case which includes his/her business life and family life along with the individual.

In studies made in working psychology field, the notion "mobbing", which means the psychological violence in workplace, is used as a term for cases where the employees distract, abuse one another with restless behaviours, show maltreatment to each other and implement interpersonal psychological violence.

Encountering mobbing can differ in terms of the types of character. Some individuals consider some attitudes and behaviours as mobbing and fight against them, while some do not consider them as mobbing and evaluate them as ordinary behaviours. Thus, the acceptance of behaviours at a workplace as a mobbing can differ based on the characteristics of the employees.

Characteristics such as aggression, ambition, competition, work passion, hastiness and impatience, which are observed in many of type "A" individuals, distinguish them from the individuals of type "B", who have characteristics such as quietness, patience, tolerance, ignoring, disregarding and procrastination. Thus, the main factor determining the potential of being the target of mobbing and showing resistance against it is that the individual has the characteristics of type "A" or type "B".

Either government sector or private sector, the ways individuals encounter mobbing do not differ. In this sense, institutions of the state and lawmakers should be sensitive towards this social wound, which affects millions of people and their inner circle, and should immediately support the researches to be done both in private sector and government sector, and set laws which will provide the necessary sanctions.

Another point to actually put emphasis on regarding the mobbing at workplace is to make the victims be aware of the fact that they are faced with with a significant management problem. In order to cope with mobbing, the victim should increase his/her knowledge regarding the issue, be cautious against possible accusations, defamations, accusations of "difficult person", well evaluate the attitudes and behaviours of the person implementing mobbing, and be aware of on which issues mobbing is implemented to him/her.

The victims should not be silent and just accept it for this, on the contrary, the should do their parts to eliminate mobbing. Because in case this situation is realised, the victims will not suffer but they will be able act early to take the necessary precautions.

REFERENCES

- [1] Adams, A.: (1992), "*Holding Out Against Workplace Harassment and Bullying*", Personnel Management, 24, 38-50
- [2] Arnold, J., Cooper, C.L., Roberts, I.T.: Work Psychology: Understanding Human Behavior in the Workplace, 3th ed., Prentice Hall, p.128
- [3] Arpacioğlu, G.: (2003). *İş yerindeki Stresin Gizli Kaynağı: Zorbalık ve Duygusal Taciz*, Human Resources Dergi, Sayı 10–11.
- [4] Asunakutlu, T., Safran, B.: (2006), "*Örgütlerde Yıldırma Uygulamaları (Mobbing) ve Çatışma Arasındaki İlişki*", Selçuk Üniversitesi İktisadi ve İdari Bilimler Fakültesi Sosyal ve Ekonomik Araştırmalar Dergisi, 11(2):111-129.
- [5] Atkinson, R.L., Atkinson, R.C. and Hilgard, E.R. (1995), Psikolojiye Giriş 1-2 (Çeviri: Mustafa Atalay ve Aysun Yavuz), Sosyal Yayınları, İstanbul.
- [6] Aubourg, G., Moura H.: (2002), *Le harcèlement moral*. Paris: De Vecchi.
- [7] Ayrancı, U.: (2005), *Violence toward health care workers in emergency departments in West Turkey*. The Journal of Emergency Medicine 28, 361–365.
- [8] Bacanlı, H., İlhan T. Seveda A.: (2009), "*Beş Faktör Kuramına Bağlı Bir Kişilik Ölçeğinin Geliştirilmesi: Sıfatlara Dayalı Kişilik Testi*", Türk Eğitim Bilimleri Dergisi, 7(2), 261-279.
- [9] Beasley, J., Rayner, C. (1997), Bullying at Work:After Andrea Adams. Journal of Community &Applied Social Psychology , 7, 177-180.
- [10] Bilgel, N., Serpil A., Nuran B.: (2006), "*Bullying in Turkish White-Collar Workers*", Occupational Medicine, Vol.56, 226-231.
- [11] Brodsky, M. C.: (1976), *The Harrased Worker*, MA: D.C Heath and Company, Lexington.
- [12] Burger, J.M.: (2006), Personality. Seventh Edition, Thomson - Wadsworth, United States, 4.

- [13] Can, Y.: (2007), *A Tipi ve B Tipi Kişilikler Bakımından Mobbing Kişilik İlişkisinin İncelenmesi ve Bir Uygulama*, Kocaeli Üniversitesi Sosyal Bilimler Enstitüsü: Kocaeli
- [14] Capozzoli, T.K., McVey, R.S.: (1996), *Managing Violence in The Workplace*, CRC Pres, p. 99.
- [15] Caprara, G.V., Cervone, D.: (2000), *Personality: Determinants, Dynamics, and Potentials*, Cambridge University Press, U.K.
- [16] CASSİTO, M.G. et al. (2003), “*Raising Awareness of Psychological Harassment at Work*”. Geneva. World Health Organization”.
<http://www.euro.who.int/document/MNH/Eb>
- [17] Chappel, D., Martino, V.: (2006), *Violence at Work*. In P. Collins, *Violence in the Workplace*. The RoSPA Occupational Safety & Health Journal
- [18] Charles S. C., Michael F. S.:(2004), *Perspectives on Personality*. Fifth Edition, Pearson Education, Inc., Omegatype Typography, Inc., Boston, USA, 5.
- [19] Cohen, R.J, Swerdlik, M.E.: (1999), *Psychological Testing and Assessment: an Introduction to Tests and Measurement*, Mayfield Pub., 324.
- [20] Cooper, C. L., Pervin, L.A.: (1998), *Personality: Critical Concepts in Psychology*, Routledge.
- [21] Coyne, I, Seigne, E., Randall, P.: (2000), *Predicting Workplace Victim Status From Personality*. European Journal Of Work And Organizational Psychology, 9(3): 335–349.
- [22] Coyne, I., Craig, J., Smith Lee P.: (2004) "*Workplace Bullying in a Group Context*", British Journal of Guidance & Counselling, Vol.32, N.3, 301-302
- [23] Cowie H., Naylor P., Rivers I., Smith P.K., Pereira B.: (2002), *Measuring Workplace Bullying*. Aggression and Violent Behavior 7, 33–51.
- [24] Çobanoğlu, Ş.: (2005), *Mobbing: İş Yerinde Duygusal Saldırı ve Mücadele Yöntemleri*. Timaş Yayınları Psikoloji Dizisi, 34–35.
- [25] Cüceloğlu, D.: (1997), *İnsan ve Davranışı. Psikolojinin Temel Kavramları*. Yedinci Basım, İstanbul, Remzi Kitapevi.
- [26] DAFT R.L., MARCIC D.: (2011), “*Management The New Workplace*”, International Edition, 7th Edition.

- [27] Davenport, N., Ruth D.S., Gail P.E.: (2000), *Mobbing: Emotional Abuse in the American Workplace*, Ames, Iowa: Civil Society Publishing,
- [28] Di Martino, V.: (2003), *Relationship Between Work Stress And Workplace Violence In The Health Sector*. Symposium of Workplace Violence In the Health Sector, Geneva.
- [29] Di Martino, V., Hoel, H., Cooper, C.L.: (2003), *Preventing Violence And Harassment In The Workplace*. Bruxelles: European Foundation for the Improvement of Living and Working Conditions.
- [30] Dökmen, Ü. (2005), İletişim Çatışmaları ve Empati, 30. Baskı, İstanbul, Sistem Yay. 135– 175
- [31] Duffy, M., Sperry, L.: (2013), *Overcoming Mobbing: A Recovery Guide for Workplace Aggression and Bullying*. USA: Oxford University Press.
- [32] Durna, U.: (2004), Stres, A ve B Tipi Kişilik Yapısı ve Bunlar Arasındaki İlişiki Üzerine Bir Araştırma, Yönetim ve Ekonomi, Celal Bayar Üniversitesi. B.F. Manisa. 11.1, 191-206.
- [33] Djurkovic, J.N., McCormack, D.: (2006), *Neuroticism And Psychosomatic Model Of Workplace Bullying*. Journal Of Managerial Psychology. 21.1, 36-44.
- [34] Einarsen, S., Raknes, B.I., Matthiesen, S.M.: (1994), *Bullying and Harassment at Work and Their Relationships to Work Environment Quality - An Exploratory Study*. European Work and Organizational Psychologist, 4 (4): 381-401.
- [35] Einarsen, S., Matthiesen, S., Skogstad, A.: (1998), *Bullying, Burnout And Well-Being Among Assistant Nurses*. Journal of Occupational Health and Safety – Australia and New Zealand, 14 (6), 563–568.
- [36] Einarsen, S., Skogstad A.: (1996), *Bullying: Epidemiological Findings in Public And Private Organization*. European Journal Of Work and Organizational Psychology, 5 (2), 185-201.
- [37] Einarsen, S.: (2000), *Harassment And Bullying At Work: A Review Of The Scandinavian Approach*. Aggression and Violent Behavior, 5 (4), 379-401.
- [38] Einarsen, S.: (1999), "*The Nature and Causes of Bullying at Work*", International Journal of Manpower, Vol.20, p.16-27.

- [39] Einarsen, S., Skogstad A.: (1996), *Bullying: Epidemiological Findings in Public And Private Organization*. European Journal Of Work and Organizational Psychology, 5 (2), 185–201.
- [40] Erdoğan, İ.: (1997), *İşletmelerde Davranış*, İstanbul Üniversitesi İşletme Fakültesi Yayınları, Yayın No. 272, İstanbul.
- [41] Eren, E. (2000), *Örgütsel Davranış ve Yönetim Psikolojisi*, 6. Baskı, İstanbul: Beta Yayınevi.
- [42] Erkuş, A., Tabak, A.: (2009), *Beş Faktör Kişilik Özelliklerinin Çalışanların Çalışma Yönetim Tarzlarına Etkisi: Savunma Sanayiinde Bir Araştırma*, Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, 23 (2): 213-242.
- [43] Eroğlu, F., (2004), *Davranış Bilimleri*, Beta Yayınları, İstanbul.
- [44] Ferrari, E.: (2004), *Rising Awareness On Mobbing. A EU Perspective*, Daphne Programme, European Commission.
- [45] Garvois, J.: (2006), *Mob Rule: In Departmental Disputes, Professors Can Act Just Like Animals*. The Chronicle, Sec: Faculty, 52. 32, A10.
- [46] Güney, S.: (2000), *Yönetim ve Organizasyon El Kitabı*, Nobel Yayınları, Ankara.
- [47] Gülgöz, S. (2002), Five factor model and NEO-PI-R in Turkey. In R. R. McCrae, and J. Allik (Eds.), *The five-factor model of personality across cultures*. New York: Kluwer Academic/Plenum Publishers.
- [48] Grebot, E.: (2006), *Transactional Approach Of Moral Harassment At Work*. Annales Médico Psychologiques, 164 (7), 590–595.
- [49] Goldberg, L.R. (1981), *Language And Individual Differences: The Search For Universals In Personality Lexicons*. L. Wheeler, (Ed.), *Review of Personality and Social Psychology* (141-165). Beverly Hills, CA: Sage.
- [50] Groth-Marnat, G.: (2003), *Handbook of Psychological Assessment*, 4th ed., , John Wiley and Sons Publishing, 103.
- [51] Hart, A., Sheldon, G.: (2007), *Employment Personality Tests Decoded: Includes Sample And Practice Tests For Self-Esteem*, Career Pres, 16.
- [52] Hatch, M.J.: (2006), *Organization Theory: Modern, Symbolic, and Postmodern Perspectives*. New York, Oxford University Press.

- [53] Hickling, K.: (2006), *Workplace Bullying*. Randle J (Ed.). In *Workplace Bullying in the NHS*. Radcliffe Press. Oxford, 7–24.
- [54] Hoel H., Cooper C.: (2000), *Destructive Conflict And Bullying At Work* BOHRF.
- [55] Hoel, H., Rayner, C., Cooper, C.: (1999), *Workplace Bullying*. *International Review Of Industrial And Organizational Psychology*, 14, 195-230.
- [56] Hofstede, G.: (1991), *Cultures and Organizations: Software of the Mind: Intercultural Cooperation and its Importance for Survival*, Cambridge, England: McGraw-Hill.
- [57] Knoff, H.M.: (1986), *The Assessment of Child and Adolescent Personality*, Guilford Pres, 105.
- [58] Hubert, A., Veldhoven, M.: (2001), *Risk Sector For Undesirable Behavior And Mobbing*. *European Journal of Work and Organizational Psychology*, 10, 415–424.
- [59] James S. N.: (2006), *Psychology: The Adaptive Mind*, Thomson Wadsworth Publishing, 422.)
- [60] Keim, J. and McDermott, C. (2010), *Mobbing: Workplace Violence In The Academy*. *The Educational Forum*, vol.74, Issue2.
- [61] Koçel T.: (1999), *İşletme Yöneticiliği: Yönetim ve Organizasyon, Organizasyonlarda Davranış, Klasik-Modern Yaklaşımlar*, 7.b., Beta Yayınları, İstanbul.
- [62] Lewis, S.E.: (2006), “*Recognition Of Workplace Bullying: A Qualitative Study Of Women Targets In The Public Sector*”, *Journal Of Community And Applied Social Psychology*, Vol. 16, 119- 135
- [63] Leymann, H.: (1990), *Mobbing And Psychological Terror At Workplaces*. *Violence and Victims*, 5, 119–126.
- [64] Leymann, H.: (1996), *The Context and Development of Mobbing at Work*. *European Journal of Work and Organizational Psychology*, 5 (2):165-184.
- [65] Leymann H, Gustafsson A.: (1996), *Mobbing At Work And The Development Of Post-Traumatic Stress Disorders*. *European Journal of Work and Organizational Psychology*. 251-275.
- [66] Leymann, H.: *Identification of Mobbing Activities*, *The Mobbing Encyclopedia*, (Çevrimiçi) <http://www.leymann.se/English/12210E.HTM>

- [67] Lutgen-Sandvik, P., Sypher, B.D.: (2009), *Destructive Organizational Communication*. New York: Routledge Press.
- [68] Luthans, F.: (2005), *Organizational Behavior*, 10. Edition, McGraw-Hill.
- [69] Martin, La Van, (2009), *Workplace Bullying: A Review of Litigated Case*, Springer Science and Business Media.
- [70] Matthiesen, B. S., Einarsen S.: (2001), *MMPI-2 Configurations Among Victims Of Bullying At Work*, European Journal Of Work And Organizational Psychology, 10 (4), 467-48.
- [71] McAdams, D. P.: (1996), *Personality, Modernity, And The Storied Self: A Contemporary Framework For Studying Persons*. Psychological Inquiry, 7, 295–321
- [72] McAdams, D. P.: (1997), “A *Conceptual History of Personality Psychology*”. Handbook of Personality Psychology, Academic Press, 11.
- [73] Mckay, R., Huberman, A. D., Fratzi, J., Thomas, R.: (2008), *Workplace Bullying In Academia: A Canadian Study*. Employee Responsibilities and Rights Journal, 20 (2), 77-100.
- [74] Melia, J. L., Becerril, M.: (2007), *Psychological Sources Of Stress And Burnout In The Construction Sector: A Structural Equation Model*. Psicothema, 19, 679–686.
- [75] Mikkelsen, E. G., Einarsen, S.: (2001), *Bullying In Danish Worklife: Prevalence And Health Correlates*. European Journal of Work and Organizational Psychology, 10, 393–414.
- [76] Mischel, W.: (1999), *Introduction to Personality*. Sixth Edition, Harcourt Brace College Publishers, New York, USA, 4.
- [77] Namie, G.: (2000), “*Research From The Workplace Bullying & Trauma Institute*”.U.S. Hostile Workplace Survey.
- [78] Namie, G.: (2007), *The Challenge Of Workplace Bullying*. *Employment Relations Today*, 10, 43-51.
- [79] Namie, G., R. Namie.: (2000), *The Bully At Work. What You Can Do To Stop The Hurtand Reclaim Your Dignity On The Job*. Naperville, IL Illinois: Source Books Inc.

- [80] Neuman, J. H., Baron, R. A.: (2003), *Social Antecedents Of Bullying: A Social Interactionist Perspective*. In S. Einarsen, H. Hoel, D. Zapf & C. L. perspectives in research and practice (185-202). London: Francis & Taylor.
- [81] Niedl K.: (1996), *Mobbing And Well-Being* , Economic And Personnel Development Implications, European Journal Of Work And Oranizational Psychology, 5 (2),
- [82] Oxford Advance Lerner’s Dictionary, (200), USA: Oxford University Press, 6th ed.
- [83] Quine, L.: (1999), *Workplace Bullying in NHS Community Trust: Staff Questionnaire Survey*.
- [84] Özer, K.: (2004), İletişimsizlik Becerisi. (4. Baskı). İstanbul: Sistem Yayıncılık.
- [85] Özler, D.E., Atalay, C., Şahin, M.: (2008), *Mobbing’in Örgütsel Bağlılık Üzerine Etkisini Belirlemeye Yönelik Bir Araştırma*, Dumlupınar Üniversitesi, Sosyal Bilimler Dergisi, 22 (4), 27- 41
- [86] Pathé, M., Mullen, P. E.: (1997), *The Impact Of Stalkers On Their Victims*. British Journal of Psychiatry. 170, 12–17.
- [87] Pervin, L. A., John, O. P. (Eds.): (1999), *Handbook of personality: Theory and research* (2nd ed.). New York: Guilford Press.
- [88] Raskauskas, J.: (2006), *Bullying in Academia: An examination of workplace bullying in New Zealand universities*. R. McKay, D.H. Arnold & J. Fratzl. In *Workplace Bullying in Academia: A Canadian Study*. Employee Response Rights Journal, 20, 77–100.
- [89] Rayner, C., Hoel, H., Cooper, C.L.: (2002), “*Workplace Bullying What We Know, Who Is To Blame, And What Can We Do*”, Taylor&Francis, London, 4.
- [90] Rust, J., Golombok, S.: (1999), *Modern Psychometrics: The Science of Psychological Assessment*, Routledge, 154.
- [91] Ryckman, R.M.: (2000), *Theories of Personality*, Seventh Edition, Wadsworth, Thomson Learning, R.R.Donnelley & Sons, Inc., Belmont, USA.5
- [92] Salin, D.: (2003), “*Ways of Explaining Workplace Bullying: A Review of Enabling, Motivating, and Precipitating Structures and Processes in the Work Environment*”, Human Relations, Vol.56, No.10, 1212-1232

- [92] Salin, D.: (2005), *Workplace Bullying among Business Professionals: Prevalence, Gender Differences and the Role of Organizational Politics*. Pistes UQAM. 7
- [93] Schultz, D. P., Schultz, S.E.: (2005), *Theories of Personality*, 8th ed., USA: Thomsan Wadsworth.
- [94] Seçkin Halaç, Bulut, (2010), *Mobbing, Mobbing in Turkey* Proceedings of 11th Management International Conference MIC-2010, Ankara, Turkey, 24–27 November 2010
- [95] Shallcross, L. (2005). *Workplace Mobbing: Social exclusion, women and work*. In K. Hartig & J. Frosch, *Workplace Mobbing Syndrome: The Silent and Unseen Occupational Hazard*. National Conference on Women and Industrial Relations. Available at: <http://www.qwws.org.au/filestore/OWOL%20Papers/PDF/Hartig%20and%20Frosch%20paper%20FINAL.pdf>
- [96] Solmuş, T.: (2005), “*İş yaşamında Travmalar: Cinsel Taciz ve Duygusal Zorbalık/Taciz (Mobbing)*”, *İş-Güç Endüstri İlişkileri ve İnsan Kaynakları Dergisi*, Cilt 7, Sayı 2, 95-102.
- [97] Somer, O.: (1998), “*Türkçe’de Kişilik Özelliği Tanımlayan Sıfatların Yapısı ve Beş Faktör Modeli*”, *Türk Psikoloji Dergisi*, 13(42), 17-32.
- [98] Somer, O., Goldberg, L.R.: (1999), “*Personality Processes and Individual Differences*”, *Journal of Personality and Social Psychology*, 76(3), 431-450.
- [99] Takaki, J., Tsutsumi, A., et al.: (2010), *Assessment Of Workplace Bullying And Harassment: Reliability And Validity Of Japanese Version Of The Negative Acts Questionnaire*. *Journal of Occupational Health*, 52, 74-81.
- [100] Tengilimoğlu, D., Mansur, F.A.: (2009), *İşletmelerde Uygulanan Mobbing’in (Psikolojik Şiddet) Örgütsel Bağlılığa Etkisi*, *Uluslararası İktisadi ve İdari İncelemeler Dergisi* (2/1), 3, 69 -84
- [101] Tınar, M.Y.: (1999), “*Çalışma Yasamı ve Kisilik*”, *Mercek Dergisi*, MESS, s. 93
- [102] Tınaz, P.: (2006), *İşyerine Psikolojik Taciz (Mobbing)*, İstanbul: Beta Publishing
- [103] Tınaz, P., Bayram, F., Ergin, H.: (2008), *Çalışma Psikolojisi Ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz*. 1.Baskı. İstanbul: Beta Yayıncılık,
- [104] Tutar, H.: (2004), *İşyerinde Psikolojik Şiddet*, Barış Yayınları, İstanbul.

- [105] Türkel, A.U.: (1992), *İşletme Yöneticilerinin Davranışlarına Yön Veren Hakim Kişilik Faktörleri İle Yönetel Davranış Arasındaki İlişkiler ve Uygulama*, Marmara Üniversitesi Yayını, İstanbul.
- [106] Alnaçık, U.: (2003), *Siyasi Parti Liderlerinin Kişilik Özelliklerinin Seçmen Tercihleri Üzerindeki Etkisi*, Yüksek Lisans Tezi, KOÜ Sosyal Bilimler Enstitüsü, 77.
- [107] Unal, A., Karahmet E.: (2008), *Mobbing Among Employees in Bursa, Turkey: A Cross-Sectional Survey Study*, Trakya Üniversitesi Sosyal Bilimler Dergisi, 10. 2, 141–157.
- [108] Vartia, M.: (1996), “*The Sources Of Bullying-Psychological Work Environment And Organizationalclimate*” European Journal Of Work And Organizational Psychology, Volume:5, 203–214
- [109] Vartia, M.: (2003), *Workplace Bullying: A Study On The Work Environment Well-Being And Health*. Published PhD thesis, Finnish Institute of Occupational Health.
- [110] Vandekerckhove W., Commers R.: (2003), “*Downward Workplace Mobbing: A Sign of the Times?*”
- [111] Vecchio, R.P. (1995). *It’s Not Easy Being Green: Jealousy And Envy In The Workplace*. G.R. Ferris (Ed.), *Research In Personnel And Human Resources Management*, CT: JAI Press 13, Greenwich, 201 – 244.
- [112] Verdesca, A. T.: (2011), *Workplace Bullying, Power and Organizational Politics: A study of Portuguese Banking Sector*. SOCUIS Working Papers. Lisbon.
- [113] Westhues, K.: (2002), *At The Mercy Of The MOB*. Occupational Health & Safety Canada. 18 (8), 30–34.
- [114] Westhues, K.: (2005), “*Punishing Academics for Speaking out Harm Us All*”. The Record. 3, <http://arts.uwaterloo.ca/~kwesthue/dublin.htm>.
- [115] WHO (1998), World Health Organization, “*Violence and Health: Task Force on Violence And Health*” Cenevre.
- [116] Yamada, D.C.: (2004), *Crafting A Legislative Response To Workplace Bullying*. Employee Rights and Employment Policy Journal, 8, 476-521.

- [117] Yanbastı, G.: (1990). Kişilik Kuramları. Ege Üniversitesi Edebiyat Fakültesi Yayınları No: 53 İzmir: Ege Üniversitesi Basım Evi.
- [118] Yelboğa, A.: (2006), *Kişilik Özellikleri Ve İş Performansı Arasındaki İlişkinin İncelenmesi*. İş, Güç, Endüstri İlişkileri ve İnsan Kaynakları Dergisi. 8 (2). 196-211
- [119] Yıldırım, D., Yıldırım, A.: (2010), *Sağlık Alanında Çalışan Akademisyenlerin Karşılaştıkları Psikolojik Şiddet Davranışları ve Bu Davranışların Etkileri*, Türkiye Klinikleri, 30 (2), 559-570.
- [120] Yüksel, M.: (2010), *Mobbing: Psychological Terrorism At Workplace, International Conference on Conflict, Terrorism and Society*, Kadir Has University, 138–147.
- [121] Zamorska, J.: (2009), *Mobbing patologią w zarządzaniu organizacjami służb publicznych (Harassment assault on the dignity of work)* L. Dziewięcka-Bokun, & J. Kędzior (eds.). In Pro Publica Bono, 4, The University of Wrocław.
- [122] Zapf, D., Knorz, C., Kulla, M.: (1996), *On the Relationship Between Mobbing Factors, an Job Content, Social Work Environment, and Health Outcomes*. European Journal Of Work And Organizational Psychology, 5(2): 215-237.
- [123] Zapf, D.: (1999), *"Organizational Work Group Related And Personal Causes Of Mobbing /Bullying At Work"* International Journal Of Manpower, 20(1/2), 70-85,
- [124] Zapf, D., Einarsen, S., Hoel, H., Vartia, M.: (2003), *'Empirical Findings on Bullying in the Workplace'*, Stale Einarsen, Helge Hoel, Dieter Zapf, Cary. L. Cooper (Ed.). Bullying and Emotional Abuse in the Workplace: International Perspectives in Research and Practice. London: Taylor & Francis, ss.103-126.
- [125] Zel, U.: (2001), *Kişilik ve Liderlik: Evrensel Boyutlarıyla Yönetmel Açından Araştırmalar, Teoriler ve Yorumlar*, 1.Baskı, Seçkin Yayıncılık, Ankara.
- [126] WEB_1, (2013), <http://www.cesil.com/0300/mobing03.htm>, 22.11.2013
- [127] WEB_2, (2013), <http://arts.uwaterloo.ca/~kwesthue/mobbing.htm>, 19.10.2013
- [128] WEB_3, (2014), <http://www.hurriyet.com>, 22.04.2014
- [129] WEB_4, (2014), <http://hellogiggles.com/workplace-bullying-a-victims-story>, 30.04.2014
- [130] WEB_5, (2014), <http://www.overcomebullying.org/workplace-bullying-stories.html>, 30.04.2014
- [131] WEB_6, (2014), <http://www.bullyoffline.org/cases/case102.htm>, 30.04.2014

ÖZGEÇMİŞ

ÖZDEN GÜDÜK

Kişisel Bilgiler:

Doğum Tarihi 10.09.1978

Doğum Yeri İzmit

Medeni Durumu Bekar

Eğitim:

Lise 1991-1995 Görele Sağlık Meslek Lisesi

Lisans 1995-2012 Atatürk Üniversitesi Hemşirelik Bölümü

Lisans 2007-2012 Anadolu Üniversitesi İşletme Fakültesi

Yüksek Lisans 2003- Okan Üniversitesi Sosyal Bilimler Enstitüsü

Çalıştığı Kurumlar:

2013-Devam ediyor İstanbul Anadolu Güney Kamu Hastaneleri Birliği Genel Sekreterliği

2012-2013 Maltepe Devlet Hastanesi

2011-2012 İstanbul İl Sağlık Müdürlüğü

1999-2011 Süreyyapaşa Göğüs Hastalıkları Hastanesi