

T.C.

**OKAN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**

**THE RELATIONSHIP BETWEEN MOBBING
AND CORPORATE CULTURE
AN APPLICATION ON CONSTRUCTION INDUSTRY**

**Burcu SİNE
(Institute No: 102001016)**

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

**ADVISOR
Prof.Dr.Mithat KIYAK**

İSTANBUL, 2013

T.C.

OKAN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES

THE RELATIONSHIP BETWEEN MOBBING
AND CORPORATE CULTURE
AN APPLICATION ON CONSTRUCTION INDUSTRY

Burcu SİNE
(Institute No: 102001016)

THESIS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION

Delivery Date of the Thesis to Institute :

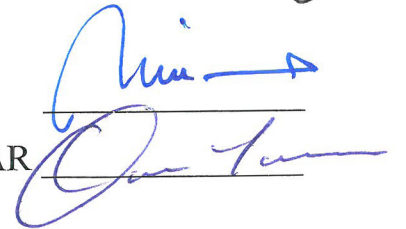
Date of Thesis Defense :

Thesis Advisor : Prof.Dr.Mithat KIYAK



The other Committee Members: Prof.Dr.Targan ÜNAL

Asst.Prof.Dr.Onur YARAR



İSTANBUL, 2013

ACKNOWLEDGEMENTS

First of all, I would like to thank my thesis supervisor, Prof.Dr.Mithat KIYAK and Research Assistant Pınar ACAR for their great guidance and motivation. Your invaluable support throughout this study has been unreal and is appreciated from my heart. You are indeed the unseen force behind making this study a success.

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

I would also like to express my special thanks to my mother Nilgün SİNE and my father Hasan SİNE and my brother Bulut SİNE for their unconditional and infinite love, patience and support during this work. I am absolutely grateful to all of my family including my aunt Filiz AKYOL and my cousins Murat and Şebnem BABÜR and Fırat AKYOL for their encouragement.

I would also like to thank to my friends, especially to Alper ÖZER, for their support and friendship.

Burcu SİNE

TABLE OF CONTENTS

	<u>PAGE NO</u>
ACKNOWLEDGEMENTS	i
TABLE OF CONTENTS	ii
ABSTRACT	vi
ÖZET	vii
LIST OF ABBREVIATIONS	viii
LIST OF FIGURES	ix
LIST OF TABLES	xi
1.INTRODUCTION	1
2.THE CONCEPTS AND THE APPLICATIONS OF MOBBING	2
2.1. Concepts and Terminology of Mobbing.....	2
2.2. The Process of Psychological Harassment in the Workplace.....	7
2.3. Levels of the Process.....	8
2.3.1.Leymann’s Four Level Model.....	8
2.3.2.Harald Ege’s Six Level Model.....	9
2.4.Factors Causing Mobbing in Organizations.....	11
2.4.1.Individual Factors.....	14
2.4.1.1.Physical Violence and Mobbers.....	14
2.4.1.2.Physical Violence and Victims.....	15
2.4.1.3.Psychological Violence and Mobbers.....	15
2.4.1.4.Psychological Violence and Victims.....	15
2.4.2.Situational Factors.....	16
2.4.3.Organizational Factors.....	16

2.4.4.Social Factors.....	17
2.5.Roles in the Process of Mobbing.....	21
2.5.1.Mobbers.....	22
2.5.2.Mobbing Victims.....	22
2.5.3.Mobbing Audiences.....	23
2.6.Cathegorical Classification of the Behavior of Psychological Harassment in the Workplace.....	23
2.6.1.First Cathegory: Attacks Against Communication.....	24
2.6.2.Second Caategory: Attacks Against Social Relationships.....	24
2.6.3.Third Cathegory: Attacks Against Social Image.....	24
2.6.4.Fourth Cathegory: Attacks Against the Quality of the Professional and Special Position.....	25
2.6.5.Fifth Cathegory: Attacks Against Health.....	25
2.7.Concequences of Mobbing (Psychological Harassment).....	29
2.7.1.Effects on the Victim.....	29
2.7.2.Effects on the Organization.....	30
2.7.3.Effects on the Society.....	30
3.CORPORATE CULTURE.....	31
3.1.The Concept of Culture.....	31
3.2.Definitions of Corporate Culture.....	33
3.3.Elements of Corporate Culture.....	34
3.3.1.Values.....	37
3.3.2.Hypothesis.....	37
3.3.3.Norms.....	39
3.3.4.Beliefs.....	39
3.3.5.Symbols and Stories.....	39
3.3.6.Heroes.....	40
3.3.7.Slogans.....	40
3.3.8.Ceremonies.....	40
3.4.Types of Culture.....	41

3.4.1. The Adaptability Culture.....	42
3.4.2. The Achievement Culture.....	42
3.4.3. The Involvement Culture.....	42
3.4.4. The Consistency Culture.....	43
3.5. The Main Features and Functions of Organizational Culture.....	43
3.6. Models of Organizational Culture.....	44
3.6.1. Peter Hawkin’s Model.....	44
3.6.2. Kluckhohn and Strodtbeck’s Model.....	45
3.6.3. Deal and Kennedy’s Model.....	47
3.6.4. Quinn and Cameron’s Model.....	49
3.6.5. Quchi’s Model.....	50
3.6.6. Peters and Waterman’s Model.....	51
3.6.7. Parsons’ Model.....	53
3.7. Effects and Benefits of the Organizational Culture.....	55
4. METHODOLOGY AND RESEARCH FINDINGS.....	57
4.1. Sample.....	57
4.2. Measurement.....	57
4.3. Data Collection Method.....	58
4.4. Research Design and Model.....	58
4.5. Research Hypothesis.....	59
4.6. Statistical Analysis.....	62
4.7. Research Findings.....	62
4.7.1. Factor Analysis and Reliability Tests.....	63
4.7.2. Factor Analysis and Reliability Test of Mobbing Scale.....	63
4.7.3. Factor Analysis and Reliability Test of Corporate Culture Scale.....	71
4.7.4. Correlation Analysis.....	77
4.7.5. Regression Analysis.....	79
4.7.5.1. Mobbing and Corporate Culture.....	88
4.7.6. Demographic Characteristics of the Respondents.....	89
4.7.6.1. Gender.....	89

4.7.6.2. Marital Status.....	90
4.7.6.3. Education.....	91
4.7.6.4. Construction Company.....	92
4.7.6.5. Age.....	93
4.7.6.6. Work Life Experience.....	94
4.7.6.7. Current Workplace Experience.....	95
4.7.6.8. Weekly Working Hours.....	96
5.DISCUSSION AND CONCLUSION.....	97
5.1.Limitations of the Study.....	97
5.2.Discussion on Statistical Analysis Results.....	98
5.3.Conclusion.....	101
REFERENCES.....	104
6. APPENDIX - Questionnaire.....	107

ABSTRACT

THE RELATIONSHIP BETWEEN MOBBING AND CORPORATE CULTURE, AN APPLICATION ON CONSTRUCTION INDUSTRY

The concept of mobbing, which was used by the scientist Konrad Lorenz in 1960's to express the attacks of little animal groups to the more strong and a lonely animal or to the weakest one of themselves and was used for the first time at business life by a German industrial psychologist Heinz Leymann at the beginning of 1980's, is the sum of the systematically, repeated and long-term hostile and unethical behaviors from one or several people to an another person which causes physiological and psychological damage.

Everybody with no difference in culture, in sex, in age, in education level and in seniority who works for profit companies or not-for-profit organizations can be subject any moment to mobbing which has very serious results. The aim of this study is to examine the mutual relationship between the concepts of corporate culture and mobbing, which doesn't just give harm to the victims but also at the same time affects the organizations and the society negatively.

The research sample is consisted of 170 workers and civil servants who works in the construction industry. According to the research results; it is founded that there is a significant relationship between organizational culture and mobbing and Clan Culture has a negative effect on mobbing behaviours.

Keywords: Mobbing, Terrorization, Psychological Violence, Psychological Abuse, Organizational Culture, Corporate Culture.

ÖZET

MOBBİNG VE ÖRGÜT KÜLTÜRÜ ARASINDAKİ İLİŞKİ, İNŞAAT SEKTÖRÜNDE BİR UYGULAMA

1960'lı yıllarda hayvan davranışlarını inceleyen bilim adamı Konrad Lorenz tarafından, küçük hayvan gruplarının, daha güçlü ve yalnız bir hayvana veya kendi içlerinde en güçsüz olana karşı uyguladıkları saldırıları açıklamak için kullanılmış olan ve iş hayatında ilk kez 1980'lerin başında, Alman endüstri psikoloğu Heinz Leymann tarafından kullanılan mobbing kavramı; bir veya birkaç kişinin, başka bir kişiye, sistemli ve uzun süreli olarak, tekrarlayan ve kişiye fiziksel ve psikolojik zarar veren, düşmanca ve etik olmayan davranışlar bütünüdür.

Kültür, cinsiyet, yaş, eğitim durumu ve kıdem ayrımı olmaksızın, kar amacı güden veya gütmeyen bir örgütte çalışan herkes, son derece ciddi sonuçları olan psikolojik yıldırmanın her an kurbanı olabilir. Bu çalışmanın amacı sadece olayın kurbanlarına zarar vermekle kalmayan, aynı zamanda organizasyonları ve toplumu da olumsuz bir şekilde etkileyen mobbing olgusunun, örgüt kültürü ile karşılıklı ilişkisini incelemektir.

Araştırma örneklemini inşaat sektöründe çalışan 170 memur ve işçi çalışan oluşturmaktadır. Araştırma sonuçlarına göre; örgüt kültürü ve mobbing arasında önemli bir ilişki olduğu ve Klan Örgüt Kültürü tipinin mobbing davranışları üzerinde negatif etkisinin olduğu bulunmuştur.

Anahtar Kelimeler: Mobbing, Yıldırma, Psikolojik Şiddet, Psikolojik Taciz, Örgüt Kültürü

LIST OF ABBREVIATIONS

SPSS: Statistical Package for the Social Sciences

MOB: Mobbing

KMO: Kaiser-Meyer-Olkin Measure of Sampling Adequacy

LIST OF FIGURES

	<u>PAGE NO</u>
Figure 2.1. Mobbing Parts.....	21
Figure 3.1. Culture in Shaping the Values of the Organization.....	32
Figure 3.2. General Culture Analysis.....	36
Figure 3.3. Needs of the Environment.....	41
Figure 3.4. Deal and Kennedy’s Culture Types.....	47
Figure 3.5. Parsons’ AGIL Model.....	54
Figure 4.1. The Research Model.....	59
Figure 4.2. Regression analysis chart for Mob1.....	81
Figure 4.3. Regression analysis chart for Mob2.....	82
Figure 4.4. Regression analysis chart for Mob3.....	84
Figure 4.5. Regression analysis chart for Mob4.....	85
Figure 4.6. Regression analysis chart for Mob5.....	87
Figure 4.7. Gender Chart.....	89
Figure 4.8. Marital Status Chart.....	90
Figure 4.9. Education Chart.....	91
Figure 4.10. Company Chart.....	92
Figure 4.11. Age Chart.....	93

Figure 4.12. Work Life Experience Chart.....	94
Figure 4.13. Current Workplace Experience Chart.....	95
Figure 4.14. Weekly Working Hours Chart.....	96

LIST OF TABLES

	<u>PAGE NO</u>
Table 2.1. International Crime (Victim) Survey.....	6
Table 2.2. Individual and Organizational Factors and Results of Mobbing in the Workplace.....	13
Table 2.3. Economical and Social Factors that Affect Organizational Violence.....	18
Table 2.4. Causes of Psychological Harassment In the Workplace.....	20
Table 2.5. Poland Study Results about Types of Mobbing Activities.....	28
Table 3.1. Quinn and Cameron’s Corporate Culture Model.....	49
Table 4.1. KMO and Bartlett's Test Result1.....	63
Table 4.2. KMO and Bartlett's Test Result2.....	64
Table 4.3. KMO and Bartlett's Test Result3.....	64
Table 4.4. KMO and Bartlett's Test Result4.....	65
Table 4.5. KMO and Bartlett's Test Result5.....	65
Table 4.6. KMO and Bartlett's Test Result6.....	65
Table 4.7. KMO and Bartlett's Test Result7.....	66
Table 4.8. Results of the Factor Analysis of Mobbing.....	66
Table 4.9. Rotated Component Matrix of Mobbing.....	68
Table 4.10 Case Processing Summary of Mobbing.....	69
Table 4.11 Reliability Statistics of Mobbing.....	70
Table 4.12 Inter-Item Correlation Matrix of Mobbing.....	70
Table 4.13 Summary Item Statistics of Mobbing.....	70
Table 4.14 Item-Total Statistics of Mobbing.....	70

Table 4.15 Total Variance Explained of Corporate Culture1.....	71
Table 4.16 Total Variance Explained of Corporate Culture2.....	72
Table 4.17. Results of the Factor Analysis of Corporate Culture.....	73
Table 4.18. Rotated Component Matrix of Corporate Culture.....	74
Table 4.19. Inter-Item Correlation Matrix of Corporate Culture.....	75
Table 4.20. Summary Item Statistics of Corporate Culture.....	75
Table 4.21. Item-Total Statistics of Corporate Culture.....	76
Table 4.22. Reliability Statistics of Corporate Culture.....	76
Table 4.23. Inter-Item Correlation Matrix of Corporate Culture.....	76
Table 4.24. Summary Item Statistics of Corporate Culture.....	76
Table 4.25. Item-Total Statistics of Corporate Culture.....	77
Table 4.26. Correlations of all Mobbing and Corporate Culture Dimensions.....	78
Table 4.27. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing1.....	79
Table 4.28. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing1.....	80
Table 4.29. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing1.....	80
Table 4.30. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing2.....	81
Table 4.31. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing2.....	81
Table 4.32. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing2.....	82
Table4.33. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing3.....	83
Table4.34. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing3.....	83
Table 4.35. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing3.....	83

Table 4.36. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing4.....	84
Table 4.37. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing4.....	84
Table 4.38. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing4.....	85
Table 4.39. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing5.....	86
Table 4.40. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing5.....	86
Table 4.41. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing5.....	86
Table 4.42. Descriptive Statistics.....	88
Table 4.43. Demographic characteristics of the respondents.....	88
Table 4.44. Gender Statistics.....	89
Table 4.45. Marital Status Statistics.....	90
Table 4.46. Education Statistics.....	91
Table 4.47. Company Statistics.....	92
Table 4.48. Age Statistics.....	93
Table 4.49. Total Work Life Experience Statistics.....	94
Table 4.50. Current WorkplaceExperience Statistics.....	95
Table 4.51. Weekly Working Hours Statistics.....	96
Table 5.1 Descriptive Statistics Analysis Results on Organization Culture Types and Mobbing Behaviors.....	99

1. INTRODUCTION

The concept of mobbing which means: Psychological violence, siege, harassment was used for the first time by British biologists in 19th century, to describe the behavior of the birds flying around the attacker in order to protect their nests. Then it was used by Konrad Lorenz in the 1960's again to describe the animal behaviors. In order to explain human behaviors, the concept of mobbing was used for the first time by a Swedish scientist, Peter-Paul Heinemann, to describe the aggressive behaviors of small groups of children against a powerless child. In business life; it was used for the first time by the German industrial psychologist Heinz Leymann in the early 1980's.

Regardless of age, race and gender discrimination, mobbing is an emotional attack through harassment and bad behavior towards any person. The aim is to exclude the victim from business life and to force the victim quit the job. It starts with a person's being target of disrespectful and harmful behaviors and it is a systematic and repetitive set of behaviors that give harm to both the victim and the organization. Mobbing can cause psychosomatic illnesses at victim. And also can cause organizational costs such as; increase in work absenteeism, high labor turnover rate, decrease in production and also can cause social costs such as; early retirement, long-term unemployment and long-term connection to social welfares. Therefore, mobbing should be considered seriously and should be prevented at the maximum level and radical and efficient solutions should be produced in order to get rid of the least damage.

This study is a survey based study conducted on employees working at construction sector in Turkey. The aim of this study is to analyze the relationship between mobbing and corporate culture. In the first part; the mobbing concept, mobbing activities, mobbing roles and the effects of mobbing are discussed. In the second part; the concept, the functions, types and models and the importance and the benefits of corporate culture are explained. In the last section; with the help of statistical analyzes of the questionnaire, the relationship between mobbing and corporate culture is explained and discussed.

2. THE CONCEPTS AND THE APPLICATIONS OF MOBING

In this chapter, theoretical and descriptive information of Mobbing (psycological violence) at workplace are mentioned.

2.1. CONCEPTS AND TERMINOLOGY OF MOBING

The word “mob” was derived from the Latin “mobile vulgus” words, which means unstable crowd. And the meaning of the word “mob” in English is; unstable crowd that applies violence illegally or gang. The verb form of “mob” in English is “mobbing” and its meanings are; pyhsological violence, siege, abuse, annoyance or trouble-making.¹

The concept of mobbing was used for the first time by English biologists during the 19th century to describe the behaviours of the birds, which are flying around the attacker to protect their nests. Then in 1960’s, the concept of mobbing was used by the scientist Konrad Lorenz, who was observing the animal behaviours, in order to express the attacks of little animal groups (for e.g.birds) to the more strong and a lonely animal (for e.g.a fox) for sending it away or to express the birds from the same hatch which keep away the weakest one of themselves from the food and water and when it becomes thoroughly powerless, their physically attacks to it and throwing out of the group by killing it.²

In 1983 on suicide of three adolescents in Norway, Ministry of National Education started a wide-scale survey. Professor Dan Olweus guided the research. In this research “Bullying” term was used to describe the fact.³

¹⁻² Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.3

³ Semra Tetik, **KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi** 12 (18), 2010, s.82

In 1972, Peter-Paul Heinemann used the term of mobbing to explain “the destructive acts of a group of children against a child”.⁴

The concept of mobbing was used for the first time at business life by a German industrial psychologist Heinz Leymann at the beginning of 80's. Leymann preferred to use the word “mobbing” instead of the word “bullying” which was being used in England and Australia at the time Leymann was observing the aggressive behaviours and abuses at the workplaces. Because the concept of bullying includes physical attacks and threat elements but the concept of mobbing primarily includes attacks on the psychological nature.⁵

Leymann suggested to separate the area of usage of the concepts of mobbing and bullying. Bullying; for the harmful behaviours between children and youth at schools, Mobbing; for the hostile behaviours between adults at workplaces.⁶

In 1976 before Leymann an American researcher Carol Brodsky used the word “harassment” in her book “The Harassed Worker” to express the permanent and repeating behaviours of an individual at workplace to another individual in order to vex, dismay, disgust and intimidate him.⁷

This book focused on the hard life of the simple worker and his situation, nowadays known by stress research. (WEB_1, 2012) <http://www.leymann.se/English/11120E.HTM>

Leymann describes mobbing as a kind of psychological terror which occurs by projecting an unethical and a hostile communication (reason can be dissent or

⁴ TBMM, Kadın Erkek Fırsat Eşitliği Komisyonu Yayınları No: 6, **İşyerinde Psikolojik Taciz (mobbing) ve Çözüm Önerileri Komisyon Raporu**, 2011, s.5

⁵⁻⁶⁻⁷ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.4

separation of belief or jealousy or sex discrimination) from one or several people to an another person in a systematic way.⁸

According to Browne and Smith, mobbing is a type of behavior which is directly to an employee, systematically and long-term, and the results of this behavior can cause physiological and psychological damage.⁹

According to Brodsky, mobbing is the sum of repeated behaviors which degrades, grinds, prevents, frightens and deters the others and puts pressure on the directed people.¹⁰

Regarding to the definitions, in order to categorize a behavior as mobbing, there should be a target and systematic, repeated and damaging behaviors should exist.

In 1996, according to the results of 15.800 interviews held in 15 member countries of the European Union; during the previous year, 4% of the employees (6 million employees) were exposed to physical violence, 2% of the employees (3 million employees) were exposed to sexual harassment and 8% of the employees (12 million employees) were exposed to mobbing.¹¹

According to an another research findings held in the member countries of the European Union, it's been informed that the ratios of the employees who were exposed to mobbing inside all working population ratio are 16% in England, 10% in Sweden, 9% in France and Finland, 8% in Ireland and Germany, 5% in Spain, Belgium and Greece, 4% in Italy. The percentile values of the numbers of mobbing victims at several countries are presented in the table below. The numeric datas reflects the updated

⁸⁻¹¹ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.5,13

⁹⁻¹⁰ Semra Tetik, **KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi** 12 (18), 2010, s. 82,83

version (as of 18th of August 1998) of the results of International Crime (Victim) Survey in 1996.¹²

¹² Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.14

Region/Country	Male Victims	Female Victims
West Europe	3,6	3,6
Austria	0,0	0,8
England	3,2	6,3
North Ireland	2,3	3,7
Scotland	3,1	2,6
Finland	3,1	4,3
France	11,2	8,9
Holland	3,6	3,8
Sweden	1,7	1,7
Switzerland	4,3	1,6
Transition Countries	2,0	1,4
Albania	0,4	0,4
Czech Republic	1,9	0,8
Armenia	1,7	0,9
Armenia	0,6	0,0
Hungary	2,5	3,4
Kyrgyzstan	1,0	0,8
Lithuanian	0,8	0,5
Macedonia	0,9	1,3
Mongolia	8,7	4,1
Poland	0,4	0,5
Romania	3,2	2,4
Russia	3,9	5,0
North America	1,0	4,2
Canada	1,9	3,6
U.S.A	6,1	11,8
Latin America	0,4	0,9
Argentina	0,2	0,4
Bolivia	0,8	1,4
Brasil	0,4	1,0
Costa Rica	0,3	1,1
Asia	0,5	0,8
Indonesia	2,3	1,9
Philippines	0,7	0,7
Africa	3,2	4,3
South Africa	3,0	0,7

Table2.1.Pınar Tınaz, “**Mobbing: İşyerinde Psikolojik Taciz**” Çalışma ve Toplum Dergisi 006b/3, 2006, ss.11-23.(Amtonio Ascenzi ve Gian Luigi Bergagio(2000), Il Mobbing Il Marketing Sociale Come Strumento per Combatterlo, G.Giappichelli Editore, Torino, pp.12,13.)

2.2. THE PROCESS OF PSYCHOLOGICAL HARASSMENT IN THE WORKPLACE

The main goal of the process of psychological harassment in the workplace is to remove the person who is the target of humiliating behaviors. Mobbing is the fastest growing form of workplace violence.¹³

Mobbing effects and gives harm to the victim, the organization and the society. Therefore, it should be taken seriously and should be focused on preventive solutions before it occurs.

Mobbing can cause early retirement, higher production costs and personnel turnover, lack of personnel motivation and several post-traumatic stress disorders.¹⁴

Mobbing is very dangerous for;

- Worker's health and safety,
- Citizenship rights in the workplace,
- Prestige at work,
- Personal self-esteem,
- Commitment to family,
- Work ethic and productivity,
- Capable of keeping high quality employees,
- The employer's reputation.¹⁵

Leymann has defined five stages at the process of mobbing; first stage is characterized by a disagreement, not yet a mobbing behavior. At the second stage, aggressive acts and psychological attacks shows us that mobbing has started. Management will be involved in the process at the third stage. Fourth stage is important

¹³⁻¹⁵ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.26,27,28

¹⁴ Heinz Leymann, **The Content and Development of Mobbing at Work**, European Journal of Work and Organizational Psychology, 1996, 5(2), 165-184, s.13,14,15

because the victims are perceived and marked as difficult or mentally ill. Fifth stage is the process of submission of work. After dismissal from work, emotional tension and psychosomatic diseases continues and intensifies.¹⁶

2.3. LEVELS OF THE PROCESS

In this part, two main models will be explained to identify the levels of the mobbing process.

2.3.1. Leymann's Four Level Model (Swedish-German Model)

First Level → Conflict; A triggering, critical event arises. At this level, the victim may not feel any psychological or physical discomfort.¹⁷

Second Level → Start of Psychological Harassment in the Workplace; This level can be also called as “the maturation of the conflict”. The attacks become continuous and systematic. Behaviors towards to the target person may turn into aggressive actions for leave him alone in a group and punish by time. In time the victim begins to experience psychosomatic disorders with clumsy and unsuccessful self-assessment. At this level, most of the victims would have to take medication support.¹⁸

Third Level → The Activation of Management and False Ascription and Definitions; At this level, management would have taken its place in the negative cycle. The management and the colleagues of the individual, starts to create explanations for marking him and finding mistakes about his characteristics instead of basic quality of the individual about his job. And when the victim tries to take support of a psychologist or a

¹⁶ Çiğdem Kirel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.11

¹⁷⁻¹⁸ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.31

psychiatrist in order to solve the problems that he has faced with at his work place, the incorrect comments increase about his situation. As a result of these incorrect comments, mobbing victims are marked as “difficult person”, “paranoid personality” or “mental patient”. Wrong judgement of the management accelerates this negative cycle. At this level, rumors about the victim, begins to spread.¹⁹

Fourth Level → Going Far from Business Life; Situations likely to arise at this level are:

- Transfer to another department or permanently relocated,
- Reduction in current position and given less important tasks,
- Early retirement,
- Disability,
- A long period of illness or enter a psychiatry clinic,
- Development of challenging ideas and settlement of fixed ideas,
- Development of criminal behaviors,
- Suicide.²⁰

2.3.2. Harald Ege’s Six Level Model (Italian Model)

Harald Ege has observed many spaces, when Leymann’s model is adopted to Italian society because of the cultural differences. Therefore, Ege suggested his Six Level Model, appropriate for Italian society by developing Leymann’s model. And addition to this six level model, he also described “Zero Situation” (as pre-level) and “Double-Sided Mobbing” phenomenon.²¹

¹⁹⁻²⁰⁻²¹ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.31,32,33

Zero Situation;

At this level, a certain victim isn't selected. However, the working environment is increasingly competitive and almost everyone is against everyone. At this pre-level, quarrels, charges, pinpricks, sincerity between colleagues that doesn't actually exists and formal and chill behaviors comes forward.²²

First Level → Targeted Conflict; The victim is selected and all conflict is directed towards him. The aim is to destroy the opponent.²³

Second Level → The Start of Psychological Harassment in the Workplace; The victim perceives something has changed in the working environment, there are tensions and the creation of intentional speechlesses.²⁴

Third Level → First Psychosomatic Symptoms; The victim begins to emerge health problems. The psychosomatic symptoms such as digestive system diseases, insomnia, attention and memory disorders are felt.²⁵

Fourth Level → Mistakes of Human Resources or Personnel Management Departments; Victim starts to not to go to work due to illness and this situation is evaluated incorrectly by human resources department and causes doubt.²⁶

Fifth Level → Detoriation of Psychophysical Health of the Victim; At this level, the victim is in great despair, in a kind of depression. At this stage, warnings of the management to the victim makes his situation worse and he starts to blame himself for everything and becomes more depressed.²⁷

²²⁻²³⁻²⁴⁻²⁵⁻²⁶⁻²⁷ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.34

Sixth Level → Going Far From Working Life; This is the last stage. The victim goes far from working life by resignation, dismissing, early retirement or commit suicide.²⁸

Double-Sided Mobbing;

Peculiar to Italian culture and have been proposed by Harald Ege, depending on the role played by the family of the victim in the process. At Italian culture, there is a close relationship between family and individual as well as at the Turkish culture. The victim tells his problems to his family environment and tries to find a solution. The family can help to the victim with its available resources. Over time, the family can suddenly change their behavior. The victim begins to be perceived as a threat to the health and integrity of the family. The family members start to perceive the victim as clumsy and unsuccessful and blames the victim for everything. As a result, this pain in two different environments, creates a double-sided mobbing for the individual.²⁹

2.4. FACTORS CAUSING MOBBING (PHYSICAL OR PSYCHOLOGICAL VIOLENCE) IN ORGANIZATIONS

There are several factors that create mobbing in organizations. Organizational structure can cause mobbing or the psychological background of the mobber can cause mobbing even though all the other factors are extremely normal. Therefore, if we need to sort, we can list organizational structure, social and economical structure of the country, education level, psychological situations of the employees as the possible reasons of mobbing behaviors in organizations.

²⁸⁻²⁹ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.35

Leymann lists **work organization** (extensive workloads, unofficial procedures, poorly organized working methods), **poor conflict management** (side selections of the managers, denial behaviors of the managers about the existence of the conflict, gender prejudices of the managers), **personality of the victim** as the leading factors that can cause mobbing in organizations.³⁰

Noa Davenport and his friends also draw attention to the personality of the victim. According to them, especially creative people can be exposed to mobbing behaviors because their new ideas can disturb the others.³¹

According to Zapf; mobbing can occur with the interaction of more than one reason at the same time. And a factor that can cause mobbing can be also a result of mobbing. Also the factors may differ in different organizations.³²

Individual and organizational factors and the individual and organizational results of these factors that lead to mobbing in the workplace are shown in the following table.

³⁰ Heinz Leymann, **The Content and Development of Mobbing at Work**, European Journal of Work and Organizational Psychology, 1996, 5(2), 165-184, s.18,19,20,21

³¹ TBMM, Kadın Erkek Fırsat Eşitliği Komisyonu Yayınları No: 6, **İşyerinde Psikolojik Taciz (mobbing) ve Çözüm Önerileri Komisyon Raporu**, 2011, s.12

³² Neslihan Şahin, **Duyusal Taciz (Mobbing) Ve Organizasyonel Sonuçlar Üzerindeki Etkisi: Bankacılık Sektöründe Bir Uygulama**, İstanbul Üniversitesi, Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, İstanbul, 2006, s.46

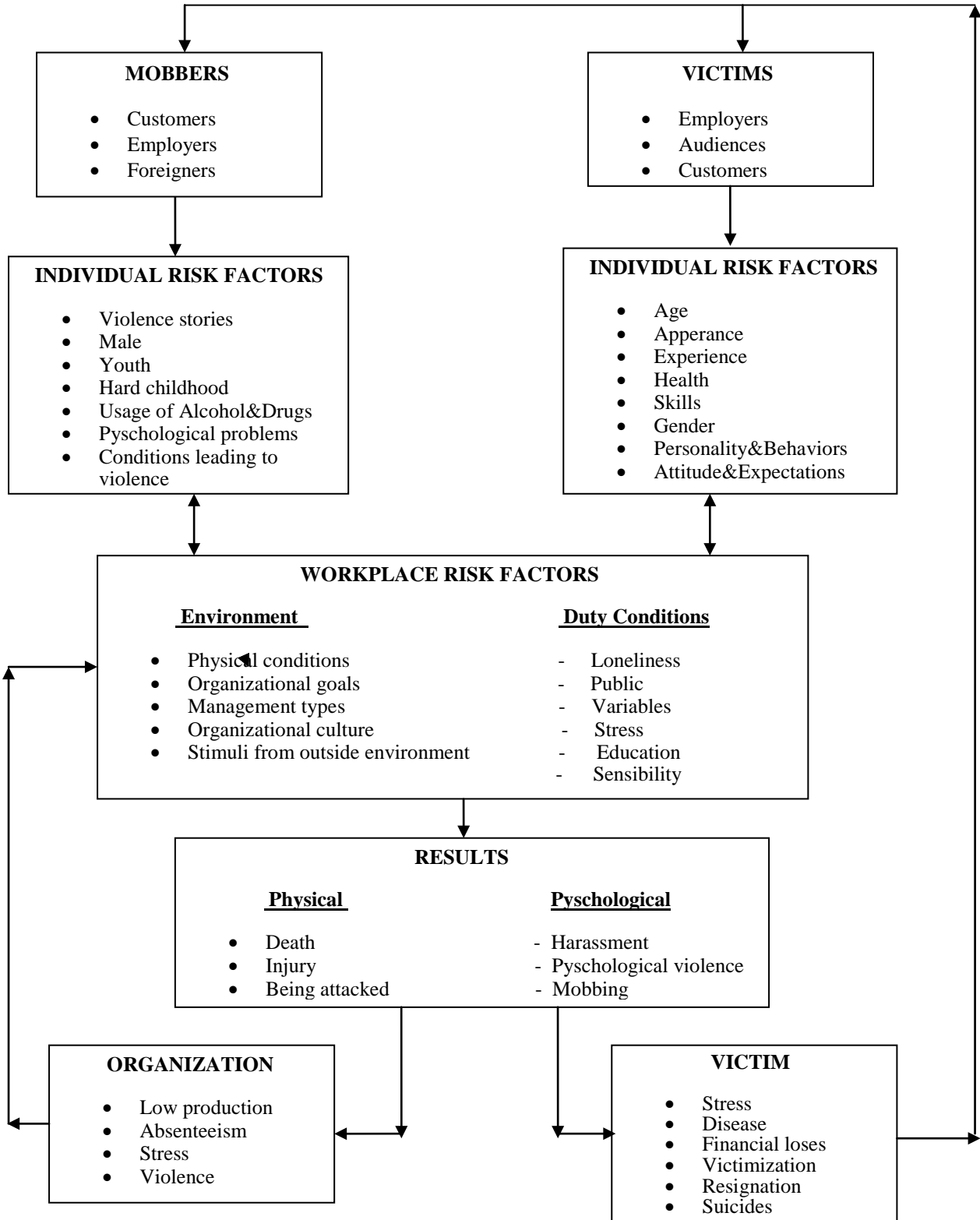


Table2.2. Çiğdem Kırel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.26, D.Chappell,V.Di Martino,"Violence at Work",ILO,Genève,2000

2.4.1.INDIVIDUAL FACTORS

These factors can be considered as;

- Socio-demographic variables (gender, age, education, marital status, etc.),
- Personality traits,
- Certain behaviors,
- Properties that determine individuals' commitment to workplace (working hours, experience, educational background)

These factors determine the level of the individual's encounter with mobbing or determine the level of resistance of the individual to the behavior. The same situation is also acceptable for the mobbers, the individual factors help to explain why they act in this way.³³

2.4.1.1.Physical Violence and Mobbers

The following variables identify the characteristics of a mobber;

- Young,
- Male,
- Has tendency to violent behavior in the past,
- Spend a problematic childhood,
- Has some psychological problems,
- Has a gun or a hack.

Can be said that these kind of individuals are potentially violent enforcements or are open to violence. These situations are deterministic risk factors. And they are important to understand or prevent the violence in the workplace.³⁴

³³⁻³⁴ Çiğdem Kirel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.27

2.4.1.2.Physical Violence and Victims

The following variables identify the characteristics of a victim;

- Age (to be young),
- To wear uniform,
- Appearance and behavior,
- Attitudes and personality.

Uniformed professions, generally creates a negative impact on individuals. A physically frail, little one is exposed to violence much more than a big, strong-looking guy. Individuals who are consistently aggressive and nervous can annoy the other person and can be exposed to violence.³⁵

2.4.1.3.Psychological Violence and Mobbers

Personality traits of a mobber are as follows; necessarily a liar, denies everything, has tendency to power, has deviant behaviors, malicious, destructive, selfish, insecure and immature.³⁶

2.4.1.4.Psychological Violence and Victims

Personality traits of a victim are as follows; generally woman, generally between the age of 20-40, lives alone or divorced, low education background, insecure, honest, humble, introverted and calm.³⁷

³⁵⁻³⁶⁻³⁷ Çiğdem Kirel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.28,29,33

2.4.2.SITUATIONAL FACTORS

Considering these factors, the reasons of mobbing can be divided into two groups as, involving physical violence and involving psychological violence.

For physical violence; working alone and at night, working intertwined with public, workplaces working under stress (social work professionals, psychiatric nurses, prison officers, probation officers carry more stress), perception of injustice, disappointment and job dissatisfaction can be aligned.³⁸

For psychological violence; the workplaces in terms of gender inequality, the difference in power, change of manager or supervisors, consumer-oriented industry workers can be aligned³⁹

2.4.3.ORGANIZATIONAL FACTORS

These factors can also be divided into two as physical violence and psychological violence.

For physical violence; weak working organization (intensive workload, unfair performance evaluation, wage inequality can cause violence), culture and climate (lack of harmony between the working groups), stress and physical working environment can be aligned.⁴⁰

For psychological violence; leadership and management (there are two important leadership models especially related to harassment and mobbing. These are authoritarian leader and Laissez-faire type of leadership. Harassment is more common in a unit or organization managed with authoritarian behavior. Additionally Laissez-faire type of leadership creates a lack of authority at organizational structure and this creates an appropriate basis for psychological violence), change, reasons arising from the structure of the organization (In some sectors, mobbing behaviors are seen more frequently.

³⁸⁻³⁹⁻⁴⁰ Çiğdem Kirel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.34,35,36,38,39

This is because of the organizational structure, organizational uncertainty, lack of communication, hierarchical structure, unsettled organizational culture).⁴¹

2.4.4.SOCIAL FACTORS

One of the important factors that affect the organizational violence are social factors.

Increased migration, estrangement, lack of self-confidence and citizenship interaction feed the psychological harassment at workplaces.⁴²

⁴¹ Çiğdem Kirel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.39,40

⁴² TBMM, Kadın Erkek Fırsat Eşitliği Komisyonu Yayınları No: 6, **İşyerinde Psikolojik Taciz (mobbing) ve Çözüm Önerileri Komisyon Raporu**, 2011, s.13

Economical Social

Factors

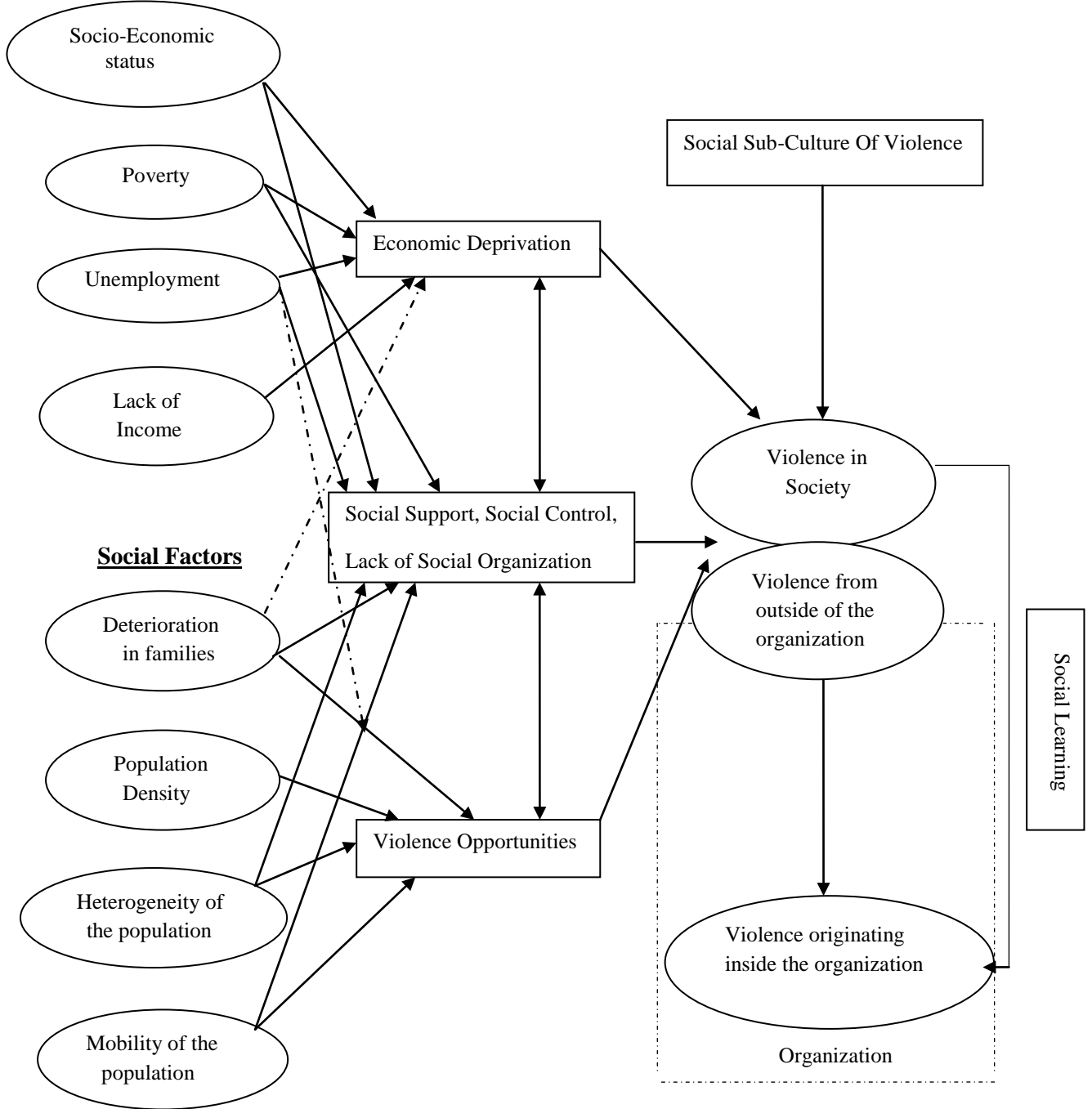


Table2.3. Çiğdem Kırel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.46, Joerg Dietz, Harjinder Gill, “Community Sources of Workplace Violence”, *Handbook of Workplace Violence* (Ed: E.Kevin Kelloway, Julian Barling, Joseph J.Hurrell), Sage Publications, London, 1999.

With the process of globalization social problems such as; inequality, poverty, education and health problems, decline in real wages, environment problems, unemployment and violence are increased. Social violence effects the violence in organizations because individuals living in such an environment, don't have too much expectations from life.⁴³

The following table shows Dieter Zapf's classification for the causes of psychological harassment in the workplace.⁴⁴

⁴³ Çiğdem Kirel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.47

⁴⁴ Cengiz Çukur, **İşyerinde Psikolojik Taciz (Mobbing)**, Çimento Endüstrisi İşverenleri Sendikası Dergisi, Makale 3, Mart 2012, s.38

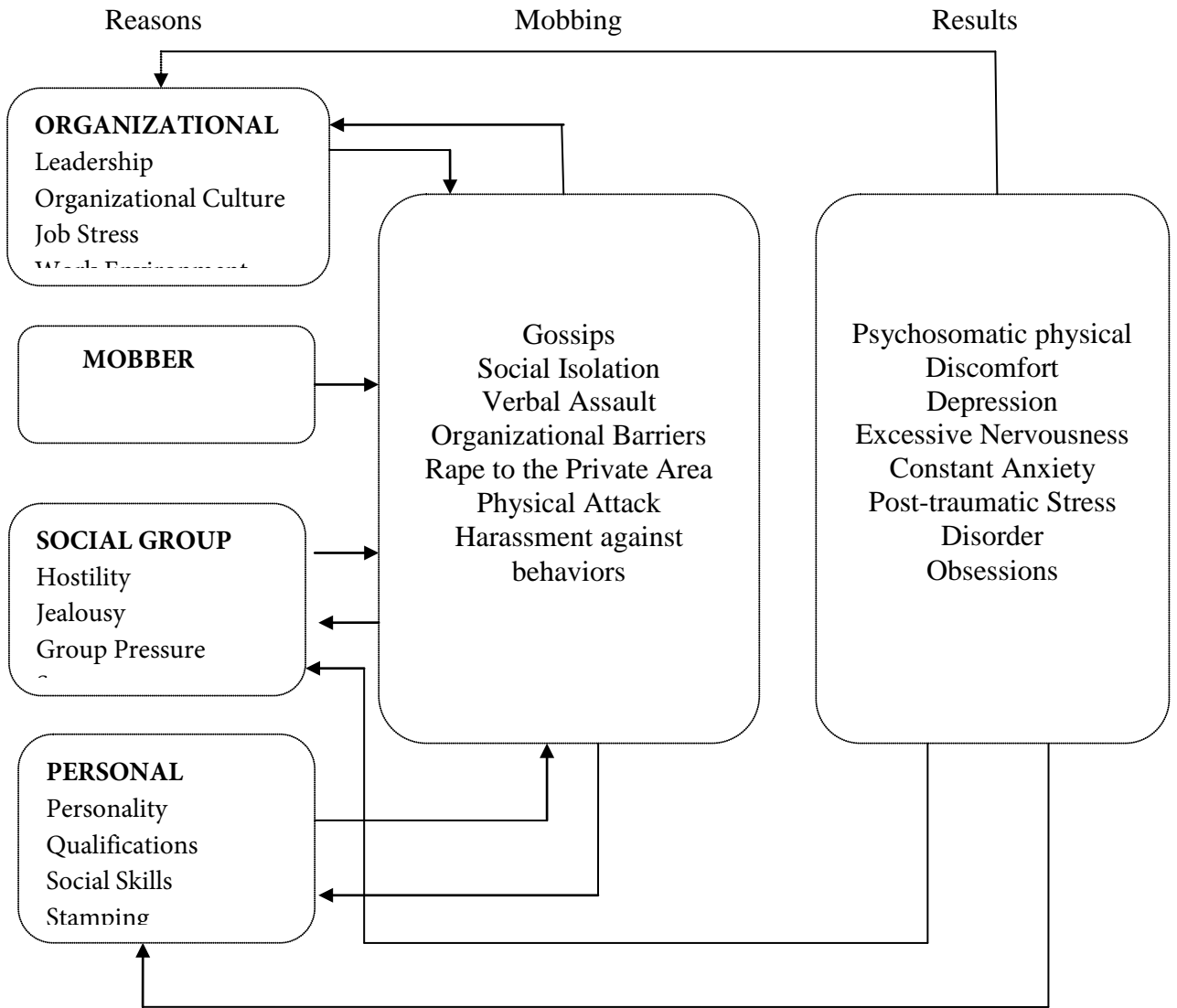


Table:2.4.Causes of Psychological Harassment In the Workplace, Cengiz Çukur, *İşyerinde Psikolojik Taciz (Mobbing)*, Çimento Endüstrisi İşverenleri Sendikası Dergisi, Makale 3, Mart 2012, s.38

2.5.ROLES IN THE PROCESS OF (MOBBING) PSYCHOLOGICAL HARASSMENT IN THE WORKPLACE

In this part of the study, kinds and types of the roles and parts of the mobbing process will be explained.

Regardless of cultural differences, mobbing is a phenomenon that can occur in all workplaces. There is always a selected victim. Violence is exposed at regular intervals by immoral attacks to cause damage to the victim's physical and mental health, honor, personal rights and rights of access to work-related information. There isn't a definite or a sharp reason for psychological harassment at workplaces.⁴⁵

However, the roles in the process of psychological harassment in the workplace can be distinguished on three groups of people;

- Mobbers (Attacker, abusive, bullies)
- Mobbing Victims (targets)
- Mobbing Audiences.⁴⁶

Attacker		Victim
One person		One person
Corporation		Superior
Management	←————→	Colleagues
A few people		Subordinate
All department		All department
Colleagues		A few people
Subordinates		

Figure: 2.1. Mobbing Parts

⁴⁵⁻⁴⁶ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.36,37

2.5.1. MOBBERS (ATTACKERS, ABUSIVES, BULLIES)

According to Leyman these people, who applies mobbing to other employees are usually tries to remedy their own deficiencies.⁴⁷

According to Henry Walter, mobbers are;

- Choose one of the more aggressive of the two behavior options,
- They do their best for the continuity of the conflict, when they catch a mobbing environment,
- Knows and accepts recklessly the negative results of mobbing against the victim,
- Doesn't feel any sense of guilt,
- Thinks himself innocent and also imagines he is doing a good thing,
- Blames on others and believes that acting in this way is just a response to provocations.

They develop a defense in the form of “he wants to be treated like that, forces us to such behavior, what is our fault?”⁴⁸

2.5.2.MOBBING VICTIMS (TARGETS)

Leymann, defines the victim of psychological harassment in the workplace very simply and intuitive; “Victim is a person, who feels himself as a victim.”⁴⁹

Lists of the experiences that the victims live in the process of mobbing are as follows:

- Disease symptoms occurs, becomes ill, does not go to work, is dismissed.
- Depending on stres, psychosomatic symptoms appear. Sometimes can have severe depression, can think of suicide and may even attempt suicide.
- Defines his own role as a back role and says: “they dont accept me”.

⁴⁷ Semra Tetik, KMÜ *Sosyal ve Ekonomik Arařtırmalar Dergisi* 12 (18), 2010, s.84

⁴⁸⁻⁴⁹ Pınar Tınaz, Fuat Bayram, Hediye Ergin, *Çalıřma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)*, Beta Yayınları, İstanbul, 2008, s.38,43

- On the other hand, believes that he doesn't have any fault.⁵⁰

2.5.3. MOBBING AUDIENCES

They don't involve in the process directly but they perceive the process and most of the time they prefer to remain silent.⁵¹

Can be considered in three main groups as; a) mobbing partners (helps the mobber with support and co-operation) b) uninterested (remains silent against humiliating and destructive behaviors of the mobber) c) opposite (tries to help the victim and at least tries to find a solution.⁵²

2.6. CATEGORICAL CLASSIFICATION OF THE BEHAVIOR OF PSYCHOLOGICAL HARASSMENT IN THE WORKPLACE

Heinz Leymann observed 45 behaviors that the attacker directs to the victim. And he classified these behaviors under five different categories. These 5 categories are developed to identify the psychological harassment in the workplace and takes place in Leymann Inventory Psychological Terrorism (LIPT) which is widely used in Northern European countries.⁵³

These categories are;

- ✓ Effects on the victims' possibilities to communicate adequately,
- ✓ Effects on the victims' possibilities to maintain social contacts,

⁵⁰ İlkay Solakoğlu, **İşletmelerde Mobbing'in Örgütsel Stresle İlişkisi** ve Bir Sağlık Kuruluşunda Uygulama, Dumlupınar Üniversitesi, Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, Kütahya, 2007, s.19

⁵¹ Semra Tetik, KMÜ **Sosyal ve Ekonomik Araştırmalar Dergisi** 12 (18), 2010, s. 85

⁵²⁻⁵³ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.50,53

- ✓ Effects on the victims' possibilities to maintain their personal reputation,
- ✓ Effects on the victims' occupational situation,
- ✓ Effects on the victims' physical health.⁵⁴

2.6.1.FIRST CATHEGORY: ATTACKS AGAINST COMMUNICATION

- Supervisor restricts the opportunity of the victim to express himself,
- The victim is always interrupted when he starts to talk,
- Colleagues of the victim restricts his opportunity to express himself,
- The victim is scolded or overlooked,
- The victim is constantly criticized for his work,
- The victim is constantly criticized for his personal life,
- The victim receives silent or threatening phone calls,
- Victim is exposed to verbal threats,
- Victim receives written threats,
- Contact with the victim is denied with lookings and indirect implications.⁵⁵

2.6.2.SECOND CATHEGORY: ATTACKS AGAINST SOCIAL RELATIONSHIPS

- No one talks with the victim,
- Victim is forced to work in an office away from his colleagues,
- Conversations of his colleagues with the victim is prohibited,
- He is threatened as if he doesn't there.⁵⁶

2.6.3.THIRD CATHEGORY: ATTACKS AGAINST SOCIAL IMAGE

- Various rumors are made about the victim,
- Victim is put into ridiculous positions,

⁵⁴ Heinz Leymann, **The Content and Development of Mobbing at Work**, European Journal of Work and Organizational Psychology, 1996, 5(2), 165-184, s.9

⁵⁵⁻⁵⁶ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.54

- A doubt is created that he is mentally ill,
- He is trying to be convinced to see a doctor of psychiatry,
- He is mocked because of physical disability,
- He faces with the attacks against his political or religious beliefs,
- His nationality is ridiculed,
- His personal life is ridiculed,
- He is forced to do degrading works,
- His work is judged in a wrong and hurtful way,
- Swearing and humiliating words are used against the victim,
- Verbal and non-verbal sexual demands are directed against the victim.⁵⁷

2.6.4.FOURTH CATHEGORY: ATTACKS AGAINST THE QUALITY OF THE PROFESSIONAL AND SPECIAL POSITION

- Any work acitivity of the victim is prevented,
- He is given meaningless jobs,
- He is given the jobs that are lower or higher than his area of expertise,
- He is given humiliating jobs.⁵⁸

2.6.5. FIFTH CATHEGORY: ATTACKS AGAINST HEALTH

- Victim is forced to do the jobs that are harmful for his health,
- Victim is threatened with physical violence,
- A small act of violence (slap, push) can be made in order to give a lecture to the victim,
- His house or his workplace can be damaged,
- Victim can face with sexual harassment.⁵⁹

⁵⁷⁻⁵⁸ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.54,55

Leymann suggested that the time and the frequency variables are essential in order to consider these above mentioned behaviors as psychological harassment. According to Leymann, these behaviors should be applied at least once a week and should have been going on at least since six months and should be directed to a target and the victim should live difficulties in coping with the situation.⁶⁰

Two German researchers Knorz and Zapf also published a number of other behaviors found in the southern part of Germany using qualitative interviews.⁶¹

These behaviors are;

- Victim's speech about any subject of his specific interest is prohibited,
- His colleagues are provoked against the victim,
- Signatures are collected in the workplace against the victim,
- A secret hostile ambiance is created around the victim,
- His colleagues denies to work with the victim,
- The victim is accused of lying and making mistakes,
- Negative and bad comments are made continuously about the victim,
- If the victim is at a superior position then his subordinates don't obey to his orders,
- The victim is humiliated in front of his superior,
- All proposals suggested by the victim are rejected in principle,
- The victim is held responsible for the mistakes which are made by the others or for the problems of the company,
- Without asking his idea or opinion, he suddenly faces with a new situation about the matters concerning him,
- He is promoted later than everyone or he isn't promoted at all,
- He is constantly forced to work as a dependent on someone,

⁵⁹ Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.55

⁶⁰ Semra Tetik, *KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi* 12 (18), 2010, s.83

⁶¹ Heinz Leymann, **The Content and Development of Mobbing at Work**, *European Journal of Work and Organizational Psychology*, 1996, 5(2), 165-184, s.9,10

- His request and right to education is rejected,
- He is continuously sent from one office to an another,
- His behaviors are controlled and observed also out of the office,
- His private mails are opened without his permission.⁶²

According to the results of a study carried out between October 2006 and February 2007 in Poland covering 643 employees, the most frequent types of mobbing activities are as follows;

⁶² Pınar Tınaz, Fuat Bayram, Hediye Ergin, **Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)**, Beta Yayınları, İstanbul, 2008, s.57,58

Form of mobbing activity	% of replies by mobbing victims (159 persons)
Compromising victim's reputation	
- Parodies	22.6
- Violation of dignity	25.8
- Ridicule	44.6
- Slander	56.0
- Criticism of victim's decisions	66.7
- Unfair assessment of efforts	67.3
Interference with communications	
- Criticism of victim's work	17.6
- Interruptions when victim is speaking	20.13
- Insulting gestures	35.2
- Raised voice	47.8
Disruption of social relations	
- Isolation from other employees	33.3
- Shunning by superior	55.3
Compromising victim's vocational standing	
- Assignments for which victim is over-qualified	16.3
- Humiliating assignments	23.9
- Enforced idleness	28.9
Detriment to health	
- Psychological damage	11.3

Table2.5. Monika Miedzik, 'Characteristic Phenomenon of Mobbing In Poland', Politician-Social, Vol.35, No.3, 2008, p.32

According to the 159 mobbing victims in the survey, mobbing was most often committed by their superiors (80.5%), including immediate superiors (53.5%) and overall superiors (27%) male mobbing victims tend to identify the perpetrator as another man (71%), while female victims are more likely to identify another woman as being responsible (58.6%). In terms of age profile, the highest proportion of mobbing perpetrators was found in the 41–50 years age group. (WEB_2,2012) <http://www.eurofound.europa.eu/ewco/2008/09/PL0809019I.htm>

2.7.CONSEQUENCES OF MOBBING (PSYCHOLOGICAL HARASSMENT)

Mobbing doesn't effect just the victims, it also gives harm to the organizations and the societies.

2.7.1.EFFECTS ON THE VICTIM

For an individual, mobbing is highly destructive. The reason of the victim's resistance to not to leave the organization is, when a person becomes older, his ability to find a new job diminishes and this is also the reason of these victim's post-traumatic stress disorders against mobbing behaviors.⁶³

Losing his job gives economical damage to the victim. Victim's social image injuries because of mobbing. Victim lives insomnia, irritability, lack of concentration melancholy and depression related to the stress caused by mobbing. A significant differentiation occurs between the organizational values and the victim's personal values and goals.⁶⁴

⁶³ Heinz Leymann, **The Content and Development of Mobbing at Work**, European Journal of Work and Organizational Psychology, 1996, 5(2), 165-184, s.15

⁶⁴ Cengiz Çukur, **İşyerinde Psikolojik Taciz (Mobbing)**, Çimento Endüstrisi İşverenleri Sendikası Dergisi, Makale 3, Mart 2012, s.45

In cases of intensive violence and harassment, even thoughts of suicide may occur at victim.⁶⁵

According to Leymann's estimates; 15% of suicides in Sweden are directly connected with mobbing at workplace.⁶⁶

2.7.2.EFFECTS ON THE ORGANIZATION

Mobbing damages the organizational climate and causes reduction of social support. And these organizations have high absenteeism. Mobbing decreases the efficiency of the organizations and increases the costs.⁶⁷

Psychologist Michael H.Harrison says that, in a survey on 9000 public employees in U.S.A., it has determined that 42% of female employees, 15% of male employees has exposed to mobbing within the last two years and this costed 180 millions of dollars in terms of wasted time and productivity.⁶⁸

According to the report prepared by Australia Griffith University, Department of Management, mobbing in Australia cause an annual cost of 36 billions of dollars.⁶⁹

2.7.3.EFFECTS ON THE SOCIETY

Highly abused employees show a tendency towards early retirement, as has been showed by Swedish statistics.⁷⁰

⁶⁵ Semra Tetik, *KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi* 12 (18), 2010, s. 86

⁶⁶ Neslihan Şahin, **Duygusal Taciz (Mobbing) Ve Organizasyonel Sonuçlar Üzerindeki Etkisi: Bankacılık Sektöründe Bir Uygulama**, İstanbul Üniversitesi, Sosyal Billimler Enstitüsü, Yüksek Lisans Tezi, İstanbul, 2006, s.33

⁶⁷ Çiğdem Kirel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.69

⁶⁸ Fatma Akdemir Mansur, **İşletmelerde Uygulanan Mobbingin (Psikolojik Şiddet) Örgütsel Bağlılığa Etkisi**, Gazi Üniversitesi, Eğitim Billimleri Enstitüsü, Yüksek Lisans Tezi, Ankara, 2008, s.62

⁶⁹ TBMM, Kadın Erkek Fırsat Eşitliği Komisyonu Yayınları No: 6, **İşyerinde Psikolojik Taciz (mobbing) ve Çözüm Önerileri Komisyon Raporu**, 2011, s.19

Long-term unemployment and connection to social benefits are another effects of mobbing on the society.⁷¹

According to the research of Chamber of Commerce in Great Britain in 2000, mobbing causes 2 billion dollars cost to UK industry each year.⁷²

3. CORPORATE CULTURE

In this part of the study, the concept and definitions of corporate culture, its items, types, models and the necessity of an efficient corporate culture will be explained.

3.1. THE CONCEPT OF CULTURE

In general sense, culture defines the type of an individual's perception of the people and the events and the type of an individual's perspective on the world. Also, culture is a phenomenon which is shared by individuals belonging to the same community, passes from one generation to another and provides interpretation of the attitudes, behaviors, evaluations, beliefs and ways of lives.⁷³

⁷⁰ Heinz Leymann, **The Content and Development of Mobbing at Work**, European Journal of Work and Organizational Psychology, 1996, 5(2), 165-184, s.13

⁷¹ Çiğdem Kirel, **Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi**, Anadolu Üniversitesi Yayınları, Eskişehir, 2008, s.71

⁷² TBMM, Kadın Erkek Fırsat Eşitliği Komisyonu Yayınları No: 6, **İşyerinde Psikolojik Taciz (mobbing) ve Çözüm Önerileri Komisyon Raporu**, 2011, s.20

⁷³ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, 1996, s.30,31

According to Hofstede; culture is a mental programming which distinguishes a group of people from the others. And according to Geertz; culture is a structure that explains and guides the actions of humanity experiences.⁷⁴

Culture is divided into two as general and sub-cultures according to the social level. General culture is mostly discussed at the level of a nation, such as; Turkish culture or Japanese culture. Cultural characteristics peculiar to a region in a country or to a minority group, university, church, etc. create sub-cultures. Business organizations are also sub-cultures of a society.⁷⁵

Business organizations have some properties of the general culture and interact with it but also has its own system of values and symbols. Business organizations are accepted as social units with unique cultural structures which are created by their members.⁷⁶

Culture in Shaping the Values of the Organization

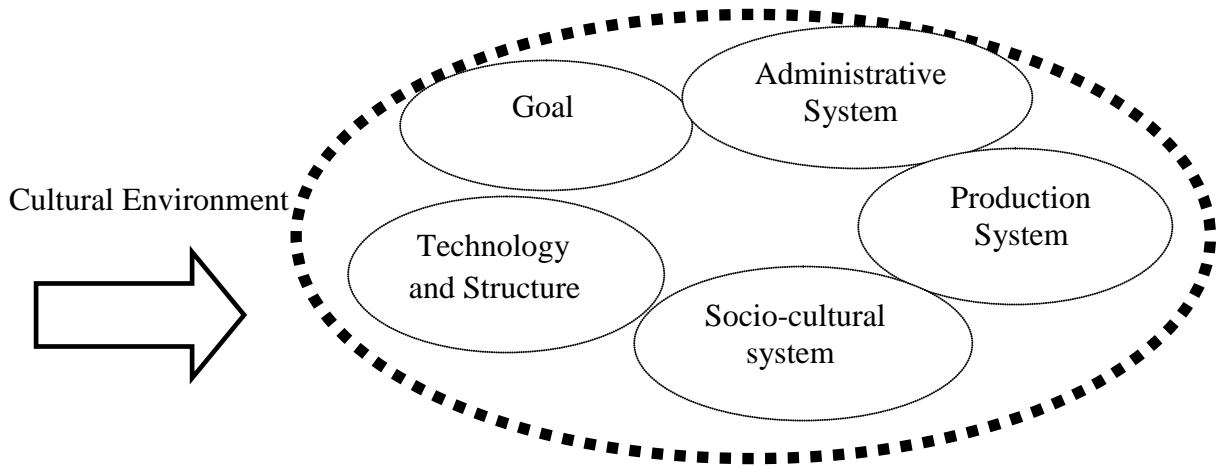


Figure: 3.1. Culture in Shaping the Values of the Organization, CAN Halil, AŞAN Öznur, MİSKİ Eren, (2006), *Örgütsel Davranış*, Arıkan Basım, s.424.

⁷⁴ Ramazan Erdem, Orhan Adıgüzel, Aslı KAYA, **Akademik Personelin Kurumlarına İlişkin Algıladıkları ve Tercih Ettikleri Örgüt Kültürü Tipleri**, Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, Sayı: 36, Ağustos-Aralık 2010, s.74

⁷⁵⁻⁷⁶ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, 1996, s.31,32

Corporate culture is studied for the first time in America by Peters and Waterman, in Japan by Pascale and Athos and expressed as Company Culture, Corporate Culture, Business Culture and Organizational Culture.⁷⁷

3.2. DEFINITIONS OF CORPORATE CULTURE

“System of values shared by members of an organization”	J.C.Spender (1983)
“Strongly and widely shared core values”	C.O’Reilly (1983)
“Judgements expressed in the form of - here's how it works-”	T.Deal A.A:Kennedy (1982)
“Programmed as collective thoughts”	G.Hofstede (1980)
“Collective understandings”	J.Van Maanen
“Beliefs and values that are created in business life and forwarded constantly via symbols”	J.M.Kouzes (1983)
“The sum of the symbols, rituals and myths related with the belief and value of the employees esteemed by the organization”	W.G.Ouchi (1981)
“The sum of the shared values which has symbolic meanings and internal consistency such as; stories, heroes, myths, slogans.”	T.Peters-R.H.Waterman
“Understanding of the basic patterns which is taken over, discovered and developed by a group regarding to the internal and external compliance problems”	E.H.Schein (1985)

⁷⁷ Ö.Faruk İşcan, M. Kürşat Timuroğlu, **Örgüt Kültürünün İş Tatmini Üzerindeki Etkisi ve Bir Uygulama**, Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, Cilt:21 Ocak 2007, Sayı:1, s.120

Despite the variety of definitions, some common assumptions are as follows:

- The sum of values shared by the members of the organization. This sum gives information about the behaviors whether they are correct or wrong or whether they are acceptable or not.
- This sum of values are accepted as right unquestioningly by the members of the organization. These are not written but are the real power in shaping behaviors.
- The culture is occurred because of the solutions to the problems of organizational assets and the general assumptions related to these.
- Symbols and the meanings attributed to them, stories and past events are the elements of a culture which create the common culture in an organization and which direct the behaviors.⁷⁸

3.3. ELEMENTS OF CORPORATE CULTURE

Different researchers classified the elements of the corporate culture differently. Some of them are;

- ✓Duncan examined the elements in two parts as visible (physical elements, symbols, ceremonies, stories, heroes) and invisible (assumptions, values, beliefs, meanings) elements.
- ✓Stoner examined the elements in three parts as visible behavioral items, assumptions and values.
- ✓Hofstede, Singh and Robbins examined the elements in two parts as values and applications (ceremonies, meetings, language, heroes, clothings, communication styles, etc.)⁷⁹

⁷⁸ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, 1996, s.36,38

⁷⁹ Oğuzhan Yavuz, **Örgüt Kültürü ile Verimlilik İlişkisi ve Ostim Sanayi Bölgesinde Bir Uygulama**, Gazi Üniversitesi, Yüksek Lisans Tezi, Ankara, 2006, s.22

Edgar Schein explains corporate culture with its three dimensions;

- ✓ **Basic Hypothesis;** Shared basic beliefs of the members of an organization for realities, relationships with the environment and the nature of human relationships.
- ✓ **Basic Values;** Criterias adopted by the members of an organization at evaluation or judgement of an event, a situation or a behavior.
- ✓ **Artifacts;** Mostly includes the visible parts of the culture, technology, arts, symbols, myths, legends.⁸⁰

Harsison Trice and J.M.Beyer explains corporate culture with following dimensions;

- ✓ **Symbols;** Physical objects in the environment, physical apperance of the employees.
- ✓ **Language;** Used jargon, slang, mimics, body language, jokes, gossips and slogans.
- ✓ **Stories;** The events related to the history of the organization, rumors.
- ✓ **Applications;** Ceremonies, taboos.
- ✓ **Hypothesis;** Admissions that have been pushed out of consciousness about the nature of right and truth.⁸¹

⁸⁰⁻⁸¹ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, 1996, s.42,43

Generally culture can be analyzed at three levels;

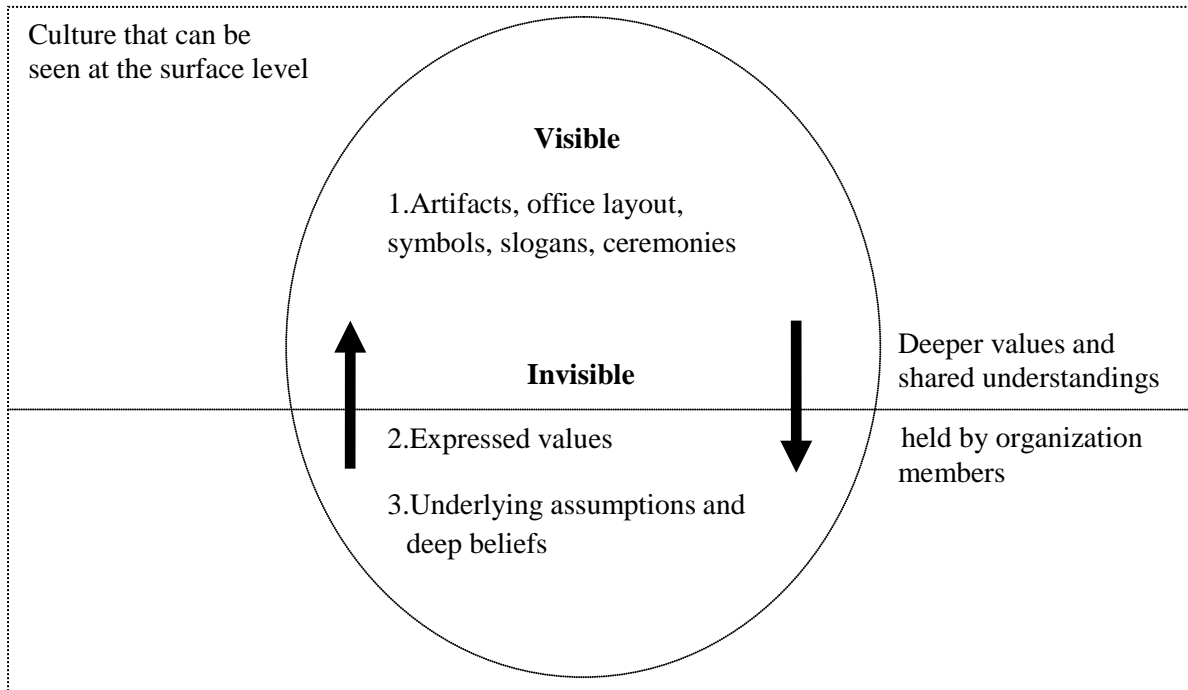


Figure: 3.2.General Culture Analysis

At the surface level are visible artifacts, which include such things as manner of dress, patterns of behavior, physical symbols, organizational ceremonies and office layout. Visible artifacts are all the thing one can see, hear and observe by watching members of the organization.⁸²

At a deeper level are the expressed values and beliefs, which are not observable but can be discerned from how people explain and justify what they do. Members of the organization hold these values at a conscious level. They can be interpreted from the stories, language and symbols organization members use to represent them.⁸³

Some values become so deeply embedded in a culture that members are no longer consciously aware of them. These basic, underlying assumptions and beliefs are the essence of culture and subconsciously guide behavior and decisions. In some

⁸²⁻⁸³ Richard L.Daft, Dorothy Marcic, **Management The New Workplace**, International Edition, 7th Edition, 2011, p.57

organizations, a basic assumption might be that people are essentially lazy and will shirk their duties whenever possible; thus, employees are closely supervised and given little freedom, and colleagues are frequently suspicious of one another. More enlightened organizations operate on the basic assumption that people want to do a good job; in these organizations, employees are given more freedom and responsibility, and colleagues trust one another and work cooperatively. ⁸⁴

Elements of similar meaning can be explained as follows;

3.3.1.Values

Adopted pattern of individuals to evaluate and judge the situations, actions, objects and other people. Values are the basis of distinction between good and bad. They allow to choose between alternatives and provides judgement. Values show what is important in an organization. Values can be classified as;

Corporate Values; give great importance to the discovery of reality through critical and rational approaches. **Economic Values;** carry emphasis on valuation based on the benefits and practicality. **Aesthetic Values;** devoted to the importance of form and harmony. **Social Values;** the carrying values of human love and relationships. **Political Values;** emphasis on gaining power and extension of the domain. **Holy Values;** devoted to understand and explain the generations out of the rational world.⁸⁵

3.3.2. Hypothesis

Includes the human element, organizational and external environmental problems, human relations and acts and the basic comments about the nature of the truth and

⁸⁴ Richard L.Daft, Dorothy Marcic, **Management The New Workplace**, International Edition, 7th Edition, 2011, p.57,58

⁸⁵ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, 1996, s.44

reality related with all of these. They are not open to debate and are accepted without questioning.⁸⁶

Dyer Jr classified the hypothesis as following;

- Nature of the relationships: Are the relationships between the people in the organization hierarchical, focused on a group or individualistic?
- Human nature: Are the people in the organization accepted as “totally good”, “totally bad” or “neither good nor bad” ?
- Nature of reality: Is the reality shaped by the superior authority or the individuals decide by themselves decide?
- Environment: Can people direct the environment or should they obey to the environment or should they adapt to the environment?
- Universality/Locality: Should all the people in the organization eveluated according to the same standards or should some of them treated differently?⁸⁷

Schein classified the hypothesis as following;

- Relationship between the organization and its environment,
- Nature of truth and righteousness,
- Nature of human nature,
- Nature of human activities,
- Nature of human relationships.⁸⁸

⁸⁶ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, 1996, s.45

⁸⁷⁻⁸⁸ Hürcan Kabakçı, **Örgüt Kültürü Kavramı: HÜ İİBF ve AÜ SBF Örgüt Kültürlerinin İncelenmesine Yönelik Bir Araştırma**, Hacettepe Üniversitesi, Yüksek Lisans Tezi, Ankara, 2007, s.28

3.3.3. Norms

Behavior expectations about the distinction between right and wrong. Points to the rules that must be complied with in corporate culture. They are not written but have a significant impact on the behavior patterns of the members of an organization.⁸⁹

3.3.4. Beliefs

Shows, how the individuals make sense of social realities. Carried beliefs of individuals effects behavior and attitude related to work and the organizational relations.⁹⁰

3.3.5. Symbols and Stories

A symbol is an object, act or event that conveys meaning to others. Symbols can be considered a rich, nonverbal language that vibrantly conveys the organization's important values concerning how people relate to one another and interact with the environment.⁹¹

According to Fairholm; "people create symbols in order to cope with uncertainty and chaos."⁹²

In an organization, symbols fuction as communication tools and connections which develop a common attitude and encode the thoughts, emotions and reactions. Symbols are important tools in providing information on the management and control, message forwarding and developing common values.⁹³

⁸⁹⁻⁹⁰⁻⁹³ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, 1996, s.46,48

⁹¹ Richard L.Daft, Dorothy Marcic, **Management The New Workplace**, International Edition, 7th Edition, 2011, p.58

⁹² Özlem Aladağ, **Örgüt Kültürü ile Motivasyon Arasındaki İlişkinin Araştırılması** (Eskişehir Sarar A.Ş. Örneği), Dumlupınar Üniversitesi, Yüksek Lisans Tezi, Kütahya, 2007, s.17

A story is a narrative based on true events and is repeated frequently and shared among organizational employees. Stories paint pictures that help symbolize the firm's vision and values and help employees personalize and absorb them.⁹⁴

3.3.6. Heroes

A hero is a figure who exemplifies the deeds, character and attributes of a strong culture. Heroes are role models for employees to follow. Sometimes heroes are real and they show how to do the right thing in the organization.⁹⁵

Fulfills the function of leadership and simplifies communication with symbolic features.⁹⁶

3.3.7. Slogans

A slogan is a phrase or sentence that succinctly expresses a key corporate value. Many companies use a slogan or saying to convey special meaning to employees.⁹⁷

3.3.8. Ceremonies

A ceremony is a planned activity at a special event that is conducted for the benefit of an audience. Ceremonies are special occasions that reinforce valued accomplishments, create a bond among people by allowing them to share an important event and anoint and celebrate heroes.⁹⁸

Both slogans and ceremonies are indicators and confirmations of the relationships between the employees shaped by the culture of the organization.(WEB_3,2012)
<http://kamyon.politics.ankara.edu.tr/dergi/belgeler/sbf/68.pdf>

⁹⁴⁻⁹⁵⁻⁹⁷⁻⁹⁸ Richard L.Daft, Dorothy Marcic, **Management The New Workplace**, International Edition, 7th Edition, 2011, p.58,59,60

⁹⁶ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, 1996, s.48

3.4. TYPES OF CULTURE

In considering what cultural values are important for the organization, managers consider the external environment as well as the company's strategy and goals. Studies suggest that the right fit between culture, strategy and the environment is associated with four categories or types of culture.

These categories are based on two dimensions;

- ✓ The extent to which the external environment requires flexibility or stability,
- ✓ The extent to which a company's strategic focus is internal or external.⁹⁹

According to the needs of the environment, types of cultures are classified into four groups as following;

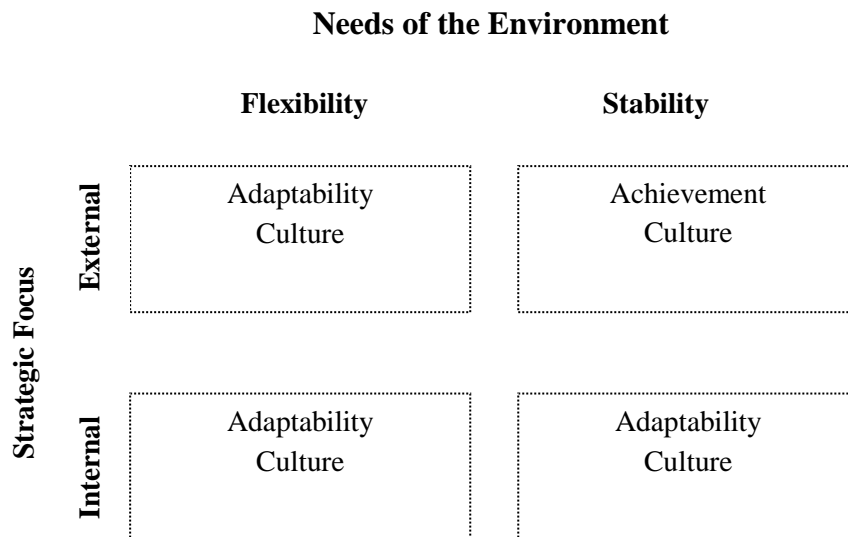


Figure: 3.3. Needs of the Environment

⁹⁹ Richard L.Daft, Dorothy Marcic, **Management The New Workplace**, International Edition, 7th Edition, 2011, p.61

3.4.1 The Adaptability Culture

Emerges in an environment that requires fast response and high-risk decision making. Managers encourage values that support the company's ability to rapidly detect, interpret and translate signals from the environment into new behavior responses.

Employees have autonomy to make decisions and act freely to meet new needs and responsiveness to customers is highly valued.¹⁰⁰

3.4.2. The Achievement Culture

It is suited to organizations concerned with serving specific customers in the external environment but without the intense need for flexibility and rapid change. This results-oriented culture values competitiveness, aggressiveness, personal initiative and willingness to work long and hard to achieve results.¹⁰¹

3.4.3. The Involvement Culture

Emphasizes an internal focus on the involvement and participation of employees to adapt rapidly to changing needs from the environment. This culture places high value on meeting the needs of employees and the organization may be characterized by a caring family-like atmosphere.¹⁰²

¹⁰⁰⁻¹⁰¹⁻¹⁰² Richard L.Daft, Dorothy Marcic, **Management The New Workplace**, International Edition, 7th Edition, 2011, p.61,62

3.4.4. The Consistency Culture

Uses an internal focus and a consistency orientation for a stable environment. Following the rules and being thrifty are valued and the culture supports and rewards a methodical, rational, orderly way of doing things.¹⁰³

3.5. The Main Features and Functions of Organizational Culture

- ✓ Culture is learned.
- ✓ Culture is relative. (Every cultural element should be considered in its own integrated environment)
- ✓ Culture is collectivistic. (Is a product of living together)
- ✓ Culture is continuous. (Transmitted from generation to generation)
- ✓ Culture points out the system of common meanings shared by the members of the group.
- ✓ Culture is selective. (Acts selectively to choose and assimilate the items of an another culture) (WEB_4, 2012)
http://udes.iku.edu.tr/dersler/Psikoloji/Orgut%20Kulturu%20ve%20Liderlik%20kultur_ve_ozellikleri.pdf
- ✓ Reflects a historical perspective with knowledge of the company until that day.
- ✓ Changing of the culture is difficult and long term.
- ✓ Symbolic meanings between said, produced and visible things are important.
- ✓ Culture variables are full of feelings.
- ✓ Expression of the emotions between people play an important role in the formation of cultural elements.¹⁰⁴

¹⁰³ Richard L.Daft, Dorothy Marcic, **Management The New Workplace**, International Edition, 7th Edition, 2011, p.63

¹⁰⁴ Zeyyat Sabuncuoğlu, Melek Tüz, **Örgütsel Psikoloji**, Ezgi Yayınları, Bursa, s.49,50

3.6. MODELS OF ORGANIZATIONAL CULTURE

At this part, models of organizational culture which are studied by various researchers will be explained. Most common models are; Edgar Schein's Model, Peter Hawkins' Model, Kluckhohn and Strodtbeck's Model, Hofstede's Model, Laurent's Model, Trompenaar and Hampden-Turner's Model, Sonnenfeld's Model, Deal and Kennedy's Model, Quinn and Cameron's Model, Handy's Model, Kilmann's Model, Byar's Model, Quchi's Model, Peters and Waterman's Model and Parson's Model. And in this study we will review just 7 of these models. And these models will be used at understanding and analysis of the culture of the organization which will be examined in the application part.

3.6.1. Peter Hawkins' Model

According to Peter Hawkins; there are five levels in an organization culture,

Level 1-Artifacts: Policy statements, mission statements, dress codes, furnishings, buildings, etc.

Level 2-Behavior: What people do and say? What is rewarded? How conflict is resolved? How mistakes are treated?, etc.

Level 3-Mindset: Organizational 'world view'- ways of thinking that constrain behavior, organizational values-in-use, basic assumptions, etc.

Level 4-Emotional Ground: Mostly unconscious emotional states and needs that create a context within which events are perceived.

Level 5-Motivational Roots: Underlying sense of purpose that links the organization and the individuals.¹⁰⁵

¹⁰⁵ Russell Mannion, **Measuring and Assessing Organisational Culture in the NHS (OC1)**, Research Report, 2008, p.21

3.6.2. Kluckhohn and Strodtbeck's Model

Kluckhohn and Strodtbeck evaluated corporate culture within 5 dimensions,

Time

Past: We focus on the past (the time before now), and on preserving and maintaining traditional teachings and beliefs.

Present: We focus on the present (what is now), and on accommodating changes in beliefs and traditions.

Future: We focus on the future, planning ahead, and seeking new ways to replace the old.¹⁰⁶

Humanity and Natural Environment

Mastery: We can and should exercise total control over the forces of, and in, nature and the super-natural.

Harmonious: We can and should exercise partial but not total control by living in a balance with the natural forces.

Submissive: We can not and should not exercise control over natural forces but, rather, are subject to the higher power of these forces.

Relating to Other People

Hierarchical (“Lineal”): Emphasis on hierarchical principles and deferring to higher authority or authorities within the group.

As equals (“Collateral”): Emphasis on consensus within the extended group of equals.

¹⁰⁶ Michael D.Hills, **Kluckhohn and Strodtbeck's Values Orientation Theory**, Article, 2002, p.5

Individualistic: Emphasis on the individual or individual families within the group who make decisions independently from others.

Motive for Behaving

Being: Our motivation is internal, emphasising activity valued by our self but not necessarily by others in the group.

Being-in-becoming: Motivation is to develop and grow in abilities which are valued by us, although not necessarily by others.

Achievement (“Doing”): Our motivation is external to us, emphasising activity that is both valued by ourselves and is approved by others in our group.

Nature of Human Nature

Evil/Mutable: Born evil, but can learn to be good. However danger of regression always present.

Evil/Immutable: Born evil and incapable of being changed. Therefore requires salvation by an external force.

Mixture/Mutable: Has both good and bad traits, but can learn to be either better or worse.

Mixture/Immutable: Has both good and bad traits, and their profile cannot be changed.

Neutral/Mutable: Born neither good nor bad, but can learn both good and bad traits.

Neutral/Immutable: Born neither good nor bad, and this profile cannot be changed.

Good/Mutable: Basically good, but subject to corruption.

Good/Immutable: Basically good, and will always remain so.¹⁰⁷

3.6.3. Deal and Kennedy's Model

Deal and Kennedy identified four culture types,

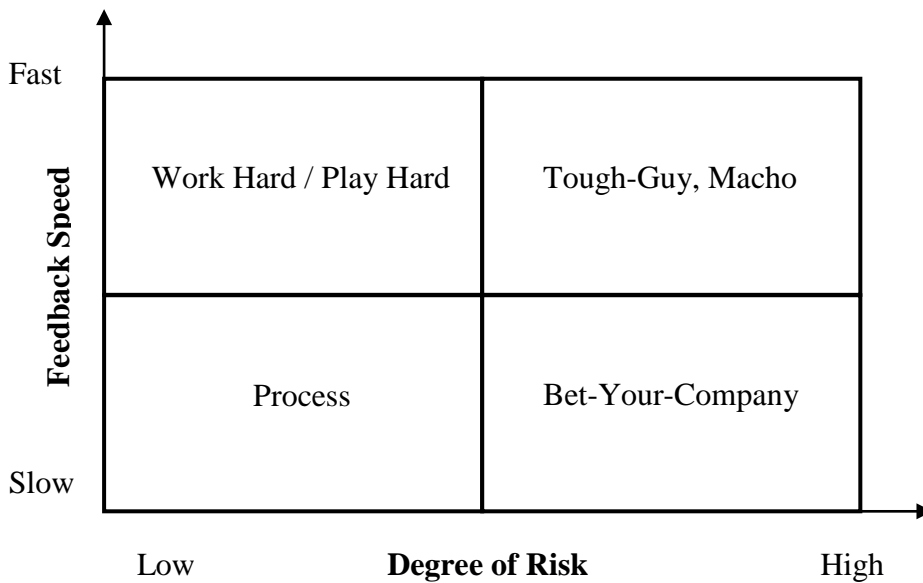


Figure: 3.4. Deal and Kennedy's Culture Types

Tough-Guy, Macho: This culture contains a world of individualists who enjoy risk and who get quick feedback on their decisions. This is an all-or-nothing culture where successful employees are the ones who enjoy excitement and work very hard to be stars. The entertainment industry, sports teams and advertising are great examples of this cultural type.

Work Hard/Play Hard: This culture is the world of sales (among others). Employees themselves take few risks; however, the feedback on how well they are performing is almost immediate. Employees in this culture have to maintain high levels of energy and stay upbeat. Heroes in such cultures are high volume salespeople.

¹⁰⁷ Michael D.Hills, **Kluckhohn and Strodtbeck's Values Orientation Theory**, Article, 2002, p.5,6

Bet-Your-Company: Here, the culture is one in which decisions are high risk but employees may wait years before they know whether their actions actually paid off. Pharmaceutical companies are an obvious example of this culture, as are oil and gas companies, architectural firms and organizations in other large, capital-intensive industries.

Process: In this culture, feedback is slow, and the risks are low. Large retailers, banks, insurance companies and government organizations are typically in this group. No single transaction has much impact on the organization's success and it takes years to find out whether a decision was good or bad. (WEB_5,2012)
http://www.mindtools.com/pages/article/newSTR_86.htm

3.6.4. Quinn and Cameron's Model

Quinn and Cameron described 4 types of cultures in their "Competitive Values" model.

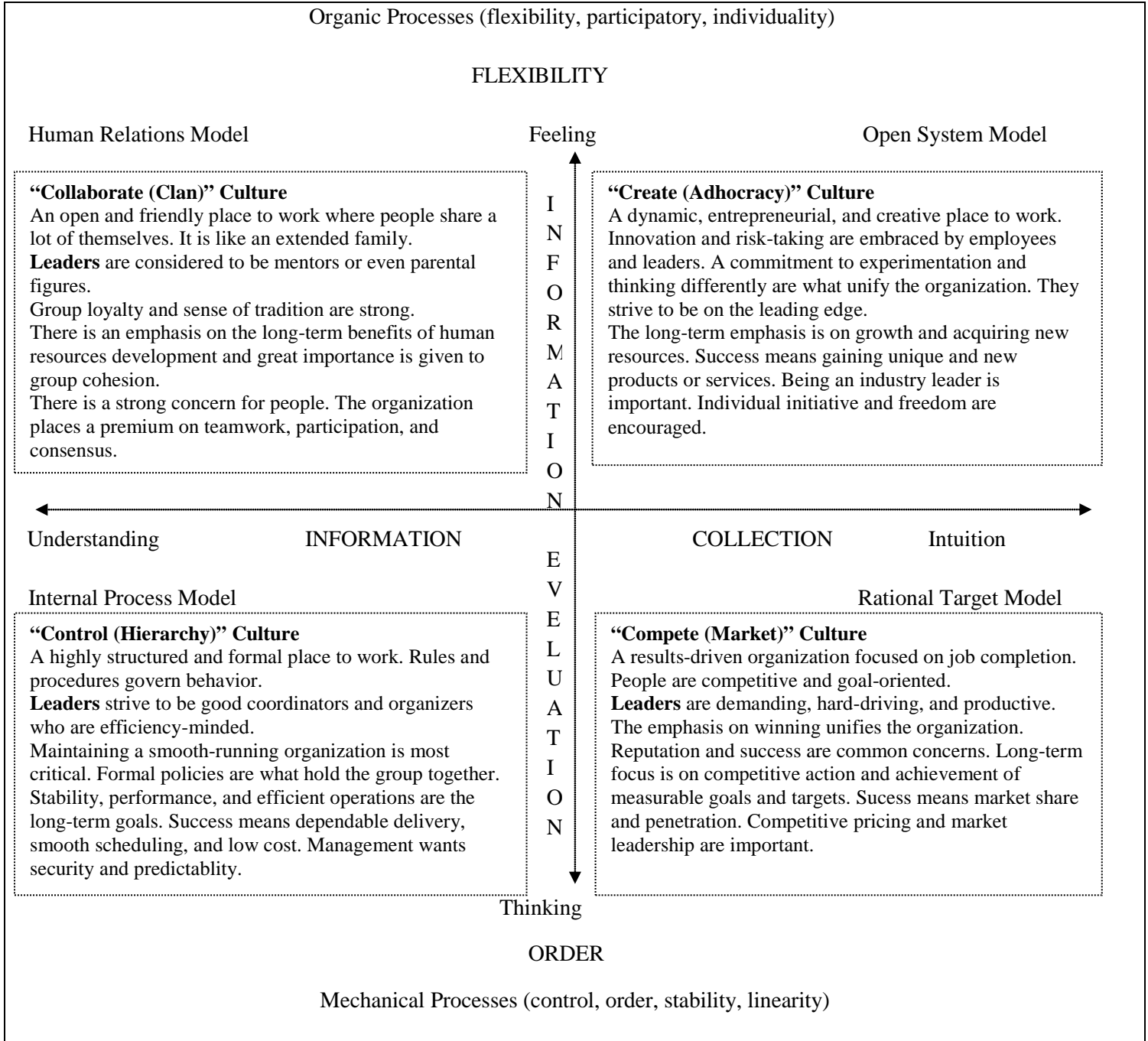


Table3.1. Pınar Çağlar Kuşçu, *İşyeri Zorbalığı ve Örgüt Kültürü İlişkisi Üzerine Sosyolojik Bir Araştırma*, Uluslararası Sosyal Araştırmalar Dergisi, Cilt:4, Sayı:19, 2011, s.375 and Bruce M.Tharp, *Four Organizational Culture Types*, 2009, p.5

3.6.5.Ouchi's Model

William Ouchi developed Theory Z which is an extension of Douglas McGregor's Theory X and Theory Y concepts. The principal difference is that McGregor's Theory X and Theory Y formulation is an attempt to distinguish between the personal leadership styles of an individual supervisor, whereas Theory Z is concerned with the "culture of the whole organization."¹⁰⁸

Theory Z culture involves, long-term employment, consensual decision making, individual responsibility, slow evaluation and promotion, an informal control system with explicit measures of performance, moderately specialized career paths, and extensive commitment to all aspects of the employee's life, including family.¹⁰⁹

- ✓ Long-term employment and intermediate level of specialization.
- ✓ Employees should directly or indirectly participate in the decisions that concern them.
- ✓ Employees must take individual responsibility.
- ✓ Employees should be rarely assessed and increased slowly.
- ✓ Closed natural control, open formal assessment must exist.
- ✓ Continuous relationships within the organization, discontinuous relationships as a family outside the organization.

are the main items of this theory.¹¹⁰

¹⁰⁸⁻¹⁰⁹ Fred C. Lunenburg, National Forum of Educational Administration and Supervision Journal Vol.29, No.4, **Organizational Culture-Performance Relationships: Views of Excellence and Theory Z**, 2011, p.5

¹¹⁰ Kadir Beycioğlu, **Z Kuramı ve Okul Yönetimine Uygulanabilirliği Açısından Değerlendirilmesi**, Kastamonu Eğitim Dergisi, Cilt:15 No:1, Mart 2007, s.65

3.6.6.Peters and Waterman's Model

Peters and Waterman developed a model of organizational excellence with 8 dimensions.

According to Peters and Waterman, excellence in organizations is equated with the ability to change. Excellent organizations are continuously innovative, geared to quick action and regular experimentation.¹¹¹

Dimensions of the model are;

Bias for action: Testing means to start doing something and preventing slackness against difficulties. Management task is to train the spirit of testing in the company and accept failure even if it is little and maintain sufficient weight and value for tests and support encouragers of experimental work.

Close to the customer: Approximating business with customers' needs and demands is the message and advice of prominent companies. Successful companies are unique in improving quality of goods, customer service and trsustainability and are generally at the service of their customers.

Autonomy and entrepreneurship:

- Champion (in successful organizations employees have the title of champion),
- Systems to foster champion,
- Informal relations,
- Strong relations,
- Compulsory policies,
- Instrumental informal relations for supervision,
- Acceptance of failure.

Productivity through people: They mentioned the following as effective factors on increasing of productivity through employees in excellent organizations,

¹¹¹ Paul Dobson, Kenneth Starkey, John Richards, **Strategic Management Issues and Cases**, Blackwell Publishing, 2004, p.122

- Common music of language in such companies,
- Lack of obviously hard obedience from command hierarchy,
- Many prominent companies consider themselves as an extensive family,
- Eagerness, enthusiasm and happiness,
- Available information for all individuals and possibility of comparing the work result,
- Minimization of organizational unit.¹¹²

Hands-on, value-driven:

- Believing in being "the best",
- Believing in that details of the work are important and conducting it well,
- Believing in importance of every individual,
- Believing in marvelous quality of the product and services along with it,
- Believing in that most members of the organization should be innovative and as a result not regretting failure,
- Believing in importance of informal state in order to enhance degree of contact and relation among the individuals in the organization,
- Obvious believing in accepting importance of growth and economic benefits.

Stick to the knitting: According to them the most successful companies are those that have enhanced their work ground around a major skill and generally their policy is fixed on work development and work ground.

Simple form, lean staff: Structure of successful companies is very simple and number of senior members of these companies is very few surprisingly. Working conditions and structure in successful companies is in the way that all individuals are aware of process of works. These companies come to terms more simply with work conditions given to

¹¹² Ali Attafar, Batul Forouzan, Marziye Shojaei, **Evaluation of Organizational Excellence Based on Peters and Waterman's Model in Tuka Steel Investment Holding**, American Journal of Scientific Research, 2012, p.123,125

small volume of their units and consequently they can reorganize their work simply with more flexibility and fluency.

Simultaneous loose-tight: Flexibility is mainly coexistence of stable central direction with the highest individual independence. Successful companies are centralized and decentralized at the same time.¹¹³

3.6.7.Parsons' Model

Talcott Parsons developed a model named AGIL, which represents the four basic functions that all social systems must perform if they are to persist.(WEB_6,2012)
http://faculty.babson.edu/krollag/org_site/encyclop/parsons.html

A for adaptation, G for (Specific) goal attainment, I for integration and L for the maintenance of latent patterns.

Adaptation: The problem of acquiring sufficient resources.

Goal Attainment: The problem of settling and implementing goals.

Integration: The problem of maintain solidarity or coordination among the subunits of the system.

Latency: The problem of creating, perserving, and transmitting the system's distinctive culture and values.¹¹⁴

¹¹³ Ali Attafar, Batul Forouzan, Marziye Shojaei, **Evaluation of Organizational Excellence Based on Peters and Waterman's Model in Tuka Steel Investment Holding**, American Journal of Scientific Research, 2012, p.123,125

¹¹⁴ Martin Zwick, **Complexity Theory&Political Change: Talcott Parsons Occupies Wall Street**, December, 2011, p.3

Parsons' AGIL Model

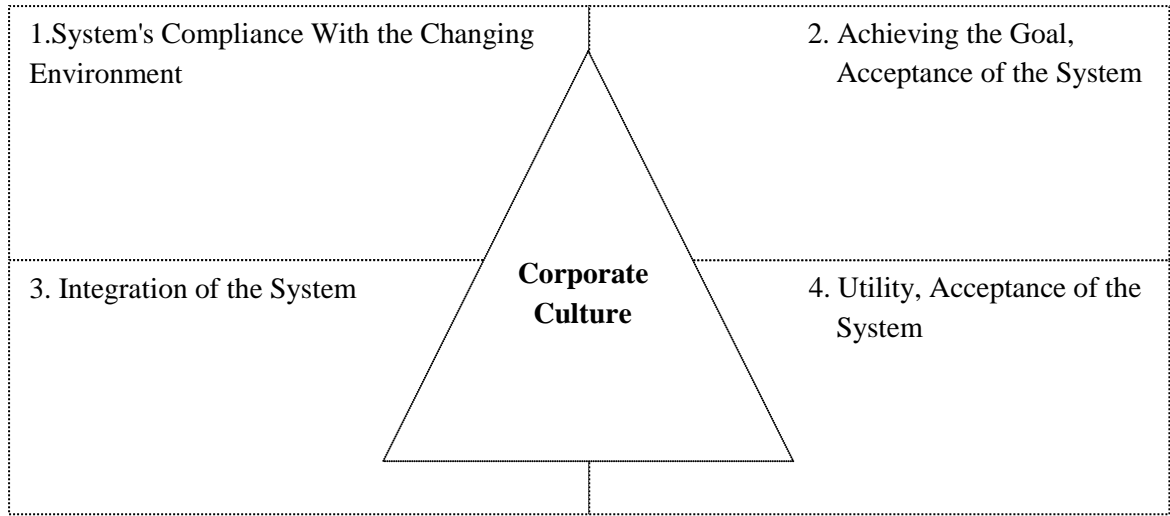


Figure: 3.5. Parsons' AGIL Model

Source: Bayram Alamur, *Örgüt Kültürü ve Örgüte Bağlılık Arasındaki İlişkinin İncelenmesi*, Yüksek Lisans Tezi, Anadolu Üniversitesi, Sosyal Bilimler Enstitüsü, Eskişehir, 2005, s.46

In terms of the larger society the organizational type that served each function,

Adapation- Organizations oriented to economic production- Business firms.

Goal Attanment– Organizations oriented to political goals- Government agencies, banks.

Integration- Integrative Organizations - Courts, political parties, social-control agencies.

Latency- Pattern- maintainence organization- Museums, educational organizations, religious organizations. (WEB_7,2012)

http://faculty.babson.edu/krollag/org_site/encyclop/parsons.html

3.7.EFFECTS AND BENEFITS OF THE ORGANIZATIONAL CULTURE

According to Cameron and Quinn, many of the most successful companies, have strong leadership that promotes unique strategies and a strong culture to help them realize these strategies. And Schein argues that leadership today is essentially the creation, the management, and at times the destruction and reconstruction of culture. In fact, he says, “the only thing of importance that leaders do is create and manage culture” and “the unique talent of leaders is their ability to understand and work within culture.” Leaders must be able to assess how well the culture is performing and when and how it needs to be changed. (WEB_8,2012) <http://www.au.af.mil/au/awc/awcgate/doe/benchmark/ch11.pdf>

Cultures can have powerful consequences, especially when they are strong. They can enable a group to take rapid and coordinated action against a competitor or for a customer. They can also lead intelligent people to walk.¹¹⁵

The common results of different researchs are;

- All firms have corporate cultures,
- Some have much stronger cultures than others,
- These cultures can exert a powerful effect on individuals and on performance, especially in a competitive environment.¹¹⁶

Some other benefits of organizational culture to the parties are;

- ✓ Helps employees to understand the certain standards, norms and values thus they can be stable and consistent to succeed and work more compatible with their managers.

¹¹⁵⁻¹¹⁶ John P.Kotter, James L.Heskett, **Corporate Culture and Performance**, Simon&Schuster, 1992, p.8,9

- ✓ Increases organizational efficiency by bringing standardization or rationalization of methods and processes of doing business and affecting positively the psychology and morale of the employees.
- ✓ Factions and cliques within the organization can be prevented.
- ✓ Develops the sense of team spirit and a positive organizational climate.
- ✓ Potential conflicts can be rationalized or softened by developed standard practices and procedures.¹¹⁷

In my opinion, a powerful organizational culture with its elements (values, leaders, norms, etc.) with effective communication network, management and leadership provides high motivation, productivity, and saturation in each sense for all parts of an organization. To prevent or soften the potential problems or conflicts within the organization, to extend the life of the organization, to provide continuous efficiency and a low employee turnover rate, to meet effectively the needs of both of the internal and external customers, organizations have to create and develop their optimum cultures and to review and make necessary changings according to the environmental needs periodically.

¹¹⁷ Ali Şahin, **Örgüt Kültürü-Yönetim İlişkisi ve Yönetmel Etkinlik**, Maliye Dergisi, Sayı: 159, Temmuz-Aralık 2010, s.25,26

4. METHODOLOGY AND RESEARCH FINDINGS

In this part, informations on the sample studied, the instruments used, the statistical analyses conducted, the research findings and the factor analysis and reliability tests are stated.

4.1.SAMPLE

The study was conducted in different construction companies located in Istanbul. Though the sample frame covered 200 participants, only 170 of them were taken into account because of high amount of missing values. The questionnaires are distributed personally.

4.2.MEASUREMENT

It is stated at the the questionnaire (Appendix), which is on the basis of voluntary participation, that the responses would be confidential and the study is for research purposes only. In addition to this cover, there were demographic questions to determine some individual characteristics of the respondents such as gender, age, marital status, seniority, number of years in work life and in current workplaces. The next section included mobbing scale and the third section was corporate culture scale.

Mobbing was measured by the Leymann Inventory of Psychological Terror scale developed by Leymann (1993). It includes 45 questions measuring five dimensions. (See Appendix) Scale was digitized with a Likert-type-five-degree scale. Sample items (“You are always interrupted”, “You don’t have any special duty”) are evaluated with “completely disagree” (1), “partially disagree” (2), “indecisive” (3), “partially agree” (4) and “completely agree” (5).

Corporate culture was measured by the questionnaire developed by Quinn and Cameron (1999). It consists of 20 questions measuring 4 dimensions. (See Appendix) Scale was digitized with a Likert-type-five-degree scale. Sample items (“The management style at our company supports individualism, risk-taking, innovation, free movements”, “This company is special for employees, we are like a big family, we have a lot to share”) are evaluated with “completely disagree” (1), “partially disagree” (2), “indecisive” (3), “partially agree” (4) and “completely agree” (5).

4.3.DATA COLLECTION METHOD

A number of 200 questionnaires were delivered personally to the participants who are working in construction companies located in Istanbul. From 200 responses, 30 surveys were disregarded due to the huge amount of missing data and remaining 170 surveys constituted the data for this study. A brief introduction explaining the purpose of the study was given by the researcher to the participants. Also, the assurance of the confidentiality of the study was provided by mentioning the academic purposes of the study.

The participants were asked to evaluate perception of corporate culture on 20 items and mobbing on 45 items. In the questionnaire, there were 10 demographic questions to be analyzed for comparing groups. The completed questionnaires were collected personally by the researcher.

4.4.RESEARCH DESIGN AND MODEL

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

The following table summarizes the association between the concepts of mobbing and corporate culture through their main dimensions, which is aimed to study in this research.

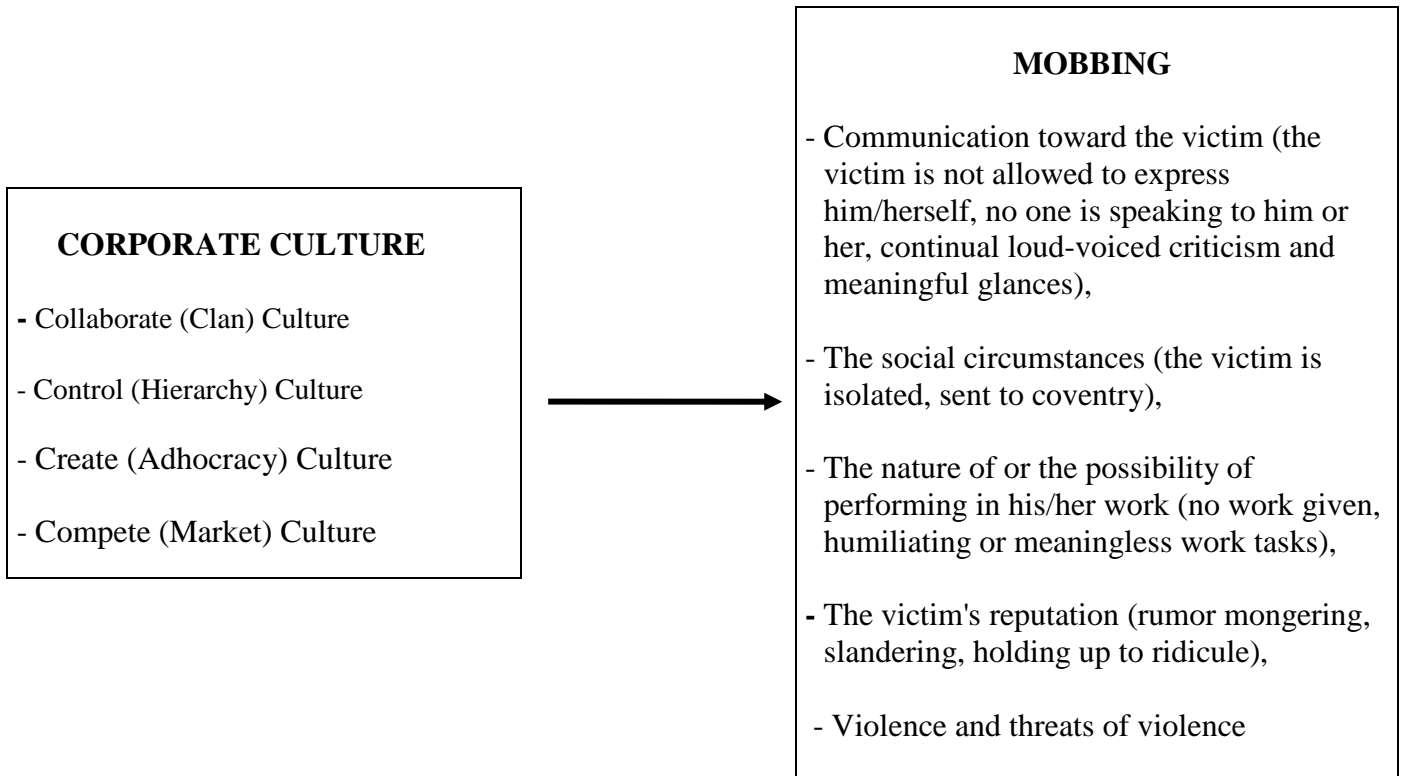


Figure: 4.1. The Research Model

4.5. RESEARCH HYPOTHESIS

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

Main Hypothesis

H1: There is a significant relationship between Organizational Culture and Mobbing

H2: Organization Culture types have significant effects on “victim's reputation” mobbing behavior

H3: Organization Culture types have significant effects on “communication towards the victim” mobbing behaviour.

H4: Organization Culture types have significant effects on “social circumstances” mobbing behaviour.

H5: Organization Culture types have significant effects on “the nature of or the possibility of performing in his/her work” mobbing behaviour.

H6: Organization Culture types have significant effects on “violence and threats of violence” mobbing behaviour.

Sub Hypothesis

H2a: Clan culture has a negative effect on “victim’s reputation” mobbing behaviour.

H2b: Adhocracy culture has a negative effect on “victim’s reputation” mobbing behaviour.

H2c: Hierarchy culture has a positive effect on “victim’s reputation” mobbing behaviour.

H2d: Market culture has a positive effect on “victim’s reputation” mobbing behaviour.

H3a: Clan culture has a negative effect on “communication towards the victim” mobbing behaviour.

H3b: Adhocracy culture has a negative effect on “communication towards the victim” mobbing behaviour.

H3c: Hierarchy culture has a positive effect on “communication towards the victim” mobbing behaviour.

H3d: Market culture has a positive effect on “communication towards the victim” mobbing behaviour.

H4a: Clan culture has a negative effect on “social circumstances” mobbing behaviour.

H4b: Adhocracy culture has a negative effect on “social circumstances” mobbing behaviour.

H4c: Hierarchy culture has a positive effect on “social circumstances” mobbing behaviour.

H4d: Market culture has a positive effect on “social circumstances” mobbing behaviour.

H5a: Clan culture has a negative effect on “the nature of or the possibility of performing in his/her work” mobbing behaviour.

H5b: Adhocracy culture has a negative effect on “the nature of or the possibility of performing in his/her work” mobbing behaviour.

H5c: Hierarchy culture has a positive effect on “the nature of or the possibility of performing in his/her work” mobbing behaviour.

H5d: Market culture has a positive effect on “the nature of or the possibility of performing in his/her work” mobbing behaviour.

H6a: Clan culture has a negative effect on “violence and threats of violence” mobbing behaviour.

H6b: Adhocracy culture has a negative effect on “violence and threats of violence” mobbing behaviour.

H6c: Hierarchy culture has a positive effect on “violence and threats of violence” mobbing behaviour.

H6d: Market culture has a positive effect on “violence and threats of violence” mobbing behaviour.

4.6.STATISTICAL ANALYSIS

The data gathered by the questionnaire has been analyzed by using the statistical data analysis package programme named as SPSS 20.0. The data regarding the demographic characteristics of the applicants have been evaluated by using frequency and percent values. Mobbing and corporate culture items were subjected to factor analysis and then to reliability analysis to summarize the data. The correlation analysis has been applied to see the relations between variables. Besides, regression analysis has been performed to determine whether the mobbing has contribution on the corporate culture. The significance level has been accepted 0,05.

4.7.RESEARCH FINDINGS

In this part, outcomes related with demographic characteristics of the participants, factor and reliability analysis of Mobbing and Corporate Culture, correlation and regression analysis of Mobbing and Corporate Culture are stated.

4.7.1. Factor Analysis and Reliability Tests

In order to find out the levels of both perception of corporate culture and mobbing of the participators in this study, factor analysis is conducted. The aim is to find out the relevant factors of the variables that influence the participants in their corporate culture perception and the occurrence of mobbing in their workplaces.

4.7.2. Factor Analysis and Reliability Tests of Mobbing Scale

In order to find the factor structures of mobbing, factor analysis using principal components solution with varimax rotation was conducted. Any item with a factor loading less than 0,50 or loading to more than one factor was discarded from the analysis. Factors with Eigenvalues 1,00 or more were taken into consideration in total variance explained.

The first step of the factor analysis of mobbing scale, we discarded 27th question. After this 1st reduction, our KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) value was: 0,919, which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 8790.761, df: 946) showed that the variables were suitable for factor analysis. The total variance explained was: 79,185 and the Cronbach's Coefficient Alpha was: 0,986

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,919
Approx. Chi-Square		8790,761
Bartlett's Test of Sphericity	df	946
	Sig.	,000

Table 4.1. KMO and Bartlett's Test Result1

At our second step, we discarded 28th question. After this 2nd reduction, our KMO value became: 0,918, which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 8493.905, df: 903) showed that the variables were suitable for factor analysis. The total variance explained became: 78,937

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,918
Approx. Chi-Square		8493,905
Bartlett's Test of Sphericity	df	903
	Sig.	,000

Table 4.2. KMO and Bartlett's Test Result2

Then, we discarded 32nd question. After this reduction, KMO value became: 0,928, which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 8284.985, df: 861) showed that the variables were suitable for factor analysis. The total variance explained became: 79,162

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,928
Approx. Chi-Square		8284,985
Bartlett's Test of Sphericity	df	861
	Sig.	,000

Table 4.3. KMO and Bartlett's Test Result3

Then, we also discarded 33rd question. After this reduction, KMO value became: 0,927, which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 8128.573, df: 820) showed that the variables were suitable for factor analysis. The total variance explained became: 79,438

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,927
Approx. Chi-Square		8128,573
Bartlett's Test of Sphericity	df	820
	Sig.	,000

Table 4.4. KMO and Bartlett's Test Result4

We also discarded 34th question. After this reduction, KMO value became: 0,924, which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 7882.973, df: 780) showed that the variables were suitable for factor analysis. The total variance explained became: 79,460

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,924
Approx. Chi-Square		7882,973
Bartlett's Test of Sphericity	df	780
	Sig.	,000

Table 4.5. KMO and Bartlett's Test Result5

We also discarded 37th question. After this reduction, KMO value became: 0,927, which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 7567.245, df: 741) showed that the variables were suitable for factor analysis. The total variance explained became: 79,449

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,927
Approx. Chi-Square		7567,245
Bartlett's Test of Sphericity	df	741
	Sig.	,000

Table 4.6. KMO and Bartlett's Test Result6

At our final reduction, we discarded 38 th question and KMO value became: 0,930, which is above the accepted value. This result marked the homogeneous structure of the variables and the result of Bartlett Test (0.000, Chi-Square: 7307.937, df: 703) showed that the variables were suitable for factor analysis. The total variance became: 79,571

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,930
Approx. Chi-Square		7307,937
Bartlett's Test of Sphericity	df	703
	Sig.	,000

Table 4.7. KMO and Bartlett's Test Result7

The resulting factors were named communication towards the victim, the social circumstances, the victim's reputation, the nature of or the possibility of performing in his/her work and violence and threats of violence, the results of the factor analysis are shown in Table 4.8. below.

Table 4.8. Results of the Factor Analysis of Mobbing

1st Factor: Communication towards the victim	Factor Loadings
10-People at work refuse to make any contact with the victim.	0.569
11-The victim's presence is ignored.	0.604
12-The aggressor doesn't talk to the victim.	0.712
13-The victim is forbidden to talk to the aggressor.	0.637
15-Colleagues are forbidden to talk to the victim.	0.658
16-The physical presence of the victim is denied.	0.645
20-The victim is said to have a mental illness.	0.700
21-The aggressor tries to make the victim go through psychiatric exams.	0.684
22-The victim is supposed to be ill.	0.804

Table 4.8 cont'd	
23-The victim's voice, gestures and way of moving are imitated.	0.657
24-The victim suffers verbal attacks regarding her/his political and religious beliefs.	0.636
25-People at work make fun of the victim's personal life.	0.668
26-People at work make fun about the ethnic origin or nationality of the victim.	0.586
30-The victim is reviled using obscene or degrading terms.	0.679
2nd Factor: Violence and threats of violence	Factor Loadings
31-The victim is sexually harassed.	0.607
39-The victim is deliberately forced to spend big sums of money.	0.697
40-Accidents are caused in the victim's workplace or home.	0.757
41-The victim is given dangerous assignments.	0.572
42-The victim is physically threatened.	0.799
43-The victim is physically attacked as a threat.	0.806
44-The victim is physically attacked with serious consequences for his/her health.	0.806
45-The victim is sexually attacked.	0.653
3rd Factor: The Social Circumstances	Factor Loadings
14-The victim is isolated in a room far away from others.	0.621
17-Slanders and lies about the victim are used at work.	0.740
18-The victim is gossiped.	0.683
19-The victim is ridiculed.	0.658
29-Victim's decisions are questioned.	0.657
35-The victim is given work assignments far below her/his capacity.	0.675
36-The victim is continuously given new work assignments.	0.774
4th Factor: The nature of or the possibility of performing in his/her work	Factor Loadings
1-The aggressor or mobber gives the victim no possibility to communicate.	0.836
2-The victim is silenced or continuously interrupted.	0.851
3- Colleagues prevent the victim to communicate.	0.777

Table 4.8 cont'd	
4-Colleagues scream and shout at the victim.	0.705
5-The victim suffers verbal attacks regarding work assignments.	0.653
6- The victim suffers verbal attacks regarding her/his personal life.	0.553
5th Factor: The victim's reputation	Factor Loadings
7-The victim is terrorized by means of phone calls.	0.695
8-The victim suffers verbal threats.	0.600
9- The victim suffers written threats.	0.641

Table 4.9. Rotated Component Matrix of Mobbing

Rotated Component Matrix^a

	Component				
	1	2	3	4	5
m1				,836	
m2				,851	
m3				,777	
m4				,705	
m5				,653	
m6	,431			,553	,442
m7					,695
m8	,418				,600
m9	,435				,641
m10	,569			,490	
m11	,604			,464	
m12	,712				
m13	,637				
m14	,467		,621		
m15	,658				
m16	,645			,402	
m17			,740		
m18	,451		,683		
m19	,478		,658		
m20	,700	,428			
m21	,684				
m22	,804				
m23	,657		,528		

Table 4.9 cont'd				
m24	,636			
m25	,668			
m26	,586	,418		
m29			,657	
m30	,679	,436		
m31	,484	,607		
m35			,675	
m36			,774	
m39		,697		
m40		,757		
m41		,572	,493	,415
m42	,429	,799		
m43	,425	,806		
m44		,806		
m45		,653		,504

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Factor distributions are mentioned at Rotated Component Matrix.

Reliability

Reliability tests of every dimension has completed. According to the results of these tests, the Cronbach's Coefficient Alpha values are: 0,921

**Table 4.10 Case Processing
Summary of Mobbing**

		N	%
	Valid	140	82,4
Cases	Excluded ^a	30	17,6
	Total	170	100,0

a. Listwise deletion based on all variables in the procedure.

Table 4.11 Reliability Statistics of Mobbing

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,921	,926	5

Table 4.12 Inter-Item Correlation Matrix of Mobbing

	MOB1	MOB2	MOB3	MOB4	MOB5
MOB1	1,000	,799	,839	,717	,781
MOB2	,799	1,000	,727	,579	,670
MOB3	,839	,727	1,000	,661	,691
MOB4	,717	,579	,661	1,000	,677
MOB5	,781	,670	,691	,677	1,000

Table 4.13 Summary Item Statistics of Mobbing

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	1,705	1,396	2,100	,704	1,504	,075	5
Inter-Item Correlations	,714	,579	,839	,260	1,449	,006	5

Table 4.14 Item-Total Statistics of Mobbing

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MOB1	6,9243	13,270	,902	,829	,882
MOB2	7,1284	15,310	,775	,654	,911
MOB3	6,6707	12,942	,824	,720	,898
MOB4	6,4248	13,187	,733	,558	,920
MOB5	6,9510	14,047	,793	,644	,904

4.7.3. Factor Analysis and Reliability Test of Corporate Culture Scale

In order to find the factor structures of corporate culture, factor analysis using principal components solution with varimax rotation was conducted. Any item with a factor loading less than 0,50 or loading to more than one factor was discarded from the analysis. Factors with Eigenvalues 1,00 or more were taken into consideration in total variance explained.

The first step of the factor analysis of corporate culture scale; we discarded 14th question. After this 1st reduction, the total variance explained was: 76,612

Table 4.15 Total Variance Explained of Corporate Culture1

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10,134	53,336	53,336	4,327	22,773	22,773
2	2,162	11,378	64,714	3,839	20,203	42,977
3	1,279	6,732	71,446	3,786	19,926	62,902
4	,982	5,166	76,612	2,605	13,710	76,612
5	,580	3,055	79,667			
6	,489	2,573	82,241			
7	,446	2,348	84,588			
8	,433	2,277	86,865			
9	,383	2,016	88,881			
10	,340	1,791	90,671			
11	,316	1,666	92,337			
12	,288	1,518	93,856			
13	,265	1,397	95,252			
14	,232	1,219	96,471			
15	,221	1,166	97,637			
16	,185	,971	98,608			
17	,164	,864	99,472			
18	,100	,528	100,000			
19	-3,648E-017	-1,920E-016	100,000			

Extraction Method: Principal Component Analysis.

Then, we discarded 15th question. After this second reduction, total variance explained became: 77,054

Table 4.16 Total Variance Explained of Corporate Culture2

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9,577	53,205	53,205	3,809	21,159	21,159
2	2,033	11,293	64,498	3,800	21,110	42,269
3	1,279	7,104	71,602	3,756	20,869	63,138
4	,981	5,452	77,054	2,505	13,916	77,054
5	,555	3,084	80,138			
6	,487	2,706	82,844			
7	,445	2,472	85,316			
8	,433	2,403	87,719			
9	,383	2,126	89,845			
10	,339	1,881	91,726			
11	,288	1,603	93,329			
12	,272	1,510	94,838			
13	,240	1,332	96,170			
14	,223	1,240	97,410			
15	,195	1,081	98,491			
16	,164	,914	99,405			
17	,107	,595	100,000			
18	9,694E-017	5,386E-016	100,000			

Extraction Method: Principal Component Analysis.

The resulting factors were named collaborate (clan) culture, compete (market) culture, create (adhocracy) culture and control (hierarchy) culture The results of the factor analysis are shown in Table 4.17. below.

Table 4.17. Results of the Factor Analysis of Corporate Culture

1st Factor: Collaborate (Clan) Culture	Factor Loadings
6-This company pays importance to the development of human resources. High-level cohesion and morale are important.	0.687
7-This company is special for employees, we are like a one big family, there is a lot we share.	0.779
8-Our company supports team work, consensus desicion-making and participation in management.	0.814
9-In this company, managers are usually wise, guiding, faciliating and like parents.	0.785
10-Hight trust and loyalty among the employees keep this company alive.	0.691
2nd Factor: Compete (Market) Culture	Factor Loadings
16- The management style at this company supports strong competition, to be ambitious, to act professionally and to achieve successful results.	0.748
17-This company is result-oriented. People are leaded to compete and succeed here.	0.846
18-This company pays attention to competitive actions and achievement. To achieve the goals of the company, increasing market share and hit the targets are important.	0.742
19- The managers are not emotional, they are ambitious and focused on the results more than the business processes.	0.800
20-The main thing at this company is to achieve missions and goals, no matter what. The common theme is to be successful and to win.	0.732
3rd Factor: Create (Adhocracy) Culture	Factor Loadings
1-The management style at our company supports individuality, risk-taking, innovation and freedom.	0.720
2-Commitment to innovation and development keeps this company alive. To be the first, to come forward is constantly highlighted.	0.785
3-At this company, success is basically to have special and new products and the leadership of revealing them.	0.757
4-The employees are practical and willing to take risks because our company is dynamic and entrepreneurial.	0.779
5-To obtain new sources, development and searching new opportunities are important at this company.	0.704
4th Factor: Control (Hierarchy) Culture	Factor Loadings
11-This organization has very formal rules, procedures and structures. This existing formal processes determine what should the employees do.	0.903

Table 4.17 cont'd	
12-This organization has formal rules and structures. This formal processes determine what should the employees do.	0.903
13- Business continuity, stability and to run works effectively, tight, controlled, routine and smoothly are important at this company.	0.515

Table 4.18. Rotated Component Matrix of Corporate Culture

Rotated Component Matrix^a

	Component			
	1	2	3	4
k1			,720	
k2			,785	
k3			,757	
k4			,779	
k5			,704	
k6	,687			
k7	,779			
k8	,814			
k9	,785			
k10	,691			
k11				,903
k12				,903
k13	,439	,435		,515
k16		,748		
k17		,846		
k18		,742		
k19		,800		
k20		,732		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Factor distributions are mentioned at Rotated Component Matrix.

Reliability

Reliability tests of every dimension has completed. According to the results of these tests, our corporate culture dimensions are as mentioned below;

- 1st dimension : Collaborate (clan) Culture
- 2nd dimension : Compete (market) Culture
- 3rd dimension : Create (adhocracy) Culture
- 4th dimension : Control (hierarcy) Culture

and the Cronbach's Coefficient Alpha values are: 0,856

Table 4.19. Inter-Item Correlation Matrix of Corporate Culture

	k15	k16	k17	k18	k19	k20
k15	1,000	,675	,592	,592	,689	,716
k16	,675	1,000	,732	,646	,588	,653
k17	,592	,732	1,000	,679	,649	,640
k18	,592	,646	,679	1,000	,598	,574
k19	,689	,588	,649	,598	1,000	,732
k20	,716	,653	,640	,574	,732	1,000

Table 4.20. Summary Item Statistics of Corporate Culture

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3,514	3,259	3,765	,506	1,155	,033	6
Inter-Item Correlations	,650	,574	,732	,158	1,275	,003	6

Table 4.21. Item-Total Statistics of Corporate Culture

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
k15	17,43	35,580	,769	,630	,902
k16	17,66	35,849	,779	,648	,901
k17	17,64	35,382	,777	,649	,901
k18	17,83	36,630	,722	,544	,909
k19	17,54	35,692	,767	,633	,903
k20	17,32	36,194	,784	,651	,900

Table 4.22. Reliability Statistics of Corporate Culture

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,856	,856	4

Table 4.23. Inter-Item Correlation Matrix of Corporate Culture

	ADHOCRACY	CLAN	BUREOCRACY	MARKET
ADHOCRACY	1,000	,752	,531	,551
CLAN	,752	1,000	,551	,570
BUREOCRACY	,531	,551	1,000	,629
MARKET	,551	,570	,629	1,000

Table 4.24. Summary Item Statistics of Corporate Culture

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3,311	3,107	3,490	,383	1,123	,025	4
Inter-Item Correlations	,597	,531	,752	,221	1,416	,006	4

Table 4.25. Item-Total Statistics of Corporate Culture

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ADHOCRACY	10,1372	9,744	,721	,594	,807
CLAN	9,9049	9,625	,740	,611	,799
BUREOCRACY	9,9368	10,188	,657	,459	,834
MARKET	9,7540	10,292	,678	,479	,825

4.7.4. Correlation Analysis

To test the first hypothesis (H1) stating that; “There is a negative relationship between mobbing and corporate culture”, correlation analysis is used. The results are given in Table 4.10. below.

		ADHOCRACY	CLAN	BUREOCRACY	MARKET	MOB1	MOB2	MOB3	MOB4	MOB5
ADHOCRACY	Pearson Correlation	1	,751**	,523**	,560**	-,356**	-,243**	-,364**	-,355**	-,307**
	Sig. (2-tailed)		,000	,000	,000	,000	,002	,000	,000	,000
	N	166	158	162	164	152	160	155	157	158
CLAN	Pearson Correlation	,751**	1	,559**	,580**	-,371**	-,249**	-,414**	-,410**	-,273**
	Sig. (2-tailed)	,000		,000	,000	,000	,002	,000	,000	,001
	N	158	161	158	160	147	156	151	153	153
BUREOCRACY	Pearson Correlation	,523**	,559**	1	,626**	-,246**	-,230**	-,347**	-,339**	-,255**
	Sig. (2-tailed)	,000	,000		,000	,002	,003	,000	,000	,001
	N	162	158	165	162	149	159	152	157	156
MARKET	Pearson Correlation	,560**	,580**	,626**	1	-,368**	-,361**	-,295**	-,349**	-,258**
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,000	,000	,001
	N	164	160	162	167	153	161	156	158	159
MOB1	Pearson Correlation	-,356**	-,371**	-,246**	-,368**	1	,816**	,842**	,707**	,787**
	Sig. (2-tailed)	,000	,000	,002	,000		,000	,000	,000	,000
	N	152	147	149	153	154	153	149	149	150
MOB2	Pearson Correlation	-,243**	-,249**	-,230**	-,361**	,816**	1	,732**	,543**	,646**
	Sig. (2-tailed)	,002	,002	,003	,000	,000		,000	,000	,000
	N	160	156	159	161	153	164	155	158	157
MOB3	Pearson Correlation	-,364**	-,414**	-,347**	-,295**	,842**	,732**	1	,658**	,670**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000		,000	,000
	N	155	151	152	156	149	155	157	151	152
MOB4	Pearson Correlation	-,355**	-,410**	-,339**	-,349**	,707**	,543**	,658**	1	,660**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000		,000
	N	157	153	157	158	149	158	151	161	154
MOB5	Pearson Correlation	-,307**	-,273**	-,255**	-,258**	,787**	,646**	,670**	,660**	1
	Sig. (2-tailed)	,000	,001	,001	,001	,000	,000	,000	,000	
	N	158	153	156	159	150	157	152	154	161

Table 4.26. Correlations of all Mobbing and Corporate Culture dimensions

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

* MOB1: Communication towards the victim, MOB2: Violence and threats of violence, MOB3: The social circumstances, MOB4: The nature of or the possibility of performing in his/her work, MOB5: The victim's reputation.

According to these results, there is a negative relation between all mobbing factors; communication towards the victim, violence and threats of violence, the social circumstances, the nature of or the possibility of performing in his/her work, the victim's reputation and all corporate culture type factors; adhocracy, clan, hierarchy and market. All the correlations are statistically significant. As a result, our first hypothesis is supported.

4.7.5. Regression Analysis

After testing the first hypothesis with correlation analysis, the analysis is taken one step further and tested with regression analysis to define the direction of relations and to see the degree of the affect between our dependent variable: mobbing and our independent variable: corporate culture.

First Mobbing Dimension: Communication Towards the Victim

Table 4.27. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,422 ^a	,178	,154	,988	,178	7,457	4	138	,000	1,702

- a. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN
b. Dependent Variable: MOB1 - Communication towards the victim

Table 4.28. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29,108	4	7,277	7,457	,000 ^b
	Residual	134,675	138	,976		
	Total	163,783	142			

a. Dependent Variable: MOB1 - Communication towards the victim

b. Predictors: (Constant), MARKET, ADHOCRACY, BUREOCRACY, CLAN

Table 4.29. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			
	B	Std. Error	Beta			Zero-order	Partial	Part	
1	(Constant)	3,107	,286		10,847	,000			
	ADHOCRACY	-,117	,102	-,137	-1,149	,252	-,351	-,097	-,089
	CLAN	-,116	,106	-,135	-1,096	,275	-,357	-,093	-,085
	BUREOCRACY	,035	,090	,039	,387	,700	-,251	,033	,030
	MARKET	-,219	,095	-,245	-2,314	,022	-,373	-,193	-,179

a. Dependent Variable: MOB1 - Communication towards the victim

Referring to our above mentioned outputs, R value of market, adhocracy, bureocracy and clan culture types are 0,422 and R square explains 17,8% of the variance of mobbing. Market, adhocracy, bureocracy and clan culture types affects mobbing by explaining 17.8% of the variance of mobbing.

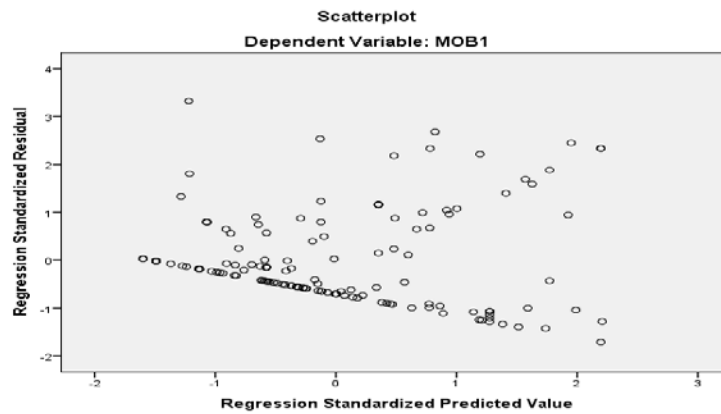


Figure : 4.2.Regression analysis chart for Mob1

When we examined the tables and figures, it can be seen that Compete (Market) Culture Type (sig.,022) has significant effect on the first dimension of mobbing (Communication towards the victim).

Second Mobbing Dimension: Violence and Threats of Violence

Table 4.30.Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,368 ^a	,136	,112	,894	,136	5,684	4	145	,000	1,555

a. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN

b. Dependent Variable: MOB2- Violence and Threats of Violence

Table 4.31. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing2

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	18,174	4	4,544	5,684	,000 ^b
Residual	115,916	145	,799		
Total	134,090	149			

a. Dependent Variable: MOB2 - Violence and Threats of Violence

b. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN

Table 4.32. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	2,559	,251		10,208	,000			
1 ADHOCRACY	-,043	,092	-,056	-,465	,642	-,243	-,039	-,036
CLAN	-,011	,095	-,014	-,115	,909	-,239	-,010	-,009
BUREOCRACY	,010	,080	,013	,129	,898	-,233	,011	,010
MARKET	-,262	,084	-,334	-3,123	,002	-,364	-,251	-,241

a. Dependent Variable: MOB2- Violence and Threats of Violence

Referring to our above mentioned outputs, R value of market, adhocracy, bureocracy and clan culture types are 0,368 and R square explains 13,6% of the variance of mobbing. Market, adhocracy, bureocracy and clan culture types affects mobbing by explaining 13.6% of the variance of mobbing.

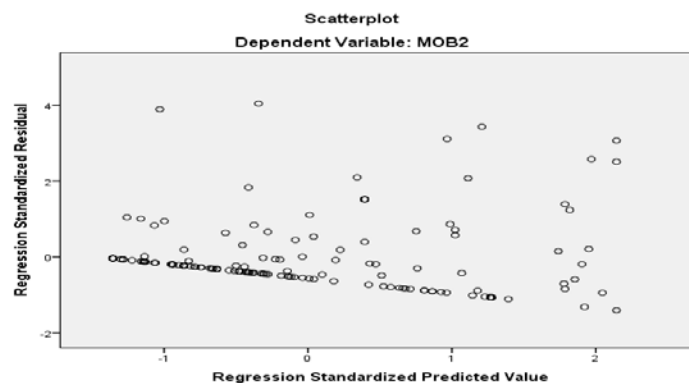


Figure:4.3. Regression analysis chart for Mob2

It can be seen from the tables and figures that Compete (Market) Culture Type (sig.,002) has significant effect on the second dimension of mobbing (Violence and threats of violence).

Third Mobbing Dimension: The Social Circumstances

Table 4.33. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,444 ^a	,197	,174	1,044	,197	8,653	4	141	,000	1,781

a. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN

b. Dependent Variable: MOB3 - The Social Circumstances

Table 4.34. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing3

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	37,691	4	9,423	8,653	,000 ^b
Residual	153,543	141	1,089		
Total	191,234	145			

a. Dependent Variable: MOB3 - The Social Circumstances

b. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN

Table 4.35. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	3,468	,295		11,772	,000			
ADHOCRACY	-,079	,108	-,087	-,732	,466	-,364	-,061	-,055
CLAN	-,232	,112	-,251	-2,072	,040	-,409	-,172	-,156
BUREOCRACY	-,174	,096	-,188	-1,817	,071	-,358	-,151	-,137
MARKET	,014	,102	,015	,138	,890	-,297	,012	,010

a. Dependent Variable: MOB3 - The Social Circumstances

Referring to our above mentioned outputs, R value of market, adhocracy, bureocracy and clan culture types are 0,444 and R square explains 19,7% of the variance of mobbing. Market, adhocracy, bureocracy and clan culture types affects mobbing by explaining 19.7% of the variance of mobbing.

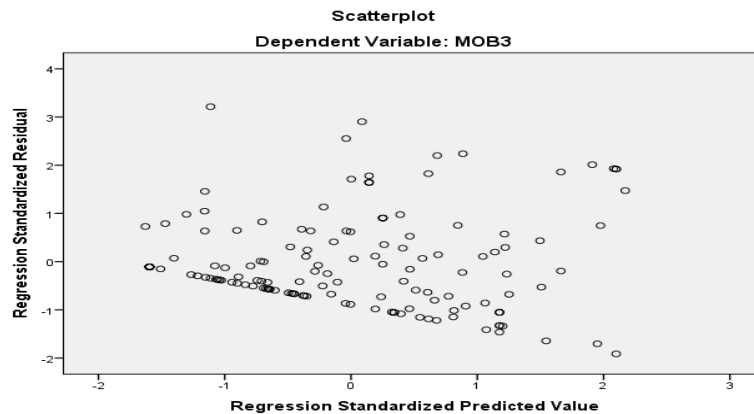


Figure 4.4. Regression analysis chart for Mob3

For the third dimension of mobbing (The Social Circumstances) , Collaborate (Clan) Culture Type (sig. ,040) has significant effect.

Fourth Mobbing Dimension:

The Nature of or The Possibility of Performing In His/Her Work

Table 4.36. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,453 ^a	,205	,183	1,097	,205	9,214	4	143	,000	1,811

a. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN

b. Dependent Variable: MOB4 - The Nature of or The Possibility of Performing In His/Her Work

Table 4.37. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing4

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	44,320	4	11,080	9,214	,000 ^b
1 Residual	171,953	143	1,202		
Total	216,273	147			

a. Dependent Variable: MOB4 - The Nature of or The Possibility of Performing In His/Her Work

b. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN

Table 4.38. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing4

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	3,931	,310		12,696	,000			
1 ADHOCRACY	-,050	,115	-,052	-,439	,662	-,368	-,037	-,033
CLAN	-,257	,117	-,264	-2,205	,029	-,422	-,181	-,164
BUREOCRACY	-,080	,098	-,081	-,815	,416	-,332	-,068	-,061
MARKET	-,134	,105	-,132	-1,281	,202	-,360	-,107	-,096

a. Dependent Variable: MOB4 - The Nature of or The Possibility of Performing In His/Her Work

Referring to our above mentioned outputs, R value of market, adhocracy, bureocracy and clan culture types are 0,453 and R square explains 20,5% of the variance of mobbing. Market, adhocracy, bureocracy and clan culture types affects mobbing by explaining 20.5% of the variance of mobbing.

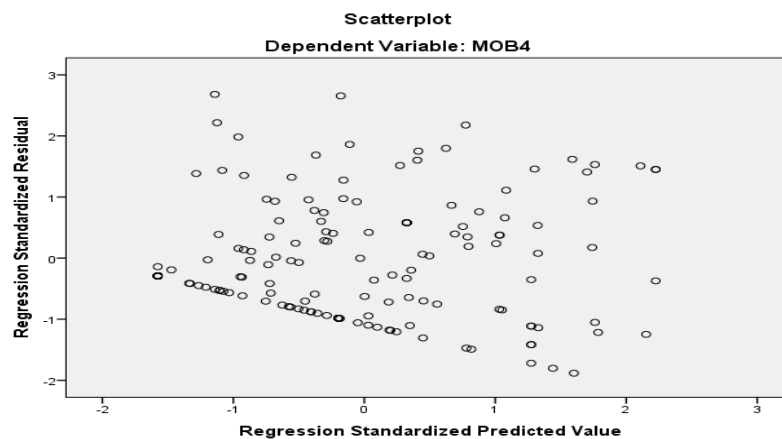


Figure 4.5. Regression analysis chart for Mob4

Collaborate (Clan) Culture (sig. ,029) has significant effect on the fourth dimension of mobbing (The nature of or the possibility of performing in his/her work)

Fifth Mobbing Dimension: The Victim's Reputation

Table 4.39. Regression Analysis Model Summary for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing5

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	,336 ^a	,113	,088	1,029	,113	4,509	4	142	,002	1,732

a. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN

b. Dependent Variable: MOB5 - The Victim's Reputation

Table 4.40. Regression Analysis Anova Table for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing5

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19,109	4	4,777	4,509	,002 ^b
Residual	150,434	142	1,059		
Total	169,543	146			

a. Dependent Variable: MOB5 – The Victim's Reputation

b. Predictors: (Constant), MARKET, ADHOCRACY, HIERARCHY, CLAN

Table 4.41. Regression Analysis Coefficients (a) for Market, Adhocracy, Bureocracy, Clan Culture Types and Mobbing5

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	2,791	,289		9,652	,000			
ADHOCRACY	-,172	,105	-,200	-1,627	,106	-,302	-,135	-,129
CLAN	,009	,109	,011	,085	,932	-,253	,007	,007
BUREOCRACY	-,085	,093	-,098	-,906	,366	-,265	-,076	-,072
MARKET	-,096	,099	-,107	-,971	,333	-,273	-,081	-,077

a. Dependent Variable: MOB5 - The Victim's Reputation

Referring to our above mentioned outputs, R value of market, adhocracy, bureocracy and clan culture types are 0,336 and R square explains 11,3% of the variance of mobbing. Market, adhocracy, bureocracy and clan culture types affects mobbing by explaining 11,3% of the variance of mobbing.

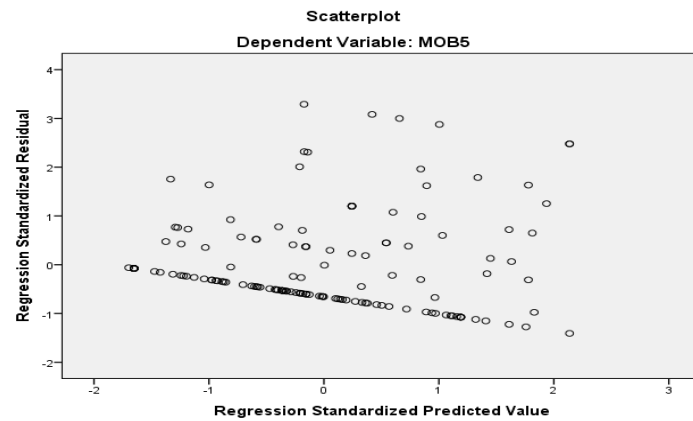


Figure 4.6. Regression analysis chart for Mob5

Organization Culture types doesn't have a significant effect on Victim's Reputation dimension of mobbing.

As a result, regression analysis results support hypothesis H3 (Organization Culture types have significant effects on “communication towards the victim” mobbing behavior), H4 (Organization Culture types have significant effects on “social circumstances” mobbing behavior), H4a (Clan culture has a negative effect on “social circumstances” mobbing behavior), H5 (Organization Culture types have significant effects on “the nature of or the possibility of performing in his/her work” mobbing behavior) , H5a (Clan culture has a negative effect on “the nature of or the possibility of performing in his/her work” mobbing behavior) H6 (Organization Culture types have significant effects on “violence and threats of violence” mobbing behavior). Thus H2, H2a, H2b, H2c, H2d, H3a, H3b, H3c, H3d, H4b, H4c, H4d, H5b, H5c, H5d, H6a, H6b, H6c and H6d are not supported.

4.7.5.1.Mobbing and Corporate Culture

Table 4.42. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ADHOCRACY	166	1	5	3,10	1,224
CLAN	161	1	5	3,34	1,258
BUREOCRACY	165	1	5	3,32	1,231
MARKET	167	1	5	3,48	1,191
MOB1	154	1	5	1,69	1,065
MOB2	164	1	5	1,50	,932
MOB3	157	1	5	1,90	1,127
MOB4	161	1	5	2,17	1,184
MOB5	161	1	5	1,69	1,065
Valid N (listwise)	131				

DESCRIPTIVES VARIABLES=education, marital stat., total wlife exp.total
writworkplace,weeklywh,gender,company /STATISTICS=MEAN STDDEV MIN MAX.

Table 4.43.Demographic Characteristics of the Respondents

		age	education	marital status	total work life experience	current workplace experience	weekly working hours	gender	company
N	Valid	170	170	170	170	170	170	170	170
	Missing	0	0	0	0	0	0	0	0
Mean		2,42	2,52	1,39	4,31	2,49	1,27	1,82	1,52
Median		2,00	2,00	1,00	4,00	2,00	1,00	2,00	1,00
Mode		2	1	1	4	1	1	2	1
Std. Deviation		,965	1,415	,514	2,264	1,333	,459	,387	,974
Variance		,931	2,002	,264	5,125	1,778	,210	,150	,949
Skewness		,516	,395	,701	,240	,382	1,227	-1,660	1,639
Std. Error of Skewness		,186	,186	,186	,186	,186	,186	,186	,186
Kurtosis		-,283	-1,311	-,912	-1,094	-1,117	,003	,764	1,187
Std. Error of Kurtosis		,370	,370	,370	,370	,370	,370	,370	,370
Range		4	4	2	7	4	2	1	3
Minimum		1	1	1	1	1	1	1	1
Maximum		5	5	3	8	5	3	2	4

4.7.6. Demographic Characteristics of the Respondents

Demographic structure of the research sample is demonstrated at the Table 4.26 above and at the figures below.

4.7.6.1. Gender

Table 4.44. Gender Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	31	18,2	18,2	18,2
Valid Male	139	81,8	81,8	100,0
Total	170	100,0	100,0	

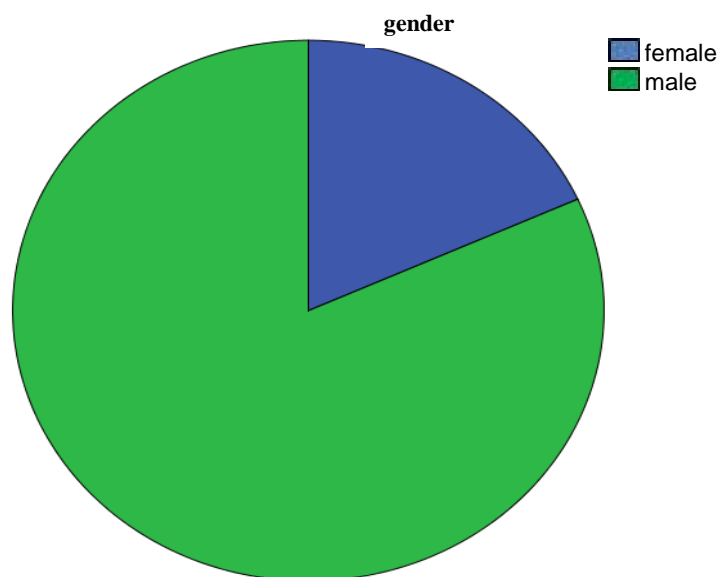


Figure 4.7. Gender Chart

According to these data; 18,2% of the sample group is formed by female participants and 81,8% of the sample group is formed by male participants. (Blue colored part of the chart shows the percentage of female participants and green colored part shows the percentage of the male participants.)

4.7.6.2. Marital Status

Table 4.45. Marital Status Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	105	61,8	61,8
	Single	63	37,1	98,8
	Widow	2	1,2	100,0
	Total	170	100,0	100,0

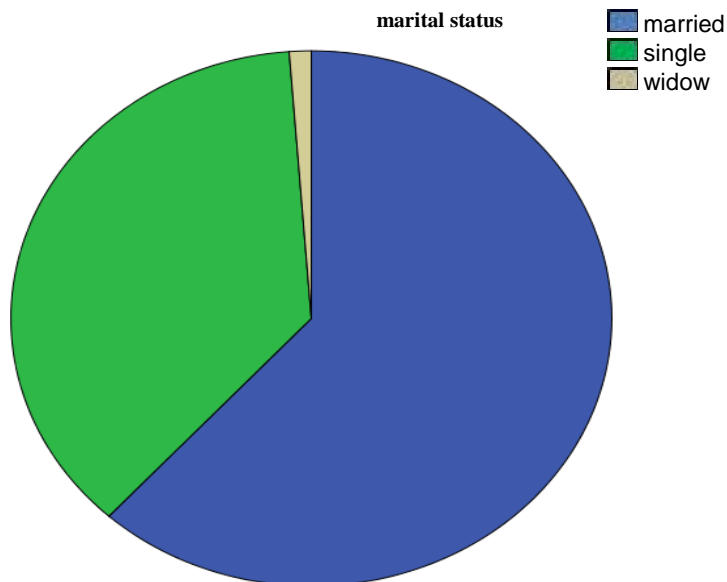


Figure 4.8. Marital Status Chart

According to these data, 61,8% of the sample group is formed by married participants (blue colored part of the chart) and 37,1% of the sample group is formed by single participants (green colored part of the chart) and the rest 1,2% are widows (grey colored part of the chart)

4.7.6.3.Education

Table 4.46.Education Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary school	56	32,9	32,9
	High school	44	25,9	58,8
	Vocational School	12	7,1	65,9
	University	41	24,1	90,0
	Master's Degree	17	10,0	100,0
	Total	170	100,0	100,0

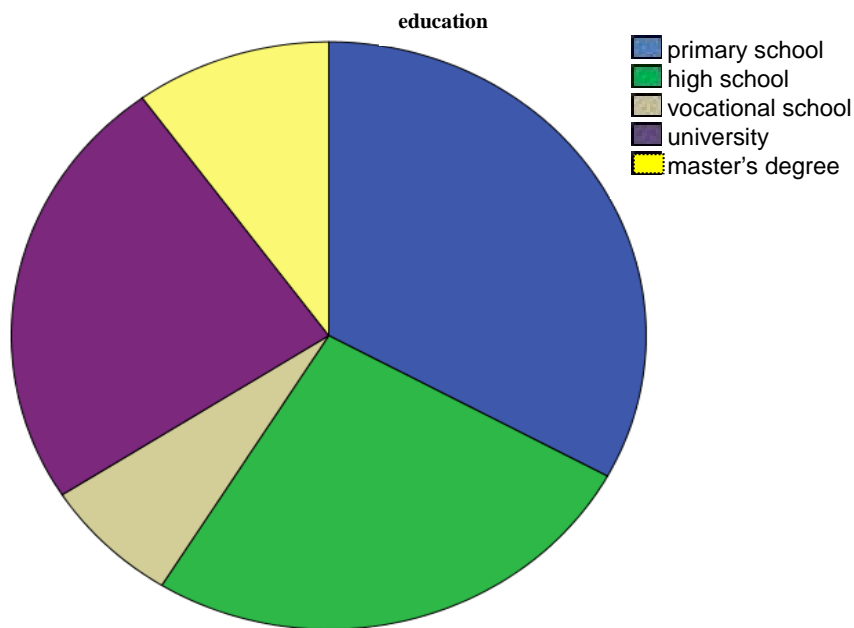


Figure 4.9.Education Chart

The participants having primary school degree form 32,9% of all sample group (blue colored part of the chart), 37,1% participants having high school degree form 25,9% of all sample group (green colored part of the chart) 24,1% of all sample group have university degree (purple colored part of the chart) 10% of all sample group have master's degree (yellow colored part of the chart) and the rest 7,1% of have Academy degree (grey colored part of the chart)

4.7.6.4. Construction Company

Table 4.47. Company Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
Company 1	127	74,7	74,7	74,7
Company 2	12	7,1	7,1	81,8
Valid Company 3	17	10,0	10,0	91,8
Company 4	14	8,2	8,2	100,0
Total	170	100,0	100,0	

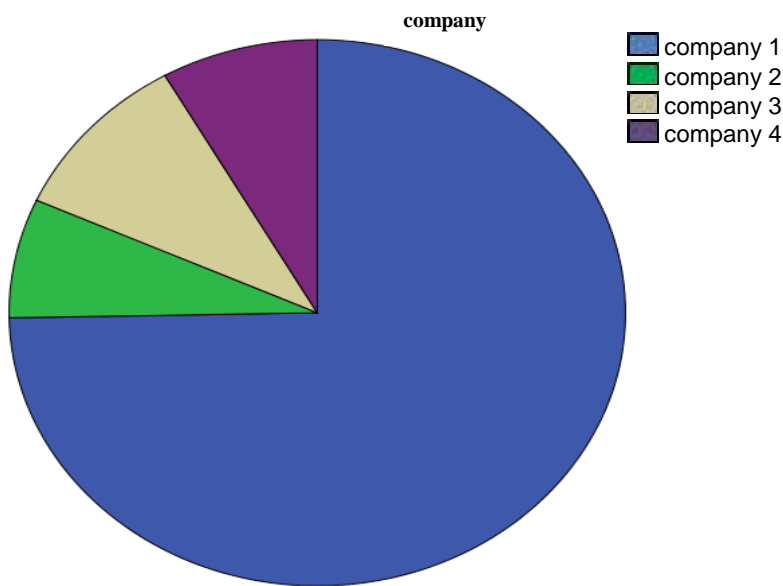


Figure 4.10. Company Chart

74,7% of the sample group is formed by Company 1 (blue colored part of the chart), 10% of the sample group is formed by Company 3 (grey colored part of the chart), 8,2% of the sample group is formed by Company 4 (purple colored part of the chart) and the rest 7,1% of the sample group is formed by Company 2 (green colored part of the chart)

4.7.6.5.Age

Table 4.48.Age Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	25	14,7	14,7	14,7
26-35	79	46,5	46,5	61,2
36-44	39	22,9	22,9	84,1
45-54	24	14,1	14,1	98,2
55 and over	3	1,8	1,8	100,0
Total	170	100,0	100,0	

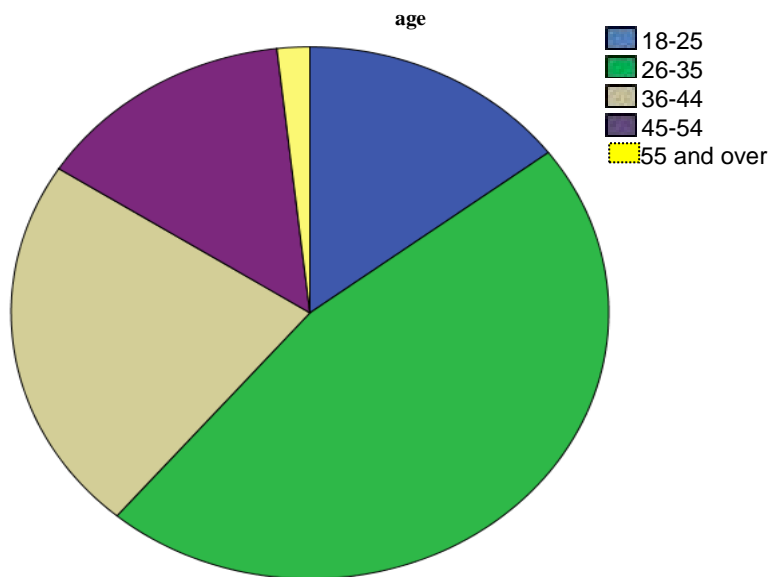


Figure 4.11.Age Chart

14,7% of the sample group is formed by the participants in the age interval of 18-25 years old. (blue colored part of the chart), 46,5% of the sample group is formed by the participants in the age interval of 26-35 years old. (green colored part of the chart), 22,9% of the sample group is formed by the participants in the age interval of 36-44 years old. (grey colored part of the chart), 14,1% of the sample group is formed by the participants in the age interval of 45-54 years old. (purple colored part of the chart), 1,8% of the sample group is formed by the participants in the age interval of 55 and over years old. (yellow colored part of the chart)

4.7.6.6. Work Life Experience

Table 4.49. Total Work Life Experience Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3 years	19	11,2	11,2	11,2
4-6 years	28	16,5	16,5	27,6
7-9 years	20	11,8	11,8	39,4
10-12 years	30	17,6	17,6	57,1
Valid 13-15 yers	22	12,9	12,9	70,0
16-18 years	14	8,2	8,2	78,2
19-21 years	13	7,6	7,6	85,9
22 and over years	24	14,1	14,1	100,0
Total	170	100,0	100,0	

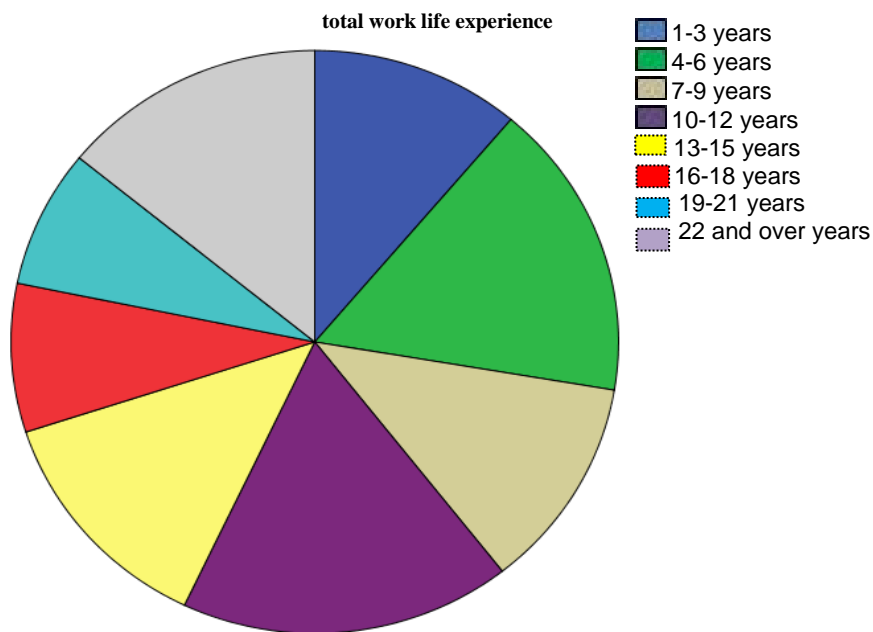


Figure 4.12. Work Life Experience Chart

17,6% of participants are in the years interval of 10-12 (purple colored part of the chart) referring to the work life experience, 16,5% of participants are in the years interval of 4-6 (green colored part of the chart), 14,1% of participants are in the years interval of 22 and over (brown colored part of the chart), 12,9% of participants are in the years interval of 13-15 (yellow colored part of the chart), 11,8% of participants are in the

years interval of 7-9 (grey colored part of the chart), 11,2% of participants are in the years interval of 1-3(dark blue colored part of the chart), 8,2% of participants are in the years interval of 16-18(red colored part of the chart), 7,6% of participants are in the years interval of 19-21(light blue colored part of the chart)

4.7.6.7. Current Workplace Experience

Table 4.50.Current Workplace Experience Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-1 years	55	32,4	32,4	32,4
1-2 years	37	21,8	21,8	54,1
2-3 years	32	18,8	18,8	72,9
3-4 years	32	18,8	18,8	91,8
4 and over years	14	8,2	8,2	100,0
Total	170	100,0	100,0	

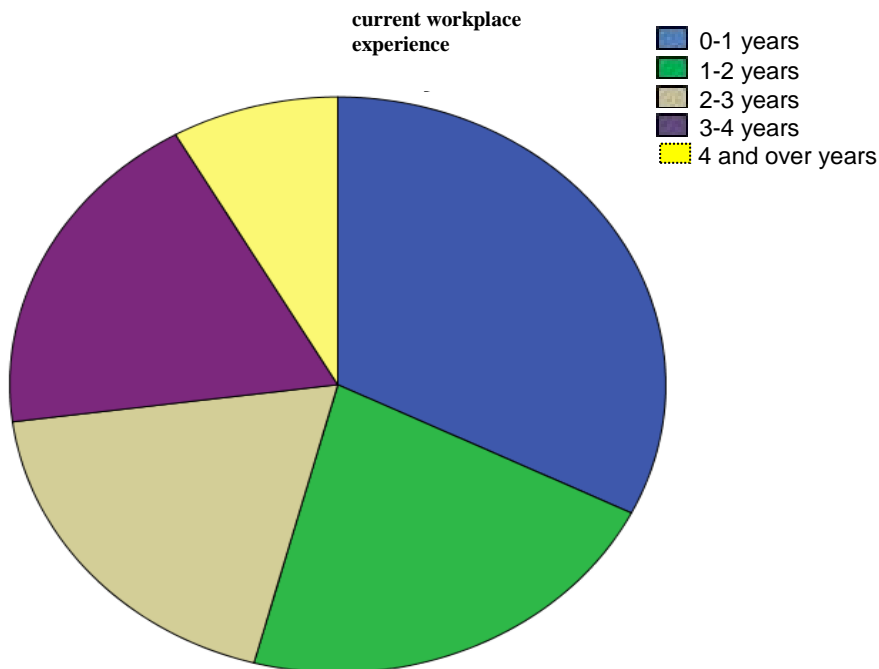


Figure 4.13.Current Workplace Experience Chart

32,4% of participants are in the years interval of 0-1(blue colored part of the chart) referring to the current workplace experience, 21,8% of participants are in the years interval of 1-2 (green colored part of the chart), 18,8% of participants are in the years interval of 2-3 and 3-4 (grey and purple colored part of the chart), 8,2% of participants are in the years interval of 4 and over (yellow colored part of the chart)

4.7.6.8. Weekly Working Hours

Table 4.51. Current Workplace Experience Statistics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 40-50 hours	125	73,5	73,5	73,5
50-60 hours	44	25,9	25,9	99,4
60-70 hours	1	,6	,6	100,0
Total	170	100,0	100,0	



Figure 4.14. Weekly Working Hours Chart

73,5% of participants are in the hours interval of 40-50(blue colored part of the chart) referring to the weekly working hours, 25,9% of participants are in the hours interval of 50-60 (green colored part of the chart), 0,6% of participants are in the hours interval of 60-70 (grey colored part of the chart).

5.DISCUSSION AND CONCLUSION

5.1.LIMITATIONS OF THE STUDY

This study is not without its limitations. The first limitation can be sample size. The sample consists of only 170 employees. Please note that a sample size of 170 respondents is not adequate to reach a generalization about the situation in Turkey. Data is based on self-reported questionnaires, so this might introduce a limitation.

Since this study is trying to identify a critical issue, employees can hesitate to confess that they were mobbed or witnessed and they might have the fear of losing their job.

Although the questionnaires are distributed personally to eliminate this limitation, the sensitivity of the topic would still bring some limitations. Although privacy of the respondents was ensured to be protected by the researcher, employees were unwilling to explain their sincere answers.

Another problem was to convince respondents to allocate some time for the questionnaires. Feedback indicated that many employees felt that the questionnaires were somewhat long.

Another limitation of the study is the corporate culture questionnaire used in the study. Some of the questions were not appropriate for the project-based joint-venture construction company. And also the scales has translated in Turkish and hasn't been adopted to our country, therefore we can state these as another limitations of our study.

5.2.DISCUSSION ON STATISTICAL ANALYSIS RESULTS

In this study, the results of the statistical analysis supported our following hypothesis;

H1 (There is a significant relationship between Organizational Culture and Mobbing),

H3 (Organization Culture types have significant effects on “communication towards the victim” mobbing behaviour)

H4 (Organization Culture types have significant effects on “social circumstances” mobbing behavior),

H4a (Clan culture has a negative effect on “social circumstances” mobbing behavior),

H5a (Organization Culture types have significant effects on “the nature of or the possibility of performing in his/her work” mobbing behavior)

H5a (Clan culture has a negative effect on “the nature of or the possibility of performing in his/her work” mobbing behavior)

H6 (Organization Culture types have significant effects on “violence and threats of violence” mobbing behavior)

In addition to this result, below mentioned Table 5.1 shows that the dominant culture in this study is founded as Market Culture and the second one is Clan Culture. And it can be easily seen that the most seen mobbing behavior is “The nature of or the possibility of performing in his/her work” (no work given, humiliating or meaningless work tasks).

Table 5.1 Descriptive Statistics Analysis Results on Organization Culture Types and Mobbing Behaviors

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ADHOCRACY	166	1	5	3,10	1,224
CLAN	161	1	5	3,34	1,258
BUREOCRACY	165	1	5	3,32	1,231
MARKET	167	1	5	3,48	1,191
MOB1	154	1	5	1,69	1,065
MOB2	164	1	5	1,50	,932
MOB3	157	1	5	1,90	1,127
MOB4	161	1	5	2,17	1,184
MOB5	161	1	5	1,69	1,065
Valid N (listwise)	131				

There is a limited amount of studies about the relationship between organizational culture and mobbing. In a study on “Perception of Faculty Members Exposed to Mobbing about the Organizational Culture and Climate” by Assist. Prof. Erkan YAMAN in 2010 which was conducted among the academic staff who were subjected to mobbing in universities in Turkey brought out that, a very weak organizational culture is available, and at the same time negative organization culture trigger psycho-violence.¹¹⁸

¹¹⁸ Erkan Yaman, **Perception of Faculty Members Exposed to Mobbing about the Organizational Culture and Climate**, Educational Sciences: Theory & Practice, pg.567

Another survey which was conducted in Croatia by the Croatian Nurses Association in 2005 on “Negative Forms of Behaviour as Possible Sources of Stress at Workplace” and an another research conducted among public health care providers in Bosnia and Herzegovina in 2005 and an another research in 2006 and 2007 at the Osijek Clinical Hospital, which was conducted to determine the extent to which nurses are familiar with the term mobbing, brought out that the organizational climate in health care organizations, due to the nature of work, ignores or suppresses conflicts thus creating an initial cause for mobbing and the contemporary organizational structure causes numerous forms of inappropriate behaviour and organizational conflicts.¹¹⁹

At the results of an another research which was conducted in Ankara /Turkey in 2009 on two different organizations (İŞKUR and Ortadoğu Bearing Industry) with 990 participants about the relationship between workplace bullying and organizational culture, it is founded out that; when the organizations show clan, adhocracy, market and hierarchy type features, mobbing behaviors decrease. Hierarchy type features were founded dominant for both of the organizations because of the Turkish socio-cultural structure such as; high addiction of subordinates, low competition, lack of self-confidence and avoidance of conflict. And they defended that mobbing arises from the gap between formal (performance measurement, workflow, personnel policy, work strategy, etc.) and informal (relationships between employees) features of an organization. Therefore, mobbing is related with the organizational management and organizational culture.¹²⁰

¹¹⁹ SOLIJAN I., JOSIPOVIC-JELIC Z., TITLIC M., **Organizational Circumstances for the Occurrence of Mobbing in Health Care Organizations**, Macedonian Journal of Medical Sciences, 2009 Sep, pg. 239-241-243

¹²⁰ KUŞÇU Ç.P., **İşyeri Zorbalığı ve Örgüt Kültürü İlişkisi Üzerine Sosyolojik Bir Araştırma**, Uluslararası Sosyal Araştırmalar Dergisi, Güz 2011, pg. 378,384,391

5.3.CONCLUSION

In our study we proposed Adhocracy Culture type has negative effect on mobbing behaviors because this type of culture is a creative culture which innovative ideas have take place. A dynamic, entrepreneurial and a creative place to work. Innovation and risk-taking are embraced by employees and leaders. A commitment to experimentation and thinking differently are what unify the organization. They strive to be on the leading edge. The long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being an industry leader is important. Individual initiative and freedom are encouraged. Adhocracy culture leads employees to behave individually so mobbing behaviours can not be seen in that culture type. There is not any situation for people to behave in a bad manner. According to the results, it is founded that adhocracy culture has no effect on any mobbing behaviours. So the results are consistent in the light of the information from the literature.

On the other hand, we proposed Hierarchy Culture has positive effect on mobbing behaviors because this culture is highly structured and a formal place to work. Rules and procedures govern behavior. Leaders strive to be good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal policies are what hold the group together. Stability, performance, and efficient operations are the long-term goals. Success means dependable delivery, smooth scheduling and low cost. Management wants security and predictability. And in this culture secondary relationships are widespread and this situation blocks organizational integration. Furthermore, when the individual realises that the acquired statues are not enough for achieving the cultural objectives, the pressure of the social structures on the individuals are increase. This pressure can cause dissatisfaction and disapointment. So an employee can behave in a bad manner, in an unethical way to one of his colleague which he seems as a competitor in order to eliminate him. But it is founded that

Hierarchy Culture has no effect on any mobbing behaviours. The reason can be the formal structure which not let any mobbing behaviours between employees.

According to our results it is founded that Clan and Market Cultures have significant effects on mobbing behaviours. We proposed that Market Culture has positive effects on mobbing behaviors. Because this culture is dominated by secondary relationships. There is a big pressure by the management to achieve the organizational goals. This can cause employees tend to use undefined tools and methods in achieving the goals. In construction industry, intensive competition is mostly seen. In market culture type, it can also be seen that competition among workers are high and this may cause mobbing behaviours. A results-driven organization focused on job completion. People are competitive and goal-oriented. Leaders are demanding, hard-driving and productive. It is believed that, a clear goal and an aggressive strategy provides productivity and profitability. It is possible to see tool-goal mismatch in market culture. Especially because of the priority of the goals, weak control on the employees and weak control of the usage of illegal tools increases the possibility of mobbing behaviors, therefore we proposed that there is a positive effect of market culture on mobbing behaviors but our results supported just the significant effect of market culture on mobbing behaviors but didn't support the positive effect of market culture on mobbing behaviors. The reason can be focusing on external environment instead of internal affairs.

Finally, we proposed that clan culture has a negative effect on mobbing behaviors. When we analyzed the Clan culture, it is like an extended family. Leaders are considered to be mentors or even parental figures. Group loyalty and sense of tradition are strong. High compliance among employees and high degree of integration of the employees with the organization prevents mobbing behaviors. Also, primary relationships between employees prevents loneliness of the employee. Employees are satisfied with the tools that are provided by the organization for achieving the organizational goals, so any other unapproved behaviors become unnecessary. Promotion or performance measurement doesn't create a competition among the employees because during the process of organizational socialization, organizational values and the proficiency in achieving these organizational values are gained by

employees. High compliance and morale is above everything. Therefore, clan culture decreases mobbing in organizations. So the results are consistent in the light of the information from the literature.

REFERENCES

- [1]ALADAĞ Ö.,(2007), “*Örgüt Kültürü ile Motivasyon Arasındaki İlişkinin Araştırılması*”(Eskişehir Sarar A.Ş. Örneği), Dumlupınar Üniversitesi, Yüksek Lisans Tezi, Kütahya, 17.
- [2]ALAMUR B., (2005), “*Örgüt Kültürü ve Örgüte Bağlılık Arasındaki İlişkinin İncelenmesi*”, Yüksek Lisans Tezi, Anadolu Üniversitesi, Sosyal Bilimler Enstitüsü, Eskişehir, 46.
- [3]ATTAFAR A., FOROUZAN B., SHOJAEI M., (2012), “*Evaluation of Organizational Excellence Based on Peters and Waterman's Model in Tuka Steel Investment Holding*”, American Journal of Scientific Research, 123-125.
- [4]BABSON College Faculty Encyclopaedia, (2012),“*Parson's Social System (Structural Functionalists)*”.
- [5]BEYÇİOĞLU K.,(2007), “*Z Kuramı ve Okul Yönetimine Uygulanabilirliği Açısından Değerlendirilmesi*”, Kastamonu Eğitim Dergisi, Cilt:15 No:1, Mart, 65.
- [6]ÇUKUR C., (2012), “*İşyerinde Psikolojik Taciz (Mobbing)*”, Çimento Endüstrisi İşverenleri Sendikası Dergisi, Makale 3, Mart, 38.
- [7]DAFT R.L., MARCIC D., (2011), “*Management The New Workplace*”, International Edition, 7th Edition.
- [8]DOBSON P., STARKEY K, RICHARDS J., (2004), “*Strategic Management Issues and Cases*”, Blackwell Publishing.
- [9]ERDEM R., ADIGÜZEL O., KAYA A., (2010), “*Akademik Personelin Kurumlarına İlişkin Algıladıkları ve Tercih Ettikleri Örgüt Kültürü Tipleri*”, Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, Sayı: 36, Ağustos-Aralık, 74.
- [10]KIREL Ç.,(2008), “*Örgütlerde Psikolojik Taciz (Mobbing) Ve Yönetimi*”, Anadolu Üniversitesi Yayınları, Eskişehir.
- [11]KOTTER J.P., HESKETT J.L.,(1992), “*Corporate Culture and Performance*”, Simon&Schuster.
- [12]HILLS M.D., (2002), “*Kluckhohn and Strodtbeck's Values Orientation Theory*”, Article, 5.

- [13]İŞCAN Ö.F., TİMUROĞLU M. K.,(2007), “*Örgüt Kültürünün İş Tatmini Üzerindeki Etkisi ve Bir Uygulama*”, Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, Cilt:21 Ocak, Sayı:1, 120.
- [14]KABAKÇI H.,(2007), “*Örgüt Kültürü Kavramı: HÜ İİBF ve AÜ SBF Örgüt Kültürlerinin İncelenmesine Yönelik Bir Araştırma*”, Hacettepe Üniversitesi, Yüksek Lisans Tezi, Ankara, 28.
- [15]KUŞÇU P.Ç.,(2011), “*İşyeri Zorbalığı ve Örgüt Kültürü İlişkisi Üzerine Sosyolojik Bir Araştırma*”, Uluslararası Sosyal Araştırmalar Dergisi, Cilt:4, Sayı:19, 375.
- [16]LEYMANN H., (1996), “*The Content and Development of Mobbing at Work*”, European Journal of Work and Organizational Psychology, 5(2), 165-184, 13-14-15.
- [17]LUNENBURG F.C.,(2011), “*Organizational Culture-Performance Relationships: Views of Excellence and Theory Z*”, National Forum of Educational Administration and Supervision Journal Vol.29, No.4, 5.
- [18]MANNION R.,(2008), “*Measuring and Assessing “Organisational Culture in the NHS (OCI)”*”, Research Report, 21.
- [19]MANSUR F. A.,(2008), “*İşletmelerde Uygulanan Mobbingin (Psikolojik Şiddet) Örgütsel Bağlılığa Etkisi*”, Gazi Üniversitesi, Eğitim Bilimleri Enstitüsü, Yüksek Lisans Tezi, Ankara, 62.
- [20]MIEDZIK M.,(2008), ‘*Characteristic Phenomenon of Mobbing In Poland*’, Politician- Social, Vol.35, No.3, 32.
- [21]SABUNCUOĞLU Z., TÜZ M.,(1996), “*Örgütsel Psikoloji*”, Ezgi Yayınları, Bursa.
- [22]SOLJAN I., JOSIPOVIC-J. Z.,TITLIC M., (2009),“*Organizational Circumstances for the Occurrence of Mobbing in Health Care Organizations*”, Macedonian Journal of Medical Sciences. 2009 Sep, 239-241-243.
- [23]ŞAHİN N., “*Duygusal Taciz (Mobbing) Ve Organizasyonel Sonuçlar Üzerindeki Etkisi: Bankacılık Sektöründe Bir Uygulama*”, (2006), İstanbul Üniversitesi, Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, İstanbul, 46.
- [24]ŞAHİN A., (2010), “*Örgüt Kültürü-Yönetim İlişkisi ve Yönetimsel Etkinlik*”, Maliye Dergisi, Sayı: 159, Temmuz-Aralık 25-26.
- [25]ŞAHİN B., ÇETİN M., ÇİMEN M., YILDIRAN N., (2012),“*Assessment of Turkish Junior Male Physicians’ Exposure to Mobbing Behaviour*”, Public Health, Croat Med J.,53:357-66, 360.
- [26]TBMM, Kadın Erkek Fırsat Eşitliği Komisyonu Yayınları, (2012), No: 6, *İşyerinde Psikolojik Taciz (mobbing) ve Çözüm Önerileri Komisyon Raporu*”, 5.

- [27]TETİK S., (2010), KMÜ “*Sosyal ve Ekonomik Araştırmalar Dergisi 12 (18)*”, 82.
- [28]THARP B. M.,(2009), “*Four Organizational Culture Types*”, 5.
- [29]TINAZ P., BAYRAM F., ERGİN H., (2008), “*Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)*”, Beta Yayınları, İstanbul.
- [30]YAMAN E., “*Perception of Faculty Members Exposed to Mobbing about the Organizational Culture and Climate*”, Educational Sciences: Theory & Practice, 567
- [31]YAVUZ O.,(2006),“*Örgüt Kültürü ile Verimlilik İlişkisi ve Ostim Sanayi Bölgesinde Bir Uygulama*”, Gazi Üniversitesi, Yüksek Lisans Tezi, Ankara, 22.
- [32]ZWICK M.,(2011),“*Complexity Theory&Political Change: Talcott Parsons Occupies Wall Street*”, December, 3.
- [33] WEB_8, (2012), K.A.Baker, The Air University,
<http://www.au.af.mil/au/awc/awcgate/doe/benchmark/ch11.pdf>, 01/06/2012.
- [34] WEB_10, (2013), Sarah Cook, The Stairway Consultancy,
<http://www.thestairway.co.uk/publications/understanding-organisational-culture.html>, 07/01/2013.
- [35] WEB_11, (2013), Meral Coşkun, HR Türkiye,
<http://www.hrturkiye.com/index.php/organizasyonlarda-kultur/>, 07/01/2013.
- [36] WEB_1, (2012), Heinz Leymann, The Mobbing Encyclopaedia,
<http://www.leymann.se/English/11120E.HTM> , 03/04/2012.
- [37] WEB_2, (2012), Jacek Sroka, Eurofound,
<http://www.eurofound.europa.eu/ewco/2008/09/PL0809019I.htm>, 05/04/2012.
- [38] WEB_3, (2012), Muharrem Varol, Örgüt Kültürü ve Örgüt İklimi,
<http://kamyon.politics.ankara.edu.tr/dergi/belgeler/sbf/68.pdf>>, 05/04/2012.
- [39] WEB_4, (2012), İstanbul Kültür Üniversitesi,
<http://udes.iku.edu.tr/dersler/Psikoloji/Orgut%20Kulturu%20ve%20Liderlik%20/kultur-veozellikleri.pdf>, 05/04/2012.
- [40] WEB_5, (2012), Mind Tools,
http://www.mindtools.com/pages/article/newSTR_86.htm, 05/04/2012.
- [41] WEB_9, (2013),Erkan Yaman, Institute of Education Sciences,
<http://www.eric.ed.gov/PDFS/EJ882735.pdf>, 11/03/2013.

6. APPENDIX

QUESTIONNAIRE

İşletme Hakkında Genel Bilgiler (lütfen eksiksiz doldurunuz)			
İşletmenin Adı	:		
Formu Dolduran Hakkında Genel Bilgiler (lütfen eksiksiz doldurunuz)			
Unvanı / Statüsü	: <input type="checkbox"/> Üst Düzey Yönetici <input type="checkbox"/> Orta Düzey Yönetici <input type="checkbox"/> Şef <input type="checkbox"/> Memur <input type="checkbox"/> İşçi <input type="checkbox"/> Diğer.....		
Yaşı	:	Cinsiyeti	:
Departmanı	:		
Yaklaşık haftalık çalışma süreniz :.....saat			
Eğitim Durumu	: <input type="checkbox"/> İlköğretim <input type="checkbox"/> Lise <input type="checkbox"/> Yüksek Okul <input type="checkbox"/> Üniversite <input type="checkbox"/> Yüksek Lisans <input type="checkbox"/> Doktora		
Medeni Durumu	: <input type="checkbox"/> Evli <input type="checkbox"/> Bekar <input type="checkbox"/> Dul		
Toplam Meslek Hayatı (yıl)	:	Bu İş Yerinde Çalıştığı Süre (yıl)	:

Aşağıdaki sorular işletmenizin Örgüt/Kurum Kültürü ile alakalıdır. İşletmenizde hüküm süren kültüre ait hislerinizi aşağıdaki soruları esas alarak değerlendiriniz.	Kesinlikle Katılmıyorum	Kısmen Katılmıyorum	Kararsızım	Kısmen Katılıyorum	Kesinlikle Katılıyorum
1. Firmamızdaki yönetim biçimi bireyselliği, risk almayı, yenilikçiliği, özgür hareket etmeyi destekler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Bu firmayı ayakta tutan şey yenilik ve gelişime olan bağlılıktır. Öne çıkmak, ilk olmak sürekli vurgulanır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Bu firmada başarı temelde özel ve yeni ürünlere sahip olma ve bunları ortaya çıkarmada öncülüktür.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. İşletmemiz girişimci ve dinamik olduğu için, çalışanlar iş bitirici ve risk almaya isteklidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Bu firmada yeni kaynaklar elde etme, gelişme, yeni imkanlar ve fırsatlar araştırmak önemlidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Bu firma insan kaynağının gelişimine önem verir. Yüksek seviyedeki birliktelik ve moral önemlidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Bu işletme çalışanlar için özeldir, biz büyük bir aile gibiyiz, paylaştığımız çok şey var.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Firmamız takım çalışmasını, kararlarda fikir birliğini ve çalışanın yönetime katılımını destekler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Bu işletmedeki yöneticiler genelde bilge, yol gösterici, kolaylaştırıcı ve anne baba gibidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Bu işletmeyi ayakta tutan şey, çalışanlar arasındaki yüksek güven ve sadakattir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Bu işletme oldukça resmi (biçimsel) kural, prosedür ve yapıları olan bir örgüttür. Çalışanların ne yapacağını bu var olan resmi süreçler belirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Bu işletme oldukça biçimsel kural ve yapıları olan bir örgüttür. İnsanların ne yapacağını bu var olan resmi süreçler belirler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Bu firmada kurumsal devamlılık, istikrar, işlerin etkin, sıkı, kontrollü, rutin ve sorunsuz işlemesi önemlidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Firmadaki yönetim biçimi çalışanın kendini güvencede hissetmesini, risk ve belirsizlikleri ortadan kaldıracı, eşit, uyumlu ve tutarlı ilişkileri destekler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Bu firmadaki üstlerin rolü; işleri koordine etmek, önceden belirlenen şekilde devamını sağlamaktır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Bu firmadaki yönetim biçimi sıkı rekabet etmeyi, hırslı olmayı, profesyonelce hareket etmeyi ve başarılı sonuçlar elde etmeyi destekler.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Bu işletme sonuç odaklıdır. Burada insanlar rekabet etmeye ve başarmaya yönlendirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Bu işletme rekabetçi hareketleri ve başarmayı önemser. Firma amaçlarını gerçekleştirme, pazar payını artırma ve hedeflere ulaşma önemlidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. İşletme yöneticileri duygusal değildir, hırslıdır, işlerin süreçlerinden çok sonuçlarına odaklanmıştır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Bu işletmede esas olan şey, görev ve amaçların ne şekilde olursa olsun başarılmasıdır. Başarılı olma ve kazanmak ortak temadır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Aşağıdaki sorular işletmenizdeki MOBBİNG davranışları ile ilgilidir.	Kesinlikle Katılmıyorum	Kısmen Katılmıyorum	Kararsızım	Kısmen Katılıyorum	Kesinlikle Katılıyorum
1. Üstünüz kendinizi gösterme olanaklarınızı kısıtlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Sözüünüz sürekli kesilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Meslektaşlarınız veya birlikte çalıştığınız kişiler kendinizi gösterme olanaklarınızı kısıtlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Yüzünüze bağırlı ve yüksek sesle azarlanırsınız.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Yaptığınız iş sürekli eleştirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Özel yaşamınız sürekli eleştirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Telefonla rahatsız edilebilirsiniz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Sözlü tehditler alırsınız.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Yazılı tehditler gönderilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Jestler ve bakışlarla ilişki reddedilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. İmalar yoluyla ilişki reddedilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Çevrenizdeki insanlar sizinle konuşmazlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Kimseyle konuşamazsınız, başkalarına ulaşmanız engellenir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Size diğerlerinden ayrılmış bir işyeri verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Meslektaşlarınızın sizinle konuşması yasaklanır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Sanki orada değilmışsiniz gibi davranılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. İnsanlar arkanızdan kötü konuşur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Asılsız söylentiler ortada dolaşır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Gülünç durumlara düşürülürsünüz.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Akıl hastasıymışsınız gibi davranılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Psikolojik değerlendirme geçirmeniz için size baskı yapılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Bir özrünüze alay edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Sizi gülünç düşürmek için yürüyüşünüz, jestleriniz veya sesiniz taklit edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Dini veya siyasi görüşünüze alay edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Özel yaşamınızla alay edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Milliyetinizle alay edilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Öz güveninizi olumsuz etkileyen bir iş yapmaya zorlanırsınız.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Çabalarınız yanlış ve küçültücü şekilde yargılanır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Kararlarınız sürekli sorgulanır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Alçaltıcı isimlerle anılırsınız.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Cinsel imalarda bulunulur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Sizin için hiçbir özel görev yoktur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Size verilen işler geri alınır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Sürdürmeniz için anlamsız işler verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Sahip olduğunuzdan daha az yetenek gerektiren işler size verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. İşiniz sürekli değiştirilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Özgüveninizi etkileyecek işler verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. İtibarınızı düşürecek şekilde niteliklerinizin dışındaki işler size verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Size mali yük getirecek genel zararlara neden olunur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Eviniz ya da işyerinize zarar verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Fiziksel olarak ağır işler yapmaya zorlanırsınız.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Fiziksel şiddet tehditleri yapılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Gözünüzü korkutmak için hafif şiddet uygulanır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Fiziksel zarar verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Doğrudan cinsel taciz yapılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>