

EĞİTİM yayınevi

Yönetim ve Organizasyon

Alanında Uluslararası Araştırmalar - III

International Research in the Field of Management and Organization

Editör: **Doç. Dr. Halil Özcan Özdemir**

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Editör: Doç. Dr. Halil Özcan Özdemir

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ÖNSÖZ

Yönetim ve organizasyon alanı, modern dünyanın karmaşık yapısını anlamak ve bu yapıda etkili bir şekilde hareket etmek isteyen bireyler ve örgütler için büyük bir öneme sahiptir. Bu disiplin, hem teorik hem de pratik açıdan çok yönlü bir inceleme alanı sunmaktadır. Günümüzde örgütlerin uluslararasılaşması, kültürler arası farklılıkların örgütlerde görünür hale gelmesi ve dinamik şartlar nedeniyle yönetim ve organizasyon konusu daha çok dikkat ve özen gerektiren bir konu haline gelmiştir. Bu kitap, yönetim ve organizasyon alanında uluslararası boyutlarda yürütülen çalışmalara odaklanarak, akademisyenler, öğrenciler ve uygulamacılar için kıymetli bir kaynak sunmayı amaçlamaktadır.

Bu kitap, yönetim ve organizasyonun çeşitli boyutlarını ele alan ve konuyu derinlemesine inceleyen bir dizi bölümlerden oluşmaktadır. Her bir bölüm, alanın önde gelen akademisyenleri ve uzmanları tarafından kaleme alınmış olup, teorik birikim ile uygulamalı deneyimlerin harmanlandığı çalışmalardan oluşmaktadır. Kitapta sunulan yaklaşımlar, çok disiplinli bir perspektif ile çeşitliliği ve yeniliği öne çıkarmakta, yönetim bilimine ve uygulamalarına dair yeni bakış açıları keşfetmemizi sağlamaktadır.

Bu kitabın, hem akademik literatüre katkı sağlaması hem de profesyoneller için faydalı bir başvuru kaynağı olması beklenmektedir. Kitap, farklı kültürlerdeki uygulamalardan çıkarılan dersler, yenilikçi stratejiler ve geleceğe dair öngörüler sunarak, yönetim ve organizasyon alanındaki çalışmalara ışık tutacaktır.

Bu eserin ortaya çıkmasında emeği geçen yazarlarımıza, editörlerimize ve yayın ekibimize teşekkür ederiz. Ayrıca, okuyucularımızın bu kitaptan elde edecekleri bilgilerle yeni fikirler ve projeler geliştirerek alanı daha da ileriye taşıyacaklarına olan inancımız tamdır.

Saygılarla,

Doç Dr. Halil Özcan ÖZDEMİR

Editör

THE INVISIBLE ENEMY: RECOGNIZING AND COMBATING MOBBING AT WORK

Sena Yılmaz[1], Mustafa Doruk Mutlu[2]

INTRODUCTION

In the current period, the intensification of mobility and dynamism in the business world has further increased the importance that organizations attach to human resources. The intensification of competition, particularly within the context of labor markets, has given rise to a compelling imperative to eliminate factors that may impede the productivity and working conditions of employees (Demirbag ve Yıldırım, 2022b). It is recommended that employers implement strategies to enhance productivity and cultivate a positive work environment, with the objective of optimizing the contributions of their employees. (Schermerhorn and Bachrach, 2023).

On the other hand, the changes that societies are exposed to in the post-modern period also affect organizations (Demirbag and Yıldırım, 2022a). The rise in the significance of knowledge and innovation in the context of globalization and technological advancement has transformed the landscape of competition in the business realm, engendering heightened uncertainty and chaos (Demirbag and Yıldırım, 2023). These developments negatively affected the psychology of individuals in both social and organizational contexts and triggered the increase in actions called negative organizational behavior (Özen, 2007). Mobbing behavior is one such phenomenon that is observed in the organizational context in the present era. Employees on occasion have to contend with these negative and intimidating behaviors without the support of colleagues or superiors.

The term mobbing emerged in the 1960s when Konrad Lorenz defined the attack behaviors of animals to drive away their enemies as “mobbing” in his studies on animals and their behavior (Leynman, 1996a). Afterwards, Mobbing actually started to be widely used and scientifically examined in the organizational behavior literature in the 1980s when Heinz Leymann used the concept of “mobbing” to explain psychological harassment in the workplace (Leymann, 1990). During this period, the effects of mobbing on the

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individual, organization and society were examined and methods of struggle were emphasized. Research shows that the phenomenon of mobbing is quite common in business life (Godin, 2004). Studies on countries in the European Union have indicated that 81% of workers in these countries are exposed to psychological harassment at work (Montalban and Duran, 2005).

MOBBING AT WORK

Recently, research in the field of management and work psychology has highlighted the phenomenon of mobbing, which is identified as a significant factor contributing to employee turnover and absenteeism. This problem has become one of the most serious and difficult problems of organizational administrations today. Mobbing behavior, which manifests itself in many contexts and spreads rapidly, is among the popular topics in the literature by being discussed in the private sector, public and academic circles (Çavuş et al., 2015).

Especially with the report published by Gustavsson in the early 1980s, mobbing started to be discussed from a scientific perspective. However, the lack of a clear definition of mobbing in businesses around the world makes it difficult to accurately assess the effects of such behavior. More research is needed on the effects and remedies of mobbing in business life, as it is known that such negative relationships can cause serious harm not only to the health of employees, but also to organizational performance.

The term mobbing is a concept used in the sense of emotional harassment in business life and is considered as an important issue on organizational psychology in order to express psychological violence in business life. This phenomenon has been described by Leymann and other researchers as psychological violence or psycho-terrorism and is emphasized as a problem that can lead to serious consequences in working environments Leymann, who first introduced the concept of mobbing in the organizational context, defined it as aggressive or immoral behaviors that one or more people generally apply to a member of the organization in a systematic manner, putting the person in a helpless situation. (Leymann, 1996b). In addition, according to Leynmann, such behaviors can be considered as a continuous and cruel attack on the personality and pride of the victim (Leymann, 1996b). Mobbing requires a set of behaviors that are carried out in a planned manner to engage in a particular activity or interaction. Those who experience mobbing tend to occupy a lesser psychological position as the process unfolds, resulting in the perpetuation of negative social behaviors directed towards them (Eratik, 2017). According to Einarsen, Hoel, Zapf and Cooper, mobbing at work is defined as disturbing, humiliating, socially leaving someone alone or negatively affecting an individual's activities (Einarsen et al., 2003). In this sense, the main purpose

of mobbing is to reduce work performance by putting pressure on the victim individual, to damage his/her reputation and eventually to make him/her leave the organization. From this point of view, the wild nature of mobbing behavior is also known as "workplace terrorism" in business organizations (Tetik, 2010) or "bloodless war" (Maguire, 1999 cited in Westhues 2004: 37) and it is tried to draw attention to the destructive effects of this behavior.

It cannot be said that every negative behavior in working life falls within the scope of mobbing. For this reason, there are some characteristic features that define mobbing behavior. First of all, in order for a behavior to fall within the scope of mobbing, it must be repeated systematically and continuously, as stated in the definitions above (Cemaloğlu and Ertürk, 2007). Secondly, a psychological attack must have taken place. In other words, one of the most distinctive features of mobbing is that it does not involve physical violence. On the contrary, someone who engages in mobbing behavior attacks the victim emotionally in order to break his/her self-confidence, damage his/her waist, and ultimately drive him/her away from the workplace. The third feature is power inequality. Ultimately, mobbing occurs when there is an inequality of power between the behaviorist and the victim. An example of this situation is the attitudes and behaviors of a superior subordinate or a large group towards an individual (Einarsen, 2000; Vartia, 2003). Another feature is the intentional malicious intent behind the behaviors towards mobbing. Ultimately, these behaviors are done to harm the victim (Atman, 2012). The fifth feature is that mobbing is multidimensional. In other words, not only one behavior but many behaviors can be included in the scope of mobbing as mentioned above. It is of note that mobbing can be caused by individual or institutional factors. As a result, individuals may have negative organizational behavior due to reasons such as their own personal jealousy, feelings of inadequacy, as well as unfair and bad management in the organization and toxic organizational culture (Kök, 2006).

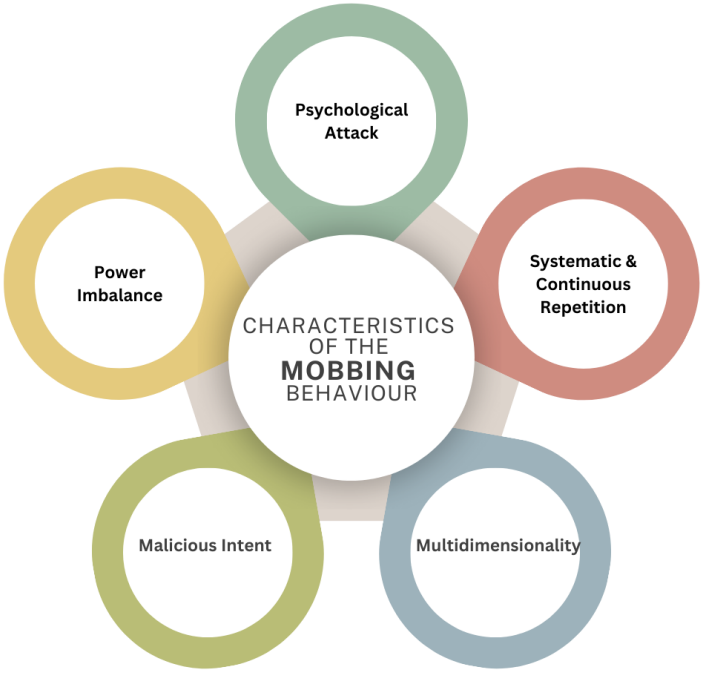


Figure 1: Characteristics of the Mobbing Behavior (Einarsen, 2000; Vartia, 2003; Atman, 2012).

In light of the aforementioned information, it is pertinent to inquire as to which behaviors fall within the purview of mobbing. This question was addressed by the researchers in the context of their investigations conducted within organizational settings. In his studies conducted in 1992 and 1996, Leymann, a leading figure in the field of study, identified a range of behaviours that have an adverse impact on individuals' freedom of expression, social relations, reputation, quality of life and work, health, and sense of isolation within the organisation. These behaviours include attacks on individuals' autonomy, constant task changes, threats and intimidation. Furthermore, in contrast to the aforementioned behaviors, Vartia (1993) also identified the occurrence of slander and imbalance in the distribution of tasks, including the assignment of disproportionate workloads, the allocation of meaningless tasks, and the arbitrary implementation of this process. Tetik (2010) also emphasizes that behaviors such as slander through negative gossip, increased workload, threats, discrimination, sarcasm, unfair accusations, and discrediting behaviors are particularly included within the scope of mobbing. Atik and Akkaya (2022) asserted that the practice of conducting performance evaluations in an inequitable manner constitutes a form of mobbing behavior. In their study, the researchers classified individuals who engaged in mobbing behavior according to the specific type of behavior they exhibited.

Table 1: Types of Mobbers in Organizations (Tınaz, 2006)

Corrupt Mobbing:	He/she is the one who constantly pursues evil and tries to hurt people with slanders.
Fierce Mobber:	He/she exhibits irritable behavior and communicates mostly through shouting. These people are also identified with behaviors such as threatening, cursing, and having nervous breakdowns.
Megalomaniac Mobber:	He/she is the person who considers himself/herself superior to others with a narcissistic attitude and desires to keep all control. He reflects his self-doubt with hatred and jealousy towards others.
Sadistic Mobber:	He/she enjoys cornering employees and leaving them in a difficult situation. It has a personality structure that is compatible with psychopathy, which allows every way to rise within the organization.
Sycophant Mobber:	He/she is ready to do anything to get into the eyes of people in positions of power and gain their appreciation. He/she also engages in mobbing behavior in line with the wishes of the manager.
Coward Mobber:	He/she is afraid of the possibility of success of people who he/she sees as rivals to the organization. He/she also performs mobbing behavior in order to eliminate the people he/she perceives as this threat.
Critical mobber:	He/she applies mobbing behavior by intimidating other employees through constant criticism.
Disappointed Mobber:	He/she reflects the negativities in his/her private life to his/her work life and colleagues. In this sense, it has a structure that moves with feelings of jealousy and envy.
Two Faced Mobber:	Although they are seemingly well-intentioned, their hidden intentions are bad and they harm the victims of mobbing.

Mobbing behavior has both individual and organizational effects in the organizational context. From an individual point of view, it affects everyone from the highest to the lowest level of organization and creates unrest, conflict and confusion. When approached from an individual point of view, it creates serious problems in psychological, social and physical dimensions. Psychological problems can manifest themselves as depression, anxiety, stress, loss of self-confidence and even suicidal thoughts (Mathisen et al., 2010; Leymann 1993, 1996a; Niedl 1996). Social negative effects on individuals occur as isolation, stigma and deterioration in social relations (Tınaz, 2006). It can also cause physical harm in a variety of ways, from insomnia, headaches, and upset stomachs to a weakened immune system (Brodsky 1976; Einarsen et al. 1998). This leads to a decrease in the quality and quantity of work, a decrease in productivity. Furthermore, from an organizational perspective, it results in the loss of human capital, deviation from organizational objectives, incompatibility between business groups, and a loss of organizational image (Yücetürk, 2005; Tınaz, 2006, Asunakutlu and Safran, 2006).

As a result, the term mobbing is a term used to describe emotional harassment and psychological violence in business life and is an important issue for the safety and health of employees. As mentioned above, there is no generally

accepted definition on the concept of mobbing as it covers many negative behaviors in the workplace due to its nature. For this reason, explaining other concepts in which this broad term is related will serve to better understand the concept.

CONCEPTS RELATED TO MOBBING IN THE WORKPLACE:

The Concept of Mobbing and Sexual Harassment

"The term "harassment" is defined as a situation in which at least one individual is subjected to adverse effects, including physical, psychological, sexual, or economic distress, discomfort, inconvenience, incapacity, and anxiety. Such behaviors are generally not welcomed in society and can have serious psychological effects on victims (Eyüpoğlu, 2008). In particular, sexual harassment involves the expectation that a person will engage in behavior of a sexual nature through the use of force, where the other party does not want it or explicitly rejects it. This scope should not be perceived as behaviors that only have a physical effect. It can also include verbal contact, written messages or images of a sexual nature.

In the organizational context, it is usually women who are exposed to sexual harassment. Such harassment can adversely affect women regardless of their age, marital status, appearance or professional position. Women are even more at risk of being victims of such harassment (Fitzgerald et al., 1997; Gutek, 2013).

There are many similarities and differences between sexual harassment and mobbing. While sexual harassment is generally defined as the unwanted sexual behavior of one person towards another and the negative effects of these behaviors on the victim, mobbing is considered from a broader perspective. Mobbing is usually a combination of aggressive or disturbing behaviors that a group or community engages in, often systematically and consistently, against a particular individual. By definition, the purpose of sexual harassment is directly evident and can often be considered a singular event. But mobbing refers to a long-term and repetitive process. While it is emphasized that certain behaviors must continue for a certain period of time to detect the presence of mobbing, even a single incident may be sufficient for sexual harassment. While victims of sexual harassment are often a heterogeneous group with various social and demographic characteristics, those exposed to mobbing can often be associated with certain personality traits or work environment dynamics. This is important in order to detect sexual harassment earlier and to implement the measures that can be taken against such cases more quickly. It is also stated that the recovery processes of victims of sexual harassment may be faster than those of victims of mobbing, and therefore protective measures may be more effective for sexual harassment (Gerçek, 2011).

Consequently, mobbing and sexual harassment are related but different concepts. From this point of view, although the scope of mobbing seems to be a broad concept, it does not cover sexual harassment. In addition, there is a possibility that both mobbing and sexual harassment take place at the same time in a workplace. As a result, since the term mobbing does not directly include sexual harassment, "sexual harassment" should be considered as a separate concept.

The Concept of Mobbing and Violence

The concept of violence has formed a complex structure with various personal and social factors throughout human history. It can be defined as the conscious use of physical force on a person or community in a way that leads to disability, death, psychological discomfort or developmental disorder. Violence is important in terms of how it is conveyed and accepted within the group; it is sometimes seen as legitimate and adopted as a lifestyle and used as a tool in solving problems. However, the issue of what will be considered violence can be interpreted differently by being influenced by social, cultural and individual values and personality traits.

Physical force used against any individual or community with physical, psychological, or sexual consequences is called physical violence. On the other hand, psychological violence is defined as the force used to adversely affect the spiritual, physical, moral, or social development of individuals. In the socio-psychological dimension of violence, the variability and renewal of the social structure have an important role (Akkaş and Uyanık, 2016). This study focuses on mobbing behavior in the organizational context, also called psychological violence, which covers the psychological dimension of violence rather than the physical dimension.

The Concept of Mobbing and Bullying

Psychological pressure or mobbing in the workplace is increasing day by day as a problem that negatively affects the work performance of employees and adversely affects the working environment. The concept of bullying, on the other hand, is the situation where a person thinks that he/she is exposed to negative behaviors made by another individual one time or continuously and has difficulty in defending himself/herself. Bullying usually occurs with a random and aggressive attitude compared to mobbing behavior. In other words, unlike mobbing, it is not a behavior that is motivated by the ultimate purpose of the employee, such as suspension or isolation. However, in the end, both behaviors can cause psychological, emotional or physical harm to the victim and negatively affect organizational dynamics (Kalay et al., 2014; Erdirençelebi and Yazgan, 2017; Hoşgör, 2020; Murat and Elçi, 2020; Ekinci, 2022).

MOBBING PROCESS IN THE WORKPLACE

It would be more accurate to consider mobbing behaviors as a process due to the fact that they have a nature that spreads over time rather than instant actions. This process is a progressive process that starts with disturbing behaviors targeting employees and increases its severity over time. In this process, early detection of signs of mobbing is vital. It is also important to identify the roles of the people involved in the process. The mobbing process is initially manifested by small and difficult-to-notice behaviors. Over time, such behaviors increase and become more pronounced. Situations such as constant criticism, social isolation, and being the subject of ridicule may occur in the early stages of mobbing. In later stages, these behaviors can seriously affect the work performance and psychological health of the victim.

There are three main actors in the mobbing process: mobbers, victims, and observers. Those who engage in mobbing are often those who abuse power and target victims. Victims are employees who are the target of these negative behaviors and often feel vulnerable. Observers, on the other hand, are people who notice this situation but are not directly involved. Recognizing and responding to these symptoms in the workplace is critical for both the protection of victims and the maintenance of a healthy working environment.

Victims of mobbing experience serious changes in their social environment at work. The once supportive work environment becomes unbearable and hostile over time. This is much more serious and different from everyday workplace problems and misunderstandings. Therefore, the phenomenon of mobbing has a very different structure from ordinary workplace conflicts. Leymann (1993) defined the process of mobbing in five stages: identification, disagreement, aggression, corporate power and dismissal:

Table 2: Stages of Mobbing in Organizations (Leynman, 1993)

1. Conflict Phase	*It refers to the initial stage of the process. Conflict can be related to any dispute in the organization. At this stage, although mobbing behaviors have not yet emerged clearly, the process has sprouted with the conflict between the parties.*
2. Aggressive Actions Phase	*If this initial conflict between individuals is not resolved, the tension will continue, and mobbers and victims will emerge at this stage.*
3. Management Initiation Phase	*When negative organizational behaviors start to become evident, it is the stage where management needs to intervene in the process.*
4. Stamping Stage	*It is the situation where the victim is exposed to misperceptions and stigmatization when he/she applies for help due to the problems he/she has experienced (medical, psychological, etc.).*
5. Dismissal phase	*Finally, if the mobbing process is successful, the victim is removed from the company either voluntarily or by the management.*

TYPES OF MOBBING IN ORGANIZATIONS

In the organizational context, the typology of mobbing is generally based on the hierarchical structure and arises as a result of the power imbalance in that system. According to this typology, mobbing behaviour is basically divided into two categories: vertical and horizontal mobbing (Atik and Akkaya, 2022).

Vertical Mobbing

Vertical mobbing is one of the negative organizational behaviors that arise as a result of the power imbalance in the organizational structure in the workplace. Depending on the direction of the hierarchical structure, vertical mobbing is divided into two as top-down (downward vertical mobbing) or bottom-up (upward vertical mobbing).

- **Downward vertical mobbing:** It is the type of mobbing applied by the manager against the superior subordinate employee based on the hierarchical structure in the organization. It is more likely to occur as a result of a power relationship in which the superior is more powerful than the subordinate and one side holds all the strings in terms of mutual dependence (Mimaroğlu and Özgen, 2008). In addition, it is claimed that the superior feels inadequate as a result of the promise of a potential threat to the subordinate in the future, facilitating the emergence of such negative behaviors (Atik and Akkaya, 2022). Examples of vertical mobbing may include constant criticism, workload overload, changing or reducing job position, constantly questioning performance, and exclusion by other employees. Such cases of mobbing can create unrest in the working environment, reducing the motivation of employees and negatively affecting work efficiency. Therefore, it is important to prevent mobbing in workplaces and to address such behaviors within the legal framework (Bayri, 2023).
- **Upward vertical mobbing:** It is the type of mobbing that employees apply against their managers. As expected, mobbing is a rare type of behavior because it is applied by those in hierarchically weak positions to the powerful (Atik and Akkaya, 2022). This type of mobbing usually occurs when a group of employees act together and target a senior manager. Subordinate employees can target the manager by changing the balance of power, which can significantly affect power relations in the workplace. For example, through gossip and slander, employees can damage a manager's reputation by spreading or slandering harmful or untrue information about the manager. They may also question or reject the manager's instructions by resisting or not cooperating. They can also influence the manager's decisions and cause him/her to fail, such as withholding information or giving false information. (Atik and Akkaya., 2022)

As a result, vertical mobbing can be a serious problem that damages the hierarchical structure and cooperation in the workplace. Such behaviors can adversely affect the work environment in the workplace, reducing the performance and motivation of both the manager and other employees. Therefore, it is extremely important to prevent vertical mobbing in the workplace and to develop effective strategies to combat such behavior.

Horizontal Mobbing

As can be understood, horizontal mobbing is an expression of psychological violence among employees in equal positions in the organizational structure. This type of mobbing occurs due to reasons such as insufferability, competition, and personal discontent among employees. In particular, a newly recruited or promoted employee may be exposed to such behavior by changing the balance within the group. Employees with a strong sense of competition can use mobbing tactics against others. In this case, mobbing may occur by disrupting the balance of power against the victim (Mimaroğlu and Özgen, 2008). Examples of horizontal mobbing behavior include exclusion, constant criticism, opposition to work, or underestimation of an employee's contributions. This type of mobbing can create unrest in the working environment and negatively affects work efficiency. Therefore, employers need to develop effective policies and measures to prevent such behaviors (Bayri, 2023).

THE EFFECTS OF MOBBING IN THE WORKPLACE

Mobbing is a problem that deeply affects the spiritual, physical and social life of individuals, but also leads to significant economic and social costs on organizations and society. At the individual level, people exposed to mobbing experience mental and physical health problems. Health problems such as depression, anxiety, high blood pressure, tachycardia, digestive system disorders and chronic pain are common (Pedro et al., 2006). This leads to a decrease in the working capacity of the individual, loss of economic independence, and a decrease in the quality of life by being unemployed in the long term. In addition, consequences such as feelings of abandonment, detachment from the social environment and isolation are frequently observed in mobbing victims (Da Silva and Saldanha, 2019).

At the social level, mobbing increases social assistance demands due to increasing unemployment problems and negatively affects public expenditures. The economic hardships caused by unemployment and underemployment place an additional strain on health expenditures and insurance systems. These effects of mobbing threaten the general well-being of society as well as individuals (Akar et al, 2011).

In organizational terms, mobbing causes both psychological and economic costs. Psychological costs include the formation of a negative atmosphere

in the workplace, conflicts between individuals, the erosion of values in organizational culture, and the spread of insecurity. This weakens the motivation and sense of cooperation of employees, restricting creativity and reducing job performance (Conte, 2020; Kesebir, 2018). In the economic dimension, there are consequences such as the dismissal of expert employees, increasing costs related to the recruitment and training of new personnel, decrease in job quality and general performance loss. In addition, mobbing-related compensation, legal processes and early retirement payments further increase the financial burden of organizations.

As a result, mobbing negatively affects not only the mental and physical health of individuals, but also the efficiency of organizations and the general economic balances of society. Therefore, prevention and mitigation of the effects of mobbing are of critical importance for both individuals and society.

VICTIMS OF MOBBING

The risk of being a victim of mobbing in every workplace and culture applies to everyone. The operation of the mobbing process may vary in different workplaces, but often the process follows similar stages. There is no specific personality type predisposed to the victim role in mobbing, but situations that may cause individuals to be exposed to mobbing can be mentioned.

Mobbing victims are usually committed, loyal and quiet individuals. They believe in the goals of the organization and care about the dignity of the workplace. However, while remaining silent, they are hesitant to take counter-action and avoid seeking help. Mobbing can affect personality traits and push victims to withdraw into themselves. Mobbing occurs as a result of the interaction between the victim and the bully and is associated with the interaction rather than personal reasons. Conversely, research has demonstrated that victims can also exhibit “provocative” characteristics. Individuals with a jealous and aggressive personality structure or a perception of superiority over their colleagues may engage in behaviors that provoke others and reinforce their inclination to retaliate or harass. (Mathiesen and Einarsen, 2004).

Individuals who are exposed to mobbing are generally considered to be “the other” who defy community norms. From this point of view, being different from other employees in the organization in one aspect and therefore not being able to adapt easily increases the likelihood of facing mobbing behavior. For example, if the person works alone, this may cause him/her to be mobbed by other individuals with problematic characteristics within the organization. In such cases, the presence of a single member of a gender in an organization, whether male or female, may precipitate mobbing behavior due to the inherent differences between the genders. Furthermore, the risk of exposure to mobbing may be heightened in certain circumstances, such as when an individual

is a newcomer to the organization, is markedly more successful than their colleagues, is a foreign national, or is single. (Tınaz, 2006; Tetik, 2010).

STRATEGIES TO COPE WITH MOBBING

It is emphasized that the victims of mobbing are often left alone with a sense of helplessness. The reason for this is that control of the negative situation is not in their own hands. Already, researchers focus on the fact that victims suffer injustice instead of self-criticism (Özen, 2007). Researchers have listed the actions that individuals exposed to mobbing can take. It has been emphasized that improving self-esteem by investing in one's personal development (e.g., professional skill development) can increase one's resistance to mobbing behavior. It is also recommended that the person should pay attention to his/her mental health during this process and seek psychological support if he/she is injured. Expert helps the person feel that they are not alone and that they are aware of the violence they are experiencing, while also providing guidance on how to react. Another recommendation is related to creating balance zones. It is the creation of "balance zones" where the person feels trust and well-being against the shock caused by mobbing on the person (Mimaroğlu and Özgen, 2008).

From another point of view, the first step in dealing with psychological violence is to accept that this situation is unacceptable and not normal. The individual should understand that he/she is healthy and normal and should be aware of the source of violence. Explaining this to the perpetrator can sometimes be effective, especially if the person is unaware of their own behavior. But if the other person has deep psychological problems, this approach may not always work. In this case, it would be best to contact an official or expert. Thus, the perpetrator of violence can get the necessary help and be directed to the treatment process. If the abuser is aware of what they are doing, then ending your relationship may be the healthiest option. In order to overcome psychological violence, learning to say "no" is the most effective way, not hesitating to set boundaries and defend his/her own rights. This process helps the person maintain self-esteem and develop healthy relationships (Mimaroğlu and Özgen, 2008).



Figure 2: Strategies to Cope with Mobbing (Özen, 2007; Mimaroğlu and Özgen, 2008)

CONCLUSION

Although mobbing is a new concept for Turkey, it has existed for a long time in practice. It has been researched and scientifically examined since the 1980s, and its importance has been further understood especially after the 2000s. It has been observed that mobbing has a number of negative effects on employees, organization and even society. The detrimental impact of mobbing can result in the loss of well-trained employees, who may experience mental and physical health issues as a result. This, in turn, can lead to a decline in motivation and commitment among the remaining employees.

In developed countries, great importance is attached to mobbing problems in organizations, and the public is tried to be informed about this issue through visual and printed media. Various organizations have been established that offer both legal and health support to victims. In our country, situations such as mobbing are experienced in many organizations and seriously threaten many employees. For this reason, it has become an issue emphasized by academic circles, business world and professional organizations. However, institutions can develop policies to combat negative behaviors such as mobbing. It can be suggested to reduce uncertainties such as status and task distribution within the institution and to create an environment where everything is clearly defined. It is of great importance to ensure transparency in management, to encourage

participation in decisions and to create an open communication environment. Furthermore, it is imperative that the tenets of honesty and sincerity be safeguarded and reinforced within the organizational structure. Additionally, there is a need to ensure the efficacious functioning of grievance and performance assessment mechanisms. Taking these actions will encourage their victims to raise the flag when they encounter a negative situation. Moreover, in order to create a culture free from mobbing, organizations can take into account the personality traits and emotional intelligence of the candidates as well as their competencies in the recruitment processes and create a set of values in which negative organizational behaviors are not hosted. Ultimately, it is an important responsibility of managers to emphasize these created values with various methods and to raise awareness against mobbing. Implementing these policies can seriously reduce the number of victims of mobbing in the workplace. As a result, the issue of mobbing is a problem that many institutions can reduce or limit by acting together. For this reason, it is important for lawyers, academics, organizations and trade unions to report this situation, which may harm businesses, to the competent and relevant institutions.

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