

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI
YÖNETİM VE ORGANİZASYON (İNG.) BİLİM DALI

**A STUDY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL
POLITICS AND MOBBING BEHAVIORS AT THE WORKPLACES**

Yüksek Lisans Tezi

AYBIKE YALDIRAN

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DANIŞMAN: PROF. DR. FATMA GÜLRUH GÜRBÜZ

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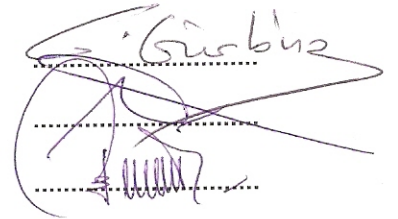
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ÖZET

İş yerinde duygusal zorbalık davranışı (mobbing), son yıllarda hem çalışanlar, hem de organizasyonlar için büyük bir problem olarak görülmektedir. Artan sayıda çalışan, kendisinin iş yerinde düşmanca davranışlara maruz kaldığını belirtmektedir. Mobbing olgusu, sadece olayın kurbanlarına zarar vermekle kalmaz, aynı zaman da organizasyonları da kötü bir şekilde etkiler. Mobbing olayları yüzünden, organizasyonlar; hastalık izinlerindeki artış, üretimde düşüş, ya da çalışan motivasyonunun ve örgüte bağlılığın azalması gibi bir çok sorunla karşılaşmaktadırlar. Bir organizasyonda mobbing olgusunun ortaya çıkışı, örgütsel ve bireysel birçok etkene ve değişkene bağlı olmaktadır. Örgütsel politika da mobbing olayının oluşmasındaki önemli etkenlerden biri olarak görülmektedir. Bu araştırmada ise, çalışanların örgütsel politika algılarının, mevcut işyerinde mobbing olgusunun oluşumuna etkileri incelenmiştir.

Bu çalışmada örneklem, İstanbul, Bursa,Edirne ve Ankara'daki özel kurum ve kamu kuruluşlarında görevli çeşitli sektörlerdeki çalışanlar baz alınarak oluşturulmuştur. “Örgütsel Politika “ değişkeni, Kacmar ve Ferris'in (1992) geliştirdikleri “Örgütsel Politika Algısı” ölçeği ile ölçülmüştür. “Mobbing” ise literatürde sıkça kullanılan Matthiesen ile Einarsen 'in geliştirdikleri “Negatif Davranışlar Ölçeği” ile ölçülmüştür. Tüm ölçel soruları , demografik sorular da eklenerek, bir ankette birleştirilmiş ve toplam 63 soru olarak gönderilmiş ve 379 çalışana uygulanmıştır. Veriler SPSS 16 programı kullanılarak analiz edilmiştir.

Elde edilen sonuçlar, çalışanların örgütsel politika algılarıyla, iş yerlerinde mobbing olgusunun oluşumu arasında pozitif yönde anlamlı bir ilişki olduğunu ortaya koymuştur. Ancak modelin açıklayıcılık gücünün düşük olması, örgütsel politika algısı ve mobbing arasındaki etkinin zayıf olduğunu göstermektedir. Sonuçlara göre, örgütsel politikanın “kişisel çıkar” alt boyutu mobbing'in oluşumunda diğer üç örgütsel politika alt boyutundan daha etkilidir.

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ABSTRACT

In recent years, mobbing is considered to be one of the most important problems for both employees and organizations. An escalated number of employees are reported to suffer from hostile behaviors. Mobbing not only gives harm to the victims but also affects organizations in a negative way such as; increase in sick leaves, loss of productivity, and decline in employee motivation and commitment. The occurrence of mobbing behaviors depends on many agents and variables including organizational and individual stressors. Organizational politics considered to be one of the important determinants of mobbing. This thesis examines how employees' perceptions of organizational politics affect the occurrence of mobbing behaviors at their workplaces.

In this study, the sample consisted of employees from several sectors who are working in both public and private organizations in İstanbul, Bursa, Edirne and Ankara. Organizational Politics has been measured by Perception of Organizational Politics Scale (POPS) developed by Ferris and Kacmar (1992). Mobbing has been measured by the most common measure of Matthiesen and Einarsen's Negative Acts Questionnaire (NAQ). The measurements have been gathered together in a 63 item survey including demographic variables and were administered to a total of 379 employees. The analyses were conducted by using SPSS 16.

The results showed that the occurrence of mobbing is positively and significantly related with employees' perception of organizational politics. However the exploratory power of the model is weak. Self-interest dimension of organizational politics has a greater effect on the occurrence of mobbing than other dimensions of organizational politics.

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ABBREVIATIONS

OP	Organizational Politics
POP	Perception of Organizational Politics
POPS	Perception of Organizational Politics Scale
NAQ	Negative Acts Questionnaire

INTRODUCTION

In the late of 18th century, just after the industrial revolution, the only concern of organizations was to make profit, and it was claimed by the early management theories that, the vital point for the organizations was productivity. For a long time, organizations and their success and sustainability was measured only with their production and profits. It was not taken into consideration that, organizations are social entities because of their employees. Human beings are not like machines, they have feelings, and they can be easily affected by the outer stressors like environmental and social factors. It was the Hawthorn Studies that changed the mechanic point of view of early management theories and put emphasize on the human factor and concentrated on the needs of employees and their working conditions. Following this new approach, lots of researchers have studied on the factors and conditions which maximizes the motivation of employees.

Similar to 18th century, some employees are again suffering from another workplace problem, the phenomenon of our era "*mobbing*". Mobbing has taken an escalated attention in recent years as a serious workplace problem within the working environment(Coyne et al., 2000). What makes a mobbing incident a severe problem is; mobbing occurs in many different social contexts and different age levels, it can be happen in every kind of organization without exception. (Einarsen & Skogstad, 1996; Olweus, 2003; as cited in Glaso et al., 2007). By the help of the pioneer study of Heinz Leymann, the interests of the other scholars have been taken to the topic from early 1990s. Just like mobbing, the topic of organiziational politics is new to the literature. Perception of organiziational politics have been taken into consideration by the studies of Ferris and Kacmar in early 1990s.

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

It is really very important to understand the way of the relationship between organizational politics and the occurrence of mobbing in order to take some precautions and interventions.

In Turkey mobbing is also a new topic for not only academic environment but also for regular people. Employees in Turkey mostly fear to talk in public about the deficiencies in their workplaces or the difficulties they have been confronting with because they fear of going against their management or losing their jobs. This study aims to shed light on this problem and organizational politics as its resource.

In this thesis, the relationship between perception of organizational politics and the occurrence of mobbing will be investigated. This research topic is selected in this present study because we believe that organizational politics has an effect on mobbing behavior. In other words, when employees perceive high organizational politics at their workplaces, they may show hostile behaviors towards others in order to achieve their self-interests. The demographic variables will also be investigated in order to understand whether the exposure to mobbing varies due to the demographic variables such as; age, age, tenure and etc.

1. ORGANIZATIONAL POLITICS

1.1. DEFINITION OF ORGANIZATIONAL POLITICS

Since it is commonly accepted, we can define an organization as “*a social entity which is goal directed and deliberately structured*” (Daft, 2003, p.9). In order to achieve its goals, an organization concentrates on its organizational dynamics as well as its financial concerns. In addition to this definition March (1962) recommended that business organizations are also political coalitions because they make decisions and set the goals as a result of bargaining processes (as cited in Mayes and Allen, 1977). When we consider scarce resources and the allocation of these resources, March’s approach seems reasonable to define the topic. Wildavsky claims that budgets should be conceived as the attempts to allocate financial resources through political processes. If organizations are seen as political coalitions thus budgets are the mechanisms of these organizations which grant subunits bargain over conflicting goals, make side-payments, and try to motivate one another to accomplish their objectives (Wildavsky, 1968; as cited in Pfeffer and Salancik, 1974, p.139).

The topic of organizational politics have been viewed by the researchers from two different perspectives; macro perspective and micro perspective (Valle and Perrewe, 2000). According to Valle and Perrewe (2000) much of the researchers like Gandz & Murray (1980) , Madison et al. (1980) and Pfeffer (1981) have taken the macro perspective into consideration which can be described as a top-down approach, emphasizing environmental and structural variables to explain organizational politics. On the other hand Burns (1961), Farrel & Petersen (1982), Porter et al., (1981), and Vredenburgh & Maure (1984) have adopted the micro perspective which puts emphasize on political actions from the individual point of view (as cited in Valle and Perrewe, 2000).

According to Jeffrey Pfeffer, organizational politics involves the activities that is taken within organizations, to acquire, develop, and use power and other resources to

obtain one's preferred outcomes in a situation in which there is uncertainty or dissensus about choices (M.J.Hatch, 2006). Ferris et al., (1989, p. 143) think that politics in organizations is a fact of life and employees' behaviors in and out of workplace mostly political in nature.

There are at least two widely used definitions of organizational politics. One view sees politics as an influence process that is exercised within work settings. In this view, politics include a very general set of social behavior. It is a broad and influential social tool that can contribute to the basic functioning of the organization (Pfeffer, 1981). On the light of Pfeffer's generalization, politics may be seen as the functional and dysfunctional factors depending on the circumstances. However, there is a more common and spesific definition of politics which Cropanzano et al., (1997) state as "*politics is limited to behavior that is strategically designed to maximize short-term or long-term self-interest*".

From another point of view, when there is uncertainty or disagreement about the choices in the organization, there appear some actions displayed by individuals or groups which use power and resources to achieve their own goals and preferred outcomes and these actions shape organizational politics (Hellriegel et al., 1995, p.513). There are several different explanations of organizational politics, none of which captures entire complexity of the topic (Drory and Romm, 1990, p.1134). According to Drory and Romm, definition of organizational politics should not be reduced only to individual actions, they claimed that not only individuals but also organizational groups can collectively act in a political manner. From their point of view OP should be analyzed on three levels which are categorized as; individual, group and organizational levels that are shown on Figure 1.1 (Drory and Romm, 1990, p.1335).

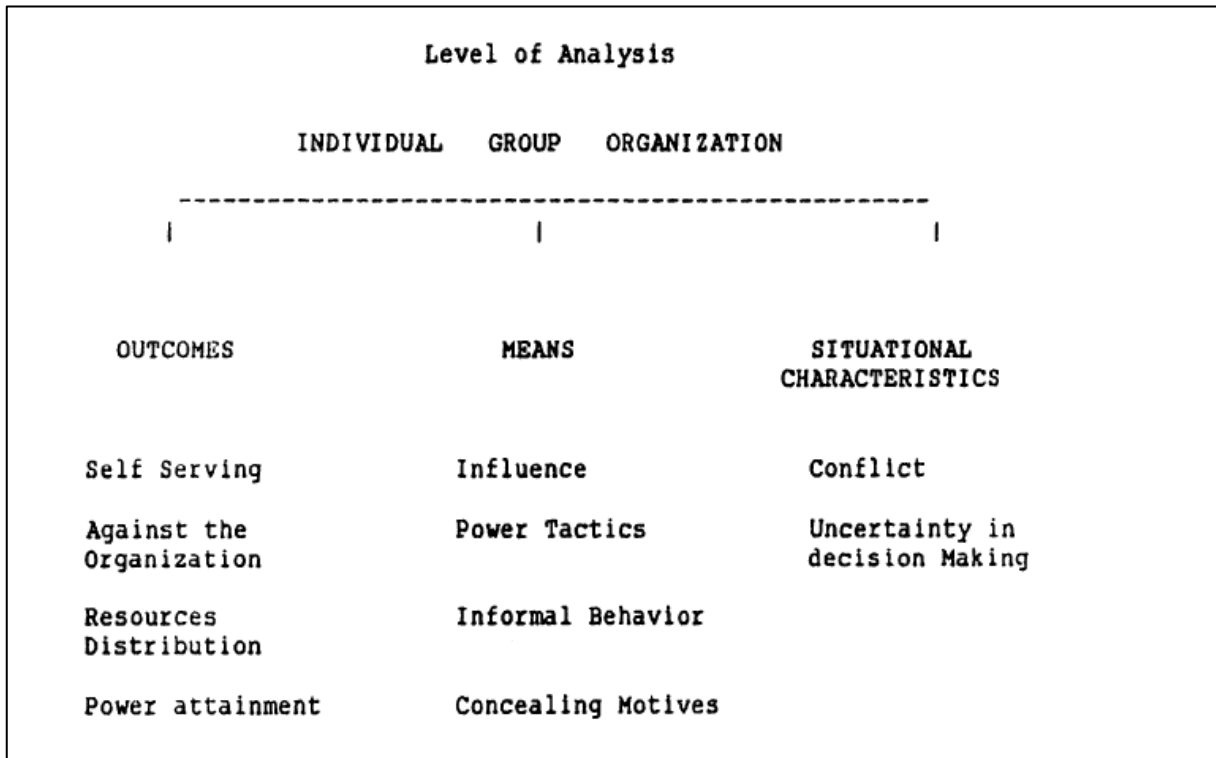


Figure: 1.1. Level of Analysis of Organizational Politics

Source: Drory and Romm, 1990, p. 1335

Mayes and Allen (1977) suggested that there should be an agreement on some assumptions which help researchers to understand the political processes and what lies beneath them. They stated the following assumptions as:

1. Behaviors referred to being political, take place in varying degrees in all organizations.
2. Not all behaviors in organizations can be categorized as political.
3. The organizational political process can be described in non-evaluative terms.
4. While many variables involved in describing organizational politics may be familiar to other organizational behavior concepts, a combination of these variables constitute a unique process that can not be described adequately existing paradigms. This unique process is organizational politics.

On the light of these assumptions Mayes and Allen defined the organizational politics as “ *the management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non-sanctioned influence means*” (1977, p.675). A summerized form of this definion can be seen on Table 1.1

Table 1.1 Dimensions of Organizational Politics

Influence Means	Influence Ends	
	Organizationally Sanctioned	Not Sanctioned by Organization
Organizationally Sanctioned	Non-Political Job Behavior I	Organizationally Dysfunctional Political Behavior II
Not Sanctioned by Organization	Political Behavior III Potentially Functional to the Organization	IV Organizationally Dysfunctional Political Behavior

Source: Mayes and Allen, 1977, p.675

1.1.1 Stages of Organizational Politics

Similar to March's approach, Mintzberg claims that organizations sometimes can be captured by politics and conflict which may turn them to a new form called political arena (1985, p.133). According to a process model (Mohr, 1982) there are three stages that shapes political arenas (as cited in Mintzberg, 1985, p. 142) which are listed below;

1. *Impetus:* It can be described as the starting point which gives rise to a political arena. In this first stage, three conditions lead to the political arena. First one is a necessary condition in which “*major pressures from one or more influencers to realign one of the coalitions or to change a stable configuration of power*” (Mintzberg, 1985, p. 142). Mintzberg also claims that these pressures mentioned above might be brought out by the other two conditions (1985, p.142). Here the key point seemingly is the organizational change in the fundamental conditions like coming out of a new critical group of expertise, a major innovation or a critical decrease in organizational resources (Hills & Mahoney, 1978; Mumford & Pettigrew, 1975; as cited in Mintzberg, 1985, p.142). These kinds of changes often provoke certain influences to stimulate accepted order of power in order to bring it into line with the new condition which can be named as the second condition (Mintzberg, 1985). The third condition handles the situations in which the accepted order of power might break down by itself as a result of an autocratic chief executive who becomes sick or a weekend commanding ideology (Mintzberg, 1985, p.143). According to Mintzberg these kinds of break downs produce a *power vacuum* which influencers may attempt to fill (1985, p.143).

2. *Development:* In this second stage of a political arena, it is pointed out that, no matter what the impetus is, influencers are inclined to challenge the existing, legitimate order of power or, if there is none they attempt to create an order of power for their own benefits (Mintzberg, 1985, p.143). The influencer's demands on organization by having conflicts shapes the onset for the emergence of the essential condition. These demands causes the organization to not focus on legitimate power for a time (Mintzberg, 1985, p.143). These pressures can be avoided from converting into a

conflict in two ways; it may be stopped at the beginning or it may succeed as soon as possible (Mintzberg, 1985, p.143).

3. Resolution: In this third stage of a political arena, it is figured out that five results emerge as the results of the emergence of the political arena. In two conditions the conflict is totally resolved whereas in a third stage it demolishes the organization and in last two stages, more remaining forms of political arena reveal (Mintzberg, 1985, p.144). When we consider the simplest case, there seem to be one set of influencers who wins openly; means that the ones already in power hinder the challenge or the new influencers consolidate power around themselves (Mintzberg, 1985, p.144. Mintzberg explained the complete Political Arena that resolved in this way as; *“full resolution would seem to be the most likely result of the confrontation form of Political Arena, a flare-up being followed by victory for one side or the other”*

1.2.2 Concepts Related With Organizational Politics

A group of researchers have been studying on some particular concepts which are thought to be related with organizational politics. Power, political behavior and political tactics are these related concepts on which researchers put emphasize on. Mintzberg generally concentrated on power and politics in the workplaces whereas other researchers like Gandz and Murray or Kipnis concentrated on political behaviors of the employees.

1.2.2.1. Power

Power can be simply defined as the potential ability to influence others' behaviors (Daft, 2002, p.515). An American political scientist Robert Dahl gives a definition of power in organizations with an example ; *“A has power over B to the extent that he can get B to do something that B would not otherwise do”* (as cited in

Hatch, 2006, p.282). Here A and B belong to the one of the social actors which can be either individual, group or organizational.

Since power is generally used to attain desired outcomes, it can be associated with organizational politics. In their study Mintzberg et al., put emphasize on power and its relationship with politics, and claimed that the organizations are surrounded by power relations which can also give inspritation to the organizations (1998, p.235). Mintzberg et al., (1998) classified power in organizations into two groups which are; micro power and macro power. Micro power is related with the play of politics inside an organization and focuses on conflits between colleagues whereas macro power is related with the use of power by the organization in some situations like conflict or cooperation with other organizations (Mintzberg, p.235). Mintzberg also claims that in order to engage in political behaviors, employees must gain advantage of organizational power (1983).

1.2.2.2 Political Behavior

Political behavior has been considered by the researchers as being related with organizaitonal politics. Political behavior can be described as the behaviors of individuals or groups which used to protect their self-interest, to meet their own needs and achieve their own goals (Hellriegel at al., 1995, p.512).

According to Allen and his friends (1979) there are two kinds of individual behaviors in organizationas that should be concerned; reactive behavior and proactive behavior (p.78). Reactive behavior aims to protect self-interest whereas proactive behavior promotes self interest and these two behaviors are both invovled by organizational politics (Allen et al., 1979, p.78).

Political behaviors in the workplace are typically considered in a negative manner by the employees because they are thought to be self-serving behaviors which promotes personal purposes commonly at the expense of others (Poon, 2003, p.141). Poon described these behaviors as :

- discretionary ;
- associated with manipulation, defamation, subversiveness and abuse of power
- contrary to organizational goals and the interests of other individuals (Vigoda, 2002a).

Valle and Perrewe (2000) define individual political behavior as “ the exercise of tactical influence by individuals which is strategically goal-directed, rational, conscious, and intended to promote self-interest, either at the expense or in support of others’ interests” (p. 361).

1.2.2.3 Political Tactics

The concept of political tactics has been supposed to be one of the important concepts related with OP. Many writers have focused on the subject specifically. According to previous studies, political tactics can be classified as sanctioned or non-sanctioned on the light of organizational norms (Zanzi and O’Neill, 2001, p.247). Zanzi and O’Neill (2001) explains non-sanctioned political tactics like out of organizational norms behaviors that people would not want their colleagues to know they are using it, while sanctioned political tactics mean the desirable acts that people want their colleagues to know they are using them (p. 247). Simply it can be described as sanctioned political tactics are considered as tolerated, expected, positive or even encouraged whereas non-sanctioned political tactics are considered as undesirable, unexceptable and negative.

A study was conducted among 288 MBA students who were employed in a wide variety of functional areas, including accounting (21%), finance (12%), marketing (11%), operations (8%), and sales (6%) and the remaining 42% of the respondents were reported to be employed in different management areas and other specific job types (Zanzi & O’Neill, 2001, p.249). In order to measure the frequency of use and

desirability of political tactics, Zanzi and O'Neill (2001) used a 24-item survey which was developed by Zanzi et al. (1991). According to the results of this research, people perceive difference in the social desirability of sanctioned and non-sanctioned political tactics, but the frequency which they use specific tactics does not necessarily correspond to their perceptions of desirability of the same tactics (Zanzi & O'Neill, 2001, p.258). Although people see value in sanctioned political tactics, they do not use them as frequently as they think.

1.2 HISTORY OF ORGANIZATIONAL POLITICS

Although being a very important issue for organizations, organizational politics haven't been paid sufficient attention by the researchers up to last decades. Bolda and Danish (2009) explains this situation as; having very few references that revealed in literature during 1960s but then getting escalated attention from the scholars before 1980's. Research in the arena of organizational politics is generally based on Lewin's (1936) argument that behavior is shaped by individual perceptions of reality rather than what is actually real (as cited in Zivnuska et al., 2004, p.628)

The theoretical foundations of this phenomenon were started by studies in the 1970s and early 1980s (Bacharach & Lawler, 1980; Mayes & Allen, 1977; Mintzberg, 1983; Pfeffer, 1981). Vigoda (2003) claims that, as interest in organizational politics grew, the amount of various approaches to its study also escalated (as cited in Drory & Vigoda, 2010). Today, in the field of Organizational Politics, there are several approaches from both the academic and practical points of view which can be classified into three groups as listed below (Drory & Vigoda, 2010);

1- Studies on influence tactics, conflict, and actual political behavior in organizations (e.g., Allen, Madison, Porter, Renwick, & Mayes, 1979; Brass, 1984; Burns, 1961; Cheng, 1983; Erez & Rim, 1982; Izraeli, 1975, 1987; Kipnis, Schmidt, & Wilkinson, 1980; Mintzberg, 1983; Putnam, 1995);

2- Studies on the perceptions of organization politics (e.g., Ferris, Fedor, & King, 1994; Ferris, Frink, Bhawuk, & Zhou, 1996; Ferris, Harrell-Cook, & Dulebohn, 1998; Kacmar & Ferris, 1991; Vigoda, 2000, 2001, 2002; Vigoda-Gadot & Kapun, 2005)

3- Studies on political skills and political capacities of the self within the workplace (Ferris et al., 2005, 2007).

The third approach is the extended version of the first view by dealing with tactics as aggregated “skills” that can be improved over time, mainly with experience and training. The third approach also fits a Machiavellian analysis of a “prince” who must present good political skills in order to implement rules and policies whereas the first two approaches are traditional and well documented in the literature, concern with political skills and have only recently emerged as an addition to the OP research (Drory and Vigoda , 2010).

Studies have discussed for along time that politics is an epidemic phenomenon in organizations and it deserves more attention and empirical studies (Gandz & Murray, 1980; Mayes & Allen, 1977; Mintzberg, 1983; Pfeffer, 1981, 1992). The importance of organizational politics (OP) lies in its potential consequences and effects on work outcomes. Theoretical arguments offers that politics often interferes with normal organizational processes (e.g., decision making, promotion, and rewards) and damages productivity and performance on individual and organizational levels (Vigoda, 2000).

1.3 PERCEPTION OF ORGANIZATIONAL POLITICS

As it is mentioned before there are lots of definitions of OP by many different researchers, therefore a consensus of one single accepted definition has not been achieved yet. According to Cropanzano and friends (1997, p.160) there are at least two commonly used definitions of OP. First of these two approaches is a broad one and sees OP as a general set of social behaviors that have influence on work settings. This view claims that politics can be functional or dysfunctional. The second approach is defined

as a more narrow and specific one by the researchers. In this approach OP is defined as the self-serving and non-sanctioned behaviors. Among these two perspectives, most of the existed studies have concentrated on the employees' perception of how politics function in their workplaces (Zanzi and O'Neill 2001, p.246). Employees' perception of politics are much more important than the actual existence of organizational politics because individuals normally give responses to what they actually perceive and not respond to what is neutrally real (Weick, 1979; Ferris et al., 1994; as cited in Bodla & Danish, 2009).

Despite being an important issue for organizations, OP has not been paid attention adequately until last two decades. One of the reasons for this lack of attention is that there was no established scale to measure employees' perceptions of organizational politics. Kacmar and Ferris (1991) filled that void and introduced the scale of perception of organizational politics to management literature. According to Kacmar and Ferris (1992) apart from the actual existence of politics in organizations, the employees' political perception is very important issue because how the employees see their organizations' political nature, influence their way to do their jobs (p. 93). These perceptions affect the feelings of employees about their colleagues, their company and their boss and also influence their productivity, job satisfaction and turnover intention (Kacmar and Ferris, 1992 p. 94). Thus it can be asserted that if employees' perceptions of politics about their workplaces is in a negative way, it reduces the organizational effectiveness and employees' motivation. When politics perception in organizations is high, employees feel uncertainty and ambiguity for their work environments because they have no idea about which actions will be rewarded or punished (Haris, Haris & Harvey, 2007, p.635).

Ferris et al., (1989) proposed a conceptual model which explains the perception of organizational politics as a phenomenon that are influenced by organizational, environmental and personal factors and in turn affects the organizational outcomes like; job involvement, job anxiety, job satisfaction and withdrawal from the organization (Figure 1.2).

In this model the first category is consisted of organizational influences like; centralization, formalization, hierarchial level and span of control whereas the second category consists of work environment influences like; job autonomy, job variety, advancement opportunities, feedbacks and the interactions between co-workers and supervisors. Finally the last influential category is the personal influences which are related with one's age, sex, and self-monitoring and machiavellian character (Ferris & Kacmar, 1992). These influential factors will explained in detail in the organizational antecedents part of this study. According to POP model, the potential outcomes of these influential factors occur when the employees perceive their workplace to be political (Ferris & Kacmar, 1992). These outcomes can be listed as; job involvement, job anxiety, job satisfaction and organizational withdrawal which will be examined in coonsequences part of this study.

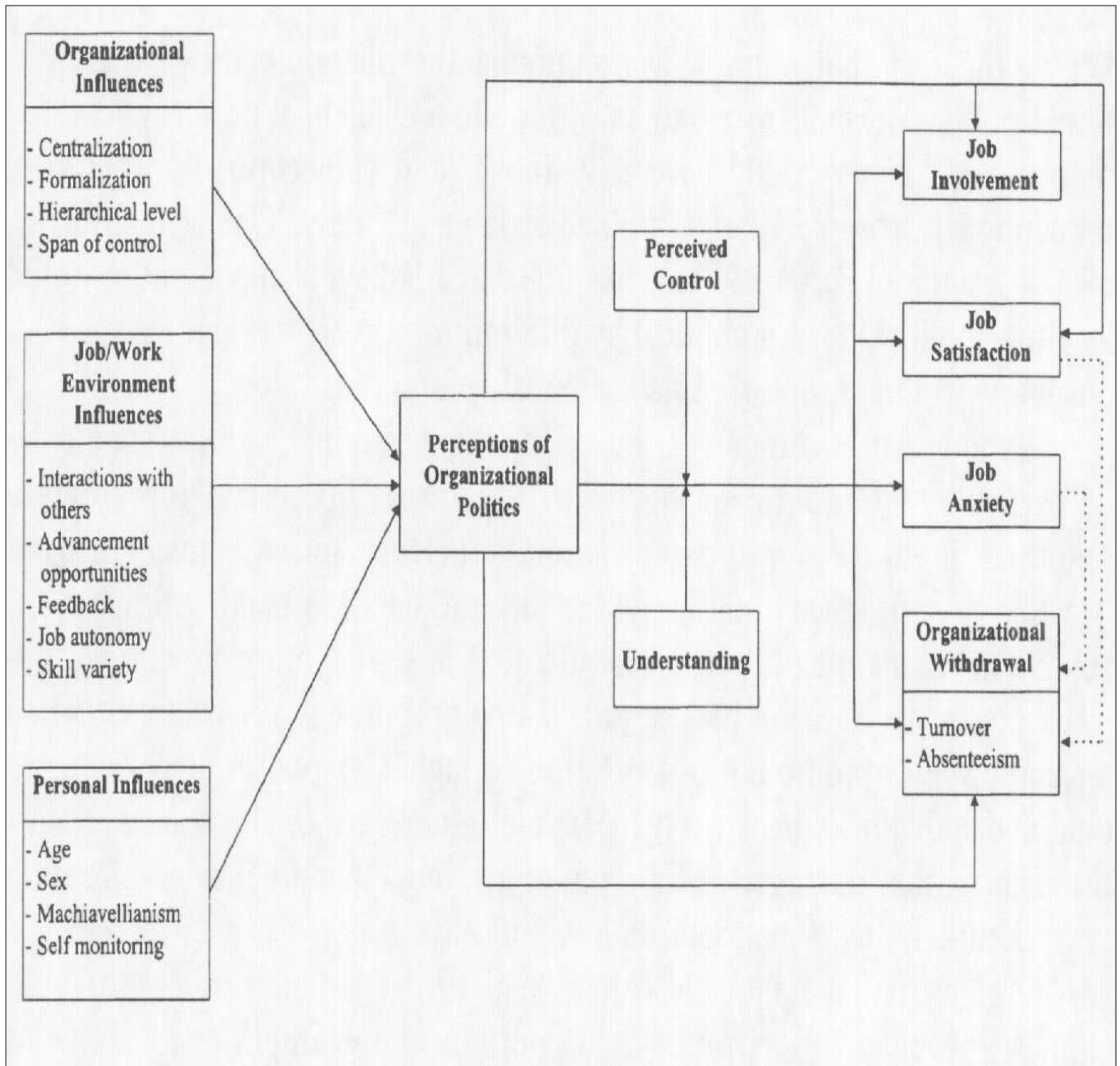


Figure 1.2. Model of Perception of Organizational Politics

Source: Ferris et al., 1989 (as cited in Ferris and Kacmar, 1992, p. 95)

1.4 ANTECEDENTS OF PERCEPTION OF ORGANIZATIONAL POLITICS

By the constitution of the perceptions organizational politics scale, many researchers find the chance to empirically verify their predicted hypothesis. Thus researchers have paid attention to the antecedents and consequences of the topic on the light of Ferris et al., (1989) perception of organizational politics model. Organizational politics scholars claim that, several factors including both organizational and individual influences have effects on perceptions of organizational politics. Ferris et al., (1989) categorized influential antecedents under three groups; organizational influences, job/work environment influences and personal influences as it can be seen in Figure 2. In addition to Ferris et al., Poon (2003) discuss the topic from both personal and situational sides and summerizes the organizational influences and environmental influences from the previous studies as;

- Centralization, formalization and hierarchical level (Ferris et al., 1996)
- Job variety, job autonomy and feedback (Ferris and Kacmar, 1992)
- Advancement opportunities (Parker et al., 1995)
- Organizational climate (O'Conner and Morrison, 2001)

1.4.1 Personal Influences

As it is indicated in Ferris and friends' model, gender , age and personality characteristics like; machiavellian and self-monitoring are the individual antecedents of perception of organizational politics. Witt et.al (2004) claim that older employees have higher levels of political skills than younger employees (p. 43). These higher levels of political skills give older employees the advantage to cope better with workplace politics. To support the idea Ritti (1997) argue that young employees are expected to experience negative effects when they sense high levels of politics because they are unexperinced about how to operate effectively in a political climate (as cited in Witt et

al., 2004). According to Ferris, women find their workplaces more political than their counterparts because they generally “*have had to operate from positions of inferiority in organizations, resulting in increased experience with politics*”(Ferris & Kacmar, 1992).

Perception of organizational politics model suggests that both high machiavellian and high self-monitor individuals may see their work environments as more political than their counterparts (Ferris et al., 1989). Some researchers also focused on the machiavellianism and described its role on perception of organizational politics as; “*Machiavellianism denotes a cluster of cynical beliefs about human nature, morality, and the acceptability of using various manipulative tactics to satisfy one’s goals*” (Johns, 1992, as cited in O’Conner and Morrison, 2001). Researchers observed that individuals who are high in Machiavellianism, manipulation and opportunism, hold heightened saliency; who expected to tend to interpret actions and events in political terms (Mudrack, 1993, as cited in O’Conner and Morrison, 2001).

1.4.2 Organizational Influences

Organizational influences have also taken attention of the researchers because it has vital importance on understanding the phenomenon. Ferris et al.’s conceptual model will be referred in this part of the study in order to explain the organizational influences. Ferris et al., suggest that organizational influences consists of four variables; *centralization, formalization, hierarchial level and span of control* which affect the occurrence of organizational politics at workplaces (1996, p. 237).

Centralization. “*A high degree of centralization would indicate that power and control are concentrated at the top of the organization, with perhaps less direct control at lower levels and thus might suggest greater potential for the emergence of politics in the work environment*” (Ferris et al., 1996, p.238). Previous reserach has shown that a positive relationship between centralization and organizational politics exists; as centralization increases, the evidences indicate that political behavior in organizations also increase (Ferris et al., 1996, p.238).

Formalization: Formalization can be defined as the degree to which instructions, rules, procedures, and communications are written (Pugh, Hickson, Hinings, & Turner, 1968; as cited in Ferris et al., 1996) According to Ferris and Kacmar (1992), there is a negative relationship between formalization and organizational politics. When the formalization is high it means there are so many rules and procedures in an organization and this makes a lower perception of organizational politics.

Hierarchical level: Previous studies show that, organizational politics is seen much more frequently at higher levels of the organization (Ferris et al., 1989; Madison, Allen, Porter, Renwick & Mayes, 1980; as cited in Ferris and Kacmar, 1992). On the other hand, Gandz and Murray claims that, the employees who work at lower levels of the organization, seem to be perceive more politics than the others, because of their lack of control over such processes (1980).

Span of control: It is predicted to be positively related with organizational politics (Ferris & Kacmar, 1992). Span of control means the number of employees who report to a supervisor and it determines how closely a supervisor can monitor subordinates (Daft, 2003, p.317). If the number of subordinates reporting to a supervisor increase, there will be a decrease in the amount of attention which the supervisor devote to his/her subordinates and this will lead more uncertainty and ambiguity occur at the workplace which then cause the perception of politics to be higher (Ferris & Kacmar, 1992).

1.4.3 Job/Work Environment Influences

According to perception of organizational politics model, work environmental influences includes; *job variety, job autonomy, feedback, interactions with others and advancement opportunities*. Job variety, job autonomy and feedback are expected to be negatively associated with organizational politics because job variety, job autonomy and feedback are the ways which used for reducing uncertainty at the workplaces (Kacmar and Ferris, 1992). According to Daft (1989), low task variety and autonomy causes

powerlessness that may be related with increased perception of politics (as cited in Kacmar and Ferris, 1992).

In addition to these antecedents stated in Ferris and Kacmar's model, a few researchers have been concentrated on the relationship between organizational climate and perception of organizational politics. Although there is no certain evidence of organizational climate has effects on perception of organizational politics, there are researchers like Drory and Romm (1993) who conceptualized the organizational climate as an independent variable which can impact the employees' attitudes and behaviors (O'Conner and Morrison, 2001). As being a subtopic of organizational climate, trust climate also has taken the attention of some scholars. An employee tends to have positive expectations about their colleagues, subordinates or superiors with relation to their *motives, intentions and prospective actions* which lead a positive trust climate exists in the organizations (Kramer, 1999; as cited in Poon, 2003, p.142). Employees are thought to be less involved in political behaviors or perceive politics as a threat when there is a high level of trust climate (Parker et al., 1995; as cited in Poon, 2003, p.142). Despite these studies there is no direct finding about the interection between organizational trust and perception of organizational politics.

1.5 CONSEQUENCES OF PERCEPTION OF ORGANIZATIONAL POLITICS

Ferris and Kacmar indicates that some potential outcomes take place when employees see their organizations as political in nature (Ferris & Kacmar, 1992, p.97). According to Ferris and Kacmar's model the consequences of perception of organizational politics listed as; job involvement, job satisfaction, job anxiety, and organizational withdrawal.

Job involvement: Job involvement is described as the measure of how much an employee identifies his/herself with his/her job or the value he/she gives to the job. The employees who are reported as being highly involved in their jobs, would regard their job as a large part of their identity (Cropanzano et. al., 1997). In their study Ferris

and Kacmar (1992, p.98) conducted a survey among 264 employees in three different organizations in order to find out their perception of organizational politics and its relationship with job involvement by using a one-time measure. According to the findings when employees perceive politics in their workplace, they may have higher levels of job involvement (Kacmar & Ferris, 1992, p.103). This result can be explained as the reluctance of the employees to play the political game, while they have interest on the job and on the organization or they need the job. (Kacmar & Ferris, 1992, p.103). On the contrary, Cropanzano and friends (1997, p.164) think that, when it comes to working with peers, to experience politics in peer relations, may decrease one's desire for involvement which means a negative relationship between job involvement and perception of organizational politics.

Job satisfaction: Job satisfaction is defined by Locke (1976) as a rising positive emotional condition when employees evaluate their job or job experiences (as cited in Poon, 2003, p.143). According to Ferris and friends (1989), an increase in the employees' perception of organizational politics is negatively associated with job satisfaction (as cited in Cropanzano et al., 1997, p. 164). This decrease in job satisfaction can be explained with the resource allocation decisions that controlled by political considerations which are generally thought to be unfair (Poon, 2003, p. 143). Empirical studies (Cropanzano et al, 1997; Ferris & Kacmar, 1992; Witt et al., 2002; Poon, 2003) up to now show that perception of organizational politics is a negative predictor of employees' satisfaction with their jobs.

Job anxiety: Lazarus and Folkman (1984) pointed out that, psychological stress tends to rise when people involved in situations like, taxing or exceeding their resources and risking their welfare (as cited in Poon, 2003, p. 143). A political workplace is also regarded as these kind of situations. From Jex and Beehr's (1991) point of view job anxiety is associated with a number of stressor at the workplace (as cited in Ferris et al., 1996, p.242). In addition to that statement Ferris and friends propose that as being a work-related stressor, organizational politics is positively associated with job anxiety (Ferris et al., 1996, p.242).

Organizational withdrawal: In many cases when employees find their environments uncomfortable, they will tend to avoid from this constrained environment and withdraw psychologically (Cropanzano et al., 1997, p.162). Also an employee who perceives his/her work environment as political, responds to the situation by withdrawing him/herself from the organization (Ferris & Kacmar, 1992, p.97). Withdrawal can take place in two ways psychologically and physically; employees who have the luxury to quit the job, take the physical way and resigned from the organization whereas the other employees who don't have the chance to quit the job immediately take the psychological way and relax themselves by thinking about quitting the job (Poon, 2003, p.144). There are two forms of withdrawal in terms of absenteeism or turnover which expected to occur when the perceivers desire not to be involved in the political games of the organization (Ferris & Kacmar, 1992, p. 97). Previous research indicates that organizational politics is significantly associated with organizational withdrawal (Cropanzano et al., 1997, p.163).

2. MOBBING

2.1 DEFINITION OF MOBBING

During the past two decades mobbing have taken growing attention of the scholars and researchers especially after Leymann's pioner study. Leyman briefly describes mobbing as harrassing, ganging up on someone, or psychologically terrorizing others at work (Leymann, 1996, p.165). These terrorizing acts on the victim can be in forms of being given tasks below one's competence, not being asked by colleagues to have lunch with, being obliged to meaningless tasks, or being ordered to work above one's capacity level (Leymann, 1996, Einarsen, 1999) and these occasions would generally be seen as the normal features of working environment but these behaviors may become negative and then turn into mobbing incident when they are used by perpetrators for a longer period and in a systematic manner (Salin, 2003).

Mobbing has being taken an escalated attention in recent years as a serious workplace problem within the work environment (Mayhew, McCarthy, Chappell, Quinlan, Barker & Sheehan, 2004 as cited in Coyne et al., 2000). As an example to this escalated interest in mobbing, the prime minister of Norway gave a speech to the public in 2004 about the prevention of bullying at schools and mobbing. In the UK, both campaigns and media try to increase the public's awareness on mobbing (Coyne et al., 2000)

Most surveys pointed out that mobbing occurs in many different social contexts and at different age levels (Einarsen & Skogstad, 1996; Olweus, 2003; as cited in Glaso et al., 2007). Approximately 5–10% of the work force in Europe is found to be exposed to some sort of mobbing (Zapf, Einarsen, Hoel & Vartia, 2003 ; as cited Glaso et. al., 2007, p.313)

Psychological terror or mobbing in working life consists of hostile and unethical communication which is directed in a systematic manner by one or more individuals, generally toward one individual, who, due to mobbing, is found him/herself in a helpless and defenseless position and held there by means of continuing *mobbing activities* (Leymann encyclopedia). According to Leymann, to be labeled as mobbing these hostile behaviors must occur at least once a week and last at least six months. The important point is, temporary conflicts should not be counted as mobbing behavior, the breaking point is the frequency and longevity of the hostile behaviors (Salin, p.1215, 2003). A study conducted by Hoel and Cooper (2000), showed that 38% of the respondents had experienced at least one negative act weekly or daily during the last 6 months, yet only 10.6% reported being victims of mobbing (as cited in Mikkelsen and Einarsen, p.396, 2001).

It is observed that a victim typically feels her/himself insulted, teased and senses little strength to response these hostile behaviors (Brotsky, 1976) and therefore serious conflicts that occur between two equal parties should not be considered as mobbing (Einarsen, p.381, 2000, Vartia, 1996). Formal power differences are possible sources of such an imbalance in power, but for example in contrast to petty tranny (Ashforth, 1994) mobbing is not limited to downward direction like from supervisors towards subordinates (Salin, p.1216, 2003).

Bullying/mobbing and harassment at work might be described as repeated actions and practices oriented to one or more workers which may be deliberately or unconsciously implemented but which are absolutely unwanted by the targets and make them feel humiliated, useless, stressed, and may cause unpleseant working conditions (Einarsen&Raknes, 1991, as cited in Hoel et al., 2010, p.454). Another definition of mobbing is the negative acts toward one or more people who are unable to defend themselves by systematic, repeated negative acts (Bond et al., 2010, p.39).

From American perspective mobbing is explained by Namie and Naime (2009) as “*repeated, health-harming mistreatment of a person by one or more workers that takes the form of verbal abuse, conduct or behaviors that are threatening, intimidating,*

or humiliating, sabotage that prevents work from getting done; or some combination of the three. Perpetrators are bullies; those on the receiving end are the targets.”

According to Swedish approach mobbing should be viewed as an exaggerated conflict and mobbing emerges after a certain time from a conflict, sometimes a conflict turns out to be a mobbing behavior very quickly and sometimes after weeks or months (Leymann encyclopedia).

Einarsen classifies mobbing situations into two categories in terms of their initial states as “*dispute related mobbing*“ and “*predatory mobbing*”(Einarsen, 1999; Einarsen, 2002). “*Dispute-related mobbing* refers to cases in which mobbing occurs as a result of a highly escalated interpersonal conflict where the initial condition and the triggering factor are often assumed to be work-related whereas *predatory mobbing* refers to situations in which it is assumed that the victim has done nothing personally to provoke the negative behavior of the perpetrator” (Vartia, 2003).

While explaining mobbing some researchers have concentrated on the personality characteristics of perpetrators (mobbers) and victims (targets) (Coyne et al., 2000, as cited in Vartia, 2003) whereas other researchers have focused on organizational deficiencies (Leymann, 1996). In order to understand the origins of mobbing these two approaches have been put emphasized on; first view which focuses on characteristics of both parties named as “personality view”, and the other aspect is named as “environmental view” by the scholars. From the personality view Adams (Adams and Crawford, 1992) finds perpetrators responsible for mobbing incident (as cited in Zapf, 1999). On the other hand Leymann as an environmental viewer, finds organizational structure responsible for the hostile behavior. Looking from a broader perspective, a growing number of researchers see mobbing as a result of an interection between both victims ‘ and perpetrators’ personality traits and organization itself and its all members in the work units (Einarsen 2000, Hoel, Raybre and Cooper 1999, Zapf 1999; as cited in Vartia, 2003).

2.1.1 Parties in Mobbing

According to personality view, the sources of mobbing behavior depend on the characteristics of employees participating in the mobbing process (Vartia, 2003, p.13). As indicated before, mobbing is consisted of repeated and enduring negative acts targeted towards one or more individuals by one or more individuals and the actors of this incident can be categorized as the victim (target), the perpetrator (mobber / bully) and the observers (witnesses).

Victim : In a mobbing case to be considered as a victim it is argued by many scholars that the person involved must find it himself/herself in a defendless position within the actual situation (Einarsen, 2000, p.381). According to Brodsky (1976) generally a victim of harassment and mobbing is disturbed, teased, and insulted, and feels that he or she has little recourse to reciprocate (as cited in Einarsen et al., 1994, p.383).

Zapf and Einarsen (2003, p.187) claimed that personality traits of the victims may be considered to have a role in the development of mobbing. They listed as;

1. *The exposed position of the victim*
2. *Social incompetence and self-esteem deficits*
3. *Overachievement and conflict with group norms*

“Victims of mobbing are in many cases different in some respects from the others in many ways; e.g., he/she may represent a minority in terms of gender, race or religion, education or occupation in the work unit” (Vartia, 2003, p.14). According to *Social Identity Theory* (Tajfel & Turner, 1986, as cited in Vartia, 2000) being different may sometimes cause others to see a person as “one of us” or “not one of us” and this situation can easily lead hostile behavior towards the people who regarded as the outsider (Zapf and Einarsen, 2003, Vartia,2003). Targets of mobbing can be different from other employees by representing a minority in means of gender, race, religion, education or capabilities.

According to Leymann (1996) there are no personality differences between victims and other employees in the organization, thus he doesn't regard personal characteristics as a cause of mobbing. Despite Leymann's views, some studies show us that the colleagues of both victims and mobbers reported that personal characteristics and manner of the victim plays role in explaining why the victims are psychologically terrorized (Matthiesen and Einarsen, 2001; Einarsen et al., 1994). In a research conducted by Zapf et al. (1996) mobbing victims are found to have less social support from supervisors and colleagues but reported a higher level of teamworking and co-operation (as cited in Coyne et al., 2004).

It is reported in a Norwegian study that, a major group of 268 victims of mobbing have been targets of this incident on a weekly or daily basis during their case history of more than two years, but only a small group of victims with a case history of less than one year haven been targeted this often (Einarsen, 1999). In a Turkish study conducted among 877 white-collar workers, % 55 of the participants reported being mobbed (Bilgel et al., 2006).

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

Heinz Leymann summarizes the effects of mobbing on victims under 4 categories which have been examined not statistically but only clinically (1990, p.122). These effects are;

- *Socially: Social isolation, stigmatizing, voluntary unemployment, social maladjustment.*
- *Social-psychological: Loss of coping resources; many coping resources are linked to social situations, and as these change in a negative direction, the coping system breaks down.*
- *Psychological: A feeling of desperation and total helplessness, a feeling of great rage about lack of legal remedies, great anxiety and despair.*
- *Psychosomatic and psychiatric: Depressions, hyperactivity, compulsion, suicides, psychosomatic illness.*

According to a Finnish study conducted in health care units, six main types of mobbing behaviors were determined (Vartia, 1991) as;

1. *Slander, gossips and rumors spread about a person*
2. *Social exclusion*
3. *Giving the person too few or overly simple tasks*
4. *Continuous criticism of the person's work and results*
5. *Physical violence or the threat of it*
6. *Insinuations about the person's mental health (as cited in Einarsen, 2000).*

From American perspective, Gary Namie claims that mobbers (perpetrators) choose the people as their targets who are perceived as personally threatening (2007). When it comes to victims, they give some explanations about why they have been targeted which stated as; “*refusing to be subservient*”, “*possessing more technical skill than the mobber*”, “*being better liked than the mobber*”, and “*exposing fraud or crimes*” (Namie, 2003; Namie, 2007).

Perpetrator (Mobber): In the field of mobbing, it is really difficult to study on mobbers and their personal characteristics because the features of the perpetrators has generally been identified by the victims. In an early study by Brodsky (1976) the perpetrator has been described as having various personality disorders which claimed to become from the mobbers early childhood and thus has described them as people motivated by a need of power demonstration (as cited in Vartia, 2003). Mobbing research has revealed out that the percentage of male mobbers seemed to be higher than female mobbers and it is also stated that mobbers seemed to be supervisors and managers more often than co-workers. (Zapf & Einarsen, 2003).

On the contrary Namie (2007) claims that mobbers are equally likely to be female with a percentage of 58 and also defines mobbers as people who “*adopt a wide range of tactics , often shifting gears within an hour depending on the target chosen or the audience. They are driven by a need to control other people. Regardless of tactic, bullies act arbitrarily in their own personal interest and often at the expense of accomplishing employer goals.*”

Zapf and Einarsen (2003) claimed that there are three main types of mobbing in terms of the mobber’s personality; 1- self-regulatory processes with regard to threatened self-esteem, 2- lack of social competence, and 3- mobbing as a result of micropolitical behavior.

Some scholars and researchers concentrated on the types of perpetrators and have described 14 possible perpetrator profiles (Tinaz, p.67, 2006). Six of the mostly observed profiles will be mentioned in this study.

1. Narcissistic mobber: This type of mobbers see themselves as most intellegent, talented, beautiful and excellent human beings and as a result of this point of view they think that they deserve everything. They show no mercy to their victims while they behave them in an arogant and cruel way (Tinaz, p.68, 2006).

2. Irate mobber: They are the typical mobbers, they try to have control on others by giving them fear and harassing them. It is nearly impossible to live with these kind of people. They can’t control their emotions, they are selfish and don’t care about

others' necessities. It is almost impossible not to be exposed to mobbing if there is a person in the workplace with this character (Tınaz, p.69, 2006).

3. *Disingenuous mobber:* This kind of mobbers are always seeking opportunities for giving harm to others. They feel great pleasure when they perform mobbing activities and they never give up teasing their victims. They play the “good guy” in order to hide their malicious activities on their victims and impute the guilt to others (Tınaz, p.70, 2006).

4. *Megalomaniac mobber:* Megalomaniac mobbers' lack of confidence provoke them to hate, envy, and assault others. According to this kind of people everything in terms of money, time, stuff etc. should be under their control and they think that this is the most important and prior duty of them. They torture their targets in a deep and silent way (Tınaz, p.82, 2006).

5. *Critical mobber:* They are always negative, and continuously looking for others' faults. They talk in an everlasting way, and sicken the people around them by their never ending complaints about everything. Since they force their work mates to work, they are mostly liked by their superiors (Tınaz, p.83, 2006).

6. *Frustrate mobber:* These mobbers' negative experiences, disappointments and deficiencies in their private lives make them feel in a way that other people who do not suffer from these kinds of experiences, are their enemies. Since they are more emotional, women are mostly seen in this kind of mobbers (Tınaz, p.83, 2006).

Apart from the scholars mentioned above, Gary Namie classifies the mobbers according to their behaviors under four categories (2007).

1. *The Screaming Mimi:* “ *The stereotypical mobber, publicly humiliates targets to instill fear and to paralyze witnesses. He or she screams, yells, swears and throws things.*”

2. *The Constant Critic:* “ *This type of mobber is the most potentially traumatizing because of the seeds of self-doubt he or she is able to plant in the target's psyche.*”

3. The Two-Headed Snake: *“A duplicitous Jekyll-and-Hyde creature, finds ways to destroy targets by rumour and engineers divide-and-conquer schemes within work teams.”*

4. The Gate-Keeper Mobber: *“Controls by withholding resources necessary for targets to succeed. He/She steals credit, fawns over favorites, and isolates and torments the unfavored.”*

Observer (Witness): Mobbing has been paid attention increasingly, as a serious problem within the organization because it does not only affect the victims but also the non-victims (observers-witnesses). Observers might be the victim’s co-workers, supervisors, or managers who are not directly involved in the incident but somehow sense what is going on with the victim and the perpetrator, experience its reflections and sometimes join the process. According to a Finnish study the observers of mobbing process reported having more health symptoms than those employees working in non-mobbing workplaces; %34 of those observers reported that they had sleeping problems where as %19 of employees who was working in non_mobbing workplaces reported suffering from sleeping problems (Vartia, 2001). Health problems like headache, strain, fatigue and lack of energy were also mentioned by observers in the same study.

Vartia indicates that the escalation of mobbing incident could be stopped by observers at an early stage but for some reasons such as group pressure, self protection and fear of possibly being the next victim, they prefer not to support the victim or oppose the perpetrator (2003). Tinaz (2006, p.115) classifies the types of the observers under five categories which are mentioned below:

1. Diplomatic observer: This kind of observer always chooses to compromise in a case of conflict. Because of playing the mediator role in general, the observer is the person who is liked or hated by others. This type of observer has the possibility of being victim as a result of the reactions he/she gets from other employees in the organization.

2. Aider observer: He/She is loyal to the perpetrator and supports him/her in the mobbing activities. Tries to be seen as trustworthy among colleagues in order to hide his/her supportive attitudes in the mobbing incident

3. Cosset observer: This type of observer is curious about other people and their problems. He/She has an insistent personality and tries to be involved in others' personal issues and private lives. Because of these persistent acts, the target perceives this kind of observer as a secondary mobber.

4. Careless observer: The observer is totally incurious and unconcerned what happens around the workplace. He/She is also insensitive to the ongoing mobbing process. The observer does not only support the perpetrator but also not attempt to stop the incident.

5. Disingenuous observer: Although he/she serves to a particular opinion or attitude, prefers to be seen as a disinterested person. In the long run, this type of observer becomes supportive to the perpetrator or refuses to help victim because he/she fears of being the next target.

2.1.2. Phases of Mobbing

In his pioner study Heinz Leymann (Leymann Encylopedia). indicates that mobbing is a five phase process which aims to banish the victim out of the work life. The five phases are listed below;

1. Critical incidents: In this stage it is most often a conflict which triggers the mobbing process. In this triggerring situation the incident can be described as the escalated conflict, not yet mobbing. Up to now not so much known about the factors which transform a conflict to a mobbing process.

2. Mobbing and stigmatizing: This stage is characterized by aggressive acts and psychological assaults that sets the mobbing process into motion. Mobbing activities are consist of a number of behaviors which in normal don't necessarily reveal agression or attempt to expel or exclude someone but when these behaviors become persistent and applied nearly on a daily basis, it turns out to be mobbing and stigmatizing process.

3. **Personnel management:** It officially becomes a “case” when the management involves in the situation. In this stage, it is observed that due to stigmatization process management misjudge the situation and blame the victim instead of the perpetrator. Because of the isolation of the victim from his/her colleagues, management tends to believe that the source of the problem is victim or his/her personality traits. As a result of this kind of attitude now the victim ultimately becomes **marked/stigmatized**.

4. **Incorrect diagnoses:** If the target searches for help from professionals like psychiatrists or psychologists, his/her situation will be misinterpreted because of professionals having lack of sufficient training about social problems in the workplaces. The target will be incorrectly diagnosed like being paranoid, manic-depressive, or having character disorders. The target is now labeled as a difficult or mentally ill person.

5. **Expulsion:** In this final phase, the victim has been expelled from the working life and is suffering from post-traumatic stress disorder (PTSD). After the expulsion of the target, the emotional distress and psychological harm continue.

Leymann’s 5-phase mobbing approach has been seen adequate to describe mobbing process in most of the European countries. Harald Ege claims that Leymann’s model reflects the perception of Scandinavian and German realities that’s why he developed a 6-stage model which he thinks, is more suitable and applicable for Italian situation (<http://www.cesil.com/0300/mobing03.htm>). Due to Turkey has more similarities with Italy in terms of culture than the northern european and scandinavian countries, it will be meaningful to mention Ege’s model in this study. Ege’s model starts with a condition zero;

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

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

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

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

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

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

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

Double Mobbing: In addition to 6-phase model, Harald Ege suggested a last phase called double mobbing. Double mobbing is related with the role of family in the society. Apart from the Northern European countries, the tie between family and individuals is very close and strong in Italy, as it is in Turkey. When the similarities between Italian and Turkish cultures are taken into consideration, it can be suggested that the concept of double-mobbing is also acceptable for the Turkish culture (Tınaz et al., 2008, p.36).

According to Ege, in Italy the family always participates in its members' personal lives, working lives, the achievements they get or the problems they face. In case of an obstacle or problem the family never gives up supporting its members and gives advice, protection and assistance. So in Italy when a person is exposed to mobbing, in the first place he/she tends to look for help and protection at home. The family tries to help the victim with his/her depressive manner or dissatisfaction he/she has with his/her life. But after a while, when patience and endurance of the family which they show to the victim, come to its limits the family unconsciously perceives the victim as being a threat of family's health and unity therefore develops ways to protect itself from stress and negativity reflected from the mobbed member of the family. Harald Ege summarizes double mobbing as the condition of the victim in which he/she has been the target of mobbing incident at the workplace, and subsequently loses the support and understanding of his/her family. At that point the things are getting worse and worse for the victim because he/she is not only exposed to mobbing at workplace but also at home so the mobbing incident he/she exposed is doubled (<http://www.cesil.com/00300/mobbing03.htm>).

2.1.3 Types of Mobbing

Mobbing can take place between peers, or between superiors and subordinates or sometimes the victim perceives that, everyone in the work unit is against him/her (Vartia, 2003). According to previous research, three forms of mobbing have been appointed in literature as; *downward mobbing*, *upward mobbing* and *horizontal (peer-to-peer) mobbing*. Downward mobbing is applied by a superior to a subordinate whereas upward mobbing is applied by a subordinate to a superior. In case of horizontal mobbing, the mobbing is applied by co-workers to a colleague.

2.1.3.1 Downward Mobbing: Among all three mobbing types downward mobbing is the one which deserves more attention, prevention and cure because it is the most prevalent type of mobbing observed by scholars (Vanderkerckhove & Commers, 2003). According to a U.S. study 81% of the respondents indicates that they have been mobbed by a superior (Namie, 2000). When we look at the European studies, most of them show that it is still the most predominant type of mobbing as 57% by Quine (1999) and 47% by Kistner (1997) (as cited in Vanderkerckhove & Commers, 2003). It is shown in studies conducted in German speaking countries that in 75% of the cases, the mobbers are the managers of the victims (Zapf et al., 1996; as cited in Salin, 2003, p. 1219). A study conducted in Norway revealed out that, 28% of victims reported being exposed to mobbing by their immediate superiors and 25% reported mobbed by the managers. According to a Finnish study among municipal employees, it was pointed out that, 17% of the perpetrators were to be the immediate supervisors. Because of its downward direction, we can consider “ authority failure” as the pervelance of this type of mobbing and see authority as a legitimate power in this situation (Vanderkerckhove & Commers, 2003). Tinaz (2006) grouped most related behaviors; 1- threat of the social image, 2- gender difference, 3- favoritism, 4- political issues as the causes of downward mobbing (p.124).

2.1.3.2 Upward Mobbing: In this type of mobbing, there are generally more than one perpetrator, even in some cases the whole of the department gathers together against the superior whom they don't want to work with (Tinaz, 2006, p. 143). They try to sabotage the target and aim to place him/her in difficult circumstances in front of the management. They don't obey the superior's instructions, spread gossips and rumours about the target, and withhold necessary information (Tinaz, 2006, p.143).

2.1.3.3 Peer-to-Peer(Horizontal)Mobbing: This type of mobbing occurs between co-workers and generally takes place in the forms of; *being new to the workplace, or new promotion, envy, racism, conflict and competition* (Tinaz, 2006, p.132). In a Finnish study which was conducted among municipality employees, it was reported that, the victims were exposed to mobbing by one or more workmates in the ratio of 47% (Vartia, 1993; as cited in Vartia, 2003). According to a Norwegian study, the perpetrators was founded out to be the co-workers of the victims as a rate of 54% (Einarsen & Skogstad, 1996; as cited in Vartia, 2003).

2.1.3.4 Strategic Mobbing: In addition to these three phases mentioned above, mobbing is used as a strategy by an organization in order to get rid of an employee whom they don't want to work with anymore. Since the employee rights are protected today by work legislations and trade unions, it is difficult and costly for organizations to fire an employee who has not a problematic situation with the organization (Harald Ege, <http://www.cesil.com/0300/mobing03.htm>). That's why organizations choose the way of applying mobbing on unwanted employees through the management in order to avoid consequences for the organization in terms of economic costs and penal sanctions. Strategic mobbing used consciously by organizations mostly to make employee reduction and reduce the costs, and to get rid of older or somehow unwanted employees (Tinaz, 006, p.144). Especially in time of crisis some organizations tend to use mobbing as a strategy to reduce their employee population, and decrease expenses without struggling with indemnities and legal responsibilities (www.cesil.com/0300/mobing03.htm)

2.2. MOBBING OR BULLYING: A TERMINOLOGY PROBLEM

Since the early 1990s a number of studies have been conducted by various scholars to understand the hostile behaviors at workplaces. Different researchers have chosen different terminology to describe destructive behaviours at workplace. With his pioneer study about these kind of behaviors at the workplaces, Heinz Leymann gave inspiration to other researchers all around the world. Leymann did not only bring out the existence of these kind of behaviors at the workplaces, but also put emphasize on the characteristics of these behaviors , their antecedents, and psychological consequences.

Leymann's study about the phenomenon and the effects of mobbing quickly spread to the other Scandinavian countries, especially Finland and Norway (Einarsen & Raknes 1991, as cited in Vartia, 2003). Following Scandinavia, the phenomenon first took the attention of Germany and then other European countries, North America and Australia. In different countries, several expressions in terminology has been used to point out the similar violent behaviours at the workplaces. Einarsen (2000) pointed out that, to determine these kind of behaviors "bullying" (Adams, 1992a) has been used in England whereas "harassment" (Brodsky, 1976), "workplace trauma" and "employee abuse" (Wilson, 1991), "petty tyranny" (Ashforth, 1994), "bullies" (Marano, 1995) have been used in Canada and the United States (Table 2.1).

All of these different terms which refer to hostile behavior definitions, have similar features in common. Within all the terms, the most widely used ones are mobbing and bullying. According to Salin (2003) "the term 'bullying' has been used predominantly by researchers in the UK and Ireland (Hoel & Cooper, 2000; O'Moore, 2000; Rayner, 1997), Australia (McCarthy, 1996; Sheehan, 1996) and Northern Europe (Einarsen, 1996; Salin, 2001; Vartia, 1996), whereas German researchers (Zapf et al., 1996; Zapf, 1999) have preferred to use the term 'mobbing' for the similar kind of behaviors". Although the two terms have been used for identifying the similiar behaviors, Leymann indicated that there is a difference between them in terms of meaning. The term bullying connotes both physical and psychological aggression and threat while mobbing generally does not include physical violence. From Leymann's point of view, apart from bullying, mobbing is done in a very sensitive manner although

it still has devastating and stigmatizing effects, therefore he suggested that “bullying” should be used to define violent behaviors at schools and “mobbing” should be used to define these violent behaviors that appear at workplaces (Leymann, mobbing encyclopedia). Another differentiation about mobbing and bullying comes from Westhues. According to Westhues (2006) mobbing is an assault to someone by a group of people while bullying refers to a single aggressor who tends to assault alone to someone (as cited in Keim and McDermott, 2010, p.168). Being a new topic in the literature, the concept of mobbing is also new to Turkey and in Turkish literature there has been no certain definition yet.

The English term itself is also used by Turkish scholars and practitioners. It has been described as “iřyerinde yıldırma”, “iřyerinde psikolojik terör”, “iřyerinde psikolojik taciz”, “iřyerinde duygusal taciz” by Turkish scholars. In this study the term mobbing will be used instead of other expressions in the terminology, in order not to cause a confusion.

Table 2.1. Various Mobbing Terms and Definitions

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

Source: Einarsen, 2000, p.382

Among all these terms the core dimensions of these definitions is being repeated and enduring negative acts (Einarsen, p.381, 2009). Vartia points out that at least five significant characteristics of the phenomenon are distinguishable;

1. *Mobbing (bullying) involves negative acts or hostile behaviors occurring regularly, repeatedly and over time. An one-off incident is not regarded as mobbing.*

2. *It is almost common in all European definitions that victim experiences difficulties in defending him/herself against the negative acts. So an imbalance between the victim and the perpetrator (mobber) occurs. It is not considered as mobbing if two equally powerful parties are in conflict.*

3. *Most scholars have regarded mobbing as an interpersonal phenomenon which occurs between two individuals, between one/several individual(s) and a group of people.*

4. *The effect danger ratio (Björkqvist, Österman & Lagerspetz 1994) is an expression of the subjective assessment of the probable consequences of an aggressive act that an individual is about to perform.*

5. *Various kinds of negative acts are involved in a mobbing process which Heinz Leymann (Leymann encyclopedia) classifies as ;*

- *The victim's reputation*
- *The victim's performance of work tasks*
- *The victim's communication with co-workers*
- *The victim's social life*
- *Physical assaults, or the threat of physical violence (Vartia,2002, p. 10)*

2.3. HISTORY OF MOBBING

The word “mobbing” was first used by an ethologist Konrad Lorenz, in 1960s to describe animal group behaviors (Tinaz et al., 2008). Konrad Lorenz explained mobbing behavior as the attack showed by a smaller animal group to threaten a single larger animal. Mobbing behaviors in animals can be explained simply as an assemblage of individuals around a potential dangerous predator, usually to protect their offsprings.

Peter Heinemann a Swedish physician is the first person who used the term “mobbing” to explain the human interaction with each other. Heinemann observed what children could do to each other between their class hours, and borrowed the term “mobbing” from Lorenz and explained the behavior as” *the very destructive behavior in small groups of children directed against (most often) a single child*” (Leymann, mobbing encyclopedia). Following Heineman, Dan Olweus has been one of the most important researchers who studied on child behavior and violent acts at school. According to Olweus (1973) the experiences children get at school influences their experiences at home (as cited in Seigne et al., 2007)

Heinz Leymann a German born Swedish psychiatrist borrowed the word mobbing in the early eighties, when he found a similar kind of behavior at work places. In his pioneer research, Leymann concentrated on violent behaviors at the workplaces and their consequences on the victims and their related health problems. In accordance to Harald Ege, a German work psychologist whose speciality is in mobbing, the term mobbing is an English word used by 19th century biologists in order to explain the behavior of birds which fly around the invador to defend their nests (Tinaz, 2008 p. 10).

In 1976 Caroll Brodsky an American researcher, published the book “*the harassed worker*“ in which she studied the hard lifes of the simple employees. It was the first time that some mobbing cases were published and later these cases shed a light on the future researchers (Leymann, mobbing encyclopedia).

Andrea Adams, a British journalist and broadcaster was to be the first person who drew the public attention to the topic bullying/mobbing. In 1988 while doing a show programme for BBC she handled the subject mobbing and then in 1992 she wrote

the book “ Bullying at Work: How to Confront and Overcome “ in which she explained what bullying and its antecedents are (Tinaz, 2008, p., 15).

2.4. ANTECEDENTS OF MOBBING

Up to now, various researchers have attempted to explain what factors causes mobbing but yet don't come to an absolute conclusion on its causes. In literature, in order to explain the causes of mobbing two approaches have been put forward by scholars as environmental view and personality view. Environmental view focuses on the organizational environment as an underlying factor where as personality view puts emphasize on the individual features of victims and perpetrators (Vartia, 2003).

Some researchers have emphasized on the personality factors of perpetrators and victims (Coyne et al., 2000) whereas others like Leyman (1996),Vartia (1996) concentrated on the organizational factors. According to Zapf (1999) mobbing can be explained by both individual and organizational factors (Figure 2.1.).

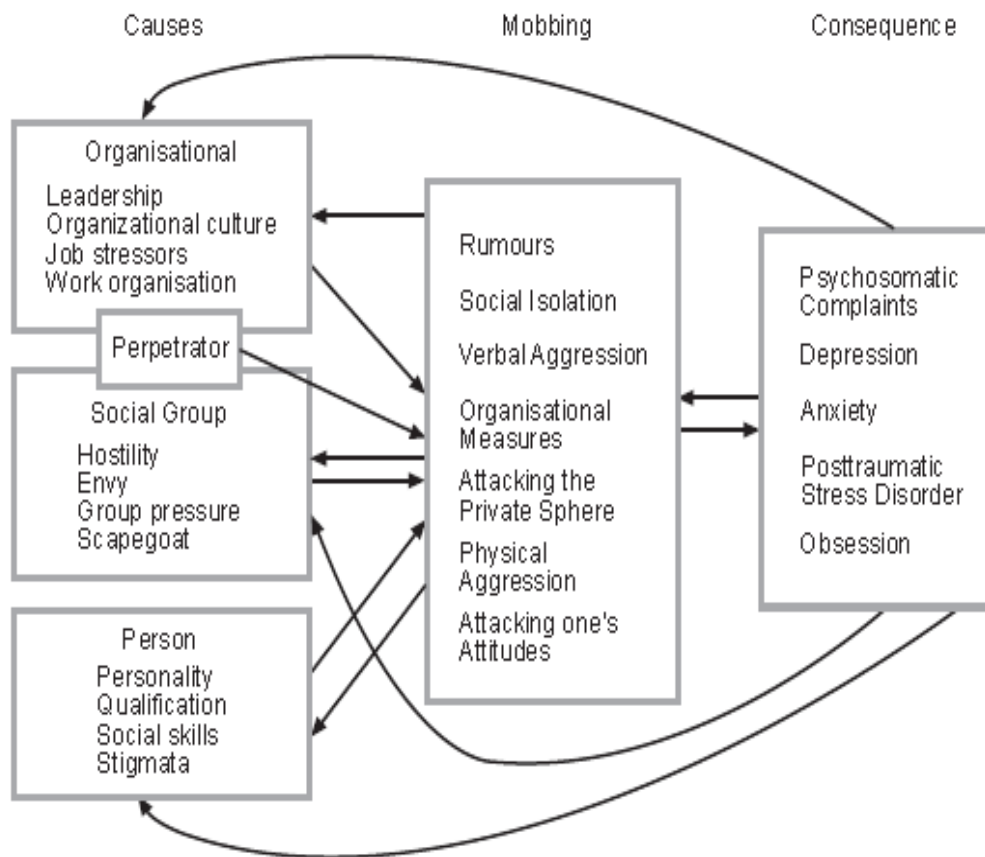


Figure 2.1. Causes and Consequences of Mobbing

Source: Zapf, 1999, p. 71

It can be seen in figure 2.1 that, on the occurrence of mobbing both organizational and societal factors have as great importance as personality factors have. As it is seen in the figure, mobbing may also lead to some health problems like; psychosomatic complaints, depression, anxiety, PTSD and obsession. Zapf's model points out one of the main problems in the research field of mobbing that whether the cause-effect relations go from the left side of the figure to the right side or the vice versa (Zapf, 1999). When the direction on the figure is left to right, it is understandable to think that the victim suffers from health complaints as the consequences of perpetrator's negative behaviors combined with organizational, societal or personality factors. On the contrary, when we look at the causes of mobbing from right to left direction, the present health problems of an employee may produce a hostile reaction in the group, which later gets the form of mobbing and transform the depressed or obsessive employee to a victim (Sacco, et al., 1993; as cited in Zapf, 1999). As a result of it, mobbing may cause a decrease in the social climate and social support, which in turn may give harm to the information flow in the organization and leads problems occur in organization such as escalation in job stressors and uncertainty in the achievement of goals (Zapf, 1999).

A survey conducted among employees at a Finnish University pointed out that, three main factors were perceived as reasons of mobbing; *1-competition concerning status and job positions, 2-envy, 3- the mobber's uncertainty about him/herself* (Björkqvist et al., 1994a; as cited in Einarsen, 1999). In this study it was also indicated that a higher proportion of respondents found the victim's personality as a contribution factor. On the other hand victims themselves were not clear whether their personality was the case or not (Einarsen, 1999). Another Finnish study conducted by Vartia (1996) among 95 municipality employees who were the victims of a mobbing case, pointed out similar results as Björkqvist et al., study. According to Vartia, 68 % of victims saw *envy* as the most significant reason for mobbing, and it was followed by *weak superior* with 42%, and finally competition for tasks or advancement was seen as an important reason by 38% of the victims (Vartia, 1996). When we look at these two studies mentioned above, it can be seen that both individual and organizational factors were determined by the respondents as the causes of mobbing.

2.4.1. Individual Antecedents

The personality view explains the origins of mobbing with the characteristics of the individuals who participate in the mobbing process (Vartia, 2003). Both the victim's and target's personality traits are seen as the onset of mobbing. According to Namie (2007) targets are the people who know the work well, have emotional intelligence, have principles and they are well-liked, honest and self-starters whereas the perpetrators use others to move forward in their careers and they seek for opportunities to give harm to others because of their Machiavellian character (Namie, 2007).

Victim's personality: In a study, personality profiles of the victims are observed as being oversensitive, suspicious and depressive and having tendency to transform psychological distress into psychosomatic symptoms (Matthiesen & Einarsen, 2001). Matthiesen and Einarsen studied on the psychological correlations of mobbing among 85 former and current victims with using MMPI-2 scale which measures the *personality disturbances of a psychiatric nature* (Matthiesen & Einarsen, 2001). As a result of this study three subgroups of the victims emerge; 1- *seriously affected* group involves victims who are depressive, anxious, suspicious, uncertain of themselves and confused, 2- *disappointed and depressed* group tends to be depressed and suspicious of their environment and 3- *common group* have relatively normal personality traits, despite of suffering from the largest number of negative acts.

A study conducted in UK show us that the victims are less likely to be extrovert, independent, stable and more likely to be conscientious than non-victims (Coyne et al., 2000). Mobbing victims are generally different in some respects from the non-victims in the organization in many ways; the victim may belong to a minority group in terms of race, religion, education or occupation in the work unit (Vartia, 2003). Yet there isn't a certain consensus on what kind of personality traits and behaviors of the victims cause mobbing. Researchers figured out some particular personality traits like, being too weak, anxious, unassertive which irritate others and cause aggression (Coyne et al., 2000). On the contrary, being aggressive, overachiever and having high-ethical norms are also claimed to be the reasons to be targeted (Adams & Crawford, 1992; as cited in Lutgen-Sandvik & Sypher, 2009). According to Lutgen-Sandvik &

Sypher (2009), the victims' certain traits or behaviors and their organizational position have a role on being exposed to mobbing. If an employee has a higher organizational position at the workplace, it is a lower possibility for him/her to be a target in a mobbing incident (Hodson et al., 2006; as cited in Lutgen-Sandvik & Sypher, 2009). In another words, the lowest-status an employee possesses, the more risk he/she faces in exposing to mobbing. The targets are also defined as "*conscientious, literal minded and somewhat unsophisticated achievers*" by Brodsky (1976; as cited in Glaso et al., 2009). Coyne and friends (Coyne et al., 2000) characterizes the targets as the individuals who are suspicious of others and also have low self-esteem, lack of social and communication skills. According to Zapf (1999), the victims are likely to show symptoms of anxiety and depression even from the onset of mobbing. As it can be noticed from the written below, there is no certain classification of the victim's personality traits.

Perpetrator's personality: According to previous research, there seems to be a relationship between the position of the perpetrator and acting hostile behaviors towards others. The supervisors, and managers are recognized as mobbers in 60% to 80% of the cases (Hoel&Cooper, 2000; Lutgen-Sandvik et al., 2007; Namie, 2003a; Rayner, 1997; as cited in Lutgen-Sandvik & Sypher, 2009). Researchers have also concentrated on the personality traits of the perpetrators (Hauge et al., 2009; Einarsen et al., 1994;). Douglas & Martinko (2001), claim that perpetrators' personality traits and behaviors are associated with "*lack of self-control, lack of empathy and perspective taking*" (as cited in Lutgen-Sandvik & Sypher, 2009). Some of the perpetrators reported themselves as being high on social anxiety and aggressiveness and low on social competence and self-esteem (Einarsen et al., 1994b; as cited in Vartia, 2003). Lack of emotional control, lack of self-reflection and perspective taking can be mentioned under the trait of self-esteem. The perpetrators' past experiences and childhood have also a great role on their cruel intentions to others. Some perpetrators are found to be raised around domestic violence or found to be exposed to child abuse (Randall, 2001; as cited in Lutgen-Sandvik, 2009). As similiar to targets, still there isn't a definite categorization of the perpetrator's personality traits.

2.4.5 Organizational Antecedents

From the environmental perspective, mobbing is considered as a sign of organizational dysfunction, thus antecedents are explained with organization-related issues like *work situation*, *organizational factors* and *features of leadership styles* (Vartia, 2003). As looking from environmental perspective, Leymann (1990; 1996) emphasized on poor working conditions as the leading antecedents of mobbing rather than concentrating on personality traits. In respect of Leymann, personality traits of parties in mobbing is irrelevant as a reason for mobbing, but it is most seen as a consequence of the incident.

After making interviews with the victims of mobbing, Leymann (1993) indicated that four factors are distinguishable in occurrence of harassment at work (as cited in Einarsen, 1999);

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

In an Irish study 30 victims of mobbing portrayed their work environment as *1-highly stressful and competitive*, *2-bothered with interpersonal conflicts*, *3- having an unfriendly and unsupportive atmosphere*, *4- enduring organizational changes* and *5-managed through an authoritarian leadership style* (Seigne, 1998; as cited in Einarsen, 1999).

Einarsen and friends (1994) studied among 2,200 members of six different labour unions in Norway, and pointed out that both victims and observers reported feeling *dissatisfied with their work environment*, suffer from *lack of constructive leadership* and also *lack of possibilities to monitor and control their own tasks* and finally noted the occurrence of *high role conflict*.

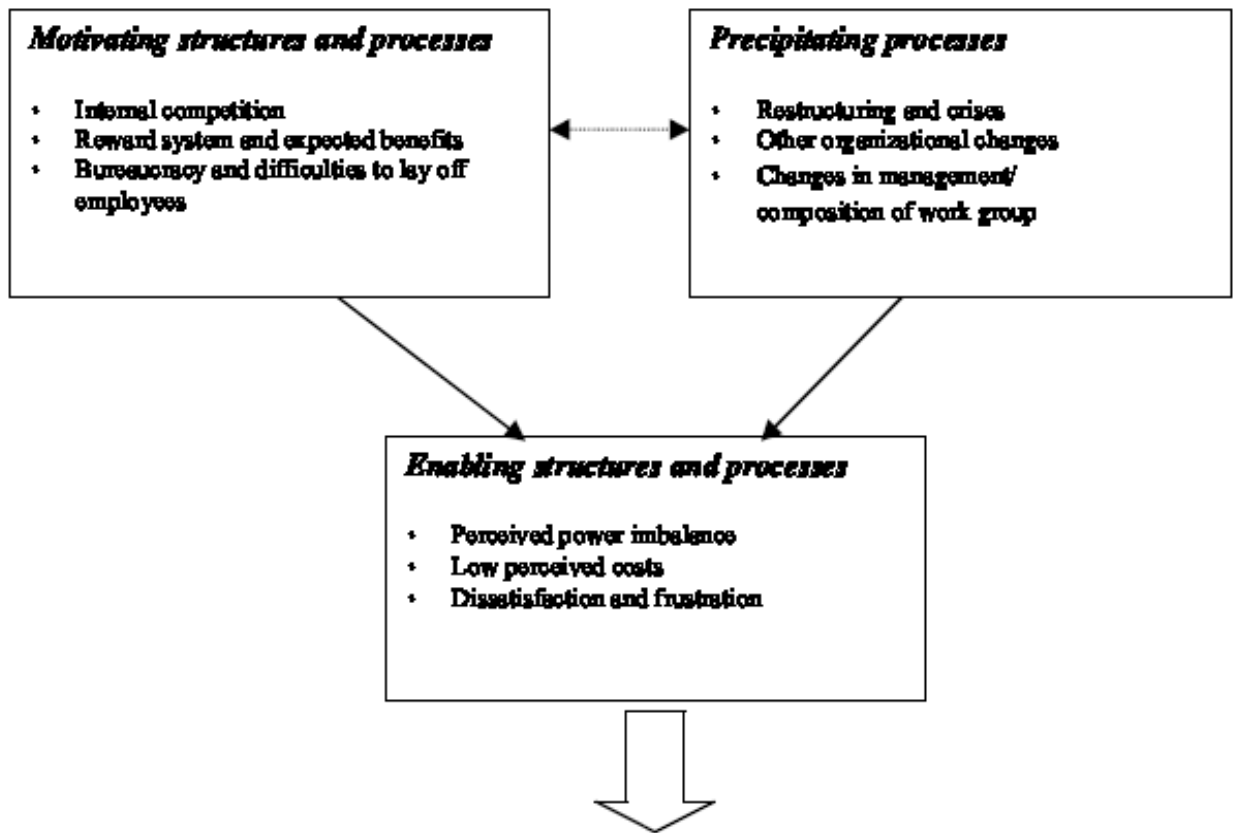
According to a Finnish study, conducted by Vartia among municipal employees, most of the perceived causes of mobbing remarked by both victims and observers as; *1-poor information flow, 2- shortage of chances to influence matters concerning one-self, 3-lack of mutual conservations about tasks and goals* (Vartia, 1996).

Salin (2003) looked into the matter from the management perspective and classified the factors related with mobbing into three groups; “*1- enabling structures and processes* as the necessary antecedents of mobbing, *2-motivating structures and process* as incentives for mobbing colleagues and supervisors, *3- precipitating processes* as the triggering circumstances.” As it is shown in the Figure 4, Salin described causes of mobbing as the result of interaction between these three groups or at least two of the explanatory structures. According to Salin, enabling structures are necessary for the occurrence of mobbing whereas motivating and precipitating factors don't cause mobbing unless the conditions are right (Salin, 2003).

1- Enabling structures and processes: Enabling structures and processes is the structure that includes possible conditions for mobbing to occur. These conditions can be listed as; *perceived power imbalance* between the possible victims and mobbers, *low perceived costs* for the perpetrator and *dissatisfaction and frustration* in the organization (Salin, 2003).

2- Motivating structures and processes: In addition to the enabling structures there are some motivational factors which prompt mobber to harass others. *High interal competition, certain forms of reward systems* and finally *expected benefits for the perpetrator* can be regarded as the motivational factors (Salin, 2003).

3- Precipitating processes: Precipitating situations are the triggering factors for mobbing to occur. These triggering factors are typically connected with the current situation of the organization and may include; *restructuring and crisis, other organizational changes* and, *changes in management/composition of work group* (Salin, 2003)



Mobbing Possible and More Likely

Figure 2.2. Enabling, motivating and precipitating structures and processes in the work environment that contribute to mobbing

Source: Salin, 2003, p.1218

As it is mentioned before, mobbing is an evolving process and this process can find no base for evolving and apparently will vanish at the first stage, unless the mobber finds a supportive climate and culture within the organization (Bulutlar & Öz, 2008). According to Einarsen (1999), mobbing takes place only if the superior let the mobber behave in this way, besides if both victim and mobber know these kind of behaviors are not approved in the organization, the victim won't feel him/herself unprotected and also the mobber won't venture to act in this manner.

Observers report escalation in levels of “*destabilizing forces at work, excessive workloads, role ambiguity and work relationship conflict*” (Jennifer et al., 2003, p. 495; as cited in Lutgen-Sandvik & Sypher, 2009). In addition to these consequences for observers Lutgen-Sandvik and friends (2007) also pointed out the observers' decreased work satisfaction, and increased stress and negativity when compared to non-exposed employees.

Leadership Styles are also seen as the predictors of mobbing. It is reported by researchers that a laissez faire style of leadership or 'weak' or 'inadequate' leadership on higher levels in the organization seems to be conducive to bullying behavior (Einarsen et al., 1994; Hoel et al., 2010; 2000; Leymann, 1996). Autocratic leadership and management and bullying correlation have been found significant (O'Moore et al, 1998, Vartia, 1996), but still some debate regarding what different people perceive as autocratic leadership. 'Negative' management styles are listed by Hoel and friends as; autocratic, laissez-faire, non-contingent and divided.

2.5 CONSEQUENCES OF MOBBING

Mobbing is a very important issue which should be paid serious attention, because of its severe consequences on both victims and the organizations in terms of psychological, social, economic, and legal issues. Since its goal is to expel the victim from the organization and even from the working life, the majority of the damages it gives to the victim can easily be noticed. Not only it gives harm to the victim's physical and psychological health but also affects his/her financial status negatively. Mobbing

also causes considerable consequences for the organizations because it costs organizations in terms of increased sick leaves, decreased commitment and productivity, higher personnel turnover. In this study the consequences of mobbing will be examined in detail under the titles of individual and organizational consequences.

2.5.1 Individual Consequences

Mobbing has severe consequences on individuals in terms of psychosomatic and psychological complaints, both damaged self-image and self-respect and loss of money due to the expulsion from the working life. Most of the studies have focused on the health complaints of the victims as the individual consequences of mobbing. Because of being a very disastrous phenomenon for the victim, mobbing may cause psychological complaints such as, depression, burnout, anxiety (Vartia, 2001) and even in some cases may end up with suicides (Leymann, 1996). According to Leymann (1987), in Sweden 10%-15% of the total number of suicides each year have a background of mobbing (as cited in Leymann, 1990). Many victims suffer from PTSD (post-traumatic stress disorder) as it is indicated in Björkqvist and friends (Björkqvist et al., 1994a) the interviewed victims mentioned the problems like insomnia, nervous symptoms, melancholy, apathy, lack of concentration and sociophobia. A British study pointed out that 11% of co-workers reported experiencing PTSD (Hoel & Cooper, 2000; as cited in Namie, 2007). In a study conducted among 118 victims, it is observed that 76% of the respondents reported suffering from PTSD (Mikkelsen & Einarsen, 2002).

In his study Leymann also focused on the individual consequences of mobbing and observed its devastating effects on victims such as; psychosomatic symptoms and PTSD. Leymann explains PTSD from the perspective of American Psychiatric Association (Leymann Encyclopedia). According to APA, PTSD are divided into five criteria groups;

PTSD criteria group A (version 1987): In this stage the individual experiences something very serious and devastating like; a threat against one's life, or one's

psychical or psychological integrity; witnessing to a person's sudden death due to an accident or a violent act etc.

PTSD criteria group : The traumatic event is relieved repeatedly in at least one of the following ways; 1- *Returning , insistent and painful memory images of the events* 2- *Recurring nightmares about the event,* 3-*Experiencing a feeling of going through the event again, illusions, hallucinations, and dissociative episodes (flashbacks),* 4-*Intensive psychological discomfort in the presence of phenomena that symbolize or are similar, to some aspect of the traumatic event, such as might be experienced on the anniversary of the trauma.*

PTSD criteria group C: In this stage the individual tends to avoid from the situations which associated with the trauma by trying at least three following ways; 1- *Efforts to avoid thoughts or feelings that are associated with the trauma.* 2- *Efforts to avoid activities or situations that arouse memories of the trauma.* 3- *Inability to remember some important aspect of the trauma (psychogenic amnesia).* 4- *Marked reduced interest in important activities.* 5- *Feeling of a lack of interest or expulsion by others.* 6- *Limited affects; such as inability to cherish loving feelings.* 7- *A feeling of not having any future; not expecting to have a career, get married, have children or live a long life.*

PTSD criteria group D: Suffering from the hypersensitivity (which were not experienced before the trauma) and experiencing at least two of the following symptoms; 1- *Difficulties in falling asleep or uneasy sleep.* 2- *Irritability or bursts of fury.* 3- *Concentration difficulties.* 4- *Tense vigilance.* 5- *Exaggerated reaction to unexpected external stimuli.* 6- *Physiological reactions in the presence of events that symbolize or are similar to some aspect of the traumatic event.*

PTSD criteria group E: The disturbance due to the symptoms mentioned in groups B,C and D must last at least one month.

PTSD criteria group F: The disturbance has severe effects on the individual's daily family life, working life and other social events.

According to Namie (2003), the victim suffers from the pain on average 22 months and in common they act like unwilling and unable to react to unjustified aggression with aggression. Mobbing not only affects the victims but also has bad effects on the observers. Only a few studies put emphasize on the occasions of the observers in a mobbing case. In some studies it is founded that, the observers reported suffering from some negative impacts on their mental health (Hoel & Cooper, 2000, as cited in Vartia, 2003). Because of this negative organizational climate and poor working conditions the victims and in some cases also the observers tend to leave the organization or prefer having early retirement. Swedish public statistics for the year 1991 shows us that, 25% of work force above age 55 were retired early than normal (Leymann Encyclopedia).

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

2.5.2 Organizational Consequences

Up to now, research on mobbing generally has concentrated on the individual consequences rather than the organizational outcomes of the topic. But as it is observed from the studies of some researchers, mobbing has direct severe effects on organizations in terms of declined productivity, decreased employee commitment and satisfaction, increased operating costs, loss of positive public relations (Lutgen-Sandvik, 2009). Research up to now has concentrated mostly on the individual consequences of mobbing.

Financial Consequences for the Organization: The victim tends to have sick leaves in order to get rid of the violent atmosphere and these sick leaves become escalated. According to Leymann (1990), these escalated sick leaves cause a terrible reduction in production and the cost of this decreased production to the economy is estimated as 30,000 to 100,000 U.S. dollars per year. As a result of exposure to mobbing 25% of employees in UK quit their jobs (Rayner, 1999) which means a great loss of work force for the economy.

Tinaz (2006, p.162) grouped the economical costs of mobbing for the organizations as;

- increase in sick leaves
- decrease in employee performances
- expences for early retirements
- decline in work quality
- extra costs of new comers whom are hired as a replacement of quitted personel
- expences for the new comers' job trainings
- compensation expenses
- expences of legal proceedings

In a Norwegian study among 2,215 labour union members, it is reported that 27% of respondents thought that mobbing had affected the productivity of their organization in a negative way (Einarsen et al., 1994). Another consequence of mobbing to the organization is, driving the good employees –including both victims and observers- away from the organization and causes decrease in work quality (Tracy et al., 2006).

McKay et al., (2008) mentioned the economic costs of mobbing to the organizations by giving two real life cases below;

Case 1: “ In a recent Canadian case, Sulz v. Canada Attorney General, an RCMP officer claimed “that her immediate supervisors intentionally, or negligently, harassed her to the extent that she became so clinically depressed, she had no choice but to accept a medical discharge.” Sulz had an exemplary record as an officer in Merritt, British Columbia, but, in 1994 this changed with the arrival of a new staff sergeant. When Sulz became pregnant, the new staff sergeant began harassing her. He used harsh language, went out of his way to penalize her for supposed breaches of policy, and made derogatory remarks about her in the presence of other detachment staff. He also claimed she had become pregnant to exploit the system and threatened that she would suffer for her conduct (Smithson 2007). Sulz received \$950,000 in damages covering lost past and future wages, plus general damages (Supreme Court of British Columbia 2006)”(as cited in McKay et al., 2008)

Case 2: “ Honda Canada v. Keays, the trial judge found that Keays had been terminated without cause, and awarded him 15 months’ pay in lieu of reasonable notice, a nine-month extension of the notice period for “bad faith” discharge, and ordered Honda to pay a further \$500,000 in punitive damages, based on the discrimination and harassment that Keays endured at Honda. The Ontario Court of Appeal “upheld the trial judge’s award of 24 months pay in lieu of notice, but significantly reduced the punitive damages award from \$500,000 to \$100,000” (Reeves and Kahn 2006). Leave has been granted for the case to be heard at the Supreme Court of Ontario”(as cited in McKay et al., 2008).

In Britain 2006, an employee sued Deutsche Bank for being exposed to mobbing by his/her co-workers and received \$1,744,000 in return of his/her sufferings from mobbing. It is a great example for understanding the high economic costs of mobbing to the organizations (Tait, 2006; as cited in McKay et al., 2008).

Organizational Commitment: Organizational commitment can simply be described as the employees' *loyalty to the organizations and the heavy involvement in the organization* (Daft, 2003, p.484). According to Daft (2003), in case of a high degree of organizational commitment, an employee tends to give contributions to the organization's success and desires to continue working in his/her organization (p.484). It is meaningful to think that if an employee is exposed to mobbing, his/her commitment to the organization tends to decrease. According to Hoel and Cooper (2002a), mobbing has relatively strong negative association with organizational commitment (Hoel, Einarsen & Cooper, 2003, p.145). Mobbing has not only a negative effect on the targets' commitment to their organizations but also on the observers' organizational commitment.

Job Satisfaction: The positive feeling that an individual has toward his/her job called job satisfaction which is one of the work-related attitudes, the scholars has focused on. Generally, job satisfaction appears to be high when employees are satisfied with their working conditions and reward (like payment and other benefits), when their job matches their needs and interests and finally when they like their colleagues (Daft, 2003, p.483). As it can be inferred from the definition above that, working conditions and the type of relationship between colleagues have great emphasize on employees' job satisfaction level. When a mobbing incident exists in an organization, it is difficult to say that employees (both targets and observers) have a high level of job satisfaction. Researchers have found supporting results that lower job satisfaction is expected to be seen in organizations in which mobbing incident occurs (Hoel & Cooper, 2000a; Keashly & Jagatic, 2000; Price Spratlen, 1995; Quine, 1999; as cited in Hoel, Einarsen & Cooper, 2003, p.145).

2.6 PREVENTION OF MOBBING

It's a vital issue for an organization to look seriously into its culture and focus on prevention of mobbing if an organization wants to abstain from the high costs of absenteeism, sick leave, employee turnover, lawsuit, and negative publicity (Duffy, 2009). Mobbing causes severe damages on both the victim and the organization itself

that's why some precautions should be taken by both organizations and individuals. Even though mobbing obviously is an organizational, not an individual problem (Lutgen-Sandvik & Sypher, 2009), some scholars make suggestions for the victims.

2.6.1 Individual Prevention and Dealing with Mobbing

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

In their earlier study Knorz and Zapf (1996) identified employees who successfully struggles with mobbing and those whose situation get worse and worse (as cited in Zapf & Gross, 2001). It is observed in this study that the successful copers showed some similar characteristics and are classified into three groups (Knorz & Zapf, 1996; as cited in Zapf & Gross, 2001) ;

1- They *defined a clear boundary* and they decided to survive the mobbing incident.

2- *Personal stabilization*: Because of being in a bad mood and suffering from a lack of personal resources, the victims, searched for a period of regeneration by having longer sick leaves and psychological support.

3- By interference of the third parties (generally higher management), the *objective changes* took place in each case.

2.6.2 Organizational Prevention

Gary Namie (2003) proposes a design for the organizations in order to prevent mobbing incidents. This four-step design aims to give solutions to employers in order to succeed in the prevention of mobbing. The four steps Namie (2003; 2007) suggested are ;

1. Create a new-values driven policy:

- *“Declaration of Unacceptability: The organization must state its displeasure, with the misconduct.*
- *Hostile Workplace Protections for Everyone: To extend rights to everyone regardless of protected group status & May extend, combine or replace existing anti-violence and anti-harassment policies.*
- *Inescapable Definition: To reserve prohibitions only for severe incidents, to clarify the threshold for taking action.*
- *Non-Punitive Separation for Safety: To appropriately place bullying in the health and safety domain.*
- *Documentation of Adverse Impact: To discourage frivolous complaints or abuse of the policy & to incorporate perpetrator pattern & practice over time.”*

2. New, credible enforcement processes:

- *“Credible Third-Party Investigation&Adjudication Process : To foster employee trust, to remove influence of personal relationships.*
- *Progressive Disciplinary Action: Not zero tolerance, to allow for change in conduct.*
- *Retaliation Prohibition: To count offenses of retaliation separately to stop the cycle of violence.”*

3. Restorative interventions for at-risk teams and individuals:

- *“Coaching for identified perpetrators with employment-contingent change contract.*
- *Interviewing affected work teams to identify those most harmed to provide counseling”*

4. General and specialized education:

- *“Executive orientation & commitment*
- *Managerial training*
- *Speciality preparation for HR, Anti-discrimination Officers, Risk*
- *Managers*
- *All-Hands training coupled with policy implementation”*

By using educational staff and the **pedagogical material** which is distributed by the National Board of Occupational Safety and Health (NBOSH) to the 300 Swedish companies, Leymann proposed four stages of preventing mobbing as mentioned below;

Prevention: It should be the employers' concern to constitute a policy which prevent conflicts from transforming into dangerous situations. Employers should make it clear for everyone that dangerous escalation of conflicts would not be tolerated. Education in conflict management and training in using the company's policy is also a preventive way (<http://www.leymann.se>).

Early Management Interventions: In mobbing cases, it is really very important to intervene early that's why a supervisor must be capable of realizing the first signs of a developing mobbing incident. Top management should delegate authority to some particular people in the organization to whom employees in danger can take advice. In order to prevent and intervene mobbing incident in an early stage, organizational orders and ethics should be shaped in employees' behaviors (<http://www.leymann.se>).

Vocational Rehabilitation: It is supervisors and managers priority to protect the targeted individual from stigmatizing by others and keep the victim's previous reputation and abilities. Taking a sick leave or vocational rehabilitation should be suggested to the victim. One of the biggest management failures would be letting the victim go through the mobbing process and then dump him/her (<http://www.leymann.se>).

Law: Three Scandinavian countries –Sweden, Finland and Norway- assured the rights of the employees like remaining *physically and mentally* healthy at workplaces. *The Swedish National Board of Occupational Safety and Health*, presented three ordinance that aim to protect employee rights, in which one of them especially regards to mobbing behaviors. First ordinance compels the employer to make *internal control of the work environment* regularly in order to take preventions at an early stage. Second ordinance demands direct *interventions as mobbing occurs* at the workplace. Third ordinance puts emphasize on the responsibility of the employer for *vacational*

rehabilitation of an employee who has been taking so many sick leaves during one year or has been on sick leave for at least one month (<http://www.leymann.se>).

Hubert (2003) claims that , in order to rise the employees' consciousness of improper interactions, an organization should have a code of conduct that gives concrete examples of desirable and prohibited behaviors (as cited in, Vega and Comer, 2005).

According to Salin (2003a), organizational factors play a great role on evolving of mobbing process in terms of either allowing mobbing to take place or disallowing mobbing to occur. These factors that Salin mentioned can listed as; organizational culture, active leadership, an appropriate work organization and job design. On the light of previous research (European Agency, 2002; Hubert, 2003; Mathieson et al., 2006; Salin, 2003b; as cited in Salin, 2006) some recommendations have been indicated which are listed below:

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

2.7 THE CONCEPT OF MOBBING IN THE WORLD AND IN TURKEY

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

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

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

Also in Canada the federal government took action to address mobbing among federal government employee and the Province of Quebec becomes the only jurisdiction

in Canada which addresses mobbing incidents directly through legislation (Canada Safety Council 2006; as cited in McKay et al., 2008). The Province of Quebec altered Quebec's Labour Standards Act to refer mobbing in 2004 (Québec Commission des normes du travail 2006). In his speech, Andre Brochu- the Chairman- Executive Director of Quebec Commission- declared that they had learned a lot with the practices and would continue to give their support to the employers in prevention of mobbing at workplaces and also would keep on informing employees about the behaviors involved in mobbing (Québec Commission 2006; as cited in McKay et al., 2008). These legislations in Quebec results with a growing number of legal cases against employers who have disregarded mobbing among their employees. To give an example to this escalated mobbing cases, in 2006 the Québec Commission received 2,200 mobbing complaints against Québec employers and %38 of these complaints were resolved by being given compensations to the complainants (Québec Commission des norms du travail 2006; as cited in McKay et al., 2008).

2.7.1 Mobbing in U.S.

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

As being the research director in U.S. Hostile Workplace Survey 2000, Namie (2000) declared the estimated prevalence rates of mobbing in U.S. workplaces as 16.8% which is based on a survey of Michigan residents completed in 2000 conducted by L.Keashley. Also it is revealed in Hostile Workplace Survey, that 50% of the mobbers were women and women perpetrators, target women 84% of the time whereas men perpetrators target women in 69% of the mobbing cases (Namie, 2000). This survey also pointed out that mostly the mobbers are the bosses (81%) and in 71% of the cases both targets and perpetrators do not belong to a protected status group. As a result of mobbing incident, some of the targeted respondents connoted suffering from depression (47%), some suffering from severe anxiety, loss of concentration, sleeping problems which preventing them from being effective and productive at work, and finally 31% of the targeted women and 21% of the targeted men suffer from PTSD (Namie, 2000). According to U.S. Hostile Workplace Survey, perpetrators seemed to be at average age of 44 and 81% of them tortured their subordinates, 14% of them tortured their peers (co-workers) and 5% of them mobbed their superiors whereas the victims seemed to be at the average age of 41 and mostly women (77%) in addition to that it was understood from this survey that 82% of the victims actually lost their jobs because of the mobbing incident (Namie, 2000).

In another study, conducted among Hispanic, African-American and Asian-American respondents, it was found that 97% of them experienced mobbing (Fox and Stallworth, 2003; as cited in Martin & La Van, 2009). Lutgen-Sandvik et al., (2007) indicated that 30% of workers in U.S has faced mobbing incident at least once in their ongoing careers whereas as Namie (2007) stated that rate as 37%. National Safe Workplace Institute conducted a survey in United States and found that, mobbing's total costs to employers was amounted to be more than \$4 billion in 1992 (ILO Report, 1998).

2.7.1.1 Mobbing and U.S. Laws

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

“USA High Law Court describes the invader atmosphere such as; The measurement for the lived invade that reasonable one has, is evaluated at frustrating and molestation dimensions. Furthermore, the victim should perceive personally the atmosphere that is abusive” (Bennet, 1998; as cited in Gülen,2008)”

According to Yamada existing laws are inadequate in giving legal responses to mobbing incidents (2004). Namie (2007) supports the idea by declaring that current U.S. employment laws are far away from proposing a cure or force employers to prevent mobbing.

In United States, there is no single, particular statute that governs mobbing yet; (Mack, 2005; as cited in La Van and Martin, 2008). Apart from that gap in U.S. laws, mobbing is addressed by several legal theories which include; Civil Rights, Retaliation, Occupational Safety & Health, Whistleblowing, Workers’ Compensation, Assault/Battery/Defamation, Intentional Infliction of Emotional Distress, Intentional Infliction of Business Relationship and Constructive Discharge (LaVan & Martin, 2010) that four major theories ones are briefly explained below;

Civil Rights: *“Civil Rights Act of 1964 affords legal protection for those members of protected groups against harassment and discrimination because of their legally protected status. This distinction requires teasing out, whether the employee was the victim of mobbing due to their protected class status or some other factor.”*

Retaliation: *“ If a worker is a victim of workplace bullying subsequent to filling a discrimination complaint or charge, then the anti-retaliation provision affirmed by the United States Supreme Court in 2006 affords legal protection.”*

Occupational Safety & Health: “ *The Occupational Safety and Health Act of 1970 was established ‘to assure so far as possible every working man and woman in the nation safe and healthful working conditions and to preserve human resources’*” (29 U.S.C. Sec. 651(b))

Whistleblowing: “*The Occupational Health and Safety Administration agency enforces the Whistleblower Protection Act of 1989 as it applies to whistleblowing in those cases involving occupational health and safety. Employees are protected from any form of retaliation for raising complaints concerning workplace safety and health, including the reports of workplace bullying*”

2.7.2 Mobbing in Europe

In Europe, the attention to mobbing first arised in Sweden by the pioneer study of Leymann in late 1980s and evolved in Europe starting with Scandinavia and UK. Research regarding mobbing mostly conducted in Scandinavia by scholars like Leymann (1990; 1996), in Sweden, Vartia(1996), and Salin (2003) in Finland and Einarsen at el. (2000) in Norway. Several scholars have emphasized on the topic in Scandinavia and Europe, and different outcomes are revealed in these various studies and the results are summarized in a study of Vartia (2003) which is shown in Table 2.2. According to a survey conducted by the *European Foundation for the Improvement of Living and Working Conditions* it is reported that 9% of employees (nearly 12 million people) had been targeted in a mobbing case over the last 12 months, in both the public and the private sectors but it also shouldn't be ignored that the majority of mobbing cases still unreported. It is right to think that this data is biased by the fact that the majority of mobbing/bullying cases are still unreported (Ferrari, 2004). Exposure rates of mobbing due to the European countries shown in the figure below:

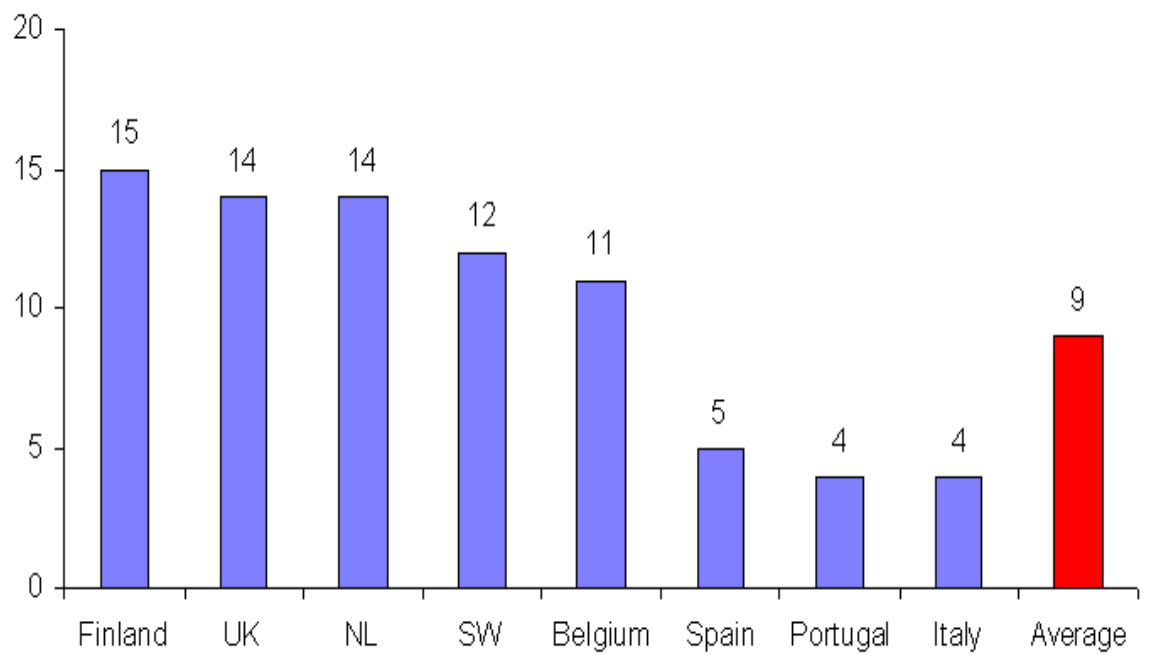


Figure2.3 : Exposure rates of Mobbing due to the European Countries

Source: Paoli & Merllie, 2000 (as cited in Elena Ferrari, 2004, p.)

Country	Author/s	Sample	N	Definition	Prevalence
Norway	Einarsen & Skogstad (1996)	14 samples; total	7787	4+1a	8.6% (4.5% at least every now and then)
	Einarsen, Matthiesen & Skogstad (1998)	Assistant nurses	745	4+1a	3%
Denmark	Hogh & Dofradottir (2001)	Randomized sample of adult citizens	1857	5	2%
	Mikkelsen & Einarsen (2001)	Hospital employees	236	4+1a+3a	3% 3a: 16% (2%)
		Manufacturing company	224		4.1%; 1b + 3a: 8% (2.7%)
		Department store	215		0.9%; 1b + 3a: 25% (6.5%)
Sweden	Leymann (1992a)	Representatives of employees, no self-employed persons	2438	1b + 3a	3.5%
Finland	Vartia (1991)	Government employees	984	4	10.1%
	Björkqvist, Österman & Hjelt-Bäck (1994a)	University employees	338	1a + 2	16.9%
	Sutela & Lehto (1998)	Representatives of employees	2979	4	3%
	Nuutinen, Kauppinen & Kandolin (1999)	Police force	754	4	women 14%, men 8%
	Piirainen, Elo, Hirvonen et al. (2000)	Representatives of employees	1991	4	4.3%
	Salin (2001)	Random sample of business professionals with a university degree	385	4+1b	1.6%; 8.8% occasionally; 1b and 3a: 24.1%
Germany	Mackensen von & Astfeld (2000)	Administration	1989	1b + 3a	2.9%

Table 2.2.:Prevalence of mobbing in Europe (Vartia, 2003, p.20)

Hungary	Kaucsek & Simon (1995)	Army Bank employees Bank inspectors	323 41 43	1b + 3a 1b + 3a 1b + 3a	5.6% 4.9% 2.5%
Netherlands	Hubert & van Veldhoven (2001)	Sample of 11 sectors	66764	5	2.2% (mean of four items referring to aggressive and unpleasant situations, often or always)
Ireland	O'Moore (2000)	Random national sample	1009	4	16.9% occasionally, 6.2% frequently
Portugal	Cowie, Jennifer, Neto et al. (2000)	International organization	221	4	33.5%
U.K.	Rayner (1997)	Part-time students	581	4+1c	53%
	UNISON (1997)	Public sector union members	736	4+1b	14%; 1c+4: 50%
	Cowie, Jennifer, Neto et al. (2000)	International organization	386	4	15.4%
	Hoel, Cooper & Faragher (2001)	Employees from 70 organizations within the private, public, and voluntary sectors	5288	4+1a+3a	1.4%; 3b: 10.6%
	Quine (1999) Quine (2002)	Employees of a NHS community trust Junior doctors	1100 594	1b+2 4	38% 37%
Austria	Niedl (1995)	Hospital employees Research institute employees	368 63	1b + 3a 1b + 3a	26.6% 17.5%

Key to definition symbols, definition: 1) Duration of bullying: 1a: within the last 6 months, 1b: over 6 months,

1c: ever in the career; 2) Type of acts included in judgments; 3) Frequency of acts: 3a: at least weekly, 3b: less frequently than weekly;

4) Victims consider themselves bullied according to the definition; 5 = approximate criterion (e.g., some kind of negative relationship) (see also: Hoel et al., Zapf, Einarsen, Hoel & Vartia 2003)

Table2.2: Prevalence of mobbing in Europe (Vartia, 2003, p.21)

According to Leymann (1992), 3,5% of Swedish employees could be classified as the the victims of mobbing (as cited in Einarsen, 1999). In an Italian study conducted by Giorgi (2009) among 926 employees in 12 Italian organizations, it was reported that 16,4% of employees were the victims of mobbing.

In early 1990s, the interest in mobbing escalated with the help of a radio programme in Britan, which was made after Andrea Adams who worked for BBC and had personally experienced mobbing. Andre Adams contacted with Cathy Drysdale -a programmer in Radio 4- and suggested presenting a radio programme about mobbing (Lee, 2000). With the help of this radio show, mobbing drew the attention of public and state and subsequently a research was conducted in 1994 by Stattfordshire University with the collaboration of BBC (Lee,2000). According to this study 53% of 1,137 respondents reported being mobbed whereas 78% declared that they had witnessed mobbing at work. One of the recent studies, -a large-scale nation wide study has brought out that, one in ten British employees reported being mobbed within the last six months (Hoel et al., 2001; as cited in Beale and Hoel, 2010). Most mobbing studies in Britan revealed out that, In Britan 70-80% of the mobbing cases occur in a form of downward mobbing which means in 70-80% cases the mobber is a supervisor and the victim is a subordinate (Beale and Hoel, 2010). In order to shed light on mobbing, Andrea Adams established the website www.andreaadamstrust.org which is the world's first non-political, non-profit charity dealing with mobbing (Vega and Comer, 2005). In 1998 another website was founded by Tim Field for the purpose of informing people about mobbing.

According to the French Economic and Social Committee, a typical mobbing victim's profile, taken from both National and International studies is likely to be a woman over 40 years or just at the beginning of her career (Ferrari, 2004). Another study conducted by a French family therapist Marie-France Hirigoyen, supported the French Economic and Social Comittee by giving the female victim rate as 70% of all victims (Ferrari, 2004).

2.7.2.1 Mobbing and European Laws

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

Resolution on Harassment at the Workplace:

"Urges the Commission (...) to consider the need for legislative initiatives to this end;

Urges the Council and the Commission to include quantitative indicators relating to bullying at work;

Calls on the Member States, with a view to counteracting bullying and sexual harassment at work, to review and, if appropriate, to supplement their existing legislation and to review and standardise the definition of bullying;

Expressly emphasises the responsibility of the Member States and of society as a whole with regard to bullying and violence at work (...);

Urges the Commission to consider a clarification or extension of the scope of the framework directive on health and safety at work or, alternatively, the drafting of a new framework directive as a legal instrument to combat bullying and as a means of ensuring respect for the worker's human dignity, privacy and integrity; emphasizes in this connection the importance of systematic work on health and safety and of preventive action;

(...);

Emphasises the importance of closer investigation of the incidence of bullying at work related both to aspects concerning the organisation of work and, for example, to sex, age, industrial sector and profession; calls for this study to include an analysis of the particular situation of women who are victims of harassment;

(...);

Urges the European institutions to set (...) appropriate sanctions policy;

(...);

Calls on the social partners within the Member States and at the Community level to develop their own approaches to combating bullying and violence at work, (...);

Apart from the EU regulations, some countries have their own legislations about mobbing. Among the European countries, first legislation against mobbing was implemented by Sweden in 1993 with its Ordinance on Victimization at Work (Guerrero). The Ordinance defines victimization in terms of mobbing, mental violence, social rejection, harassment-including sexual harassment- (Yamada, 2004). In 2002 both France and Belgium added “mobbing” subject to their laws as making such behavior a “*violation of the nation’s labour and criminal code*” (Ferrari, 2004; Yamada; 2004). This Labor Code in France aims to provide job security and anti-retaliation protections to the victims of mobbing (Yamada, 2004). Denmark and Finland also adopted new specific legislation to cope with mobbing. In 2001 an agreement has been signed by the Danish Working Environment Authority, the DA Employers’ Confederation and LO-Trade Union Confederation “*which states that local agreement within firms have to be adopted to tackle mobbing/bullying.*” (Ferrari, 2004). In 2002, the Finnish Parliament, agreed up on a new Occupational Safety and Health Act which is concerned with physical and psychological violence, including threats of violence, harassment, sexual harassment and mobbing at the workplaces and underlines the importance of the collaboration of employees and employers in dealing with mobbing (Ferrari, 2004). Except the European countries mentioned above, other countries such as

Ireland, UK, Germany and Spain preferred dealing with mobbing through their existing legislation because they did not see any necessity for new rules (Ferrari, 2004). In Norway a -Non-EU Country- a law against mobbing was adapted due to high rates of suicides. This law declares that an employee shouldn't be subjected to unwanted, hostile behaviors (Ferrari, 2004). Although Switzerland –another Non-EU Country- has no law about mobbing, the existing legislation is adequate in protecting employees against mobbing (Ferrari, 2004).

2.7.3 Mobbing in Turkey

Mobbing is a newly and less known topic for Turkey due to the limited studies conducted by some particular scholars who began their research in early 2000s. One of the reasons for limited research is the sensitivity of the topic. Because of the fear about losing their jobs or going against the management, employees in Turkey mostly fear to talk in public about the deficiencies in their workplaces or the difficulties they have been confronting with. When we look at the literature about mobbing in Turkey, it can be suggested that most of the studies conducted in health and education sectors. A survey was conducted by Yıldırım& Yıldırım (2010), among 880 academic staff who works in the government health sector and found out that, %90 of the respondents reported that they encountered mobbing at workplaces, and 17% reported being directly exposed to mobbing. According to the same study, generally the victims tried to avoid from mobbing by watching the following ways; like trying to talk to the perpetrator face to face, or report the perpetrator to his/her superior. In addition to these avoidance methods, 7% of the victims declared that they thought about committing suicide (Yıldırım & Yıldırım, 2010). Due to another research conducted by Bilgel et al., (2006) among 877 government employees in health, education and security sectors located in Bursa, 55% of the respondents reported being exposed to mobbing and 47% reported that they had witnessed mobbing incident. In the same study, it was revealed out that health sector employees constitute the most risky group in terms of exposing to mobbing (Bilgel et al., 2006).

A study conducted among 384 employees of banking sector in İstanbul between November 2008 and January 2009, revealed that 32% of the respondents reported as being victims of mobbing incident. 17% of the respondents claimed that they had been exposed to mobbing at their workplaces within last year. 69.9% of the victims pointed out their supervisors as the perpetrators of the mobbing incident whereas 15.4% of the victims reported their colleagues as their mobbers (Gök, 2011). According to the results of this study, the most frequent mobbing behavior the victims were exposed was “*speaking to person in a sarcastic fashion*” and the least observed mobbing behavior was “*not inviting the one to the celebrations or social activities at the workplace*” (Gök, 2011).

Turkey is a candidate country for the European Union and has been trying to make modifications in many areas to share the similar norms with the EU countries. Mobbing is one of the important topics which Turkey has been studying on the legislations in order to reach the standards of the EU countries. European Foundation for the Improvement of Living and Working Conditions conducted a survey on working conditions in 13 European Union Candidate Countries including Turkey, Bulgaria, Cyprus, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovakia and Slovenia in order to support the idea that mobbing is profoundly related with cultural and social behaviors and also to estimate the occurrence of mobbing in these candidate countries by the help of the outcomes of these studies (Ferrari, 2004). According to Ferrari (2004), this research displays important differences between EU and Candidate Countries which also regarded as significant factor of mobbing. The major findings of the survey are listed below;

- *a higher proportion of workers employed in agriculture;*
- *a lower proportion in the services sector;*
- *a higher proportion of self-employed workers ;*
- *a lower proportion of workers in the higher skilled job categories;*
- *a lower incidence of gender segregation;*

- *a higher proportion of women working;*
- *a lower client-oriented strategy;*
- *a lower decentralisation and a higher hierarchy in the work organisation;*
- *a lower job control and a higher job demands;*
- *a higher solidarity and support among colleagues;*
- *longer working hours.*

2.7.3.1 Mobbing and Turkish Laws

The concept of mobbing is a very new topic not only for Turkish academic environment but also for Turkish laws. In Turkish working life, the employees generally don't tend to express the struggles they have been through or the hostile behaviors they have faced at their workplaces. It was the case of Tülin Yıldırım which took the public attention to the topic and made it visible for both employees and employers. While working in The Chamber of Geological Engineers, Tülin Yıldırım was suddenly realized that something started going wrong with her workplace just after a change in the management had occurred. Tülin Yıldırım was exposed to hostile behaviors by her superiors. They assaulted her, they did not like the work tasks she had accomplished without giving any explanations and forced her to resign. Finally she was given warning and censure punishment by her superiors. After a while it was getting harder and harder for Tülin Yıldırım to go to this violent workplace and she decided to sue the Chamber of Geological Engineers for the unethical and violent behaviors of her superiors towards her. In 2006 she won the case and made her superiors sentenced because of their hostile behaviors towards her at the workplace. This case is very important for both the labor force and working legislations in Turkey because it is the first and only law case about mobbing which was ended with victory against the perpetrators. It encourages employees all around Turkey who have been suffering from negative acts in

their workplaces, to sue their organizations. After Tülin Yıldırım's success, it is observed that, there is an escalation in mobbing complaints to the Ministry of Labour or to the Trade Unions and also in the applications to the courts about mobbing. In addition to the existing Turkish laws related with the labor rights, the Prime Minister of Turkey declared a *Circular for Prevention of Mobbing* which is published in the Official Gazette on 19 March 2011. Because of the escalated number of complaints received by Ministry of Labour, the situation of employees in organizations in Turkey, seemed severe to the governors and made them take an immediate action against mobbing. In the memo, the Prime Minister defines mobbing as the "*sustained intentional and systematic belittling, denigration and ostracism of an individual, the discrediting of their personality and reputation and their being subject to mistreatment and demoralization*" and emphasize that the prevention of such psychological abuse is very important from the perspective of safety and harmony in the workplace. The measures taken against mobbing in Prime Minister's Circular are listed below;

- The fight against workplace psychological harassment is primarily the responsibility of the employer and the employer needs to take preventive measures against the psychological abuse of its employees.
- Employees will be stay away from all actions and behaviors which are considered as psychological harassment.
- The Labor and Social Security Communications Center will also provide support and advice to employees via Alo 170 (Hello 170) hotline with psychologists on call
- Control elements, meticulously examine complaints of psychological harassment.
- Adding preventive provisions in collective labor agreements will be mandatory

➤ An Anti-Mobbing Commission under the Ministry of Labor and Social Security will be established to monitor, evaluate and seek solutions for incidents of psychological abuse suffered by employees.

➤ Review staff will assess thoroughly all complaints of psychological abuse, bringing them to a close solution as soon as possible.

The Turkish laws which are supposed to protect employee rights are listed below (as cited in Aktaş, 2009) ;

1. In the frame of General Decisions

a) Penal responsibility: Behaviours in psychological harassment which are mostly planned and intended aren't anymore "social conflict" but they have become an action to be the subject of sanction in this term. In Criminal Law, to accuse the person who has done psychological harassment, he should commit an action contrary to law intentionally. Thus, the following crimes can be included:

- *to injure someone intentionally (TCK 86)*
- *to injure someone by causing some body parts become useless (TCK 89)*
- *Insult (TCK 125)*
- *Leading to suicide (TCK 86) (if the injured party commits suicide because of psychological harassment). Employer's acting indifferent to psychological harassment might even lead to punishment because employers should watch their employees.*

b) Legal responsibility: In the frame of protection of employer's personality, personality right is one of the certain rights which include the one's financial, psychological and physical rights.

2. In Business Law:

a) *The person who has done psychological harassment might be fined to an amount of money. The judge takes social and economical conditions into account while determining the amount of spiritual damages. The judge may add other indemnification ways instead of payment for those damages and also the judge might judge condemn the harassment or conclude this decision to be declared by the media. Employer might take such precautions against the employee who has done psychological harassment:*

- *Warning*
- *Condemnation*
- *Transfer*
- *Damages*
- *Annulment*

b) Complaining right of the injured party

Although the Business Law 4857 went into effect in 2003 is a new one, it doesn't consist of satisfactory decisions in terms of psychological sides of worker health. According to 77th paragraph of Business Health and Security: "Employers are responsible for taking all precautions to provide the health and security; to have all the equipment and employees are responsible for complying to all precautions. Employers have to supervise whether the precautions are complied; vocational risks, informing about legal rights and responsibilities and providing training about business health and security."

3. THE RELATIONSHIP BETWEEN ORGANIZATIONAL POLITICS AND MOBING

Only few number of researchers (Salin,2003; Zapf & Einarsen, 2003; Ferris et al., 2007) have emphasized on the relationship between perception of organizational politics and mobbing. Actually, when we look at the previous literature on both of the topics, there can be seen some concepts which are related both with organizational politics and mobbing. The concepts of power and conflict have great influence on the occurrence of both political behaviors and mobbing. As it is previously indicated in this study, conflict is considered as the starting point of mobbing by the scholars (Leymann, 1996; Einarsen, 1999). Power is also related with mobbing because it is indicated that to name an incident as mobbing, there should be an imbalance of power between the parties (<http://www.leymann.se>, Einarsen, 1999; Zapf, 1999). Also in organizational politics field, power and conflict have been determined as the stressors which may lead individuals to participate in political behaviors (Mintzberg, 1985). Although there exist meaningful factors both related with organizational politics and mobbing, most of the researchers have chosen to explain the occurrence of mobbing with other organizational factors like poor management styles, and negative and stressful working environments. Ashforth (1994) claimed that, when tyrannical behavior legitimized by organizational norms and values, in other words when it is used as the part of political behaviors in the organizations, mobbing behaviors can not be viewed from the interpersonal perspective anymore (as cited in Liefoghie and Davey, 2001, p.376). In their study, Liefoghie and Davey (2001) aimed to support the idea of Ashforth, by regarding organizations as one of the actors, having an active role on the occurrence of mobbing behaviors (p.377). They conducted a survey among the call centre employees of TELCO, a large, British telecommunication company, in order to observe the organization's role on mobbing incident. In this study what Liefoghie and Davey called as organizational mobbing, can be regarded as use of mobbing behaviors as a determinant of organizational politics. So it can be claimed that, they indirectly studied the effect of organizational politics on mobbing behaviors. According to the study of Liefoghie and Davey, it is found out that, organization itself is regarded as the main cause of mobbing behaviors rather than

the individuals within it (2001, p.387). Similar to Liefoghie and Davey, Ferris and his friends (2007) also concentrated on mobbing behaviors as a form of organizational politics and indicated that leader mobbing, is used as a part of organizational politics (Ferris et al., 2007, p.198). They characterize the mobbing applied by leaders as an influential mechanism in two ways: 1- assertive and tactical or 2- assertive and strategic (Ferris et al., 2007, p.200). When mobbing behaviors occur as as assertive and tactical influence of the leader, it is expected to have negative outcomes, on the contrary, when leader uses mobbing behaviors in an assertive and strategic way then it is thought to lead positive outcomes (Ferris et al., 2007, p.200). In another study conducted by Harvey and friends, destructive leaders are considered to be the cause of mobbing behaviors at workplaces (Harvey et al., 2007, p. 119).

Among the researchers who focused on the two subjects only Salin attempted to make an entire research about both of the topics and their association with each other. In her study Salin, (2003) made a research conducted in cooperation with the Finnsih Association of Graduates in Economics and Business Administration (SEFE). The surveys were sent to 1000 people randomly selected from 26,000 members of SEFE and 385 of them returned. According to this research, a significant association was found between a high degreee of perception of organizational politics and being exposed to mobbing.

4. RESEARCH DESIGN AND METHODOLOGY

In this part of this study, the aim, the research design and, the methodology of the present dissertation are discussed. At the first place, the aim of the research and research questions are stated. Later the characteristics of the sample and data collection method are discussed. In the end, the development of the survey instrument and data analysis methods are described.

4.1. AIM OF THE RESEARCH

The purpose of this study is to analyze the effects of employees' perception of organizational politics on mobbing behaviors which occur at the workplaces. After studying the literature, perception of organizational politics is determined as the independent variable, whereas mobbing is determined as the dependent variable of the dissertation. The main point of the study is to measure the relationship between mobbing and the employees' perception of organizational politics that means the main research question, the study concerns is measuring the effect of the independent variable on mobbing. The hypotheses for examining mobbing behaviors at workplaces are developed on the basis of the independent, dependent, and demographic variables which are listed below;

- ❖ Perception of organizational politics
- ❖ Four types of mobbing behaviors
- ❖ Demographic variables:
 - Gender
 - Age
 - Marital Status
 - Education
 - Business Tenure

- Organizational Tenure
- Type of the Organization
- Size of the Organization
- Position

4.2. THE THEORETICAL RESEARCH MODEL

On the light of the previous research, the research model of this study is shaped. Since the independent and dependent variables of this study both have some limitations, it is very valuable and inspiring to reach some studies like Salin (2003; 2005), Zapf and Einarsen (2003), Ferris et al., (2007) which examine both perception of organizational politics and mobbing in the same study. In the research model of this study, perception of organizational politics as the independent variable is inspired in Ferris and Kacmar's (1992) studies about perception of organizational politics model where as the mobbing part of the model is inspired in the studies of scholars like Leymann (1989) and Einarsen & Matthiesen (2003).

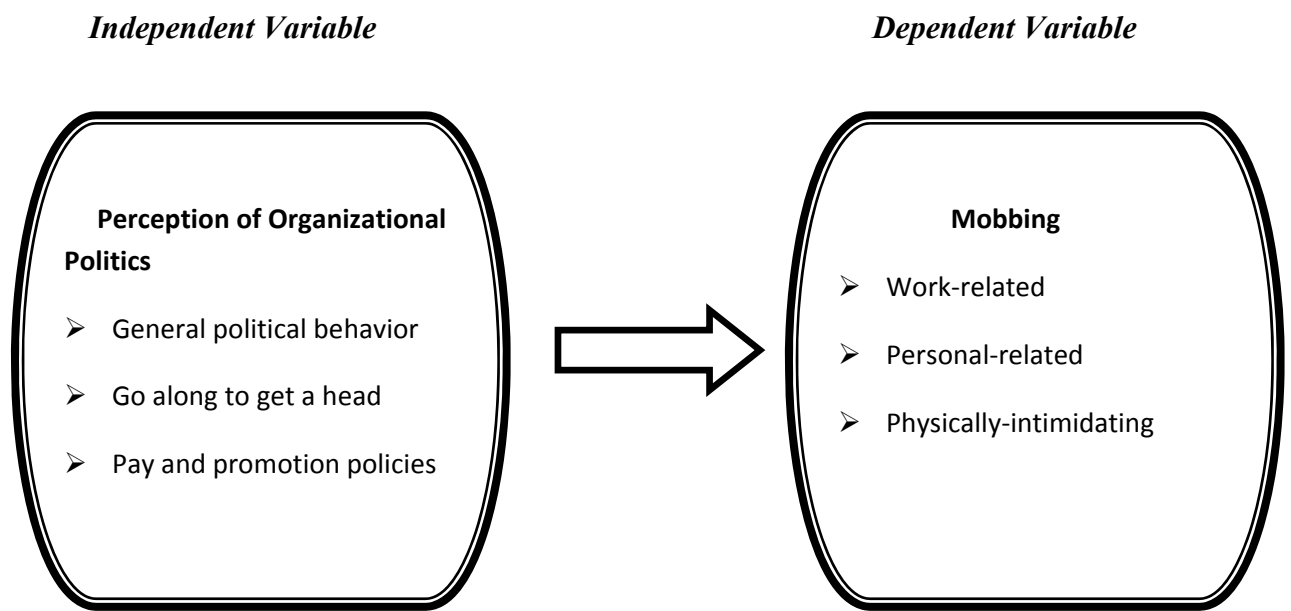


Figure 4.1 The Suggested Theoretical Framework

4.3 THE RESEARCH QUESTIONS

As being the independent variable in this study, the effects of perception of organizational politics on mobbing constitute main research questions. The research questions based on the literature survey are listed below;

Q1: How the employees' perception of organizational politics affect mobbing?

Q2: Which perception of organizational politics type most affects mobbing?

Q3: How the perception of organizational politics types affect mobbing?

4.4 SAMPLE

When we look at previous research, it is indicated that mobbing can occur both in public or private organizations and also may occur in every kind of sector in which the organizations operate. Due to these findings, the sample of this present study was shaped without making any discriminations among the sectors and types of the organizations. This study aimed to target a population of employees from several sectors who are working in both public and private organizations in İstanbul, Bursa, Ankara and Edirne. The sample is chosen from these cities because every year lots of people immigrate to these cities from all regions of Turkey due to their high rate of employment opportunities. So the sample is thought to represent all Turkish employees. In a convenient sample of 379 employees; 50,7% are males and 49,3% are females. 10,6% of employees are less then 25 years old, 64,9% are between 25-35 years of age, 19,3% are between 36-45 years of age, 4,2% are between 46-55 years of age and 1,1% are 56 years old or over. Examination of the marital status indicates that 53,8% percent of the respondents are single and 46,2% are married. In terms of education, it is seen that 2,4% are elementary school graduates, 11,3% are high school graduates, 7,4% have associate degree, 58% are university graduates, 17,2% have master's degree, 3,7% have doctor's degree. The details of distributions of demographic variables are shown in Table 4.1.

Table 4.1 The Distributions of Demographic Variables

VARIABLES		FREQUENCY	PERCENT
Gender	Male	192	50,7
	Female	187	49,3
Age	Under 25 years old	40	10,6
	25-35	246	64,9
	36-45	73	19,3
	46-55	16	4,2
	56 and over	4	1,1
Marital Status	Single	204	53,8
	Married	175	46,2
Education	Elementary School	9	2,4
	High School	43	11,3
	Associate Degree	28	7,4
	Undergraduate Degree	220	58,0
	Master's Degree	65	17,2
	Doctor's Degree	14	3,7
Business Tenure	1-4 years	131	34,6
	5-9 years	91	24,0
	10-14 years	69	18,2
	15-19 years	49	12,9
	20 years and over	39	10,3
Organizational Tenure	Less than 1 year	67	17,7
	1-3 years	136	35,9
	4-6 years	83	21,9
	7-10 years	40	10,6
	10 years and over	53	14,0
Type of the Organization	Private	290	76,5
	Public	89	23,5
Size of the Organization	Less than 25 people	47	12,4
	26-100 people	69	18,2
	101-500 people	92	24,3
	501-1000 people	15	4,0
	More than 1000 people	156	41,2

4.5 DATA COLLECTION

A number of 450 questionnaires were sent to the participants who are working in both public and private organizations among several sectors located in İstanbul, Edirne, Ankara and Bursa. 300 of the questionnaires were personally administered, while 120 of them were sent to the participants by email. Data were collected from 390 participants with a 86,6% of response rate in a period of two months. Of 390 responses, 11 surveys were disregarded due to the huge amount of missing data and remaining 379 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 organizational politics on 31 items and mobbing on 22 items. In the questionnaire, there were 10 demographic questions to be analyzed for comparing groups. The fulfillment of the questionnaires took less than 10 minutes. The completed questionnaires were collected by the researcher.

4.6 SURVEY INSTRUMENTS

Two measurement scales developed by the scholars of the related research areas are used in this present study in order to evaluate the effects of employees' perceptions of organizational politics on mobbing behaviors. The perception of organizational politics are measured by Perception of Organizational Politics Scale (POPS) which was developed by Ferris and Kacmar (1991). Mobbing behaviors are measured by Negative Acts Questionnaire (NAQ) which was developed by Einarsen and Matthiessen in Bergen Bullying Research Group (2004).

4.6.1 Perception of Organizational Politics

Perception of Organizational Politics Scale (POPS) developed by Ferris and Kacmar (1991) has been used widely all around the world to measure the employees' perceptions of politics in their organizations. Ferris and Kacmar developed 31 items in order to describe the individuals' perceptions of politics in their work environments. A 6-point scale anchored from totally agree to totally disagree is used.

Examples of Perception of Organizational Politics Scale (Kacmar & Carlson, 1997, p.656) items are given in the following sentences; *“When it comes to pay raises and promotion decisions, policies are irrelevant”, “I have seen changes made herethat only servet he purposes of a few individuals, not the whole work unit or department”*,

4.6.2 Mobbing

Matthiessen and Einarsen developed Negative Acts Questionnaire (2004) in order to evaluate the hostile behaviors which the some of the employees are exposed to. 22 items were developed to determine the negative acts of the perpetrators. A 6-point scale anchored from everyday to never is used.

Examples of Negative Acts Questionnaire (Kaymakçı, 2008) items are given in the following sentences; *“Intimidating behavior such as finger-pointing, invasion of personal space, shoving,blocking/barring the way, “Being ignored, excluded or being sent to conventry”, “Hints or signals from others that you should quit your job”*

4.7 DATA ANALYSIS METHODS

In this study, first of all, frequency distributions are used to evaluate the features of sample based on the demographic items of the questionnaire. Secondly, various statistical methods as explanatory factor analysis, reliability analysis, independent sample t-test are used through statistical program for social sciences (SPSS

16). The significance level of 0.5 is determined for the factor analyses whereas 0,6 is determined as the significance level for the reliability analyses.

Exploratory factor analysis is, first, conducted to examine the factors of perception of organizational politics and mobbing. After deciding on the factors related with the variables, reliability analysis is conducted. Cronbach's α is calculated separately for both dependent and independent variables.

Simple and multiple regression analyses are conducted to test the significance of the research model. To test the effects of demographic variables on the dependent variable independent samples t- tests are conducted many times. Moreover, One Way Analysis of Variance (ANOVA) tests are utilized. Chi-Square Analyses were conducted in this study in order to observe the distribution of mostly faced mobbing behaviors with the demographic variables.

5. RESEARCH FINDINGS

This chapter aims to investigate the findings of the research. The analyses start with examining the demographic characteristics of the study sample. Then, factor and reliability analyses are conducted. After revising our research model according to factor and reliability analyses, the hypotheses based on the research model are tested. To examine the differences between demographic groups, independent t-tests are conducted. On the other hand, simple and multiple regression analyses are used to test our research model.

5.1 FACTOR AND RELIABILITY ANALYSES

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

In Factor Analysis, to examine the correlation between the variables, Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's test are conducted, as well. The KMO has to be 0,50 of minimum and Bartlett's Test should be meaningful only through values lower than 0,05 to demonstrate the acceptability of the variables for factor analyses. Principle components analysis and Varimax rotation are applied as well to figure out the relevant items. After finding out the relevant factors of the variables, reliability analysis is conducted by Cronbach's Alpha model for testing the consistency between the items of a factor. In order to have reliability, a factor's items should be higher than 0,60.

5.1.2 Factor and Reliability Analyses of Perception of Organizational

Politics

Perception of Organizational Politics Scale has 31 items with the KMO value of 0,901. The value exhibits that there is a correlation between the items and they are suitable for factor analyses. As the value of KMO is bigger than 0,80 ; it can be stated that there's a perfect correlation between the items. The result of Barlett's test is 0,000 and $0,000 < 0,05$ confirms the conclusion that the variables are suitable for factor analysis.

The analysis is continued with varimax rotations. Through the analysis, factor loadings less than 0,5 are selected to be extracted since 0,5 is considered as the significant factor loading. Factor analysis is performed repeatedly deleting the items with lower loadings and items that remain single under a factor group. After running factor analyses seven times, the items 26, 15, 23, 12, 3, 10, 7, are extracted respectively. As a result of the factor analysis, 6 factors with 24 items are found. Then reliability analysis for each factor is conducted to see if there is any factor with Cronbach alpha of reliability coefficient less than 0,6. After the reliability analysis it is seen that items 25, 27,13,17 should be extracted and item 1 should be recoded. Once again factor analysis is run twice with deleting repeatedly the item 22 and recoded item 1. This time KMO result turns out to be $0,860 > 0,50$ approving the adequacy of the sampling. The Barlett's test for the variables, has also indicated significant value of $0,000 < 0,05$. The remaining four factors of the independent variable explain 58,104% of the total variance.

	Perception of Organizational Politics	Factor Loading	%Variance Explained	Cronbach α
Item No.	Factor I: Self-Interest		20,551	0,861
14	When my supervisor communicates with me, it is to make himself/herself look beter, not to help me.	0,789		
28	Whereras a lot of what my supervisor does around here (e.g., communicates and gives feedback, etc.) appears to be directed at helping employees, it is actually intended to protect himself/herself.	0,764		
30	If a co-worker offers to lend some assistance, it is because they expect to get something out of it (e.g., makes them look good, you owe them a favor now, etc.) not because they really care.	0,727		
20	I have seen people deliberately distort information requested by others for purposes of personal gain, either by withholding it or by selectively reporting it.	0,706		
19	My co-workers help themselves, not others.	0,694		
29	The performance appraisals/ratings people receive from their supervisors reflect more of the supervisor's "own agenda" (e.g., likes or dislikes, giving high or low ratings to make themselves look good, etc.) than the actual performance of the employee.	0,659		
21	Managers in this organization often use the selection system to hire only people that can help them in their future or who see things the way they do.	0,503		
	Factor 2: Group Dynamics		13,781	0,721
8	When objective standards are not specified, it is common to see many people trying to define standards to meet their needs.	0,692		
5	There are "cliques" and "in-groups" which hinder the effectiveness around here.	0,672		
6	It normally takes a couple of months for a new employee to figure out who they should not cross around here.	0,666		
11	People here usually don't speak up for fear of retaliation by others.	0,636		
9	There has always been an influential group in this department that no one ever crosses.	0,589		
	Factor 3: Organizational Transparency		13,733	0,736
18	Promotions in this department generally go to top performers.	0,746		
4	Employees are encouraged to speak out frankly even when they are critical of well-established ideas.	0,738		
2	There is no place for yes-men around here; good ideas are desired even when it means disagreeing with supervisors.	0,692		
16	Rewards come only to those who work hard in this organization.	0,669		
	Factor 4: Promotion&Compensation Policy		10,039	0,651
31	Pay and promotion policies are generally communicated in this company.	0,795		
24	Overall, the rules and policies concerning promotion and pay are fair; it is how supervisors carry out the policies that is unfair and self-serving.	0,752		
	KMO=0,860 Chi-Square Bartlett's Test= 2,352E3		58,104	

5.1.2 Factor and Reliability Analysis of Mobbing

Mobbing scale has 22 items with the KMO value of 0,919 and the total variance value of 60,243. The value exhibits that there is a correlation between the items and they are suitable for factor analysis. Since the value of KMO is bigger than 0,80 there's a perfect correlation between the items just like perception of organizational politics. The result of Barlett's test is 0,000 and $0,000 < 0,05$ meaning that the variables are suitable for factor analysis.

The analysis is continued with varimax rotations. Through the analysis, factor loadings less than 0,5 are selected to be extracted since 0,5 is considered as the significant factor loading.

Factor analysis is performed with one run and no items were deleted because all the items' values were higher than 0,5 and there was no item remain single under the same factor. Then reliability analysis for each factor is conducted to see if there is any factor with Cronbach alpha of reliability coefficient less than 0,6. It's seen that all factors have higher Cronbach alpha of the reliability coefficient, except item 5 which belongs to the fourth factor group. After deleting item 5, once again factor analysis is run twice for these remaining factors. This time KMO result turns out to be 0,920 and total variance is found to be 61,450. As a result of the factor analysis, item 1 is decided to be extracted because it has a values of 0,462 which is lower than 0,50 so once again factor analysis is done. This time KMO result turns out to be 0,922 approving the adequacy of the sampling. The Barlett's test for the variables, has also indicated significant value of $0,000 < 0,05$. The remaining four factors of dependent variable explain 63,105 of the total variance.

Below is the factor analysis report showing a detailed description of the mobbing, the factor loadings, percent of the variance for each factor and the reliability coefficients of the items loaded on each factor.

	Mobbing	Factor Loading	%Variance Explained	Cronbach α
Item No.	Factor 1: Aggressive Behaviors		23,669	0,895
22	Threats of violence or physical abuse or actual abuse.	0,789		
20	Being the subject of excessive teasing and sarcasm.	0,766		
9	Intimidating behaviour such as finger-pointing, invasion of personal space, shoving, blocking/barring the way.	0,686		
10	Hints or signals from others that you should quit your job.	0,660		
17	Having allegations made against you.	0,648		
6	Being ignored, excluded or being 'sent to Coventry'.	0,625		
12	Being ignored or facing a hostile reaction when you approach.	0,585		
15	Practical jokes carried out by people you don't get on with.	0,583		
7	Having insulting or offensive remarks made about your person (i.e. habits and background), your attitudes or your private life.	0,571		
	Factor 2: Occupational Aggression		17,322	0,835
8	Being shouted at or being the target of spontaneous anger (or rage).	0,705		
2	Being humiliated or ridiculed in connection with your work.	0,626		
11	Repeated reminders of your errors or mistakes .	0,615		
14	Having your opinions and views ignored.	0,600		
18	Excessive monitoring of your work.	0,597		
13	Persistent criticism of your work and effort .	0,563		
	Factor 3:Work Overload		12,786	0,796
21	Being exposed to an unmanageable workload.	0,824		
16	Being given tasks with unreasonable or impossible targets or deadlines.	0,760		
19	Pressure not to claim something which by right you are entitled to (e.g. sick leave, holiday entitlement, travel expenses).	0,681		
	Factor 4: Occupational Degradation		9,327	0,804
3	Being ordered to do work below your level of competence.	0,881		
4	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks.	0,837		
	KMO=0,922 Chi-Square Bartlett's Test= 3,920E3		63,105	

5.2. MODIFIED RESEARCH MODEL AND SUGGESTED HYPOTHESIS

After the factor analyses of perception of organizational politics and mobbing, our research model emerges as follows:

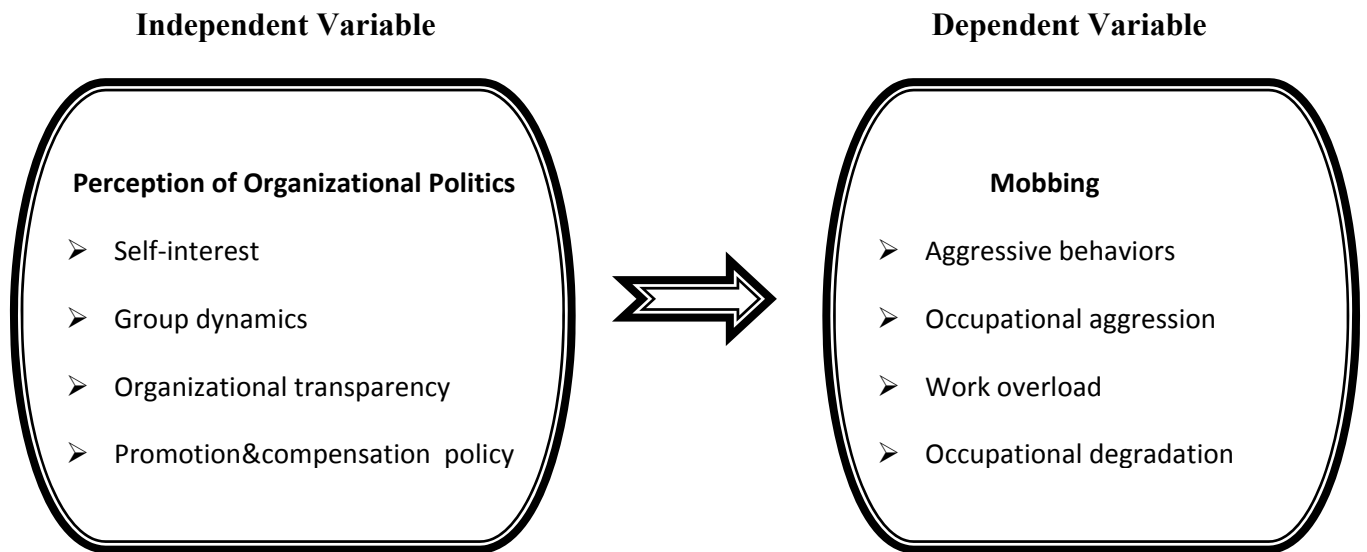


Figure 5.1 Modified Research Model After the Factor Analysis

Depending on our modified research model, a general main hypothesis is developed which tests the relationship between independent and dependent variables. Then sub hypotheses are developed in order to test the relationship between the independent variable's dimensions and the dependent variable's dimensions. Finally hypotheses about demographic variables are developed to test the relationship between demographic variables and the dependent variable.

Main Hypothesis:

Ho: There is no significant relationship between employees' perception of organizational politics and the occurrence of mobbing.

Ha: There is a significant relationship between employees' perception of organizational politics and the occurrence of mobbing.

Sub Hypotheses:

Ho1: There is no significant relationship between the perception of organizational politics factor "self-interest" and the occurrence of mobbing.

Ha1: There is a significant relationship between the perception of organizational politics factor "self-interest" and the occurrence of mobbing.

Ho2: There is no significant relationship between the perception of organizational politics factor "group dynamics" and the occurrence of mobbing.

Ha2: There is a significant relationship between the perception of organizational politics factor "group dynamics" and the occurrence of mobbing.

Ho3: There is no significant relationship between the perception of organizational politics factor "organizational transparency" and the occurrence of mobbing.

Ha3: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing.

Ho4: There is no significant relationship between the perception of organizational politics factor “promotion&compensation policy” and the occurrence of mobbing.

Ha4: There is a significant relationship between the perception of organizational politics factor “promotion&compensation policy” and the occurrence of mobbing.

Ho5: There is no significant relationship between “ perception of organizational politics” and the occurrence of mobbing factor “aggressive behaviors”.

Ha5: There is a significant relationship between “ perception of organizational politics” and the occurrence of mobbing factor “aggressive behaviors”.

Ho6: There is no significant relationship between “perception of organizational politics” and the occurrence of mobbing factor “occupational aggression”.

Ha6: There is a significant relationship between “perception of organizational politics” and the occurrence of mobbing factor “occupational aggression”.

Ho7: There is no significant relationship between “perception of organizational politics” and the occurrence of mobbing factor “work overload”.

Ha7: There is a significant relationship between “perception of organizational politics” and the occurrence of mobbing factor “work overload”.

Ho8: There is no significant relationship between “perception of organizational politics” and the occurrence of mobbing factor “occupational degradation”.

Ha8: There is a significant relationship between “perception of organizational politics” and the occurrence of mobbing factor “occupational degradation”.

Ho9: There is no significant relationship between the perception of organizational politics factor “self-interest” and the occurrence of mobbing factor “aggressive behaviors”.

Ha9: There is a significant relationship between the perception of organizational politics factor “self-interest” and the occurrence of mobbing factor “aggressive behaviors”.

Ho10: There is no significant relationship between the perception of organizational politics factor “self-interest” and the occurrence of mobbing factor “occupational aggression”.

Ha10: There is a significant relationship between the perception of organizational politics factor “self-interest” and the occurrence of mobbing factor “occupational aggression”.

Ho11: There is no significant relationship between the perception of organizational politics factor “self-interest” and the occurrence of mobbing factor “work overload”.

Ha11: There is a significant relationship between the perception of organizational politics factor “self-interest” and the occurrence of mobbing factor “work overload”.

Ho12: There is no significant relationship between the perception of organizational politics factor “self-interest” and the occurrence of mobbing factor “occupational degradation”.

Ha12: There is a significant relationship between the perception of organizational politics factor “self-interest” and the occurrence of mobbing factor “occupational degradation”.

Ho13: There is no significant relationship between the perception of organizational politics factor “group dynamics” and the occurrence of mobbing factor “aggressive behaviors”.

Ha13: There is a significant relationship between the perception of organizational politics factor “group dynamics” and the occurrence of mobbing factor “aggressive behaviors”.

Ho14: There is no significant relationship between the perception of organizational politics factor “group dynamics” and the occurrence of mobbing factor “occupational aggression”.

Ha14: There is a significant relationship between the perception of organizational politics factor “group dynamics” and the occurrence of mobbing factor “occupational aggression”.

Ho15: There is no significant relationship between the perception of organizational politics factor “group dynamics” and the occurrence of mobbing factor “work overload”.

Ha15: There is a significant relationship between the perception of organizational politics factor “group dynamics” and the occurrence of mobbing factor “work overload”.

Ho16: There is no significant relationship between the perception of organizational politics factor “group dynamics” and the occurrence of mobbing factor “occupational degradation”.

Ha16: There is a significant relationship between the perception of organizational politics factor “group dynamics” and the occurrence of mobbing factor “occupational degradation”.

Ho17: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing factor “aggressive behaviors”.

Ha17: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing factor “aggressive behaviors”.

Ho18: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing factor “occupational aggression”.

Ha18: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing factor “occupational aggression”.

Ho19: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing factor “work overload”.

Ha19: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing factor “work overload”.

Ho20: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing factor “occupational degradation”.

Ha20: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and the occurrence of mobbing factor “occupational degradation”.

Ho21: There is no significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and the occurrence of mobbing factor “aggressive behaviors

Ha21: There is a significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and the occurrence of mobbing factor “aggressive behaviors”.

Ho22: There is no significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and the occurrence of mobbing factor “occupational aggression”.

Ha22: There is a significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and the occurrence of mobbing factor “occupational aggression”.

Ho23: There is no significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and the occurrence of mobbing factor “work overload”.

Ha23: There is a significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and the occurrence of mobbing factor “work overload”.

Ho24: There is no significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and the occurrence of mobbing factor “occupational degradation”.

Ha24: There is a significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and the occurrence of mobbing factor “occupational degradation”

5.3. TEST OF HYPOTHESIS

In order to analyze the relationship between the dependent variable (mobbing) and the independent variable (organizational politics) Multiple Regression Analysis has been used. Since all the variables are measured on an interval scale and there is more than one independent variable and it’s aimed to understand how much of the variance in the dependent variable is explained when several independent variables are theorized to simultaneously influence it, it would be more meaningful to investigate the relationship by conducting a regression test. Therefore, both simple and multiple regression tests are applied.

Before beginning the regression analyses, correlation analysis is conducted in order to understand whether there is multicollinearity between the dimensions of

independent variable (perception of organizational politics) or not. The correlations related to all factors of the independent variable of the study are depicted in Table 5.3. Even though there are a few high level relationships between certain study variables, none of these relationships exceeded the value of 0.70, thus there isn't a multicollinearity problem regarding the variables, so regression analyses can be conducted to test the following hypotheses.

Table 5.3 Correlations of All Dimensions of Perception of Organizational Politics

		Correlations			
		Self_Interest	Group_Dynamics	Organizational_Transparency	Promotion_Compensation_Policy
Self_Interest	Pearson Correlation	1	,525**	-,372**	-,157**
	Sig. (2-tailed)		,000	,000	,002
	N	379	379	379	379
Group_Dynamics	Pearson Correlation	,525**	1	-,214**	-,065
	Sig. (2-tailed)	,000		,000	,207
	N	379	379	379	379
Organizational_Transparency	Pearson Correlation	-,372**	-,214**	1	,344**
	Sig. (2-tailed)	,000	,000		,000
	N	379	379	379	379
Promotion_Compensation_Policy	Pearson Correlation	-,157**	-,065	,344**	1
	Sig. (2-tailed)	,002	,207	,000	
	N	379	379	379	379

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

Main Hypothesis :

Ho: There is no significant relationship between perception of organizational politics and mobbing.

Ha: There is a significant relationship between perception of organizational politics and mobbing.

Table 5.4 Regression Analysis Model Summary for Perception of Organizational Politics and Mobbing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,374 ^a	,140	,137	,61864

a. Predictors: (Constant), Perception of Organizational Politics

b. Dependent Variable: Mobbing

Table 5.5 Regression Analysis Anova Table for Perception of Organizational Politics and Mobbing

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23,428	1	23,428	61,216	,000 ^a
	Residual	144,283	377	,383		
	Total	167,712	378			

a. Predictors: (Constant), Perception of Organizational Politics

b. Dependent Variable: Mobbing

Table 5.6 Regression Analysis Coefficients (a) for Perception of Organizational Politics and Mobbing

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,272	,182		1,490	,137
	Perception of Organizational Politics	,413	,053	,374	7,824	,000

a. Dependent Variable: Mobbing

From the model summary table, it can be seen that R value is 0,374 and R square contributes to 14% of the variance of mobbing which is significant at $p=0,000 \leq 0,05$ as it seen in anova table. Since $p=0,000 \leq 0,05$, the null hypothesis is rejected at 0,05 significance level (α) and the alternate hypothesis is confirmed. That means, there is a significant relationship between employees' perception of organizational politics and the occurrence of mobbing.

As the Beta coefficient gives the direction and the strength of the relationship between the dependent and independent variables, the coefficients table above shows us that there is a weak correlation between perception of organizational politics and mobbing. Since β is less than 0,50 ($\beta = 0,374$) and takes a positive value ($0 < \beta < +1$), it means that there is a statistically significant ($p < 0,01$), positive weak linear correlation between perception of organizational politics and mobbing ($\beta = 0,374$).

As the model summary of the model is confirmed, the independent variable's dimensions' effects on the dependent variable are examined respectively in the following hypotheses.

Sub Hypotheses:

Hypothesis 1:

Ho1: There is no significant relationship between the perception of organizational politics factor “self-interest” and mobbing.

Ha1: There is a significant relationship between the perception of organizational politics factor “self-interest” and mobbing.

Table 5.7 Regression Analysis Model Summary for Self_Interest and Mobbing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,536 ^a	,287	,286	,56304

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Mobbing

Table 5.8 Regression Analysis Anova Table for Self-Interest and Mobbing

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48,199	1	48,199	152,042	,000 ^a
	Residual	119,513	377	,317		
	Total	167,712	378			

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Mobbing

Table 5.9 Regression Analysis Coefficients (a) for Self-Interest and Mobbing

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,708	,084		8,467	,000
	Self_Interest	,319	,026	,536	12,331	,000

a. Dependent Variable: Mobbing

R value of self-interest is 0,536 and R square explains 28,7% of the variance of mobbing. According to the Anova results, the significance of self-interest is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected at 0,05 significance level (α). Self-interest affects mobbing by explaining 38,7% of the variance of mobbing.

Since β is more than 0,50 ($\beta = 0,536$) and takes a positive value ($0 < \beta < +1$), it means that there is a statistically significant, positive moderate linear correlation between perception of organizational politics and mobbing ($\beta = 0,536$).

Hypothesis 2:

Ho2: There is no significant relationship between the perception of organizational politics factor “group dynamics” and mobbing.

Ha2: There is a significant relationship between the perception of organizational politics factor “group dynamics” and mobbing.

Table 5.10 Regression Analysis Model Summary for Group Dynamics and Mobbing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,333 ^a	,111	,109	,62886

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Mobbing

Table 5.11 Regression Analysis Anova Table for Group Dynamics and Mobbing

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,620	1	18,620	47,083	,000 ^a
	Residual	149,092	377	,395		
	Total	167,712	378			

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Mobbing

Table 5.12 Regression Analysis Coefficients (a) for Group Dynamics and Mobbing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,871	,122		7,161	,000
	Group_Dynamics	,226	,033	,333	6,862	,000

a. Dependent Variable: Mobbing

R value of group dynamics is 0,333 and R square explains 11,1% of the variance of mobbing. As it is seen in the Anova table, the significance of group dynamics is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected. Group Dynamics affects mobbing by explaining 11.1% of the variance of mobbing.

Beta coefficient is less than 0,5 ($\beta = 0,333$) which means there is a statistically significant, positive weak linear correlation between group dynamics and mobbing.

Hypothesis 3:

Ho3: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing.

Ha3: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing.

Table 5.13 Regression Analysis Model Summary for Organizational Transparency and Mobbing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,310 ^a	,096	,094	,63418

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Mobbing

Table 5.14 Regression Analysis Anova Table for Organizational Transparency and Mobbing

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,089	1	16,089	40,005	,000 ^a
	Residual	151,623	377	,402		
	Total	167,712	378			

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Mobbing

Table 5.15 Regression Analysis Coefficients (a) for Organizational Transparency and Mobbing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,391	,118		20,301	,000
	Organizational_Transparency	-,191	,030	-,310	-6,325	,000

a. Dependent Variable: Mobbing

R value of organizational transparency is 0,310 and R square explains 9,6% of the variance of mobbing. As it is seen in the Anova table, the significance of organizational transparency is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected. It means that organizational transparency affects mobbing by explaining 9,6% of the variance of mobbing.

Beta coefficient is less than 0,5 and have a negative value ($\beta = -0,310$) which means there is a statistically significant, negative weak linear correlation between organizational transparency and mobbing.

Hypothesis 4:

Ho4: There is no significant relationship between the perception of organizational politics factor “promotion&compensation policy” and mobbing.

Ha4: There is a significant relationship between the perception of organizational politics factor “promotion&compensation policy” and mobbing.

Table 5.16 Regression Analysis Model Summary for Promotion&Compensation Policy and Mobbing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,154 ^a	,024	,021	,65899

a. Predictors: (Constant), Promotion&Compensation Policy

b. Dependent Variable: Mobbing

Table 5.17 Regression Analysis Anova Table for Promotion&Compensation Policy and Mobbing

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,993	1	3,993	9,194	,003 ^a
	Residual	163,719	377	,434		
	Total	167,712	378			

a. Predictors: (Constant), Promotion&Compensation Policy

b. Dependent Variable: Mobbing

Table 5.18 Regression Analysis Coefficients (a) for Promotion and Compensation Policy and Mobbing

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,937	,093		20,869	,000
	Promotion&Compensation Policy	-,073	,024	-,154	-3,032	,003

a. Dependent Variable: Mobbing

R value of promotion&compensation policy is 0,154 and R square explains 2,4% of the variance of mobbing. As it can be inferred from the Anova table, the significance of promotion&compensation policy is $p=0,003 \leq 0,05$. As $p=0,003 \leq 0,05$, the null hypothesis is rejected which means that an organization's promotion&compensation policy affects mobbing by explaining 2,4% of the variance of mobbing.

As it is seen in coefficient table, Beta coefficient is less than 0,5 and have a negative value of -0,154 which means there is a statistically significant, negative weak linear correlation between promotion&compensation policy and mobbing.

Hypothesis 5:

Ho5: There is no significant relationship between “perception of organizational politics” and the mobbing factor “aggressive behaviors”.

Ha5: There is a significant relationship between “ perception of organizational politics” and the mobbing factor “aggressive behaviors”.

Table 5.19 Regression Analysis Model Summary for Perception of Organizational Politics and Aggressive Behaviors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,371 ^a	,138	,135	,56697

a. Predictors: (Constant), Perception of Organizational Politics

b. Dependent Variable: Aggressive Behaviors

Table 5.20 Regression Analysis Anova Table for Perception of Organizational Politics and Aggressive Behaviors

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19,327	1	19,327	60,123	,000 ^a
	Residual	121,188	377	,321		
	Total	140,515	378			

a. Predictors: (Constant), Perception_of_Organizational_Politics

b. Dependent Variable: Aggressive_Behaviors

Table 5.21 Regression Analysis Coefficients (a) for Perception of Organizational Politics and Aggressive Behaviors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,097	,167		,579	,563
	Perception of Organizational Politics	,375	,048	,371	7,754	,000

a. Dependent Variable: Aggressive_Behaviors

R value of perception of organizational politics is 0,371 and R square explains 13,8% of the variance of aggressive behaviors. As it is seen in the Anova table, the significance of perception of organizational politics is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected which means that perception of organizational politics affects aggressive behaviors by explaining 13,8% of the variance of aggressive behaviors.

Beta coefficient is less than 0,5 and have a value of 0,371 which means there is a statistically significant, positive weak linear correlation between perception of organizational politics and aggressive behaviors

Hypothesis 6:

Ho6: There is no significant relationship between “perception of organizational politics” and the mobbing factor “occupational aggression”.

Ha6: There is a significant relationship between “perception of organizational politics” and the mobbing factor “occupational aggression”.

Table 5.22 Regression Analysis Model Summary for Perception of Organizational Politics and Occupational Aggression

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,391 ^a	,153	,150	,77248

a. Predictors: (Constant), Perception_of_Organizational_Politics

b. Dependent Variable: Occupational_Aggression

Table 5.23 Regression Analysis Anova Table for Perception of Organizational Politics and Occupational Aggression

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40,507	1	40,507	67,882	,000 ^a
	Residual	224,966	377	,597		
	Total	265,473	378			

a. Predictors: (Constant), Perception_of_Organizational_Politics

b. Dependent Variable: Occupational_Aggression

Table 5.24 Regression Analysis Coefficients (a) for Perception of Organizational Politics and Occupational Aggression

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,112	,228		-,494	,622
	Perception_of_Organizational_Politics	,542	,066	,391	8,239	,000

a. Dependent Variable: Occupational_Aggression

R value of perception of organizational politics is 0,391 and R square explains 15,3% of the variance of occupational aggression. Also, the independent variable of social perception of organizational politics' significance is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected. Perception of organizational politics affects occupational aggression by explaining 15,3% of the variance of occupational aggression.

Beta coefficient is 0,391 which means there is a statistically significant, positive weak linear correlation between peception of organizational politics and occupational aggression.

Hypothesis 7:

Ho7: There is no significant relationship between “perception of organizational politics” and the mobbing factor “work overload”.

Ha7: There is a significant relationship between “perception of organizational politics” and the mobbing factor “work overload”.

Table 5.25 Regression Analysis Model Summary for Perception of Organizational Politics and Work Overload

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,181 ^a	,033	,030	1,03002

a. Predictors: (Constant), Perception_of_Organizational_Politics

b. Dependent Variable: Work_Overload

Table 5.26 Regression Analysis Anova Table for Perception of Organizational Politics and Work Overload

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13,524	1	13,524	12,747	,000 ^a
	Residual	399,972	377	1,061		
	Total	413,496	378			

a. Predictors: (Constant), Perception_of_Organizational_Politics

b. Dependent Variable: Work_Overload

Table 5.27 Regression Analysis Coefficients (a) for Perception of Organizational Politics and Work Overload

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,842	,303		2,775	,006
	Perception_of_Organizational_Politics	,313	,088	,181	3,570	,000

a. Dependent Variable: Work_Overload

R value of perception of organizational politics is 0,181 and R square explains 3,3% of the variance of work overload. As it is seen in the Anova table, the significance of perception of organizational politics is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected which means that perception of organizational politics affects work overload by explaining 3,3% of the variance of work overload.

Beta coefficient is less than 0,5 and have a value of 0,181 which means there is a statistically significant, positive weak linear correlation between perception of organizational politics and work overload.

Hypothesis 8:

Ho8: There is no significant relationship between “perception of organizational politics” and the mobbing factor “occupational degradation”.

Ha8: There is a significant relationship between “perception of organizational politics” and the mobbing factor “occupational degradation”.

Table 5.28 Regression Analysis Model Summary for Perception of Organizational Politics and Occupational Degradation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,147 ^a	,022	,019	1,38967

a. Predictors: (Constant), Perception of Organizational Politics

b. Dependent Variable: Occupational_Degradation

Table 5.29 Regression Analysis Anova Table for Perception of Organizational Politics and Occupational Degradation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,082	1	16,082	8,328	,004 ^a
	Residual	728,056	377	1,931		
	Total	744,139	378			

a. Predictors: (Constant), Perception of Organizational Politics

b. Dependent Variable: Occupational_Degradation

Table 5.30 Regression Analysis Coefficients (a) for Perception of Organizational Politics and Occupational Degradation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,354	,409		3,308	,001
	Perception of Organizational Politics	,342	,118	,147	2,886	,004

a. Dependent Variable: Occupational_Degradation

R value of perception of organizational politics is 0,147 and R square explains 2,2% of the variance of work overload. As it is seen in the Anova table, the significance of perception of organizational politics is $p=0,004 \leq 0,05$. As $p=0,004 \leq 0,05$, the null hypothesis is rejected which means that perception of organizational politics affects occupational degradation by explaining 3,3% of the variance of occupational degradation.

Beta coefficient is less than 0,5 and have a value of 0,147 which means there is a statistically significant, positive weak linear correlation between perception of organizational politics and occupational degradation.

Hypothesis 9:

Ho9: There is no significant relationship between the perception of organizational politics factor “self-interest” and mobbing factor “aggressive behaviors”.

Ha9: There is a significant relationship between the perception of organizational politics factor “self-interest” and mobbing factor “aggressive behaviors”.

Table 5.31 Regression Analysis Model Summary for Self-Interest and Agressive Behaviors

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,444 ^a	,197	,195	,54694

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Aggressive_Behaviors

Table 5.32 Regression Analysis Anova Table for Self-Interest and Agressive Behaviors

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27,738	1	27,738	92,723	,000 ^a
	Residual	112,777	377	,299		
	Total	140,515	378			

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Aggressive_Behaviors

Table 5.33 Regression Analysis Coefficients (a) for Self-Interest and Agressive Behaviors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,638	,081		7,854	,000
	Self_Interest	,242	,025	,444	9,629	,000

a. Dependent Variable: Aggressive_Behaviors

R value of perception of employees' self-interest is 0,444 and R square explains 19,7% of the variance of aggressive behaviors. As it is seen in the Anova table, the significance of self-interest is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected which means that employees' self-interest affects aggressive behaviors by explaining 19,7% of the variance of aggressive behaviors.

Beta coefficient is less than 0,5 and have a value of 0,444 which means there is a statistically significant, positive weak linear correlation between self-interest and aggressive behaviors shown in work places.

Hypothesis 10:

Ho10: There is no significant relationship between the perception of organizational politics factor “self-interest” and mobbing factor “occupational aggression”.

Ha10: There is a significant relationship between the perception of organizational politics factor “self-interest” and mobbing factor “occupational aggression”.

Table 5.34 Regression Analysis Model Summary for Self-Interest and Occupational Aggression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,518 ^a	,268	,266	,71796

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Occupational_Aggression

Table 5.35 Regression Analysis Anova Table for Self-Interest and Occupational Aggression

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71,141	1	71,141	138,012	,000 ^a
	Residual	194,332	377	,515		
	Total	265,473	378			

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Occupational_Aggression

Table 5.36 Regression Analysis Coefficients (a) for Self-Interest and Occupational Aggression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,558	,107		5,236	,000
	Self_Interest	,388	,033	,518	11,748	,000

a. Dependent Variable: Occupational_Aggression

R value of employees' self-interest is 0,518 and R square explains 26,8% of the variance of occupational aggression. As it is seen in the Anova table, the significance of self-interest is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected which means that self-interest of employees affects occupational aggression by explaining 26,8% of the variance of occupational aggression.

Beta coefficient is more than 0,5 and have a value of 0,518 which means there is a statistically significant, positive moderate linear correlation between employees' self interest and occupational aggression.

Hypothesis 11:

Ho11: There is no significant relationship between the perception of organizational politics factor “self-interest” and mobbing factor “work overload”.

Ha11: There is a significant relationship between the perception of organizational politics factor “self-interest” and mobbing factor “work overload”.

Table 5.37 Regression Analysis Model Summary for Self-Interest and Work Overload

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,366 ^a	,134	,132	,97441

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Work_Overload

Table 5.38 Regression Analysis Anova Table for Self-Interest and Work

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55,542	1	55,542	58,497	,000 ^a
	Residual	357,954	377	,949		
	Total	413,496	378			

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Work_Overload

Overload

Table 5.39 Regression Analysis Coefficients (a) for Self-Interest and Work Overload

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,870	,145		6,013	,000
	Self_Interest	,343	,045	,366	7,648	,000

a. Dependent Variable: Work_Overload

R value of employees' self-interest is 0,366 and R square explains 13,4% of the variance of work overload. As it is seen in the Anova table, the significance of self-interest is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected which means that self-interest of employees affects their work overload by explaining 13,4% of the variance of work overload.

Beta coefficient is less than 0,5 and have a value of 0,366 which means there is a statistically significant, positive weak linear correlation between employees' self interest and work overload.

Hypothesis 12:

Ho12: There is no significant relationship between the perception of organizational politics factor "self-interest" and mobbing factor "occupational degradation".

Ha12: There is a significant relationship between the perception of organizational politics factor "self-interest" and mobbing factor "occupational degradation".

Table 5.40 Regression Analysis Model Summary for Self-Interest and Occupational Degradation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,339 ^a	,115	,112	1,32183

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Occupational_Degradation

Table 5.41 Regression Analysis Anova Table for Self-Interest and Occupational Degradation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85,433	1	85,433	48,897	,000 ^a
	Residual	658,705	377	1,747		
	Total	744,139	378			

a. Predictors: (Constant), Self_Interest

b. Dependent Variable: Occupational_Degradation

Table 5.42 Regression Analysis Coefficients (a) for Self-Interest and Occupational Degradation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,229	,196		6,262	,000
	Self_Interest	,425	,061	,339	6,993	,000

a. Dependent Variable: Occupational_Degradation

For self-interest of employees, it can be derived from the tables above that the R value is 0,339 and R square explains 11,5% of the variance of occupational degradation. Also, the significance of self-interest is $p=0,00 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected and the alternate hypothesis is accepted. Hence, it can be indicated that self-interest of employees explains 11,5% of the variance in occupational degradation.

Beta coefficient is less than 0,5 and have a value of 0,339 which means there is a statistically significant, positive weak linear correlation between employees' self interest and occupational degradation

Hypothesis 13:

Ho13: There is no significant relationship between the perception of organizational politics factor “group dynamics” and mobbing factor “aggressive behaviors”.

Ha13: There is a significant relationship between the perception of organizational politics factor “group dynamics” and mobbing factor “aggressive behaviors”.

Table 5.43 Regression Analysis Model Summary for Group Dynamics and Aggressive Behaviors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,262 ^a	,068	,066	,58924

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Aggressive_Behaviors

Table 5.44 Regression Analysis Anova Table for Group Dynamics and Aggressive Behaviors

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,620	1	9,620	27,707	,000 ^a
	Residual	130,895	377	,347		
	Total	140,515	378			

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Aggressive_Behaviors

Table 5.45 Regression Analysis Coefficients (a) for Group Dynamics and Aggressive Behaviors

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,793	,114		6,963	,000
	Group_Dynamics	,162	,031	,262	5,264	,000

a. Dependent Variable: Aggressive_Behaviors

For groups dynamics, it can be seen in the tables above that the R value is 0,262 and R square explains 6,8% of the variance of aggressive behaviors. Also, the significance of group dynamics is $p=0,00 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected and the alternate hypothesis is accepted. Hence, it can be indicated that group dynamics explains 6,8% of the variance in aggressive behaviors.

Beta coefficient is less than 0,5 and have a value of 0,262 which means there is a statistically significant, positive weak linear correlation between group dynamics and aggressive behaviors.

Hypothesis 14:

Ho14: There is no significant relationship between the perception of organizational politics factor “group dynamics” and mobbing factor “occupational aggression”.

Ha14: There is a significant relationship between the perception of organizational politics factor “group dynamics” and mobbing factor “occupational aggression”.

Table 5.46 Regression Analysis Model Summary for Group Dynamics and Occupational Aggression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,361 ^a	,130	,128	,78265

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Occupational_Aggression

Table 5.47 Regression Analysis Anova Table for Group Dynamics and Occupational Aggression

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34,544	1	34,544	56,395	,000 ^a
	Residual	230,929	377	,613		
	Total	265,473	378			

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Occupational_Aggression

Table 5.48 Regression Analysis Coefficients (a) for Group Dynamics and Occupational Aggression

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,638	,151		4,214	,000
	Group_Dynamics	,308	,041	,361	7,510	,000

a. Dependent Variable: Occupational_Aggression

R value of group dynamics is 0,361 and R square explains 13,% of the variance of occupational aggression. As it is seen in the Anova table, the significance of group dynamics is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected which means that group dynammmics affects occupational aggression by explaining 13% of the variance of occupational aggression.

Beta coefficient is less than 0,5 and have a value of 0,361 which means there is a statistically significant, positive weak linear correlation between group dynamics and occupational aggression.

Hypothesis 15:

Ho15: There is no significant relationship between the perception of organizational politics factor “group dynamics” and mobbing factor “work overload”.

Ha15: There is a significant relationship between the perception of organizational politics factor “group dynamics” and mobbing factor “work overload”.

Table 5.49 Regression Analysis Model Summary for Group Dynamics and Work Overload

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,176 ^a	,031	,028	1,03089

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Work_Overload

Table 5.50 Regression Analysis Anova Table for Group Dynamics and Work Overload

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,845	1	12,845	12,087	,001 ^a
	Residual	400,651	377	1,063		
	Total	413,496	378			

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Work_Overload

Table 5.51 Regression Analysis Coefficients (a) for Group Dynamics and Work Overload

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,240	,199		6,222	,000
	Group_Dynamics	,188	,054	,176	3,477	,001

a. Dependent Variable: Work_Overload

For groups dynamics, it can be seen in the model summary table that the R value is 0,176 and R square explains 3,1% of the variance of work overload. Also, anova table shows us that, the significance of group dynamics is $p=0,001 \leq 0,05$. As $p=0,001 \leq 0,05$, the null hypothesis is rejected and the alternate hypothesis is accepted. Therefore, it is seen that group dynamics explains 3,1% of the variance in work overload.

Beta coefficient is less than 0,5 and have a value of 0,176 which means there is a statistically significant, positive weak linear correlation between group dynamics and work overload.

Hypothesis 16:

Ho16: There is no significant relationship between the perception of organizational politics factor “group dynamics” and mobbing factor “occupational degradation”.

Ha16: There is a significant relationship between the perception of organizational politics factor “group dynamics” and mobbing factor “occupational degradation”.

Table 5.52 Regression Analysis Model Summary for Group Dynamics and Occupational Degradation

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,227 ^a	,051	,049	1,36835

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Occupational_Degradation

Table 5.53 Regression Analysis Anova Table for Group Dynamics and Occupational Degradation

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38,254	1	38,254	20,431	,000 ^a
	Residual	705,885	377	1,872		
	Total	744,139	378			

a. Predictors: (Constant), Group_Dynamics

b. Dependent Variable: Occupational_Degradation

Table 5.54 Regression Analysis Coefficients (a) for Group Dynamics and Occupational Degradation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,364	,265		5,155	,000
	Group_Dynamics	,324	,072	,227	4,520	,000

a. Dependent Variable: Occupational_Degradation

For group dynamics, it can be seen in the tables above that the R value is 0,227 and R square explains 5,1% of the variance of occupational degradation. Also, anova table indicates that the significance of group dynamics is $p=0,00 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected and the alternate hypothesis is accepted. Hence, it can be seen that group dynamics explains 5,1% of the variance in occupational degradation.

Beta coefficient is less than 0,5 and have a value of 0,227 which means there is a statistically significant, positive weak linear correlation between group dynamics and occupational degradation.

Hypothesis 17:

Ho17: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing factor “aggressive behaviors”.

Ha17: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing factor “aggressive behaviors”.

Table 5.55 Regression Analysis Model Summary for Organizational Transparency and Aggressive Behaviors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,178 ^a	,032	,029	,60074

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Aggressive_Behaviors

Table 5.56 Regression Analysis Anova Table for Organizational Transparency and Aggressive Behaviors

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,462	1	4,462	12,363	,000 ^a
	Residual	136,054	377	,361		
	Total	140,515	378			

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Aggressive_Behaviors

Table 5.57 Regression Analysis Coefficients (a) for Organizational Transparency and Aggressive Behaviors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,749	,112		15,673	,000
	Organizational_Transparency	-,100	,029	-,178	-3,516	,000

a. Dependent Variable: Aggressive_Behaviors

R value of organizational transparency is 0,178 and R square explains 3,2% of the variance of aggressive behaviors. As it is seen in the Anova table, the significance of organizational transparency is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$ the null hypothesis is rejected which means that organizational transparency affects aggressive behaviors by explaining 3,2% of the variance of aggressive behaviors.

Beta coefficient is less than 0,5 and have a value of 0,178 which means there is a statistically significant, positive weak linear correlation between organizational transparency and aggressive behaviors.

Hypothesis 18:

Ho18: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing factor “occupational aggression”.

Ha18: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing factor “occupational aggression”.

Table 5.58 Regression Analysis Model Summary for Organizational Transparency and Occupational Aggression

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,292 ^a	,085	,083	,80249

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Occupational_Aggression

Table 5.59 Regression Analysis Anova Table for Organizational Transparency and Occupational Aggression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22,691	1	22,691	35,236	,000 ^a
	Residual	242,782	377	,644		
	Total	265,473	378			

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Occupational_Aggression

Table 5.60 Regression Analysis Coefficients (a) for Organizational Transparency and Occupational Aggression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,584	,149		17,335	,000
	Organizational_Transparency	-,226	,038	-,292	-5,936	,000

a. Dependent Variable: Occupational_Aggression

R value of organizational transparency is 0,292 and R square explains 8,5% of the variance of occupational aggression. As it is seen in the Anova table, the significance of organizational transparency is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$ the null hypothesis is rejected which means that organizational transparency affects occupational aggression by explaining 8,5% of the variance of occupational aggression.

As it is seen in coefficient table, Beta coefficient is less than 0,5 and have a negative value of -0,292 which means there is a statistically significant, negative weak linear correlation between organizational transparency and occupational aggression.

Hypothesis 19:

Ho19: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing factor “work overload”.

Ha19: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing factor “work overload”.

Table 5.61 Regression Analysis Model Summary for Organizational Transparency and Work Overload

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,251 ^a	,063	,061	1,01375

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Work_Overload

Table 5.62 Regression Analysis Anova Table for Organizational Transparency and Work Overload

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26,061	1	26,061	25,359	,000 ^a
	Residual	387,435	377	1,028		
	Total	413,496	378			

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Work_Overload

Table 5.63 Regression Analysis Coefficients (a) for Organizational Transparency and Work Overload

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,820	,188		14,975	,000
	Organizational_Transparency	-,243	,048	-,251	-5,036	,000

a. Dependent Variable: Work_Overload

For organizational transparency, it can be seen in the tables above that the R value is 0,251 and R square explains 6,3% of the variance of work overload. Also, anova table indicates that the significance of organizational transparency is $p=0,00 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected and the alternate hypothesis is accepted. So, it is seen that organizational transparency explains 5,1% of the variance in work overload.

As it is indicated in the coefficient table, Beta coefficient is less than 0,5 and have a negative value of -0,251 which means there is a statistically significant, negative weak linear correlation between organizational transparency and work overload.

Hypothesis 20:

Ho20: There is no significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing factor “occupational degradation”.

Ha20: There is a significant relationship between the perception of organizational politics factor “organizational transparency” and mobbing factor “occupational degradation”.

Table 5.64 Regression Analysis Model Summary for Organizational Transparency and Occupational Degradation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,317 ^a	,101	,098	1,33229

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Occupational_Degradation

Table 5.65 Regression Analysis Anova Table for Organizational Transparency and Occupational Degradation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74,968	1	74,968	42,236	,000 ^a
	Residual	669,170	377	1,775		
	Total	744,139	378			

a. Predictors: (Constant), Organizational_Transparency

b. Dependent Variable: Occupational_Degradation

Table 5.66 Regression Analysis Coefficients (a) for Organizational Transparency and Occupational Degradation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,063	,247		16,417	,000
	Organizational_Transparency	-,412	,063	-,317	-6,499	,000

a. Dependent Variable: Occupational_Degradation

R value of organizational transparency is 0,317 and R square explains 10,1% of the variance of occupational degradation. As it is indicated in the Anova table, the significance of organizational transparency is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$ the null hypothesis is rejected which means that organizational transparency affects occupational degradation by explaining 10,1% of the variance of occupational degradation.

As it is seen in the coefficient table, Beta coefficient is less than 0,5 and have a negative value of -0,317 which means there is a statistically significant, negative weak linear correlation between organizational transparency and occupational degradation.

Hypothesis 21:

Ho21: There is no significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and mobbing factor “aggressive behaviors

Ha21: There is a significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and mobbing factor “aggressive behaviors”.

Table 5.67 Regression Analysis Model Summary for Promotion&Compensation Policy and Agressive Behaviors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,012 ^a	,000	-,003	,61046

a. Predictors: (Constant), Promotion_Compensation_Policy

b. Dependent Variable: Aggressive_Behaviors

Table 5.68 Regression Analysis Anova Table for Promotion&Compensation Policy and Aggressive Behaviors

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,021	1	,021	,055	,815 ^a
	Residual	140,495	377	,373		
	Total	140,515	378			

a. Predictors: (Constant), Promotion_Compensation_Policy

b. Dependent Variable: Aggressive_Behaviors

Table 5.69 Regression Analysis Coefficients (a) for Promotion&Compensation Policy and Aggressive Behaviors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,353	,086		15,731	,000
	Promotion_Compensation_Policy	,005	,022	,012	,235	,815

a. Dependent Variable: Aggressive_Behaviors

R value of promotion&compensation policy is 0,012 and R square explains 0% of the variance of aggressive behaviors. As it is indicated in the Anova table, the significance of promotion&compensation policy is $p=0,815 \geq 0,05$. As $p=0,815 \geq 0,05$ the null hypothesis is accepted which means that the organization's promotion&compensation policy does not affect aggressive behaviors of employees.

Hypothesis 22:

Ho22: There is no significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and mobbing factor “occupational aggression”.

Ha22: There is a significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and mobbing factor “occupational aggression”.

Table 5.70 Regression Analysis Model Summary for Promotion&Compensation Policy and Occupational Aggression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,113 ^a	,013	,010	,83379

a. Predictors: (Constant), Promotion_Compensation_Policy

b. Dependent Variable: Occupational_Aggression

Table 5.71 Regression Analysis Anova Table for Promotion&Compensation Policy and Occupational Aggression

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,380	1	3,380	4,862	,028 ^a
	Residual	262,093	377	,695		
	Total	265,473	378			

a. Predictors: (Constant), Promotion_Compensation_Policy

b. Dependent Variable: Occupational_Aggression

Table 5.72 Regression Analysis Coefficients (a) for Promotion&Compensation Policy and Occupational Aggression

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,975	,117		16,811	,000
	Promotion&Compensation Policy	-,067	,030	-,113	-2,205	,028

a. Dependent Variable: Occupational_Aggression

For promotion&compensation policy, it can be seen in the model summary table that the R value is 0,113 and R square explains 1,3% of the variance of occupational aggression. Also, anova table shows us that the significance of promotion&compensation policy is $p=0,28 \geq 0,05$. As $p=0,28 \geq 0,05$, the null hypothesis is accepted which indicates that there is no relationship between an organization's promotion&compensation policy and occupational aggression.

Hypothesis 23:

Ho23: There is no significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and mobbing factor “work overload”.

Ha23: There is a significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and mobbing factor “work overload”.

Table 5.73 Regression Analysis Model Summary for Promotion&Compensation Policy and Work Overload

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,243 ^a	,059	,056	1,01593

a. Predictors: (Constant), Promotion_Compensation_Policy

b. Dependent Variable: Work_Overload

Table 5.74 Regression Analysis Anova Table for Promotion&Compensation Policy and Work Overload

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24,385	1	24,385	23,626	,000 ^a
	Residual	389,110	377	1,032		
	Total	413,496	378			

a. Predictors: (Constant), Promotion_Compensation_Policy

b. Dependent Variable: Work_Overload

Table 5.75 Regression Analysis Coefficients (a) for Promotion&Compensation Policy and Work Overload

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,556	,143		17,861	,000
	Promotion_Compensation_Policy	-,180	,037	-,243	-4,861	,000

a. Dependent Variable: Work_Overload

For promotion&compensation policy, it can be seen in the model summary table that the R value is 0,243 and R square explains 5,9% of the variance of work overload. Also, it is seen in the anova table that the significance of promotion and compensation policy is $p=0,00 \leq 0,05$. As $p=0,000 \leq 0,05$, the null hypothesis is rejected and the alternate hypothesis is accepted. So, it is can be inferred from the results that promotion&compensation policy an organization explains 5,9% of the variance in employees' work overload.

As it is indicated in the coefficient table, Beta coefficient is less than 0,5 and have a negative value of -0,243 which means there is a statistically significant, negative weak linear correlation between an organization's promotion&compensation policy and employees' work overload.

Hypothesis 24:

Ho24: There is no significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and mobbing factor “occupational degradation”.

Ha24: There is a significant relationship between the perception of organizational politics factor “promotion and compensation policy ” and mobbing factor “occupational degradation”.

Table 5.76 Regression Analysis Model Summary for Promotion&Compensation Policy and Occupational Degradation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,282 ^a	,080	,077	1,34776

a. Predictors: (Constant), Promotion_Compensation_Policy

b. Dependent Variable: Occupational_Degradation

Table 5.77 Regression Analysis Anova Table for Promotion&Compensation Policy and Occupational Degradation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59,335	1	59,335	32,665	,000 ^a
	Residual	684,803	377	1,816		
	Total	744,139	378			

a. Predictors: (Constant), Promotion_Compensation_Policy

b. Dependent Variable: Occupational_Degradation

Table 5.78 Regression Analysis Coefficients (a) for Promotion&Compensation Policy and Occupational Degradation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,528	,190		18,579	,000
	Promotion&Compensation Policy	-,281	,049	-,282	-5,715	,000

a. Dependent Variable: Occupational_Degradation

R value of promotion&compensation policy is 0,281 and R square explains 8% of the variance of occupational degradation. As it is indicated in the Anova table, the significance of promotion&compensation policy is $p=0,000 \leq 0,05$. As $p=0,000 \leq 0,05$ the null hypothesis is rejected and the alternate hypothesis is accepted which means that the organization's promotion&compensation policy affects occupational degradation.

As it is indicated in the coefficient table, Beta coefficient is less than 0,5 and have a negative value of -0,282 which means there is a statistically significant, negative weak linear correlation between an organization's promotion&compensation policy and occupational degradation.

Hypothesis 25:

Ho25: There is no significant relationship between perception of organizational politics (all four factors) and mobbing.

Ha25: There is a significant relationship between perception of organizational politics (all four factors) and mobbing.

Table 5.79 Multiple Regression Analysis Model Summary for Perception of Organizational Politics (all four factors) and Mobbing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,553 ^a	,306	,299	,55775

a. Predictors: (Constant), Promotion&Compensation Policy, Group Dynamics, Organizational Transparency, Self Interest

b. Dependent Variable: Mobbing

Table 5.80 Multiple Regression Analysis Anova Table for Perception of Organizational Politics (all four factors) and Mobbing

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51,365	4	12,841	41,279	,000 ^a
	Residual	116,346	374	,311		
	Total	167,712	378			

a. Predictors: (Constant), Promotion&Compensation Policy, Group Dynamics, Organizational Transparency, Self Interest

b. Dependent Variable: Mobbing

Table 5.81 Multiple Regression Analysis Coefficients (a) for Perception of Organizational Politics (all four factors) and Mobbing

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,024	,184		5,560	,000
	Self_Interest	,269	,032	,451	8,462	,000
	Group_Dynamics	,047	,034	,069	1,367	,172
	Organizational_Transparency	-,070	,030	-,113	-2,316	,021
	Promotion_Compensation_Policy	-,019	,022	-,040	-,875	,382

a. Dependent Variable: Mobbing

For all the four perception of organizational politics dimensions in the model, it can be stated from the tables above that, the R value is 0, 553 and R square is explaining 30,6% of the variance of mobbing. Also, it should be noted that two factors of perception of organizational politics is significant at $p=0,05$ (Self-Interest = 0,000, Group Dynamics= 0,000) whereas the other two factors; organizational transparency and promotion&compensation policy are not significant because their significance are higher than 0,05 (Organizational Transparency= 0,172 and Promotion&Compensation Policy= 0,21). Therefore it can be stated that self-interest and group Dynamics factor affect mobbing, but organizational transparency and promotion&compensation policy do not have effects on mobbing. The two factors Self-Interest and, Group Dynamics explain 30,6 of the total variance of mobbing.

Table 5.82 Correlations Between Perception of Organizational Politics (all four factors) and Mobbing

		Correlations				
		Mobbing	Self_Interest	Group_Dynamics	Organizational_Transparency	Promotion_Compensation_Policy
Mobbing	Pearson Correlation	1	,536**	,333**	-,310**	-,154**
	Sig. (2-tailed)		,000	,000	,000	,003
	N	379	379	379	379	379
Self_Interest	Pearson Correlation	,536**	1	,525**	-,372**	-,157**
	Sig. (2-tailed)	,000		,000	,000	,002
	N	379	379	379	379	379
Group_Dynamics	Pearson Correlation	,333**	,525**	1	-,214**	-,065
	Sig. (2-tailed)	,000	,000		,000	,207
	N	379	379	379	379	379
Organizational_Transparency	Pearson Correlation	-,310**	-,372**	-,214**	1	,344**
	Sig. (2-tailed)	,000	,000	,000		,000
	N	379	379	379	379	379
Promotion_Compensation_Policy	Pearson Correlation	-,154**	-,157**	-,065	,344**	1
	Sig. (2-tailed)	,003	,002	,207	,000	
	N	379	379	379	379	379

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

Table 5.83 Correlations Between Perception of Organizational Politics (all four factors) and Mobbing (all four factors)

		Correlations							
		Self_Interest	Group_Dynamics	Organizational_Transparency	Promotion_Compensation_Policy	Aggressive_Behaviors	Occupational_Aggression	Work_Overload	Occupational_Degradation
Self_Interest	Pearson Correlation	1	,525**	-,372**	-,157*	,444**	,518**	,366**	,339**
	Sig. (2-tailed)		,000	,000	,002	,000	,000	,000	,000
	N	379	379	379	379	379	379	379	379
Group_Dynamics	Pearson Correlation	,525**	1	-,214**	-,065	,262**	,361**	,176**	,227**
	Sig. (2-tailed)	,000		,000	,207	,000	,000	,001	,000
	N	379	379	379	379	379	379	379	379
Organizational_Transparency	Pearson Correlation	-,372**	-,214**	1	,344**	-,178**	-,292**	-,251**	-,317**
	Sig. (2-tailed)	,000	,000		,000	,000	,000	,000	,000
	N	379	379	379	379	379	379	379	379
Promotion_Compensation_Policy	Pearson Correlation	-,157*	-,065	,344**	1	,012	-,113*	-,243**	-,282**
	Sig. (2-tailed)	,002	,207	,000		,815	,028	,000	,000
	N	379	379	379	379	379	379	379	379
Aggressive_Behaviors	Pearson Correlation	,444**	,262**	-,178**	,012	1	,747**	,509**	,289**
	Sig. (2-tailed)	,000	,000	,000	,815		,000	,000	,000
	N	379	379	379	379	379	379	379	379
Occupational_Aggression	Pearson Correlation	,518**	,361**	-,292**	-,113*	,747**	1	,577**	,389**
	Sig. (2-tailed)	,000	,000	,000	,028	,000		,000	,000
	N	379	379	379	379	379	379	379	379
Work_Overload	Pearson Correlation	,366**	,176**	-,251**	-,243**	,509**	,577**	1	,428**
	Sig. (2-tailed)	,000	,001	,000	,000	,000	,000		,000
	N	379	379	379	379	379	379	379	379
Occupational_Degradation	Pearson Correlation	,339**	,227**	-,317**	-,282**	,289**	,389**	,428**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	
	N	379	379	379	379	379	379	379	379

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

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

In order to make a summary, all the correlations between independent and dependent variables are shown in one table (Table 5.83). As it is seen in the summary table above, self-interest dimension of perception of organizational politics has a linear, positive weak correlation with aggressive behaviors, work overload and, occupational degradation dimensions of mobbing. But it has a linear positive moderate relationship between occupational aggression.

Group dynamics dimension of perception of organizational politics has a linear, positive, weak correlation with all four dimensions (aggressive behaviors, occupational aggression, work overload, occupational degradation) of mobbing.

Organizational transparency dimension of perception of organizational politics has a linear, negative, weak correlation with all four dimensions (aggressive behaviors, occupational aggression, work overload, occupational degradation) of mobbing.

Promotion&compensation policy dimension of perception of organizational politics has a linear, negative, weak correlation with work overload, and occupational degradation dimensions of mobbing. This dimension has linear, negative, weak correlation between organizational transparency and promotion and compensation policy dimensions of organizational politics. According to regression analyses conducted above, it is stated that there is no significant relationship between promotion&compensation policy and aggressive behaviors and also there is no significant relationship between promotion&compensation policy and occupational aggression. It means that promotion&compensation policy of an organization has no significant effects on both aggressive behaviors and occupational aggression in the organizations. Since it is not found a relationship between these items, there is no use to take the these variables' correlation values into consideration.

5.6 T-TESTS AND ANOVA ANALYSES FOR DEMOGRAPHICS

Table 5.84 Summary of the T-Test Analysis for Gender

		N	Mean	Std. Dev.		t	P
Perception of Organizational Politics	Male	192	3,4505	,61256	Equal Var. Assumed	1,567	,118
	Female	187	3,3535	,59154			
Self-Interest	Male	192	3,1176	1,13375	Equal Var. Assumed	1,524	,128
	Female	187	2,9427	1,09955			
Group Dynamics	Male	192	3,5948	,95499	Equal Var. Assumed	,668	,504
	Female	187	3,5273	,58107			
Organizational Transparency	Male	192	3,7669	1,07630	Equal Var. Assumed	,212	,832
	Female	187	3,7433	1,09078			
Promotion and Compensation Policy	Male	192	3,6224	1,33396	Equal Var. Not Assumed	,308	,758
	Female	187	3,5775	1,49034			
Mobbing	Male	192	1,7466	,66724	Equal Var. Assumed	2,121	,035
	Female	187	1,6021	,65869			
Aggressive Behaviors	Male	192	1,4612	,66621	Equal Var. Not Assumed	2,933	,004
	Female	187	1,2799	,53192			
Occupational Aggression	Male	192	1,7856	,81304	Equal Var. Assumed	1,227	,221
	Female	187	1,6800	,86186			
Work Overload	Male	192	1,9375	,93202	Equal Var. Assumed	,546	,585
	Female	187	1,8788	1,15296			
Occupational Degradation	Male	192	2,6276	1,41259	Equal Var. Assumed	1,556	,121
	Female	187	2,4037	1,38786			

As it is understood from Table 5.84 that mobbing itself, and aggressive behaviors dimension of mobbing whose p values are smaller than 0,05 differentiate in terms of gender. The remaining dimensions do not show any change due to gender. When we check out the means of these two dimensions, it is seen that male employees expose to mobbing and aggressive behaviors more often than female employees. perception.

Table. 5.85 Summary of the Anova Analysis for Age

			N	Mean	Std. Dev.	F	P
Perception of Organizational Politics	Age	Less than 25	40	3,4819	,70480	4,183	,003
		25-35	246	3,3214	,57669		
		36-45	73	3,5951	,61916		
		46-55	16	3,6493	,42101		
		56 and more	4	3,1111	,46036		
Self-Interest	Age	Less than 25	40	3,3036	1,06865	4,917	,001
		25-35	246	2,8926	1,06592		
		36-45	73	3,4442	1,15656		
		46-55	16	2,8036	1,36115		
		56 and more	4	2,2143	,93678		
Organizational Transparency	Age	Less than 25	40	3,5875	,95667	3,054	,017
		25-35	246	3,7713	1,09068		
		36-45	73	3,5925	1,03036		
		46-55	16	4,5312	1,03229		
		56 and more	4	4,3125	1,73656		
Promotion and Compensation Policy	Age	Less than 25	40	3,5500	1,34831	1,293	,272
		25-35	246	3,5020	1,43392		
		36-45	73	3,8493	1,43053		
		46-55	16	3,9688	,99111		
		56 and more	4	4,1250	1,43614		
Mobbing	Age	Less than 25	40	1,9525	,77979	3,017	,018
		25-35	246	1,6500	,65685		
		36-45	73	1,6938	,63382		
		46-55	16	1,3375	,36079		
		56 and more	4	1,4750	,85098		
Occupational Aggression	Age	Less than 25	40	2,0125	,89664	2,087	,082
		25-35	246	1,6924	,85304		
		36-45	73	1,8037	,78388		
		46-55	16	1,4167	,50553		
		56 and more	4	1,4583	,80938		

As we apply ANOVA test for the dimensions above, it is seen that while promotion and compensation policy dimension of organizational politics and occupational aggression dimension of mobbing do not change due to age, perceptions of self-interest, organizational transparency dimensions of organizational politics and organizational politics dimension itself, and mobbing dimension itself change due to related age levels. Employees whose ages varies from 46 to 55 perceive their workplaces more political than the others perceive. Employees who are younger than 25 years old, expose to mobbing more often than the others.

Dimensions like group dynamics, aggressive behaviors, work overload, and occupational degradation for which we can not apply ANOVA test due to the fact that the only condition which enables to apply ANOVA test (p taking a value greater than 0,05) can not be provided. This is why Welch and Brown-Frosythe tests are applied for these dimensions. In line with these test results group dynamics and aggressive behaviors dimensions do not change due to age level. On the contrary, work overload and occupational degradation dimension are affected by different age levels. In order to identify which age level or levels make change, Tamhane's T2 test is applied. As Tamhane's T2 test is utilized for work overload dimension the results show that except for employees which are older than 56 years old, all employees have different perception of work overload. The same result arises when we apply Tamhane's T2 test for occupational degradation dimension. Except the employees who are older than 56 years old, all employees have different occupational degradation perceptions.

Table 5.86 Summary of the T-Test Analysis for Marital Status

		N	Mean	Std. Dev.		t	P
Perception of Organizational Politics	Single	204	3,3532	,57807	Equal Var. Assumed	-1,727	,085
	Married	175	3,4603	,62848			
Self-Interest	Single	204	3,0147	1,06437	Equal Var. Assumed	-,311	,756
	Married	175	3,0506	1,18221			
Group Dynamics	Singel	204	3,5167	,95035	Equal Var. Assumed	-,959	,338
	Married	175	3,6137	1,01903			
Organizational Transparency	Single	204	3,6887	1,03536	Equal Var. Assumed	-1,294	,196
	Married	175	3,8329	1,13221			
Promotion and Compensation Policy	Single	204	3,4583	1,44930	Equal Var. Assumed	,221	,034
	Married	175	3,7657	1,35166			
Mobbing	Single	204	1,7127	,66652	Equal Var. Assumed	1,181	,238
	Married	175	1,6317	,66485			
Aggressive Behaviors	Single	204	1,3818	,62932	Equal Var. Assumed	,347	,729
	Married	175	1,3600	,58758			
Occupational Aggression	Single	204	1,7443	,81017	Equal Var. Assumed	,270	,787
	Married	175	1,7210	,87158			
Work Overload	Single	204	2,0000	1,15801	Equal Var. Not Assumed	1,881	,061
	Married	175	1,8019	,88920			
Occupational Degradation	Single	204	2,6765	1,42574	Equal Var. Not Assumed	2,411	,016
	Married	175	2,3314	1,35671			

Only two dimensions, occupational degradation dimension of mobbing and promotion and compensation policy dimension of organizational politics whose p values are smaller than 0,05 differentiate in terms of marital status. The rest do not show any change due to marital status. When we check out the means of these two dimensions, it is seen that single employees more often face with occupational degradation than married ones. On the other hand married employees find the promotion and compensation policy of their organizations more fair than single ones think.

Table. 5.87 Summary of the Anova Analysis for Education

		N	Mean	Std. Dev.	F	P
Group Dynamics	Elementary School	9	3,6444	1,20738	1,607	,157
	High School	43	3,6512	1,07888		
	Associate Degree	28	3,9286	,88479		
	Undergraduate Degree	220	3,5064	,95686		
	Master's Degree	65	3,4400	1,06254		
	Doctor's Degree	14	3,9286	,46148		
Organizational Transparency	Elementary School	9	4,000	1,15244	1,982	,080
	High School	43	3,4593	1,14425		
	Associate Degree	28	3,6518	,99149		
	Undergraduate Degree	220	3,7477	1,05985		
	Master's Degree	65	3,8423	1,02752		
	Doctor's Degree	14	4,4286	1,39859		
Mobbing	Elementary School	9	2,1500	,95131	1,946	,086
	High School	43	1,7686	,65511		
	Associate Degree	28	1,6643	,73709		
	Undergraduate Degree	220	1,6632	,66560		
	Master's Degree	65	1,6715	,60718		
	Doctor's Degree	14	1,3143	,47208		
Aggressive Behaviors	Elementary School	9	1,7654	,67459	1,624	,153
	High School	43	1,5168	,69384		
	Associate Degree	28	1,2937	,51071		
	Undergraduate Degree	220	1,3505	,61415		
	Master's Degree	65	1,3641	,59008		
	Doctor's Degree	14	1,1984	,36509		
Occupational Aggression	Elementary School	9	2,5926	1,30200	3,977	,002
	High School	43	2,000	,91721		
	Associate Degree	28	1,7917	1,09208		
	Undergraduate Degree	220	1,6924	,78842		
	Master's Degree	65	1,6487	,70102		
	Doctor's Degree	14	1,2857	,50817		
Work Overload	Elementary School	9	2,1852	1,13175	1,354	,241
	High School	43	1,8140	1,12052		
	Associate Degree	28	1,8214	,97913		
	Undergraduate Degree	220	1,9288	1,05529		
	Master's Degree	65	2,0308	1,03870		
	Doctor's Degree	14	1,3095	,57682		
Occupational Degradation	Elementary School	9	2,5000	1,82003	1,363	,237
	High School	43	2,1395	1,21658		
	Associate Degree	28	2,7143	1,51186		
	Undergraduate Degree	220	2,5841	1,39993		
	Master's Degree	65	2,5846	1,39073		
	Doctor's Degree	14	1,9286	1,45255		

In accordance with ANOVA test results it is understood from Table 5.87 that only the occurrence of occupational aggression changes due to education level which means that elementary school graduated employees exposed to occupational aggression more often than the other employees from other education levels. The other dimensions aren't affected by education level.

ANOVA test can not be applied for self-interest, promotion and compensation policy dimensions and perception of organizational politics itself, so Welch and Brown–Frost tests are applied. These tests show that promotion and compensation policy dimension and perception of organizational politics itself do not change due to education level. Since it is required in line with the Welch and Brown–Frost tests results Tamhane's T2 test is utilized for self-interest dimension. The test results indicate that as education level of employees change self-interest perception change too.

Table. 5.88 Summary of the Anova Analysis for Business Tenure

			N	Mean	Std. Dev.	F	P
Perception of Organizational Politics	Business Tenure	1-4 years	131	3,2956	,53745	4,321	,002
		5-9 years	91	3,3071	,60674		
		10-14 years	69	3,5757	,67182		
		15-19 years	49	3,4683	,64080		
		20 and more years	39	3,5969	,52515		
Organizational Transparency	Business Tenure	1-4 years	131	3,7080	,96733	1,204	,309
		5-9 years	91	3,8242	1,14230		
		10-14 years	69	3,8188	1,08709		
		15-19 years	49	3,5051	1,09864		
		20 and more years	39	3,9551	1,25246		
Promotion and Compensation Policy	Business Tenure	1-4 years	131	3,4771	1,40447	,911	,458
		5-9 years	91	3,5604	1,48106		
		10-14 years	69	3,8696	1,43653		
		15-19 years	49	3,5816	1,44102		
		20 and more years	39	3,6538	1,17066		
Mobbing	Business Tenure	1-4 years	131	1,6824	,63373	,601	,662
		5-9 years	91	1,6747	,71326		
		10-14 years	69	1,7594	,76999		
		15-19 years	49	1,6245	,50105		
		20 and more years	39	1,5679	,65449		
Aggressive Behaviors	Business Tenure	1-4 years	131	1,3461	,60099	1,515	,197
		5-9 years	91	1,3175	,64758		
		10-14 years	69	1,5330	,71492		
		15-19 years	49	1,3379	,37265		
		20 and more years	39	1,3419	,56563		
Occupational Aggression	Business Tenure	1-4 years	131	1,6476	,71122	,888	,471
		5-9 years	91	1,7399	,93201		
		10-14 years	69	1,8816	,99963		
		15-19 years	49	1,7483	,70475		
		20 and more years	39	1,7265	,84681		
Occupational Degradation	Business Tenure	1-4 years	131	2,7023	1,39060	2,649	,033
		5-9 years	91	2,6923	1,44486		
		10-14 years	69	2,4058	1,42528		
		15-19 years	49	2,2041	1,34984		
		20 and more years	39	2,0769	1,24361		

When ANOVA test is utilized for the above dimensions, it is seen that only perception of occupational degradation and perception of organizational politics itself change due to business tenure. Employees who spend 20 and more years in business life, find their organizations more political than the others do. Less experienced employees (1-4 years in business) face with occupational degradation more often than others do. For the remaining dimensions which are self-interest, group dynamics, organizational policy itself and work overload dimensions Welch and Brown-Forsythe tests are applied. The results of these two tests indicate that group dynamics dimension of organizational politics is not affected by changes in business tenure while work overload and self-interest dimensions do. The results of Tamhane's T2 test for work overload show that except for employees with 1-4 years and more than 20 years of business tenure, all employees have different work overload perceptions. The results of Tamhane's T2 test for self-interest dimension indicate that employees with 1-4 years, 5-9 years, and 10-14 years of business tenure differentiate in self-interest perception.

Table. 5.89 Summary of the Anova Analysis for Organizational Tenure

			N	Mean	Std. Dev.	F	P
Perception of Organizational Politics	Organizational Tenure	Less than 1 year	67	3,3458	,59795	4,921	,001
		1-3 years	136	3,2745	,58945		
		4-6 years	83	3,4331	,62136		
		7-10 years	40	3,5125	,55191		
		More than 10 years	53	3,6730	,56705		
Group Dynamics	Organizational Tenure	Less than 1 year	67	3,3582	,96831	2,206	,068
		1-3 years	136	3,5191	1,00499		
		4-6 years	83	3,6048	1,01884		
		7-10 years	40	3,5400	,84877		
		More than 10 years	53	3,8755	,93086		
Organizational Transparency	Organizational Tenure	Less than 1 year	67	3,8843	,99557	1,923	,106
		1-3 years	136	3,7812	1,05998		
		4-6 years	83	3,5422	1,10212		
		7-10 years	40	3,5875	1,13447		
		More than 10 years	53	3,9858	1,13342		
Promotion and Compensation Policy	Organizational Tenure	Less than 1 year	67	3,9627	1,51085	2,658	,033
		1-3 years	136	3,3199	1,35766		
		4-6 years	83	3,6747	1,46386		
		7-10 years	40	3,6250	1,29965		
		More than 10 years	53	3,7264	1,32493		
Work Overload	Organizational Tenure	Less than 1 year	67	1,7861	1,12771	1,840	,121
		1-3 years	136	1,9216	1,04723		
		4-6 years	83	2,1044	1,08940		
		7-10 years	40	2,000	1,10425		
		More than 10 years	53	1,6541	,74238		
Occupational Degradation	Organizational Tenure	Less than 1 year	67	2,3209	1,39724	1,662	,158
		1-3 years	136	2,7132	1,41504		
		4-6 years	83	2,5904	1,38182		
		7-10 years	40	2,4000	1,31168		
		More than 10 years	53	2,2358	1,44317		

When ANOVA test is utilized for the above dimensions it is seen that perception of promotion and compensation policy and organizational politics itself change due to organizational tenure. Employees who spend 10 or more years in the same organization, find it more political than the others perceive. Employees working less than 1 year in the same organization, find their organizations' promotion and compensation policy more fair than others do.

For the remaining dimensions which are self-interest, mobbing itself, aggressive behaviors and occupational aggression dimensions Welch and Brown-Forsythe tests are applied. As a result of these tests indicate that there is no difference between the occurrence of aggressive behaviors of employees in terms of organizational tenure. As a result of Welch and Brown-Forsythe test applied for self-interest it is identified that different organizational tenures cause difference in self-interest perceptions of employees. When we check out the test results it is seen that employees with 1-3 years and 7-10 years of organizational tenure have different self-interest perceptions. According to the result of Welch and Brown-Forsythe test, there is no difference between the occurrence of mobbing behaviors in terms of employees' organizational tenure.

Table 5.90 Summary of the T-Test Analysis for Organization Type

		N	Mean	Std. Dev.		t	P
Perception of Organizational Politics	Private	290	3,3736	,61017	Equal Var. Assumed	-1,699	,090
	Public	89	3,4975	,57406			
Self-Interest	Private	290	3,0778	1,09643	Equal Var. Assumed	1,464	,144
	Public	89	2,8796	1,18312			
Group Dynamics	Private	290	3,4517	,97509	Equal Var. Assumed	-4,003	,000
	Public	89	3,9191	,92477			
Organizational Transparency	Private	290	3,7690	1,03990	Equal Var. Not Assumed	,409	,683
	Public	89	3,7107	1,21479			
Promotion and Compensation Policy	Private	290	3,4224	1,38829	Equal Var. Assumed	-4,541	,000
	Public	89	4,1798	1,33622			
Mobbing	Private	290	1,7003	,64814	Equal Var. Assumed	1,321	,187
	Public	89	1,5938	,71933			
Aggressive Behaviors	Private	290	1,3824	,63035	Equal Var. Assumed	,613	,541
	Public	89	1,3371	,53875			
Occupational Aggression	Private	290	1,7356	,78812	Equal Var. Assumed	,089	,929
	Public	89	1,7266	,98833			
Work Overload	Private	290	1,9954	1,06605	Equal Var. Assumed	2,948	,003
	Public	89	1,6255	,92772			
Occupational Degradation	Private	290	2,5828	1,37641	Equal Var. Assumed	1,647	,100
	Public	89	2,3034	1,47444			

Work overload dimension of mobbing and promotion and compensation policy and group dynamics dimensions of organizational politics whose p values are smaller than 0,05 differentiate in terms of organization type. The rest do not show any change due to organization type. It is seen from the table that employees working in private sector feel more work overload than employees working in public sector do. Perception of group dynamics of public sector employees is greater than private sector employees' perception. Employees working in public sector find the promotion and compensation policy more fair than private sector employees do.

Table. 5.91 Summary of the Anova Analysis for Employee Population

			N	Mean	Std. Dev.	F	P
Perception of Organizational Politics	Employee Population	Less than 25	47	3,5118	,64383	1,168	,325
		26-100	69	3,3205	,62129		
		101-500	92	3,4704	,61277		
		501-1000	15	3,4296	,72114		
		More than 1000	156	3,3636	,56329		
Self-Interest	Employee Population	Less than 25	47	2,9909	1,00328	1,439	,221
		26-100	69	2,9855	1,28037		
		101-500	92	3,2702	1,11091		
		501-1000	15	2,9714	1,26307		
		More than 1000	156	2,9286	1,05859		
Group Dynamics	Employee Population	Less than 25	47	3,6936	1,05324	1,005	,405
		26-100	69	3,6812	1,01594		
		101-500	92	3,5543	1,01812		
		501-1000	15	3,2400	1,14692		
		More than 1000	156	3,5038	,90546		
Organizational Transparency	Employee Population	Less than 25	47	3,9628	1,05421	4,501	,001
		26-100	69	3,2971	1,18916		
		101-500	92	3,7554	,94417		
		501-1000	15	4,1333	1,20958		
		More than 1000	156	3,8590	1,05768		
Promotion and Compensation Policy	Employee Population	Less than 25	47	3,9787	1,26816	1,909	,108
		26-100	69	3,6377	1,58783		
		101-500	92	3,3913	1,41776		
		501-1000	15	4,1000	1,56068		
		More than 1000	156	3,5449	1,33365		
Mobbing	Employee Population	Less than 25	47	1,6989	,75818	1,397	,234
		26-100	69	1,6239	,60565		
		101-500	92	1,8103	,70856		
		501-1000	15	1,6267	,86888		
		More than 1000	156	1,6160	,60960		
Occupational Aggression	Employee Population	Less than 25	47	1,8298	1,01587	,793	,530
		26-100	69	1,7971	,87067		
		101-500	92	1,7899	,75304		
		501-1000	15	1,5889	,82584		
		More than 1000	156	1,6571	,81545		
Work Overload	Employee Population	Less than 25	47	1,7163	,84835	1,897	,110
		26-100	69	1,8454	1,22951		
		101-500	92	2,1413	1,08855		
		501-1000	15	2,0889	1,22453		
		More than 1000	156	1,8397	,95224		
Occupational Degradation	Employee Population	Less than 25	47	2,4787	1,40247	2,049	,087
		26-100	69	2,2971	1,45602		
		101-500	92	2,8207	1,39580		
		501-1000	15	2,000	1,01770		
		More than 1000	156	2,4968	1,39526		

In accordance with the ANOVA test results represented in the above table, only organizational transparency perception changes due to employee population. Employees working in organizations with a population size of 500 to 1000 employees, find their workplaces more transparent than others do. For the rest of the dimensions employee population is not a motive for difference. About aggressive behaviors dimension for which ANOVA test can not be applied, Welch and Brown-Forsythe tests are applied. The results of these tests identify that aggressive behaviors perception of employees does not show any change related to employee population.

Table 5.92 Frequency Table of Mobbing Items

	Never	Rarely	Once in a few months	Monthly	Weekly	Daily
2. Being humiliated or ridiculed in connection with your work	62,8%	23,5%	5,0%	3,4%	3,2%	2,1%
3. Being ordered to do work below your level of competence	30,1%	28,2%	13,7%	8,4%	10,3%	9,2%
4. Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks	36,9%	26,1%	15,6%	9,8%	9,5%	2,1%
6. Being ignored, excluded or being 'sent to Coventry'	69,9%	19,8%	4,5%	3,4%	2,1%	0,3%
7. Having insulting or offensive remarks made about your person (i.e. habits and background), your attitudes or your private life	80,5%	12,9%	3,4%	1,8%	0,8%	0,5%
8. Being shouted at or being the target of spontaneous anger (or rage)	53,8%	31,9%	6,3%	4,7%	2,4%	0,8%
9. Intimidating behaviour such as finger-pointing, invasion of personal space, shoving, blocking/barring the way	83,4%	10,0%	3,7%	2,1%	0,5%	0,3%
10. Hints or signals from others that you should quit your job	79,4%	10,3%	5,0%	3,2%	1,6%	0,5%
11. Repeated reminders of your errors or mistakes	56,7%	29,3%	6,6%	3,4%	3,2%	0,8%
12. Being ignored or facing a hostile reaction when you approach	66,2%	21,6%	7,1%	3,2%	1,1%	0,8%
13. Persistent criticism of your work and effort	62,0%	25,6%	5,8%	4,0%	1,3%	1,3%
14. Having your opinions and views ignored	48,5%	32,2%	9,0%	5,8%	2,1%	2,4%
15. Practical jokes carried out by people you don't get on with	67,8%	22,7%	3,2%	4,0%	1,6%	0,8%
16. Being given tasks with unreasonable or impossible targets or deadlines	45,9%	25,3%	13,2%	8,4%	5,3%	1,8%
17. Having allegations made against you	78,1%	14,8%	4,0%	1,6%	1,1%	0,5%
18. Excessive monitoring of your work	58,6%	24,3%	6,1%	3,4%	2,4%	5,3%
19. Pressure not to claim something which by right you are entitled to (e.g. sick leave, holiday entitlement, travel expenses)	68,1%	15,0%	9,0%	3,2%	2,6%	2,1%
20. Being the subject of excessive teasing and sarcasm	83,1%	9,2%	5,3%	1,6%	0,8%	0
21. Being exposed to an unmanageable workload	44,3%	31,9%	10,8%	5,8%	5,0%	2,1%
22. Threats of violence or physical abuse or actual abuse	87,1%	7,9%	2,1%	1,8%	1,1%	0

The frequency rates of the mobbing items are pointed out in the table above. With regard to the literature, in this study if the respondents who answered at least one of the questions as being exposed to mobbing behaviors on a daily basis are considered as the victims of mobbing incident. As it is pointed out in the table, the most faced seven mobbing behaviors by the victims are listed below;

- Item 3: Being ordered to do work below your level of competence. (9,2%)
- Item 18: Excessive monitoring of your work. (5,3%)
- Item 14: Having your opinions and views ignored. (2,4%)
- Item 2: Being humiliated or ridiculed in connection with your work.(2,1%)
- Item 4: Having key areas or responsibility removed or replaced with more trivial or unpleasant tasks. (%2,1)
- Item 19: Pressure not to claim something which by right you are entitled (e.g. sick leave, holiday entitlement,travel expenses. (%2,1)
- Item 21: Being exposed to an unmanageable workload. (%2,1)

Chi-square analyses were applied to the items mentioned above, in order to see the frequencies of these items as regard to some demographics which thought to be related with being exposed to one of the mostly faced mobbing behaviors. The results of chi-square analyses are summarized in the tables as shown below;

**Table 5.93 Summary of the Chi-Square Analyses for the Mobbing Item 3
“Being ordered to do work below your level of competence” and Demographics**

		Never	Rarely	Once in a few months	Monthly	Weekly	Daily
Gender	Male	51	55	28	18	20	20
	Female	63	52	24	14	19	15
Age	Less than 25	9	9	8	4	7	3
	25-35	68	67	38	25	27	21
	36-45	28	24	4	2	5	10
	46-55	7	6	2	1	0	0
	56 and more	2	1	0	0	0	1
Type of the Organization	Private	76	83	47	26	36	22
	Public	38	24	5	6	3	13
Employee Population	Less than 25	16	11	7	4	4	5
	26-101	34	13	5	5	4	8
	101-500	18	26	15	9	16	8
	501-1000	5	6	2	2	0	0
	More than 1000	41	51	23	12	15	14

**Table 5.94 Summary of the Chi-Square Analyses for the Mobbing Item 18
“Excessive monitoring of your work” and Demographics**

		Never	Rarely	Once in a few months	Monthly	Weekly	Daily
Gender	Male	115	47	8	7	5	10
	Female	107	45	15	6	4	10
Age	Less than 25	21	4	8	3	3	1
	25-35	149	59	11	9	4	14
	36-45	38	24	3	1	2	5
	46-55	11	5	0	0	0	0
	56 and more	3	0	1	0	0	0
Type of the Organization	Private	168	68	20	10	8	16
	Public	54	24	3	3	1	4
Employee Population	Less than 25	27	11	3	4	0	2
	26-101	38	16	1	1	2	11
	101-500	50	26	11	1	2	2
	501-1000	9	3	2	0	1	0
	More than 1000	98	36	6	7	4	5

**Table 5.95 Summary of the Chi-Square Analyses for the Mobbing Item 14
“Having your opinions and views ignored” and Demographics**

		Never	Rarely	Once in a few months	Monthly	Weekly	Daily
Gender	Male	79	66	26	11	6	4
	Female	105	56	8	11	2	5
Age	Less than 25	16	12	5	16	1	0
	25-35	119	80	20	13	7	7
	36-45	36	25	7	3	0	2
	46-55	10	5	1	0	0	0
	56 and more	3	0	1	0	0	0
Type of the Organization	Private	134	98	27	20	6	5
	Public	50	24	7	2	2	4
Employee Population	Less than 25	25	9	7	4	0	2
	26-101	36	23	3	1	3	3
	101-500	34	36	11	7	3	1
	501-1000	8	6	0	1	0	0
	More than 1000	81	48	13	9	2	3

**Table 5.96 Summary of the Chi-Square Analyses for the Mobbing Item 2
“Being humiliated or ridiculed in connection with your work” and Demographics**

		Never	Rarely	Once in a few months	Monthly	Weekly	Daily
Gender	Male	121	43	11	9	5	3
	Female	117	46	8	4	7	5
Age	Less than 25	19	11	2	4	3	1
	25-35	162	57	11	6	6	4
	36-45	43	17	5	3	3	2
	46-55	11	3	1	0	0	1
	56 and more	3	1	0	0	0	0
Type of the Organization	Private	183	70	14	12	8	3
	Public	55	19	5	1	4	5
Employee Population	Less than 25	28	9	0	3	6	1
	26-101	43	16	4	1	2	3
	101-500	58	27	1	2	2	2
	501-1000	10	1	4	0	0	0
	More than 1000	99	36	10	7	2	2

**Table 5.97 Summary of the Chi-Square Analyses for the Mobbing Item 4
“Having key areas os responsibility removed or replaced with more trivial or
unpleasant tasks” and Demographics**

		Never	Rarely	Once in a few months	Monthly	Weekly	Daily
Gender	Male	61	53	35	20	18	5
	Female	79	46	24	17	18	3
Age	Less than 25	10	9	11	5	5	0
	25-35	91	61	38	24	27	5
	36-45	26	25	9	6	4	3
	46-55	10	4	1	1	0	0
	56 and more	3	0	0	1	0	0
Type of the Organization	Private	101	73	50	32	30	4
	Public	39	26	9	5	6	4
Employee Population	Less than 25	17	14	6	6	3	1
	26-101	28	20	9	4	5	3
	101-500	28	18	21	13	11	1
	501-1000	6	7	0	1	1	0
	More than 1000	61	40	23	13	16	3

**Table 5.98 Summary of the Chi-Square Analyses for the Mobbing Item 19
 “Pressure not to claim something which by right you are entitled (e.g. sick leave,
 holiday entitlement,travel expenses” and Demographics**

		Never	Rarely	Once in a few months	Monthly	Weekly	Daily
Gender	Male	120	35	26	5	5	1
	Female	138	22	8	7	5	7
Age	Less than 25	20	7	7	3	3	0
	25-35	172	30	24	9	5	6
	36-45	51	16	2	0	2	2
	46-55	12	4	0	0	0	0
	56 and more	3	0	1	0	0	0
Type of the Organization	Private	195	39	31	11	9	5
	Public	63	18	3	1	1	3
Employee Population	Less than 25	34	8	3	2	0	0
	26-101	46	11	3	2	2	5
	101-500	56	12	17	4	3	0
	501-1000	10	1	2	1	1	0
	More than 1000	112	25	9	3	4	3

**Table 5.99 Summary of the Chi-Square Analyses for the Mobbing Item 21
“Being exposed to an unmanageable workload” and Demographics**

		Never	Rarely	Once in a few months	Monthly	Weekly	Daily
Gender	Male	85	63	22	14	6	2
	Female	83	58	19	8	13	6
Age	Less than 25	16	7	8	4	4	1
	25-35	103	84	28	15	12	4
	36-45	34	26	4	3	3	3
	46-55	11	4	1	0	0	0
	56 and more	4	0	0	0	0	0
Type of the Organization	Private	119	97	34	18	15	7
	Public	49	24	7	4	4	1
Employee Population	Less than 25	25	11	7	1	3	0
	26-101	33	24	4	1	3	4
	101-500	34	32	10	13	1	2
	501-1000	5	5	1	2	2	0
	More than 1000	71	49	19	5	10	2

6. DISCUSSION

In this part of the study, the research findings are discussed at the first place with regarding to previous studies conducted in literature. Secondly, the limitations of this study are mentioned in this part of this study.

6.1. DISCUSSION OF THE RESEARCH FINDINGS

Due to the previous studies in literature, it is indicated in this study that mobbing is a severe problem for both organizations and individuals. Since people spend most of their lifetimes at their workplaces, an unpeaceful work environment, or an incident occur at the workplace can damage an employee's personal and occupational life in a negative way. In order to cope with it and to prevent the occurrence of mobbing, it is important to understand under which conditions the mobbing behaviors take place at the workplaces. For being a complex topic, the researchers also have taken different ways to explain the onset of the incident. A group of researchers put emphasize on the topic from the personality view which stresses on the topic from the personality factors of both perpetrators and victims. Namie(2007), Matthiesen&Einarsen (2001), Glaso et al. (2009) and Coyne et al.(2002) concentrated on the personality traits of the actors of the mobbing incident. On the contrary, another group of researchers like Leyman (1996), Vartia (1996), Salin(2003) consider the organizational factors and the deficiencies in the organization as the main causes of mobbing. Some of the researchers have examined the role of organizational structure, leadership styles, job design and social climate as the causes of mobbing (Salin, 2003, p.2). In their research, Hoel et al. (2010) studied on the effects of leadership styles on the observed mobbing and self-reported mobbing. They found a negative weak relationship between participative leadership style and self-reported mobbing whereas non-contingent punishment, autocratic and, laissez-free leadership styles have positive weak relationships between self-reported mobbing. In the same study, observed mobbing is found to be affected negatively by participative leadership style but positively affected by the other three

leadership styles (Hoel et al., 2010). Vartia(1996) stressed that when employees perceive a competitive organizational climate and sense that everybody concerns with their self-interests then the mobbing behaviors occur widespread in the organization. Some researchers like Leymann (1996) and Einarsen et al. (1994) think that stress and negative organizational climate have great roles on the occurrence of mobbing. Another study which conducted by Zapf (1999, p.76) shows that, organizational climate, high levels of stress and, organizational problems are counted as the most frequent causes of mobbing by the victims of mobbing.

In addition to these organizational factors Salin (2003) investigated the relationship between the perception of organizational politics and the occurrence of mobbing. Since power and conflict are thought to be associated with the occurrence of both organizational politics and mobbing, it makes the organizational politics as important as the other organizational antecedents of mobbing. When literature on organizational politics is reviewed, it can be realized that most of the political tactics used for gaining one's advantage over others might be classified as mobbing behaviors (Salin, 2003, p.12). Up to now, it is the only study which studies on the relationship between these two variables. Salin decided to concentrate on the effects of perception of organizational politics on the occurrence of mobbing behaviors because she thinks that perpetrators may use mobbing behaviors as a form of organizational politics in order to compete strategically with their colleagues (Salin, 2003, p.1). It can be claimed that, if pay and compensation policies and reward systems of an organization are not transparent and fair enough, then employees tend to behave politically and use political tactics for their own benefits and see no harm in harassing others in order to achieve their goals. According to Salin, especially the reward systems of organizations have a great impact on employees' perception of organizational politics and the occurrence of mobbing. In an organization with a tough internal competition it is inevitable to expect that employees tend to play political tactics which may be prone to mobbing (Salin, 2003, p. 3).

As similar to the study of Salin, this study aims to find out whether there is a significant relationship between employees' perception of organizational politics and

the occurrence of mobbing at the workplaces. The analyses of the study began with factor and reliability analyses to find out the relevant factors of independent and dependent variables considering the suggested theoretical research model. Through these analyses, it is found out that perception of organizational politics has four dimensions which are; *Self-Interest, Group Dynamics, Organizational Transparency and Promotion and Compensation Policy*. In the original POP Scale it was found by Kacmar and Ferris (1992) that perception of organizational politics has three dimension which are listed as; *Supervisor Behavior, Co-worker and Clique Behavior, Organization Policies and Practices*. *Promotion and Compensation Policy* dimension of this study includes the same items as in the original dimension of *Organization Policies and Practices*. Also the *Self-Interest* dimension of this present study has similar items with the original dimension of *Co-worker and Clique Behavior*. *Group Dynamics and Organizational Transparency* dimensions of this study have similar items with the original dimension of *Supervisor Behavior*.

On the other hand it is found out after the factor and reliability analyses that, mobbing has four dimensions which are; *Aggressive Behaviors, Occupational Aggression, Work Overload and Occupational Degradation* whereas the original scale by Mikkelsen and Einarsen (2002) pointed out three dimensions of mobbing which are listed as; *Work-Related Mobbing, Personal-Related Mobbing and Physically-Intimidating Behaviors*. In the original mobbing scale, the dimension of *Work-Related Mobbing* includes the items which are indicated in the *Work Overload* dimension of this study. *Occupational Degradation* dimension of this present study consists of two items, which of them belongs to the *Work-Related Mobbing* dimension in the original scale whereas the other item belongs to the *Personal-Related Mobbing* dimension. *Aggressive Behaviors* and *Occupational Degradation* dimensions of this present study consist of the items which come from all the three dimensions of original mobbing scale. In literature similar dimensions of mobbing were stated by the studies of some scholars. At First Leymann (1989) found out five dimension of mobbing by applying his 45 item LIPT (Leymann Inventory of Psychological Terror) survey to the respondents in his several studies. After revising his studies, Leymann categorizes mobbing behaviors into four dimensions which are; *Humiliating Behavior, Isolating*

Behavior, Frequent Changes of Tasks to Punish Someone and, *Violence or Threat of Violence* (1992). It can be noticed that the “*Frequent Changes of Tasks to Punish Someone*” dimension of Leymann and this present study’s mobbing dimension “*Occupational Degradation*” includes similar items of mobbing.

Another classification of mobbing behaviors comes from Zapf and his colleagues. Zapf et al. (1996) pointed out six dimensions of mobbing as a result of their research which can be listed as; *Organizational Measures, Social Isolation, Physical Violence, Attacking the Victim’s Attitudes, Verbal Aggression and, Spreading Rumors.*

As regression analyses show, there is a significant relationship between employees’ perception of organizational politics and the occurrence of mobbing. It is seen from the correlation analysis that, there is a positive weak relationship between perception of organizational politics and the occurrence of mobbing just as indicated in the study of Salin which was conducted in Finland (2003). Similar to this present study, Salin also found a positive weak relationship with the employees’ perception of organizational politics and the occurrence of mobbing behaviors at the workplaces (2003). Although Turkey and Finland come from different cultural systems, it can be emerged from these two studies that, there is no difference between employees’ perceptions of organizational politics and its effects on mobbing behaviors in terms of culture. Hofstede states that, organizational cultures are the reflections of larger cultural systems and he examined this idea by analyzing data from more than forty countries around the world. (Hatch, 2006, p.206). He tried to explain the differences with four dimensions which he labeled as; power distance, uncertainty avoidance, individualism and masculinity. According to Hofstede, in Turkey there is a large power distance and low individualism whereas, Finland has individuals with small power distance and high individualism. So, it can be stated that there is no difference between employees who are coming from small power distance system and large power distance system in terms of using political tactics and showing hostile behaviors to protect or enhance their own self-interests. When we examine the relationship between dimensions of both variables, it is seen that self-interest of the employees has a greater effect on the occurrence of aggressive behaviors of employees than the *group dynamics, organizational*

transparency and *promotion and compensation policy* dimensions of perception of organizational politics. There is a negative weak relationship between the perception of organizational politics dimension *organizational transparency* and the mobbing dimension *aggressive behaviors* which means that, the more transparent the organizations are, the less employees show aggressive behaviors. In another words, employees in Turkey, do not mostly interfere with hostile behaviors unless they perceive their work environments as unfair places. Existence of employees who concern on their self interests has a greater effect on the occurrence of employees' aggression towards the occupation of others than the other three dimensions of perception of organizational politics. It can be revealed from this study that there is a positive moderate relationship between self-interest and occupational aggression whereas the other dimensions; organizational transparency and promotion and compensation policy have negative weak relationships with occupational aggression. Organizational transparency is found to have negative effects on all mobbing dimensions which means that, when an organization lose its transparency and justice, it results with an increase in hostile behaviors among its members. Promotion and compensation policy is related negatively with occupational aggression, work overload and occupational degradation but is positively related with aggressive behaviors. In this present study it is found out that, employees' perception of organizational politics have a positive weak effect on the occurrence of work overload of the employees with a correlation of ,181. Similar to this result Salin found a positive weak relationship between perceptions of organizational politics and work overload with a correlation of ,221 (Salin, 2003, p.21).

As it is previously stated in this study that, mobbing incident rarely occurs unless some certain conditions are met. These conditions take place in the work environments which suffer from organizational deficiencies like poor leadership styles, role ambiguity, negative organizational climate and low ethical climate of the organizations. Although there is a limited amount of studies about perception of organizational politics and mobbing, other organizational factors can be taken into consideration to understand the onset of mobbing. A study conducted by Cemaloğlu (2007, p.82) among school administrators in Turkey, revealed out that, laissez-faire leadership style has a weak positive effect on mobbing behaviors. Just like Cemaloğlu's

study, another survey in Great Britain which was conducted among several organizations including private, public and voluntary sectors brought out that, laissez-faire leadership style has a weak positive relationship with the occurrence of mobbing behaviors (Hoel et al., 2010, p.459). According to Harvey et al. it is usual to see leaders who care about their own interests and personal goals more than organization's benefits, become destructive and act like a mobber in order to achieve their goals (2007, p.117). In addition to the study mentioned above, Ferris and friends suggest that, strategic mobbing can be a mechanism used by leaders to achieve their personal and organizational goals which may have negative consequences but also may have positive consequences for organizations like an increase in the job performance of not only target but also non-targets (2007, p.196). Bulutlar and Oz concentrated on the relationship between ethical climate and the occurrence of mobbing behaviors and found that rules climate dimension of ethical climate is negatively associated with mobbing behaviors (2008, p.290). Another study conducted in Spain show that, poor working conditions have a negative relationship with the occurrence of mobbing (Carnero et al., 2008, p.3779). According to Carnero and friends, the organizations in which the employees work more than 40 hours per week, or work also in weekends, or earn unfixed wages, the mobbing behaviors occur more frequently than the other organizations.

The data of this study was collected from various sectors with respondents coming from different education degrees. In her similar study, Salin collected her data with the cooperation of SEFE (Finnish Association of Graduates in Economics and Business Administration) which is a nation-wide professional organization with members having a university degree in business studies which means that unlike this present study, she used the data collected from only university graduates. In this present study the demographic variables; *gender, age, type of the organization and employee population* are considered as the factors related with mobbing. When the independent samples T-test and ANOVA test results about the demographic questions are examined, it is seemed that there is a differences on the occurrence of mobbing between male and female employees whereas Vartia (1996), Hoel and Cooper (2000), Einarsen and Skogstad (1996) found no differences between male and female employees. In our

study, it is noticed that male employees expose to mobbing behaviors more often than female employees. Salin found no difference between male and female employees about the exposition to mobbing behaviors on a weekly basis (2005). It is pointed out in this study that, while promotion and compensation policy dimension of organizational politics and occupational aggression dimension of mobbing do not change due to age, perceptions of self-interest, organizational transparency dimensions of organizational politics and organizational politics dimension itself, and mobbing dimension itself change related to age level. According to Namie, the average age of the female victims who work for American organizations is 41 (Namie, 2000, p.3). When it comes to organization type it is stated in this study that, work overload dimension of mobbing and promotion and compensation policy and group dynamics dimensions of organizational politics differentiate in terms of organization type. The rest do not show any change due to organization type. Employees working in private sector feel more work overload than employees working in public sector. Perception of group dynamics of public sector employees is greater than private sector employees' perception. Employees working in public sector find the promotion and compensation policy more fair than private sector employees do. Finally, the size of the organization is investigated by applying anova analysis and pointed out that; only organizational transparency perception changes due to employee population. For the rest of the dimensions employee population is not a motive for difference. According to some researchers like Leymann (1996), Einarsen et al. (1994), mobbing behaviors occur in large and bureaucratic organizations more frequently than small ones because in large organizations, perpetrators have the advantage of being more invisible (Salin, 2003, p.2). In this study, the demographic variables "job position" and "job department" are applied anova analyses but the results are not used in this study because they are not found valid. In the demographic part of this survey, these two variables were asked to participants in the form of open-ended questions, so there were collected various and inadequate responses.

Finally Chi-Square Analyses were conducted in this study in order to observe the distribution of mostly faced mobbing behaviors with the demographic variables. Mobbing Item 3 "Being ordered to do work below your level of competence" is the

most frequent mobbing behavior responded by the victims on a daily basis with the percentage of 9,2%. This study revealed out that, in Turkey, this kind of mobbing behavior is seen more frequently in large, private organizations. Both male and female Turkish employees have close exposure rates to this kind of behavior and it is mostly seen in employees who are more than 26 years old and less than their 35s. Another most frequent mobbing item 18 “Excessive monitoring of your work” with 5,3% is faced by the same amount of male and female employees at the age of 26 to 35. Employees are exposed this kind of mobbing behavior mostly in private organizations and organizations in which less than 101 employees work. The third most experienced mobbing behavior is mobbing item 14 “Having your opinions and views ignored” with a percentage of 2,4. Both male and female employees in Turkey experience their opinions and views being ignored on a same rate. There seems no difference between working in private sector or in public sector on being exposed to this kind of mobbing behavior. Also working in a large organization with more than hundred employees or working in an organization with less than hundred employees make no difference in terms of experiencing this kind of behavior. Like two mobbing behaviors previously mentioned above, having opinions and views ignored mostly experienced by employees who are more than 26 years old and less than 35 years old.

6.2. LIMITATIONS OF THE STUDY

The present study is based on the answers of the participants so it is limited with the self-reports of the respondents. The disadvantage of this method is that the magnitudes of the effects exhibited in this study may have been biased due to common method variance, or the wish to answer consistently (Conway, 2002). But on the other hand, it is not possible to measure an employee's work-related experiences, opinions, and feelings in any other way than by self-reports. Using qualitative methods by applying focus groups may supply more detailed data from the respondents but it also has disadvantages in terms of money and the lack of time. Also there is another limitation for both of the methods that, employees do not volunteer or eager either to talk in focus groups about the difficulties and hostile behaviors they face or to fill a survey about mobbing because they fear of going against with management or they fear of losing their jobs.

The lack of previous studies which concentrated on the relationship between perception of organizational politics and mobbing is another limitation for this present study. Only a few scholars have studied on both of the subjects and the relationship between them.

Another important limitation of this study is the sample size. This data was collected from the four cities in Turkey and from several sectors including private and public sector. Although the sample size is large, it may be expanded in further research to another cities of Turkey in order to provide additional insights. It may be useful to expand this study within various cities, regions and all of the sectors.

7. CONCLUSION

As it is well known, organizations are defined as the social entities which is goal directed and deliberately structured. It is described as a social entity because it is being made of two or more people which means that human factor is an important issue for the success of the organization. Although making profit is seemed to be the most important goal for organizations, the prior purpose of the organizations is the sustainability. In order to maintain its existence, an organization should pay attention not only to its production systems, but also to its organizational and social climate. By being defined as the functional and dysfunctional factors depending on the circumstances in the organizations, organizational politics can be seen as one of the stressors which affects organizational and social climate of the organizations. The topic of organizational politics is very important for the organizations because once employees perceive their organizations as political places then they see no harm to use political tactics and political behaviors in order to achieve their self-interests. In some cases, these political behaviors may prone to constitute the mobbing incident. As it was previously mentioned in this study, mobbing is described by the scholars as the hostile behaviors which are implemented by one or a group of people toward one or more people in a repeated and systematic manner. When ethical values and rules are not definitely established in an organization, then employees tend to look for their self-interests and perform any kind of behaviors in order to achieve their personal goals including harass others or humiliate them. Since mobbing has severe negative effects on both individuals and organizations, it is very important to figure out its onset. In literature researchers have mostly concentrated on leadership styles, organizational climate, ethical climate as the antecedents of mobbing. Just like Salin (2003) this study takes organizational politics as the antecedent of mobbing incident and aims to support this hypothesis by analyzing the relationship between these two variables. This present study aims to investigate the relationship between employees' perception of organizational politics and mobbing behaviours in Turkey. After the analyses, it is seen that there is a positive weak relationship between organizational politics and the occurrence of mobbing behaviors which means that, when employees perceive their

workplaces as political then, they tend to show hostile behaviors toward their colleagues. In literature, as similar to this present study, in her research conducted in Finland, Salin also found a positive weak relationship between these two variables. On the light of these two findings, it can be stated that, apart from being different nationalities and cultural systems, employees tend to use political tactics and further engage in mobbing behaviors when they perceive their work environments as political places.

The mobbing behaviors generally occur at the workplaces in which employees get the opportunity to achieve their self-interests rather than the organizational goals. According to this present study, within four organizational politics dimensions, the *self-interest* dimension affects all of the mobbing dimensions which are stated as, *aggressive behaviors, occupational aggression, work overload and occupational degradation* more than the other three organizational politics dimensions. Only organizational transparency dimension of organizational politics has a negative relationship between all mobbing dimensions which means that Turkish employees do not involve in mobbing behaviors as long as they work at organizations with a transparent working environment. In addition to this, when Turkish employees think their organizations' promotion and compensation policies is fair, then they do not interfere with mobbing activities like, giving them excessive work tasks or humiliating them by showing aggressive behaviors towards their occupations or making a degradation in their occupational levels. It can be derived from this result that, as being members of a collectivist culture, Turkish employees consider the needs of the organization to be more important than the needs of their own as long as they believe in their organizations and think their policy is fair.

When the demographic variable "gender" is taken into consideration in this study it is seen that there is no difference between male and female employees in being exposed to mobbing. When it comes to the size of the organization it is observed that, mobbing behaviors occur more frequently than the small size-organizations which can be explained as ; in large organizations it is harder for management to rule and this makes the perpetrator take the advantage of being invisible and perform his/her hostile activities easily. It is also derived from this study that, work overload dimension of

mobbing and promotion and compensation policy and group dynamics dimensions of organizational politics differentiate in terms of organization type. The rest of the dimension of both mobbing and organizational politics do not show any change due to organization type. It is observed in this study that in Turkey, employees who work in private sector feel more work overload than employees working in public sector. Public sector employees are more active than private sector employees in terms of involving in cliques or in-groups or having an influential group at their workplaces. Employees who work for public organizations in Turkey, find their promotion and compensation policy more fair than private sector employees do. Finally all dimensions of mobbing and organizational politics and age levels of Turkish employees are analyzed and it is derived from the results that, promotion and compensation policy dimension of organizational politics and occupational aggression dimension of mobbing do not change due to age, whereas perceptions of self-interest, organizational transparency dimensions of organizational politics and organizational politics dimension itself, and mobbing dimension itself change related to age level. Turkish employees who are younger than 25 years old indicated as the employees who are being exposed to mobbing more frequent than employees who are from other age levels. The employees in Turkey who are at the range of 46-55 years old, is considered to perceive their organizations more political than the other employees with different ages.

Especially in recent years, an escalated number of employees resort to the courts in Turkey, with a complaint of being exposed to mobbing behaviors at their workplaces. This rise in the mobbing cases at courts, firstly stimulate the labour unions to take actions against perpetrators, and then the Minister of Labour of Turkey declared that, mobbing behaviors will not be tolerated and finally the Prime Minister of Turkey declared a *Circular for Prevention of Mobbing* which states that mobbing behaviors at workplaces will not be allowed, and immediate actions would be taken against perpetrators and the organizations which connive these kind of behaviors to occur. Apart from these governmental legislations, employees and organizations should also take some precautions on their own against mobbing incidents. Individuals should be well informed about their rights of labour, and in case of a mobbing incident, they should know where to apply or how to response to the perpetrators.

But unfortunately in countries like Turkey where the unemployment rates are high, employees mostly do not apply to the top management or HR because they hesitate of being seen as the source of the problem and fear of losing their jobs. That's why organizations should take active roles in intervention and prevention of mobbing incident. Organizations are obliged to provide secure, peaceful and trustworthy working environments for their employees. As it is understood from this present study that, organizational politics is an important issue for organizations and should be established on transparent and fair bases. In their code of conducts, organizations should illustrate what the mobbing behaviors are and should also state that employees who are involved in mobbing activities, could not be tolerated, and will be punished in a moral and material way and also be terminated from their employments. Management and the human resource departments of organizations have also great roles in preventing the mobbing incident by continuously monitoring their employees and the interactions between them.

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APPENDIX

Sayın Katılımcı,

Bu anket Marmara Üniversitesi Sosyal Bilimler Enstitüsü bünyesinde bulunan İşletme Anabilim dalı Yönetim ve Organizasyon bilim dalı öğrencilerinden **Aybike YALDIRAN**'ın yüksek lisans tezinde kullanılmak üzere hazırlanmıştır.

Bu anketin amacı, çalıştığımız iş yerinde var olan örgüt politikasının algılanışı ve bu algının iş yerinde psikolojik taciz (mobbing) davranışı üzerine etkisini incelemektir. Ankette doğru yada yanlış cevap diye bir şey söz konusu değildir. En doğru sonuçlar sorulara vereceğiniz samimi cevaplar neticesinde ortaya çıkacaktır. **Lütfen cevaplarınızı anket formu üzerinde işaretlemeden önce açıklamaları ve soruları dikkatlice okuyunuz.**

Hiç kimse cevaplarınızı kesinlikle görmeyecektir ve cevaplarınız hiçbir şekilde özel olarak kullanılmayacaktır. Anketler sadece araştırmayı yapan kişi tarafından değerlendirilecektir. Cevaplarınızın gizli tutulacağına dair güveninizi sağlamak için isminizi veya kimliğinizi açığa çıkartacak herhangi bir işareti anket formu üzerine **yazmamanızı** önemle hatırlatırız.

Araştırmamıza yapacağınız katkıdan ötürü şimdiden teşekkür ederiz.

Danışman
Prof.Dr.Gülruh Gürbüz

1. Cinsiyetiniz : Bay Bayan
2. Yaşınız : 25'ten küçük , 25-35 , 36-45 , 46-55 , 56 ve üstü
3. Medeni Durumunuz : Bekar Evli
4. En son mezun olduğunuz eğitim kurumu: İlköğretim , Lise , Ön Lisans , Lisans , Yüksek Lisans , Doktora
5. Kaç yıldır çalışma hayatındasınız? : _____
6. Şu anki iş yerinizde kaç yıldır çalışıyorsunuz? : 1yıldan az , 1-3 yıl , 4-6 yıl , 7-10 yıl , 10 yıldan fazla
7. Hangi tür işletmede çalışıyorsunuz? : Özel , Devlet
8. Çalıştığınız işletmede/kurumda kaç kişi çalışıyor? : 25'ten az , 26-100 , 101-500 , 501-1000 , 1000'den fazla
9. İşletmedeki / kurumdaki göreviniz : _____
10. Bağlı olduğunuz departmanı yazınız : _____

Lütfen aşağıdaki soruları çalıştığınız kurumu dikkate alarak (olmasını istediğiniz gibi değil var olan durumu düşünerek) cevaplandırınız. Verdiğiniz cevaplarda samimi olmanız bizim için çok önemlidir. Lütfen aşağıdaki ifadelere ne ölçüde katıldığınızı X ile işaretleyerek ölçeğe göre belirtiniz.	Hiç katılmıyorum	Katılmıyorum	Çok az katılmıyorum	Biraz katılmıyorum	Oldukça katılmıyorum	Tamamen katılmıyorum
Benim çalıştığım kurumda ;						
1. ... kimin yükseleceğini liyakatten (yeterlilik) ziyade adam kayırmacılık belirler.	1	2	3	4	5	6
2. ... her şeye “evet efendim” diyenlere yer yoktur; üstlerle anlaşmazlık anlamına bile gelse iyi fikirlerin ortaya koyulması arzu edilir.	1	2	3	4	5	6
3. ... yapılan işin kalitesine bakılmaksızın herkesle iyi geçinerek işler yürütülebilir.	1	2	3	4	5	6
4. ... çalışanlar yerleşik fikirleri eleştirse bile, ne düşündüklerini açıkça söyleme konusunda teşvik edilirler.	1	2	3	4	5	6

5. ... verimliliği etkileyen karşıt görüşlü gruplar vardır.	1	2	3	4	5	6
6. ... işe yeni giren bir kişi kimlerle iyi geçinmesi gerektiğini kısa süre içinde öğrenir.	1	2	3	4	5	6
7. ... adamın varsa genellikle istediğin şeyleri elde edebilirsin.	1	2	3	4	5	6
8. ...kuralların açık olmadığı durumlarda çalışanların çoğunun kendi ihtiyaçlarını karşılayacak kuralları oluşturduklarını görmek olağandır.	1	2	3	4	5	6
9. ...bulduğum departmanda kimsenin karşı gelmeyi göze alamayacağı etkili bir grup daima olmuştur.	1	2	3	4	5	6
10. işten ayrılanlar, ilerlemek için sadece çok çalışmanın yeterli olmadığını anladıkları için ayrılmışlardır.	1	2	3	4	5	6
11. ... insanlar, misilleme yapılmasından korktukları için, düşündüklerini pek açığa vurmazlar.	1	2	3	4	5	6
12. ...kriz ve belirsizlik zamanlarında kaçamak yollarla işlerden sıyrılanların daha iyi ilerledikleri görülür.	1	2	3	4	5	6
13. ...başkalarının hareketleri beni doğrudan etkilemediği sürece onların ne yaptıkları ile ilgilenmem.	1	2	3	4	5	6
14. ...üst'üm (amirim) benimle iletişim kurduğunda, amacı bana yardım etmek değil, kendini çevreye daha iyi göstermektir.	1	2	3	4	5	6
15. ...kaynaklar (bütçe, malzeme vs.) dağıtılırken, "ağlamayan bebeğe meme verilmez" deyişi gerçekten işler.	1	2	3	4	5	6
16. ... ödülleri yalnızca sıkı çalışan kişiler alır.	1	2	3	4	5	6
17. ... olaylar karşısında seslerini yükseltmeye hazır olanlar, diğerlerine göre işlerini yürütmekte "daha iyi durumda" görünmektedirler.	1	2	3	4	5	6
18. ... bulunduğum departmanda terfileri genellikle en iyi performans gösteren kişiler alır.	1	2	3	4	5	6
19. ... çalışma arkadaşlarımdan kendilerinden başkasına faydaları dokunmaz.	1	2	3	4	5	6
20. ...başkaları tarafından istenen bilgileri vermeyerek veya eksik vererek, bu bilgileri kişisel çıkarları için kasten çarpıtan insanlar gördüm.	1	2	3	4	5	6
21. ...yöneticiler çoğu zaman, yalnızca ileride kendilerine yardımcı dokunabilecek ya da bakış açıları kendilerinininkine benzeyen kişileri işe alacak bir seçme sistemi kullanırlar.	1	2	3	4	5	6
22. ... çalışanlar çoğu zaman, yalnızca ileride kendilerine yardımcı dokunabilecek ya da bakış açıları kendilerinininkine benzeyen kişileri işe alacak bir seçme sistemini desteklerler.	1	2	3	4	5	6
23. ... çalışma birimlerinin ya da işletmenin yararına değil, sadece birkaç kişinin amaçlarına hizmet etmek üzere bazı değişikliklerin yapıldığını görmüşümdür.	1	2	3	4	5	6
24. ... terfi ve maaş ile ilgili tüm kurallar ve politikalar tüm kapsamıyla bellidir ve anlaşılır bir biçimde tanımlanmıştır.	1	2	3	4	5	6
25. ... terfi ve maaş ile ilgili tüm kurallar ve politikalar adildir, adil olmayan konu, üstlerin bu politikaları uygulama yöntemleridir.	1	2	3	4	5	6
26. ... iş konusunda yardıma ihtiyaç duyduğumda, bana yardım edecek bir çalışma arkadaşım daima vardır.	1	2	3	4	5	6
27. ... diğer departmanlarla yürütülen ilişkiler, onlardan bir kayırma/iyilik yapılması istendiğinde son derece yararlı olur.	1	2	3	4	5	6
28. ... üstüm yaptığı birçok şeyi (örneğin iletişim kurmak, geri bildirim yapmak gibi) çalışanlara yardım etmek için yapıyormuş gibi görünürken, aslında niyeti kendini korumaktır.	1	2	3	4	5	6
29. ... üstlerin çalışanlara yönelik performans değerlendirmeleri, çalışanların gerçek performanslarından ziyade, üstlerin çalışanlarla ilgili şahsi fikirlerini yansıtmaktadır.	1	2	3	4	5	6
30. ... eğer bir çalışma arkadaşım bana yardım teklif ederse, bunu gerçekten beni önemseyen için değil, bu yardım karşılığında benden bir şeyler beklediği için yapacaktır.	1	2	3	4	5	6
31. ... maaş ve terfi politikaları genellikle çalışanlara bildirilir.	1	2	3	4	5	6

Halen çalıştığınız iş yerinde son 6 ay içinde maruz kaldığınız aşağıda belirtilen negatif davranış örneklerinin her birini X ile işaretleyerek belirtiniz	Hiçbir zaman	Çok nadiren	Birkaç ayda bir	Ayda bir	Haftada bir	Her gün
1. İş yerinizde birinin sizin başarı ya da performansınızı etkileyen bilgileri saklaması ya da size yanlış ve eksik bilgi vermesi	1	2	3	4	5	6
2. İş yerinizde yaptığımız işle ilgili aşağılanmanız ya da alaya alınmanız	1	2	3	4	5	6
3. Yeteneklerinizin altındaki işleri yapmakla görevlendirilmeniz	1	2	3	4	5	6
4. İşinizle ilgili önemli sorumluluklarınızın kaldırılması ya da daha önemsiz veya hoşunuza gitmeyecek görevlerin size verilmesi	1	2	3	4	5	6
5. İş yerinde hakkınızda dedikodu ve söylentilerin yayılması	1	2	3	4	5	6
6. İş ortamınızda önemsenmemeniz, dışlanmanız ya da sizinle konuşulmaması, kısaca grup dışına itilmeniz	1	2	3	4	5	6
7. İş yerinde sizin alışkanlıklarınız, özgeçmişiniz, davranışlarınız ya da özel yaşamınızla ilgili çirkin sözler sarf edilmesi ya da hakarete uğramanız	1	2	3	4	5	6
8. İş yerinde size bağırılması ya da birinin öfkesinin hedefi olmanız	1	2	3	4	5	6
9. İş yerinde size ait olan yerin işgali, iteklenmek, yolunuzun kesilmesi ya da parmakla gösterilmek gibi sindirici ve korkutma amaçlı davranışların yapılması	1	2	3	4	5	6
10. İşinizden ayrılmanız konusunda diğerlerinden sözlü kışkırtma ya da ikazlar almanız	1	2	3	4	5	6
11. İşinizle ilgili hata ya da yanlışlarınızın sürekli hatırlatılması	1	2	3	4	5	6
12. Sizden gelen dostça yaklaşımlara düşmanca tepkilerle karşılaşmanız ya da siz o iş yerinde yokmuşsunuz gibi davranılması	1	2	3	4	5	6
13. İşiniz ve iş yerinde gösterdiğiniz çabanızla ilgili ısrarla eleştirilmeniz	1	2	3	4	5	6
14. İşinizle ilgili görüş, öneri ve fikirlerinizin önemsenmemesi	1	2	3	4	5	6
15. Siz sürdürmediğiniz halde insanların siz ve işinizle ilgili esprilere devam etmesi	1	2	3	4	5	6
16. Size işinizle ilgili mantıksız görevler ya da imkansız hedefler verilmesi ya da işin yetiştirilmesinin mümkün olmadığı teslim tarihinin konulması	1	2	3	4	5	6
17. Hakkınızda asılsız suçlamalar yapılması ve söylentiler çıkarılması	1	2	3	4	5	6
18. Yaptığınız işin aşırı şekilde izlenmesi, hatanızın bulunmaya çalışılması	1	2	3	4	5	6
19. Hastalık izni, tatil hakkı, tatil giderleri gibi kanunen hakkınız olan bir şeyi istememeniz konusunda baskı yapılması	1	2	3	4	5	6
20. İş ortamında herhangi bir nedenden dolayı alay konusu olmanız, aşırı alaya alınmanız	1	2	3	4	5	6
21. Baş edemeyeceğiniz iş yüküne maruz bırakılmanız	1	2	3	4	5	6
22. Size şiddet uygulanmasıyla ilgili tehditler almanız, üzerinize yürünmesi vb. fiziksel tacize veya sözlü veya gerçek tacize uğramanız	1	2	3	4	5	6

Desteginiz ve zaman ayirdiginiz icin tesekkür ederiz.