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MOBBING AT WORK: A CASE STUDY IN A STATE HOSPITAL

MASTER THESIS

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.........*Süheyla Orçin'e*..ait

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ÖZET

İŞYERİNDE YILDIRMA (MOBBİNG): HASTANE ÖRGÜTÜNDE BİR DURUM SAPTAMA ÇALIŞMASI

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Bu çalışmanın amacı, K.K.T.C Lefkoşa Devlet Hastanesi tüm sağlık personeli ve idari kadro çalışanları arasında yıldırma davranışları ve sıklığını saptamaktır.

Lefkoşa Devlet Hastanesi çalışanları arasında yıldırma davranışlarını ve sıklığını ölçmek amacıyla Psikolojik yıldırma (mobbing) anketi uygulanmıştır. Anket dört bölümden oluşmuştur. Girişte; demografik bilgiler, birinci bölümde; yıldırma davranışları, ikinci bölümde; yıldırma davranışları karşısında kişide görülen fizyolojik, psikolojik ve sosyal yaşantılar, üçüncü bölümde ise; yıldırmanın etkisini azaltmak ve kurtulabilmek amacıyla kişinin yaptıkları girişimler gibi bilgilere yer verilmiştir. Araştırma verileri SPSS 12.0 programında çözümlenmiştir.

Araştırmanın bulgularında, Lefkoşa Devlet Hastanesi çalışanlarının son 6 ay çalıştıkları iş yerinde ya da daha önceki işyerlerinde yıldırma davranışlarına maruz kalmadıkları anlaşılmıştır.

Anahtar Kelimeler: Mobbing, İşyerinde Yıldırma, İşyerinde Zorbalık, İşyerinde Duygusal Taciz, İşyerinde Psikolojik Taciz, İşyerinde Psikolojik Şiddet

ABSTRACT

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Abstract

The purpose of this study is to determine the mobbing behavior and its frequency among the TRNC Nicosia State Hospital health and administrative personnel.

A psychological mobbing questionnaire was applied to measure the mobbing behavior and its frequency among the hospital staff. The questionnaire was consisted of four sections: The first section contained demographic information, the second section contained questions related to the mobbing behavior, the third section contained questions related to psychological and social effects of the mobbing behavior and finally the fourth section contained questions related to the victims' efforts to avoid the mobbing behavior. SPSS 12.0 was used to analyze the data.

The research showed that, the Nicosia hospital staff were not exposed to mobbing behavior neither at the hospital nor at the previous working places within the last six months.

Key words: Mobbing, bullying at work, harrassment at work, psychological harrassment at work, psychological terror at work

INTRODUCTION

Deterrence is a kind of psychological pressure applied at a workplace as repeated individual or group assaults by employees and administrators. Deterrence syndrome includes meanings that express behaviors like all kinds of bad treatments, threats, violence, and humiliation that are applied systematically to employees by their superiors, inferiors or peers. These kinds of behaviors make a person systematically helpless and subject a person to defenseless activities.

The concept emerged in 1980s and many studies on deterrence have been conducted in many European countries. The number of academic studies and thesis is not sufficient in Turkey. In T.R.N.C., a thesis or and academic study related to deterrence was not encountered. It is expected from this study to close a gap related to this subject, and establish a new beginning for future studies. In addition it is considered to enlighten people who are subjected to deterrence and to contribute them in developing strategies to cope with deterrence. It is important for the organizations to discuss the damages done by deterrence both to the structure of the organization and to the economy of the country and enlightens them in this aspect is important for the establishment of prevention strategies.

This study consists of five parts. In the first part, the goal of the research, the problem and its importance take place. In the second part, theoretical frame and its development take place. Whereas method and findings and analysis parts take place in the third and parts respectively, results and suggestions are found in the fifth part.

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PART I

PROLOGUE

In this part the problem, case, purposes, and the importance of the research are specified and assumptions and restraints with the problem sentnece are represented. Furthermore, in this part it is given way to the significant notions and abbreviations.

1.1 Problem Case

In recent years, the scientists who study in the field of management and business psychology, have stated a new moving away from the office phenomenon which grows out of a psychological problem related to the office. In the beginning, it is thought that it appeared because of the psychological pressure which grows out of the competition in the office, however; this phenomenon of which the importance of the dimension has not been noticed before and which has been seen often especially among the employees resigning, is called deterrence (Tınaz, 2006).

Psychological terror or deterrence covers the immoral communication in the business life. This kind of behaviour which has been done against someone systematically exposes a person to helpless, defenceless, brutal, improper and constant tyrannical activities. It is defined as the frequency and the length of the continuation duration of these hostile acts result in dramatically mental health problems, psychomatic disorders and social unhappiness, focuses on the psychological terror and deep traces of mobbing (Legmann, 1996).

Mobbing notion which means deterrence in the office , is defined as the behaviour affecting the victim's work negatively (Djurkoviç, 2006). Deterrence is a basic organizational problem which affects the satisfaction of work of the employees negatively, injures the organization's health , appears as the result of the connection of all kinds of psychological factors causing tension and conflicting atmosphere within the organization. In the case that this problem cannot be solved, disharmony breaks out between employees and managers and teh job efficiency decreases. Deterrence can be applied both vertical and horizantal according to the origin of the organization. However, the researchers stated that the vertical deterrence is much more than the horizantal deterrence – the deterrence which is applied by the superordinates to the underlings. If the organization ignores deterrence behaviour which is applied, or supports this behaviour, then deterrence in the office becomes true(Tınaz,2006).

The effect of the deterrence upon the person is pretty negative. It is a duration which starts when a person becomes the target of impudent and malignant behaviour. Previously organizational deterrence which begins in the form of a person's or a few people's hostality to a person or a few people then the victim firstly starts to criticize himself, then starts to feel guilty conscience. The duration continuous with the job boredom, disgust, crestfallenness, decrease in performance and results in resign or serious disorders of a high percentage. While the satisfaction of job and dependence to organization is decreasing, there is an ocular increase in the rate of the labor force cycle. In the office, in the duration of the deterrence an individual is the one who suffers utmost. The effect of the deterrence which is repeated deliberately and systematically, arises cumulative harms upon the individual (Tınaz, 2006).

This harm shows it self as idle fears which appers in the form of panic attcak and excitement, high bloog pressure, tachycardia, disorder of concentration, perspiration and trembling of the hands, incogruous thermoneurosis, the feeling of cold all over, nodule in the throat, headaches, the feeling of uneasiness, crick, the descent of the immune system, gaostrointestinal diseases, the feeling of loneliness, anorexia, cachexia, skin eruption and irritation which show themselves as various

psychological or physical deficiency or illness(Macintosh, 2006). In rare or more serious phenomenons , a kind of post-traumatic stress disorder (PTSD) can be seen in victims.

The negative effects of the deterrence are not seen only in the individual dimension but also it causes serious damages in terms of economic, social and communal angle. In the case that the mandatory precautions are not taken , the cost of it reflects negatively to the country.

In Turkey, there is not much research on this phenomenon, however it can be *come upon with some reserach and dissertations even though they are scarce.* Tyrannical and brutal behaviour which is used in the organizations, is also started to being represented as the deterrence in our country. (Baltaş, 2002; Yücetürk, 2006; Arpacıoğlu, 2006; Çobanoğlu, 2005; Tınaz, 2006; Asanakutlu, 2006). According to a research, it is not encountered with a scientific and academic work about deterrence in T.R.N.C. According to the researches, since it is not encountered with this kind of research in health sector which is likely to be seen in this sector made it clear that tahis kind of research had to be done.

The problem of this research is bound to determine wheter there is deterrence among the health staff or not, the behaviour of deterrence, the effects of physical, psychological and social which appears in the person against the deterrence behaviour and the reaction of the person who is exposed to the deterrence.

By means of this study , it is aimed to inform the employees in the light of the information based on the literature what psychological violence means in the office, in a government agency, commonness, to represent contemporary, confidential, scientific datum to cope with deterrence.

1.2. The Aim and The Importance of The Study

In the countries abroad, definition, the levels of deterrence, the behaviour of deterrence, personality aspects and psychology of the tyrant and the victim, the evaluation in terms of organization, the precautions, which can be taken by the individual and organization are handled widely. Furthermore, in several countries which are bound to the European Union, the legal regulations are made against the deterrence.

The findings of a comprehensive study which are fulfilled in the countries which are members of the European Union show that at least 12 million people are expoesd to the deterrence. This number represents the eight percentage of the working population. According to the working population, it is declared that the rate of the people exposed to the mobbing is 16 percentage in England, 10 percentage in Sweden, 9 percentage in France and Finland, 8 percentage in Ireland and Germany, 5 percentage in Spain, Belgium and Greece, 4 percentage in Italy. In the light of this data which was fulfilled in the year of 2000, in the European Parliament, it is given utterance to the necessity of determinig the ways of struggle and taking common precautions to avoid social, human and economic heavy burdens against the event which reaches the frightening dimensions day by day (Tınaz, 2006). However, there has been no study yet in Turkey about the number of people that are exposed to the deterrence. Moreover, this phenomenon recently takes place in the literature and it is started to take place in scientific and academic studies even though it is not enough.

On the other hand, it has not been encountered with scientific and academic studies about deterrence in T.R.N.C. This means that what kind of deterrence behaviour is applied, the frequency of it, the effects on the individual and organizations has not been researched in T.R.N.C. By means of this study, in the

haelth sector in which the rate of deterrence is more likely showed that there is a necessity of this study since there has not been a study like this before.

The negative effects of the deterrence cause not only individual harms but also serious economic, social and communal harms. One of the aims of this study is creating an awareness about this issue and by developing a start fot the following studies and taking necessary precautions and being the initiator of making laws against the deterrence for the workers.

This research is a descriptional study. Descriptional study is screening adjustment on the whole system or group taken from it, in a system which composes of many elements, with the aim of reaching a general decision (Karasar, 1986).

Deterrence behaviour among the managerial staff, doctor, nurse, medical secretary, secretary, technician, statistic masters, hospital aid and the other workers in Nicosia State Hospital, physical, psychological and social effects which can be developed on a person as a result of deterrence behaviour, and the reactions of a person against the deterrence behaviour are researched in this study.

By means of this study done on the health sector, it is indirectly aimed to make the people exposed to deterrence but cannot understand what they live and the society conscious of deterrence. Since, when the victim is exposed to the deterrence, in thye course of time he blames and questions himself and alienates both to himself and to soceity in which he lives.

This study is important in terms of making the health sector conscious of deterrence, introduction of the notion of mobbing, and delevoping awareness of guidance about deterrence precautions of the managers of hospitals and benefitting from the education facilities.

Since there has not been a study like this before in T.R.N.C. this study is important for being the first in the scientific literaure. It is thought that this study can be a source for the following studies.

1.3. The Problem Sentence and Sub Problems

1.3.1. The Problem Sentence

In this study which is fulfilled in Nicosia State Hospital for determining the conditions of being exposed to the deterrence of the health personnal, the problem sentence is composed as in the following:

"What are the conditions and frequency of being exposed to the deterrence of the health personnal who work in Nicosia State Hospital?"

1.3.2. Sub Problems

The following questions are tried to be answered according to the general aim of the research:

1. Does being exposed to the deterrence show significant differences in terms of gender?
2. On which rate and frequency do the health personnal show the physical, psychological and social signs as a result of deterrence behaviour?
3. By whom is the deterrence behaviour applied in the office?
4. What are the ways of personnal of escaping from the deterrence behaviour?
5. What are the reactions of the personnal to the deterrence behaviour?

1.4 Assumptions

1. The whole workers participated in the research answered the questions of "the scale of deterrence" in an honest, sincere and impartial way.
2. The measuring devices used are valid and reliable in terms of the aspects they measure.
3. The answers given to the measuring devices reflect the existing and real condition.

1.5 Restraints

This study is conducted by taking up the following frame of restraints:

1. The questionnaire results of this study are obtained from Nicosia State Hospital bound to Ministry of Health, managerial staff, doctor, nurse, medical secretary, secretary, technician, statistic master, hospital aid and other workers.
2. In the research, the time restraint is discussed beacuse of the workload of the personnal working in the hospital.
3. The research is limited by the other personnal other than the cleaning company since they are in the period of the bidding.

1.6 Definitions

Neurosis: A mental disorder which covers all affectional disorders except the psychotic disorders. Neuropathy is a menatl disorder which covers a psychological pain that is beyond of his condition in his life, representing

distress and being alien to individual's personality, unacceptable signs or group of signs, which does not damage the individual's ability of evaluating the reality, social criteria excessively, which can make a person in sufficient excessively in his life, has no physical reason yet (The Dictionary of Psychiatry, 1999).

Victim: It is usually called the individulas who become the target of some individulas or groups and the individuals on whom the deterrence is applied because of the reasons such as his success, knowlegde, positive attitude or the consciousness of low self esteem and aspects of character.

Post-Traumatic Stress Disorder: Commitment-being forced disorder after a heavy physical or mental injury. The basic aspect of this disorder: A disorder which is defined by after mental and physical injuries and commitments such as death threat that the individual is dircetly exposed to, severe injury, torture or witnessing to this kind of ocassion or hearing that one of the family members has exposed to this kind of ocassion or has died in an unexpected and tragic way, in a length of one mounth, being in a state of deperation and horror exessively, living the things that he has witnessed over and over again in the form of illusions, remarks or perceptions without his desire, escaping from the stimulus about trauma, feeling as if the same things happening sometimes or the same things will be again, showing an intensive psychological and physical reaction when he is exposed to the situations or stimulus which are partially the same of the event, being in a general numbness. (The Dictionary of Psychiatry, 1999).

Symptom: Attribution, sign. The subjective preception of the illness. An image which signifies the patient's abnormal physical or psychological state (The Dictionary of Psychiatry, 1999).

Deterrence:A malevolent attempt which forces an individual to go out of the office which is applied by some people or some groups that become the gang carry out some systematic policy attrition, accusing falsely, implication, insinuation, damaging the reputation by means of gossip, humiliating, harassment, emotional exploitation, practising violence.

Deterrence Syndrome: It is called to the power which is composed of malevolent acts aiming to take a person out of the office by means of accusing falsely, humiliation, general harassment, practising emotional exploitation and psycho-terror.

Tyrant: It is called to one who carries out deterrence in the office.

1.7 Abbreviations

DSM-IV: Diagnostic and Statistical Manual Of Mental Disorders

T.R.N.C: Turkish Republic of Northern Cyprus

PTSD: Post Traumatic Stres Disorder

PART II

HYPOTHETICAL OUTLINE

In this part, hypothetical outlook to deterrence, the behaviour and duration of deterrence in the office, personal characteristics and psychological type of the tyrant, personal characteristics and psychological type of the victim, managerial and functional factors causing deterrence and the researches abroad and in T.R.N.C.

2.1 Hypothetical Outlook To Deterrence

In Latin, "mob" means "inconsistent crowd", which is derived from "mobile vulgus", in English it means the disorderly crowd that carries out outlow violence or gang. The action form of the root "mob" is "mobbing" means psychological violence, enclosure, harassment, disturbance, and burdening (Oxford Advanced Learner's Dictionary, p.819).

The notion of mobbing was firsty used in 1960s by etolog Konrad Lorenz for describing the animal actions. Lorenz used this notion to represent the reaction of the small animals groups against the big animals. Heinemann who studies on the course of action among the children in the school, used the same term in 1972 to explain the tyrannical behaviour of a group of children against a singular child (Ergenekon, 2006).

The notion was used in the 80s when Leymann discovered the same group violence among the adults in the offices. Leymann firstly searched this behaviour in Sweden and later he brought it to the public's attention in Germany. He searched for the people who are declared to him as "though men" and he determinde that these

people were not "though" in the beginning. Once they are defined as "though", he confirmed that companies made other reasons for dismissing them and published firstly these findings in his first report in 1984. In accordance with Leymann's reports, a lot of researches are done and are stil being done in Norway, United Kingdom, Ireland, Switzerland, Austria, Hungary, Italy, France, Avustralia, New Zealand, Japan and South Africa(Davenport and his friends, 2003).

Different terms are used for the definition of the notion of mobbing. In United Kingdoms and some countries where English is spoken the term of "tyranny in the office" or only "bullying" are used. In the report of International Labour Office Duncan Chappell and Vittorio Di Martino, it is defined as "the violence in the office". Leymann prefered to use this term as " mobbing and psychological terror in the office" in his article. Dr. Loraleleigh Keashly used the term " emotional harassment in the office". While Emily S. Basman used this term as "harassment in the office"; Judith Wyatt and Chauncey Hare used it as "labour harassment". (Indorser, Davenport and his friends, 2003). In France mobbing is defined as "moral abuse" (Bukspan, 2004).

Furhermore, in terminologies for expressing these actions in the offices, the notions such as; "work or employee abuse" , "mistreatment", "victimization", "intimidation" , "verbal abuse", "horizontal violence" are used (Tınaz, 2006). Moreover, the definitions of "stalking" and "workplace syndrom" are used (Çobanoğlu, 2005).

However, "bullying" which is the most widespreadly used one amaong these notions unlike "mobbing" it covers the meaning of physical attack and threat. There is a power imbalance between the people who behave in this manner and the people who are exposed to this manner. While "bullying" is mostly used as rude manners and indelicate words; mobbing arises as all kinds os indelicate and defamatory attitudes and manner pattern. As a result of the notion of mobbing which starts as an abstract violence, the person who has been exposed to mobbing is banished from the

social environment. The physical violence seems scarce in this notion. Contrary to tyranny, the results of mobbing which expresses only emotional or psychological violence may be both physical and psychological(Tınaz, 2006).

In England and some countries where English is spoken the notion of "bullying" is used with the aim of expressing a lot of behaviour which is called mobbing manners. In the studies which are oriented as analysing the manners and actions that are firstly harmful mentally and abusing the personaltiy of one indivudual in military organizations, schools or various offices, diffrent terminology groups are used by different research groups. For stating a distinguishing aspect, the place where the tyranny arises is stated such as "bullying at school", "bullying at workplace" etc. (Tınaz, 2006).

Leymann (1996) states that the usage area of notions of "mobbing" and "bullying" should be seperated. He states that the the notion of "bullying" should be used in the schools for harmful activities among the children and teenagers, the notion of "mobbing" should be used for hostile manners which is seen in the workplaces among the adults.

In the studies done in Turkey, the term of "mobbing" is stated as "emotional abuse", "psycho-terror", "deterrence", "emotional lynch in the office", "psychological terror in the office", "the trauma of office", "tyranny in the office", "psychological harassment in the office", "emotional attack in the office", "deterrence", "tyranny", "torture in the office" (Çobanoğlu, 2005).

In Turkish literature, while it is prefered to say for the one who carries out mobbing "aggressive", "the one applying mobbing harassment", "tyrant", "the one applying mobbing",it is prefered to use the words for the one who is exposed to mobbing "the victim of mobbing", "the aggrieved person of mobbing", "the aggrieved person", "the victim" (Çobanoğlu , 2005).

In this study, for explaining the notion of mobbing, the notions of "deterrence" or " mobbing" are used, for the one applies mobbing is used "tyrant", for the people who are exposed to mobbing in the office the notion of "the victim" is used.

2.1.1. The Definition and Formation of The Notion of Mobbing

There are various differnt definition of tyranny in the workplace. The office tyranny is defined as the manners which affects the victim's work negatively. These manners cover sickening, hurting, or excluding the victim socially. For categorizing these manners as tyranny, they should be applied continually (for example, daily or weekly) and on a wide period of time (for instance, 6 months) (Djurkoviç and his friends,2006).

Psychological terror or deterrence cover amoral communication in the business life. These kind of manners are done against a person systematically and expose the person helpless, defenceless, rude, atrocious and constant activities. The frequency and the lenght of duration of these hostile manners result in mental health problems, psychosomatic disorders, and social unhappiness dramatically. In this context, Leymann focuses on the psychological terror and the haevy mental signs of mobbing(Leymann, 1996).

Psychological violence (mobbing) in the workplace is all kinds of treatment or psycho- violence which damage the psychological and physical health of the people who work in public or private organizations and cause banishing them from the work (D.Zapf and his friends, 1996).

Field defines the notion of mobbing as an constant and cruel attack to the self-confidnce and self-esteem of the mobbing victims. With this meaning, mobbing is seeen as "the victim's effort of killing his ego". The basic reason of this manner is

heading, subjecting and the desire of terminating. In the mobbing definition of Field , there is the denial of the results of the tyrant's manners (Ergenekeon, 2006)

Baltaş defines the deterrence as a series of systematic emotional attack which targets specific people and the act of deterrence, and in the form of a malevolent attempt which forces somebody to digress the workplace by accusing, implication, insinuation, detracting from reputation by gossiping, humiliation, harassment, emotional exploitation and by carrying out violence.

According to Arpacıoğlu, (2004) deterrence is insistent systematic pejoratve, despising, deterrent, unfair words and manners of a person or a group against the one who is targeted. The trauma to which a person exposed, causes various psychological and physical disorders.

On the other hand, Laçiner seperated the little arguements among the colleagues and the little stresses in the office from mobbing and Laçiner emphasizes that arguement and jealousy are in the nature of people and this kind of daily temporary manners does nor create mobbing. Mobbing is being sytematically exposed to psychological harassment in the office. Laçiner lists the distinguishing aspects of mobbing as being done deliberately, being repeated systematically, and being last for a long period (at least six months).

According to the researches in the victims who are exposed to the deterrence systematically and damaged, arise firstly business glut and decreasing in their performance. This process can cause expotential anxiety, insomnia, anorexia, crisis of crying, forgetfulness, depression. Post-traumatic stress disorder, psychosomatic

disorders. It is stated that in the cases which the deterrence is lived intensively it may result in suicide (Hallberg and his friends, 2006).

2.1.2 The Relation Between Mobbing and The Notion of Conflict

The conflict between the individulas and groups is a universal notion. Considering that a human that is a social being and the environment he is in and restricted resources and facilities it is not impossible to enter into a discussion. Conflict can be thought as full relationships of incompatible and the effects of adverse potentials. The anxiety of meeting the both physical and social-psychological needs for surviving pushes people into a natural conflict with the other individuals and groups (Gordon, 1991).

Although, conflict is percieved as a negative situation because of its meaning, at the present day it is seen as institutional and/or individual development tool. It is possible to divide into functional and nonfunctional conflicts. It is defended that in a a specific level conflict is necessary for the performance of the organization. Therefore, in the business group relations and the efficient process og these relations should be seen as a source of conflict and at least if there are groups, the conflict should not be found strange. (Gordon, 1991)

Organizational conflict takes root from institutional relations instead of directly taking roots from individuals in the business, a little diffrently from conflicts between individuals and groups. Internal, between the individuals or group conflicts may be reason of an organizational conflict even though they are indirect. Unless these kinds of conflicts causes differentiation and fragmentation, they should not be described as organizational conflicts.Although the factors which may cause

organizational conflicts are too much, gathering togther these factors under a few main heads and analysing these reasons may help them to be more understandable and meaningful. It is possible to divide the sources of conflict into the elements like this (Evcimen, 2006)

1. Limited sources

2. Interconnected working activities

3. The variety of the activities

4. The communication problems

5. The variety of perception

6. The uncertainty about field of managment

7. Other sources

1. Limited Sources

The most basic reality in the life of the organizations is probably limited sources. Even the most successful companies are limited by what they can achieve. By means of this reality, individuals and organizations have learnt that they have to fight for what they want.Aforementioned case arises typically in the sharing of periodical budget. Ecah department claims more source in the following financial year from the senior management. In conclusion, as a general rule, the more scarcity in the sources brings the more conflict together.

2. Interconnected Working Activities

A functional correlation between the some works in the organizations and the people who fulfill these works is compulsory. The slowness in the output of the unit to which an individulal or group is functionally related, will decrease the performance of the one related. The probability of conflict increases in this kind of atmospheres.

3. The Variety of The Activities

The entity of groups which fulfil different functions creates a potential conflict. Altough the groups are acquainted with each other, they can focus on their own department, and ignore whether the outputs satisfy the other departments or not and the importnace of the other departments (Evcimen, 2006).

4. The Communication Problems

Another source of conflict is the deficiency of communication among the individuals or groups. The communication problems such as the delay on the stream of information, filtering, misunderstanding, mutilated message can drive the individuals or groups to different decisions and manners. The communication problems in which the mutual correlation of the work is high are a big conflict source.(Evcimen, 2006)

5. The Variety of Perception

The different perceptions of specific events and develpoments of the individuals or groups can cause a probable conflict. When the strict connection between the

perception and manner is considered, it is ssen that the varieties of perception which arises from various sources can drive the individuals and groups to adverse situations. The aim varieties, value judgement varieties, the time perception of varieties can be listed among these kind of sources(Evcimen, 2006).

6. The Uncertainty About the Field of Managment

In the organizations, it can be sometimes indefinite that who is responsible in the which field and to what extend and to whom. Therefore two different individuals or groups can be interested with the same topic. These kind of indefiniteness create suitable atmosphere. (Evcimen, 2006)

7. Other Sources

It is possible to enhance the sources of conflict in the organizations. In facti these sources of conflict are mostly in a close relation wirh each other or the derivatives of each other. In additon, the following sources can be listed(Evcimen, 2006):

I.   The Varieties of Purpose

II.   The Varieties of Status

III.   The Varieties in the Style of Managership

IV.   The Varieties of Interest

V.   The Varieties of Characteristics

VI.   The Struggle For Power

A small conflict and not being solved of this mentioned conflict can reveal the behaviour of deterrence. The stages oof conflict and deterrence are shown in the Figure 1.

Figure 1. The Stages of Deterrence in the Case of Conflict

The first signs of the conflict
Not being solved of the conflict
The beginning of mobbing(Psychological and Physical health is affected)
The aggravation of the mobbing(Decreasing of the performance)
The condensation of mobbing(rsting, ilness report, being late to work)
The Continuation of the intensive mobbing (illness prevents the work)
Ilness, Resignation, Being Dismissed etc.

The source:Çobanoğlu Ş(2005) **İşyerinde Duygusal Saldırı ve Mücadele Yöntemleri.**TimaşYayınları

When there is nı desire to solve the simple conflicts and the deterrence is agitated, as much as the victim tries to solve the problem, how the tyrant corners the ways are shown step by step in the Figure 1.

Leymann (1996) stated that a lot of factors are analysed in the studies about conflict, but there is no study about the health of the people who took part in the conflict.

The study of Leymann is in the form of associating the deterrence and the conflict. This study which is done about a reason result relation of deterrence and conflict is explained in the form of assumptions such as arising of the conflict, the reason of the conflict, the benefits of the conflict, the development of the conflict and the solution and managment of the conflict.

1. **Assumptions About Arising of the Conflict**

   a) **The Conflict is inevitable:** Conflict has its own value. However, in any situation, if the increase in the coflict gets out of hand, the coflict only can be prevented by the correct way of coflict. If the infinite increase has started, the deterrence becomes more and more inevitable.

   b) **Less Conflict Arises in a More Related Group:** Dependence can be described as the feeling of "our-self". Whwn this situation is balanced within the group, the conflict probably does not arise. No member displays the idea of "turning upside down the plan" ,and any member can be exposed to the sanction which triggers the deterrence.

   c) **Arising of the Conflict Changes With the Development of the Group:** In the literature, there are four phases about the operability of the group; the group arises, attacks later it is balanced and finally performs the deterrence. In the phase of attacking, the group has a tendency of different conflicts.

   d) **When There is More Communication Among the People, There is More Opportunity for The Conflict:** The conflict is directed by communication, in this way, communication is not seen as a reason of the conflict, on the contrary, it should be looked at what is conducted.

e) **The Roles Described Obviously Decrease the Conflict:** The obvious description of the roles decreases the conflict. Although the increase in the specialization seems to increase integrity of the group, in an advanced phase this abstracts the individuals. With abstracting of the individuals communication decreases. The detailed division of the roles and decreasing of communication can cause the seperation into parts within the group (Leymann, 1996).

2. The Assumptions About Reasons of Conflict

a) **Conflicts Grows Out of Misunderstanding:** Conflicts can grow out of only one misunderstanding according to the case of individual's perception.

b) **Technological Reconciliation Arises the Conflict:**Although it is not definite in the literature, if there are not important communication necessities (Expression, intonation, body language, etc.) which play an important role in the communication, coflicts might arise.

2. The Assumptions About The Benefits of the Conflict

When the conflict is used in a suitable way, there may be various benefits of it.

a) **The Conflict May Cause Productivity:**The benefit of the conflict is related to the managment. In a good managment of conflict, the conflict may be a pre-condition for creativity.

b) **Arising of A Conflicting Perspective Actively May Damage the Integrity of the Group:**The integrity of a group ow which dependence is high with the effect of a strong leader of the group and the atmosphere of the group can prevent the creation of the problem which can damage the balance. If somebody whose authority is weak in the group objects to a group decision, this individual is seen as the trouble maker and can be exposed to the deterrence (leymman, 1996).

4. The Assumptions About the Development of the Conflict

a) **The conflict must be solved to keep working together of the parties:**The conflict must be solved to keep working together . However, this depends on whether the group has the power to deal with the conflict or not, and the conditions the group is in. According to the experiences of the groups who participated in the therapy to remove the conflict, the excess of "working together" can damage the following cooperation.

b) **Conflicts follow a constant diagram:** there are a lot of phases in the managment of conflict (secret conflict, displayed conflict, the conflict which is sensed, ocular conflict) and the side effects of the conflict. These approaches can be seen as self approaches. The usefulness of these diagrams are not definite. However, people have a kind of perception about how the conflict passes the struggle from "a little bad" to "very bad".

c) **The changing styles of using conflict with the pressure of time:**The answer of the assumption, if an action is rated as a conflict formerly, the same action may not be accepted as the conflict later, is: this

situation can be changeable. The time pressure is usually proportional with the low quality of work. This can cause the group of avoiding from the conflict. The leading factor is the managment of conflict.

d) **The size of the group affects arising of the conflict and solution of it:** the answer of this assumption is changeable. While there may be minorities who think different in the big groups, each members of the group have more time to talk, in this way, coomunication can be dispersed more equally.

e) **The effects of the conflict on the cultures:** Different cultures have different values. This sentence does not show that conflict is not seen as a simple problem in different cultures. It can be only said that "conflict is solved in different cultures in different ways".

f) **The effect of the personality to the development of conflict:** The assumptions about the effect of the personality to the development of conflict change according to the necessities of finding any scapegoat of specific group or individuals. Personality has the most important effect on knowing the members of group. Therefore, it can be said that "in a case of conflict, personality determines how to act" (Leymann, 1996).

4. **The assumptions about management and solution of conflict**

a) **There is a need of strong leader for solving the conflict:** according to the literature, this can be valid from time to time. The efficiency of any style of leadership, whether the leader is necessary for the solutions of work or not changes according to the conflict and ağabeylity of the group members about applying the style os conflict themselves.

b) **If the people who take part in have settled positions, the chance of analysing of the conflict is too low:** If someone in the settled position does not try to understand the positions of others, the solution of the conflict is too hard. Furthermore, with the power of struggle the motivation of the participants and the desire for working together will be lost.

c) **The expression of the thoughts obviously helps the solution of the conflict:** This approach is absolutely true. A disagreement or conflict evokes the notion of conflict. The important point here is determining the reason of the conflict and trying to solve it. In this process, if thevictim cannot find the real assailant who is the source of the conflict, the conflict becomes more conflict.

d) **People can be trained about dealing with the deterrence somehow:** There is a forceful support to this approach in the literature. It is possible to train the people to affect each other positively by means of awareness. The other topic is to learn special strategies to cope with the conflict. In this way, they can develop their own strategies against the people who changes every little conflict (even the most meaningless ones) to competition.

e) **The styles of dealing with the conflict changes according to the gender:** According to Easterbrooks' vision which depends on approaches and comments which does not depend on experimental evidence, while men are tend to choose the war of competition, women are frequently tend to choose cooperation (Leymann, 1996).

The conflict in the organizations are in evitable and natural. (Şahin and his friends www.sosyalbil.selcuk.edu.tr). The deterrence is basically different from a normal conflict in two directions. First one is the deterrence is amoral. Secondly, the deterrence has an effect of carrying with big damages (WHO ; indorser, Tınaz,

2006). In a research of Asanakutlu(2006), it is determined that in the solution of the conflict, the most applied method is taking organizational precutions. The aspects of an office in which the healthy conflict is lived and an office in which the deterrence is applied are given comparatively in the table 2.1

Table 2.1 The Differences Between The Healthy Work Environmnet and The Environmet Where the Deterrence is Applied

Healthy work environmet	The Deterrence environment
The roles and definitions of work are obvious.	The roles are indefinite.
There are cooperative relations.	The relations which are not cooperative predominates.
The targets are coomon and shared.	İt is impossible to see the future.
The relations are obvious.	The relations are indefinite.
There is a healthy form of organization.	There are organizational troubles.
Sometimes conflicts and attritions may occure.	Amoral and long-term reactions are observed.
The strategies are obvious and candid.	The strategies are meaningless.
The conflicts and discussions are obvious.	The entity of the conflict is denied and hidden.
there is a direct communication.	There is an indirect and pefunctory communication.

Source: Tınaz, P. (2006). **İşyerinde Psikolojik Taciz (Mobbing),** İstanbul. Beta Yayıncılık

While a conflict in a specific level is normal and useful, upon allowing the conflict to turn into the deterrence, the conflict causes big damages in the office.

2.1.3. The relationship between Mobbing and Stress Concepts

Stress has been one of the most frequently used terms in the present. Conflict at the Office results in physiological and psychological impact on the employees. This situation decreases the productivity of the employee significantly.

According to Tutar (2004), stress is a response of individuals to extreme pressure. Stress is the reaction to threatening, environmental and internal factors. Stress is a psychological situation which develops outside the control of individuals, and due to this uncontrolled nature, negatively affects the mental and psychological health of individuals.

In order to understand the concept of stress better, it will be beneficial to first focus on what stress is not, and then emphasize the common points of different stress definitions. In this context, the incorrect understandings and assessments related to stress can be listed as follows (Ekinci 2003):

a) Stress, is not only a neural tension.

b) Stress, is not a simple anxiety.

c) Stress should not be thought as a situation that should be avoided or as a harmful situation.

d) The thought that nothing can be done against stress is wrong.

e) It is not true that stress is a problem that is only related to adults or a problem related to work life.

Stress should not only be perceived negatively. Stress at a certain degree results in success for an individual. It is possible to separate stress as positive end egative stress. If it positively affects the function and performance of employees of

institutions it is called "positive stress", if affects them in a harmful way or leads to diseases, then it is called "negative stress". Stress theory of Selye includes the reaction mechanisms of the organism. According to this theory, the reaction of an organism to stress is performed in three stages (Selye 1936; Quick, 1986; Akt., Pirler, 2001):

1. **Alarm Reaction:** When the body encounters a stress source, it gets prepared for that and give reactions as releasing stress hormones, increase in blood pressure and perspiration.

2. **Resistance Reaction:** Normally, when a person solves the problem that is the origin of stress efficiently, the body repairs the damages that occurred during alarm stage and the reactions of the body disappears.

3. **Depletion Reaction:** When we can not cope with stress efficiently or when stress sources that we can not overcome increases, the adaptation capacity of the body is constrained. In an alarm reaction, reactions or chronic stress signs reappear.

As stress sources increase, it constrains the capacity of the body. Therefore, the blow mentioned signs are seen in a person.

Table 2.2. Stress Signs

1. Physical Signs	2. Mental Signs	3. Emotional Signs
Palpitation	Forgetfulness	Restlessness
Head ache	Decrease in concentration	Being anxious
Cold or hot flushes	Being unorganized	Being low-spirited, dullness, depression
Stomach, intestinal disorder, indigestion	Focusing on negativity	Aggressiveness
Difficulty in breathing	Indesicion	Indifference
Trembling in the hands	Decrease in interest	Being emotional
Over sensitivity to noise, voice	Making mathematical mistakes	Tension
Insomnia, oversleeping or irregular sleep	Poorness of social life	
Exhaustion	Mental confusion	
Stomach cramps	Mental dullness	

Source: Örücü, M.Ç. (www.mc.metu.edu.tr)

Researches show that employees who are subjected to deterrence experience serious problems.

2.1.3.1. Reasons for Stress in the Office

According to Kaldırımcı (1983) every job has stress sources related to its specific problems. Since, every job has particular requirements according to its nature and context and some features associated with these requirements. In addition, every job may have specific stressful parts. Job related stress sources can considered quantitatively and qualitatively more work, less time, time restraints, inadequacy of physical work conditions, accidents and rules. Intra-organizational stress sources are listed below (Kaldırımcı, 1983):

Stress sources related to the role relationships within the organization, ambiguity and conflict of roles, less responsibility, inadequate participation to decisions, responsibility towards people and objects, debility of managerial support, rising of performance standards, internal and external organizational boundaries.

Stress sources created by the relationshipswithin the organization can be specified as debility of the relationships between managers, colleagues and inferiors, differences in the sharing of responsibilities, personal conflicts.

Stress sources according to career development can be listed as excessive or inadequate promotion, debility of work safety, feeling as if overcrowding a place, retirement, fear of being obsolete, feeling of disruption, opposing desires.

Stress sources related to organizational structure and climate can be specified as rules of manners, debility of effective consultation and communication, doubts related to predicting the future, lacking the feeling of belonging, identity loss.

However, Gümüştekin (2005) specified *stress sources outside an organization* as conflicts related to the quality of life and family demands.

In addition, it is stated that, stress and tension frequently manifest in work conditions in which harassment and rude behaviors occur (Lee, 2000; Akt., MacIntosh, 2005).

Reasons such as ambiguity of the borders of a duty of an individual, his/her being excessively or poorly promoted, the desire to earn money in a short time, unfair managers, his/her not acting in accordance with abilities, participations, technical knowledge and equipment, not involving more people in the decisions within the decision making mechanisms increases the internal tension. In addition, stress signs in the work place are listed as follows (Tarhan, www.saglikbilgisi.com/makale).

1. Not being able to oppose rivalry.

2. Lack of self confidence, not expressing his/her "opinions".

3. Failure, panic in complex situations.

4. Emotionally over-reacting to the problems at workplace.

5. Not succeeding in being successful.

6. Inadequacy in the process of decision making.

7. Lack of mutual support.

8. Decrease in participation.

9. Increase in accidents.

10. Lowness of work performance.

11. Increase in lack of continuity to work.

12. Increase in mistakes in quality control.

13. Insensitivity to mistakes.

14. Increase in alcohol, cigarette consumption.

15. Increase in health problems.

2.1.3.2. Effects of Work Stress on an Individual and on Institutions

Intensive work related stress may have behavioral, physiological and psychological effects as specified in Table 2.3.

Table 2.3 Effects of Work Related Stress on an Individual

Behavioral Outcomes	Physiological Outcomes	Psychological Outcomes
• Alcohol • Drugs • Cigarette smoking • Overeating	• Palpitation • Irregularity or increase in heart rate • Chest pain • Hypertension • Overeating • Decrease in appetite • Indigestion • Gastritis or ulcer • Diabetes	• Restlessness • Anxiety • Fear • Pessimism • Depression • Insomnia

Source: İşveren Dergisi, June, 2001

Psychological stress has an important role in the beginning and course of psychiatric diseases such as anxiety disorders and depression (Selye 1939; Kartalcı, 2004).

The effect of stress on institutions is quiet negative. Due to the effects of various stress factors, low performance of the employee, increase in the turnover rate of employees, his/her not attending work (lack of continuity, quitting job and alienation becomes inevitable (Pirler, 2001).

Deterrence period that forces an individual to leave workplace through unjustly accusation, implication, and allusion, damaging prestige with rumors, humiliation, harassment, emotional abuse and violent behavior that lasts for a long time leads to intensive stress.

2.2. Mobbing Behaviors and Process in Workplace

2.2.1. Recognizing Mobbing Process

Deterrence at the workplace continues as a process consisting of various stages. As deterrence arises, various psychological factors interact and negatively affect the health of the target individual. Deterrence syndrome; aiming to externalize an individual from a workplace, consisting of malicious applications of unjustly accusation, humiliation, general harassment, emotional torment and psycho-terror (Ergenekon, 2007).

The identification of deterrence behaviors is associated with the repetition frequency of actions. However, no agreement is present on the degree of continuity and frequency that is required for identification. Histories related to this process point to the fact that a colleague can deter another with irregular actions. For example, this action can totally be completed with just one threat. Another opinion on this issue is states that, with thoroughly examination of the actions conducted within the previous six months, once a week would be enough. In fact, the investigation of persistent actions that have started a year ago may facilitate the identification of this process. Leymann suggests that once a week within a period that lasts for at least six months is a criterion in the identification of deterrence actions (Cowie et al., 2002; Akt., Yücetürk, 2006).

2.2.2 Typology of Mobbing Behaviors

Direct and indirect behaviors that can be considered as deterrence have many classifications (Einearsen and Rakness, 1997; Leymann, 1990; Rayner and Hoel, 1997; Zapf and others, 1996, Vartia, 1993; Niedl, 1995; Ashfort, 1994). In this study, Leymann's typology is used. Leymann determined five stages in mobbing process at workplace. These stages are explained in Table 2.4.

Table 2.4. Leymann's Deterrence Typology

1st Stage: Characterized with a critical event, a *dispute*. Not yet deterrence however can turn into deterrence behavior.
2nd Stage: At this stage, *aggressive actions* and psychological assaults show that deterrence dynamics took action.
3rd Stage: *Management,* though it has not participated in the second stage directly, can misjudge this situation and takes part in this negative cycle and the victim is subjected to cope with an organized and institutional force.

4th Stage: This stage is important; because the victim is labeled as difficult, rebel, opposing, other or mentally ill. The misjudgment and sided attitude of the management accelerates this negative cycle.
5th Stage: Being fired. The shock of this event triggers the post-traumatic stress disorder. After being fired, emotional tension and following psychosomatic diseases continue, in fact intensify.

Source: Leymann, H. (1997). The Mobbing Encyclopedia. **"Identification of Mobbing Activities".**

They specified deterrence actions as 45 types of behaviors in five different groups. Afore mentioned researchers considers the process related to deterrence in five different categories and list the probable deterrence behaviors that the victims can be subjected to with the typology of Leymann. These categories are not obliged to occur simultaneously. Even application of anyone of these actions is unacceptable and considered to be deterrence. In Table 2.5, Leymann's deterrence stages are listed (Davenport et al., 1999).

Table 2.5 Deterrence Typology

1st Stage: Communication Form and its Effects
Inferior's expressing itself is restricted by the bully superior.
Dialog opportunities with fellow workers are restricted.
He/she is subjected to actions such as dressing down and slandering.
His/her successes are ignored and his/her failures are exaggerated.
His/her private life is constantly criticized.
He/she is harassed via phone, verbally threatened.
He/she is interrupted in meetings and his/her speech is ignored.
2nd Stage: Assaulting Social Relations
People with poor personalities take side by the "force" and keep their relationships with deterrence victims at the minimum degree.
Complaint channels are tried to be restricted.
He/she is isolated from other employees and yhe ones who try to get in a close

relationship with the victim are not thought much of.
3rd Stage: Assaulting Prestige
A slandering campaign is started against the victim.
Unfounded rumors are established, he/she is subjected to various slanders.
He/she is made fun of, his/her successes are looked down on and the reasons for his/her success are sought in external factors. Any defect of him/her is made fun of and his/her defects are tried to be explained with his/her personal factors.
His/her psychological health is talked out of place. Rumors stating that he/she is dangerous are spread.
His/her political or religious beliefs are made fun of. His/her beliefs and values are verbally and actually.
He/she is forced to act that would negatively effect his/her self-respect.
His/her decisions are continually interrogated. He/she is accused of being narrow-minded and lacking vision.
He/she is called with humiliating names, his/her titles are ignored and a disrespectful language is used against him/her.

4th Stage: Assaulting Life and Work Quality
The victim is not charged with important tasks, his/her authorities are restricted, and he/she is deprived of his /her rights. He/she is forced to achieve each right via lawsuit. Implementation of the verdicts in his/her favor is intentionally delayed.
He/she is charged with tasks that are below his/her capabilities and that affect his/her self-respect negatively.
He/she is charged with unimportant tasks in places below his/her capabilities to force him/her to resign.

5th Stage: Assaulting Life and Work Quality
The victim is forced to perform a physically difficult task.
Female victims are subjected to sexual harassment by implication or verbally or actually.

Source: Davenport et al. (2003), **Mobbing, İşyerinde Duygusal Taciz**, Sistem Yayıncılık

As it can be understood from above listed articles, deterrence is psychological stress that starts with age, sex, belief, nationality or any other reason to annoy the person, and then deepens, and is being applied systematically.

2.2.3. Mobbing Behavior Typology and Turkish Culture

In Turkey, a research was performed on patients that are oppressed at work by psychiatrist Samancı. Samancı attracts attention to the fact that psychological stress at work increases particularly during economical crisis (akt. Yücetürk, 2006). However, Arpacıoğlu (2004) stated that deterrence; the new management in an organization establishing its own "team" and firing senior executives is frequently seen.

Baltaş (2002) states that deterrence is not effective in Turkey like it is in other countries, due to strong family and social ties in Turkish culture and our culture's relying on collectivity and state of belonging, emotional harassment does not lead to serious diseases and severe cases up to attempting suicide just like in individualistic western communities.

2.2.4. Ten Key Factors of Mobbing Syndrome

Deterrence syndrome; is a process consisting of malicious actions aiming to externalize a person from the workplace by implementing unjustly accusation, humiliation, general harassment, emotional torment and psycho-terror. Deterrence syndrome includes ten distinguishing factors that occur systematically and frequently with various compositions. The effects of these factors on the target become the basic factor of deterrence syndrome (Tutar, 2004).

Ten key factors of deterrence are specified in the following table.

Table 2.6 Ten Key Factors

1. Assaults to the honor, honesty, reliability and occupational competence.
2. Negative, humiliating, deterrent, harassing, malicious and controlling communication.
3. Indirect or direct, hidden or evident performance.
4. Being performed by one or a couple of assailants "being vulture".
5. Being performed in time with a continuous, multiple and systematic manner.
6. Showing as if the victim is the faulty one.
7. Being directed to lose the victim's reputation, confusion, deterrence, isolation and surrender.
8. Being performed with the intention of externalizing the individual.
9. Showing quitting job as the preference of the victim.
10. Not being understood by the management of the organization, misinterpretation, ignorance, encouragement and even to be instigated.

Source: Davenport et al. (2003). **Mobbing, İşyerinde Duygusal Taciz.** Sistem Yayıncılık

2.2.5 Most Frequently Applied Deterrence Behaviors at Workplaces

A campaign was started via internet against deterrence at workplaces in January 1998 in US. In November 1998, a non-profit organization is founded to provide protection, research and education services against this action. According to the results of the research conducted in this context, the most frequently used deterrence actions at workplaces are determined as follows (Namie, 2000).

1. Considered to be responsible for the mistakes.

2. Being charged with illogical duties.

3. Criticism of capability.

4. Forcing to abide by contradictory rules.

5. Threats related to losign job.

6. Humiliation and being insulted.

7. Underestimation of success.

8. Being fired (being supplanted).

9. Being yelled at.

10. Being profaned.

2.2.6. Mobbing Types

Three types of deterrence at workplace are specified. These signs are listed as follows (Vandekerckhove, 2003):

1. First Type of Deterence (horizontal mobbing): Deterrence applied by colleagues of the same level to each other.
2. Second Type of Deterence (downword mobbing): Deterrence applied by superiors to their inferiors.
3. Third Type of Deterence (upword mobbing): Deterrence applied by inferiors to their superiors.

Mobbing is applied vertically or horizontally in organizational structure. Vertical or "hierarchial deterrence" the deterrence applied by superiors to their inferiors or by inferiors to their superiors. In horizontal or "functional" deterrence peers who are in a staff-finctional relationship with each other apply deterrence to one another. While second and third types of deterrence are explained under the topic of vertical deterrence, the fisrt type of deterrence is defined as horizontal deterrence. In this context, two types of deterrence can be defined as follows (Tutar, 2004).

4. Forcing to abide by contradictory rules.

5. Threats related to losign job.

6. Humiliation and being insulted.

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2.2.6.1. Hierarchial (Vertical) Mobbing

Vertical deterrence is not only deetrrence applied by the top management to lower positions; it can be bidirectional (from top to bottom or from bottom to top) since it is a hierarchail deterrence (Tutar, 2004).

Vandekerckhove (2003) defines vertical deterrence at work as abusing hierarchial power repeatedly which is defined as behaviors resulting in disrespecting the values of inferiors or preventing the performance of the inferior or preventing the achievement of the deserved prize by the inferior and interpretes vertical deterrence as the deterrence only applied by the superiors to their inferiors.

Abusing the power underlies the utility of official power for bullying. For example, trying to prevent the prizes that the inferior deserves is an organizational problem. Because it interrupts the promised work values and results in inappropriate promotions. Therefore, vertical deterrence at work is both harmful and unfonctional. The prevalance of vertical deterrence is proportional to the failure of the authority (Vredenburg and Brender, 1998; Akt.,Vandekerckhove, 2003).

Zuschlag (1994) reports that fear motivates vertical deterrence at work. The reasons for these fears are; fear of being used, fear of having insufficient knowledge, being ignored, fear of being considered as a fool, fear of giving the impression of not fulfilling the tasks, being afraid of loss of reputationa among inferiors and superiors. Three motivations of a deterrent, for a deterrent who refuses this submittance or being jealous of the target resistant to being controlled (58%), being jealous of the gift of the target (56%), and being jealous of the social skills of the target (49%) is confirmed by a research conducted in US (Akt., Vandekerckhove, 2003).

According to Selimoğlu (2006), emotional intelligence stands in the forefront among the characteristics of today's leaders and underdeveloped emotional intelligence of a leader results in not being able to fulfill the duties in an healthy and

controlled way. He suggested that underdevelopment of emotional intelligence of a leader may cause the formation of an environment appropriate for deterrence. The researchers reported that vertical deterrence is the first procedure that employers apply during economical crisis and generally results from the decrease in the number of staff. Selimoğlu also reported that narrowing of the employment, establishing the workforce out of young staff due to shrinking policy may be examples of vertical deterrence due to economical reasons. However, Selimoğlu stated that employers may apply deterrence due to other reasons as well (for example, aiming to get rid of an unwanted amployee at the workplace).

2.2.6.2. Functional (Horizontal) Mobbing

According to Tutar (2004) the classic hierarchial organization is as bottom rank, intermediate rank and top rank. An organization structure just like this is defined as a hierarchial or vertical organization model. Public insttitutions are usually organized according to vertical (hierarchial) foundation. Therefore, though horizontal violence is not widespread in public institutions, it is a common type of deterrence due to the concerns of achieving rank and authority.

Horicotal deterrence results from reasons like jealousy, rivalry, envy. When the management of the organization "takes side" in horizontal deterrence, it becomes the organizational policy. In this case, the victim not only has to struggle with his/her peers, but with the top management as well.

According to the researcher, horizontal deterrence is not significant as vertical deterrence. Peers usually do not apply deterrence but this situation results from a rivalry originated from mutual dependence.

2.2.7. Mobbing Degrees

Different factors determine the degrees of deterrence. In addition to the severity, duration and incidence of deterrence, when psychology of individuals, their growing, past experiences and general conditions are considered, it can be seen that there are three types of deterrence (Davenport et al., 2003).

2.2.7.1. Mobbing in the First Degree:

Some try to resist, run away in early stages or is being rehabilitated at the same workplace or a different place.

2.2.7.2. Mobbing in the Second Degree:

The person do not resist, can not run away, suffer from temporary or permanent mental or physical disorders and finds it difficult to return to work.

2.2.7.3. Mobbing in the Third Degree:

The affected person can not go back to workforce. His/her physical or mental damage can not be corrected even with rehabilitation. Only the application of a special treatment can be useful (Davenport et al., 2003).

2.3. Personal Characteristics and Psycological Nature of a Bully

2.3.1. Personal Characteristics of a Bully

Bullying behavior has three basic components (Simon, 2007):

1. The harmful behavior is intentional.
2. Behavior is designed to harm the other person.
3. Behavior absolutely aims to reach to the other person.

The influence of the bully though depends on the sensitivity of the other person, is considered as a situation more than just a rudeness or impoliteness.

Bullying behavior has two basic styles: "aggressiveness" or "planned mercilessness". The bully interprets all social interactions as hostile and needs to take revenge in order to prove a state of superiority that can not be proven otherwise. The anxiety of the bully determines whether he/she applies a personal limitation or not.

The anxiety of the bully sometimes can be the sign of what other people think of him/her. Bullies mostly try to show themselves as a likeable person at the verge of being disclosed. Bullies generally seem to have an agenda "to win" (Simon, 2007).

Applicants of deterrent behavior are mostly people who try to compensate for their lacking parts, fears and lack of confidence by humiliating another person. These people are usually; intolerant to differences, hypocrite, thinking or trying to showing himself/herself superior, over-controlling and jealous persons. They make fun of the person they target and try to cope with their feelings of inadequacy (Baltaş, 2002).

In addition to what is stated above, Ergenekon (2007) expressed that the personalities of bullies are; "liars by obligation, with selective memories, denying

everything, perverted planners, malicious, not listening, can not sustain a discussion among adults, remorseless, destructive, selfish, insensitive, flippant, lacking confidence, immature, can not behave in a flexible way, inclined to force and outside logical measures and all kinds of moral plane".

The reasons related to the fear of the bully that leads to deterrence activity are as follows (Zuschlag, 1994; Akt., Vanderkerckhove, 2003):

1. Fear of being used.
2. Fear of having insufficient knowledge.
3. Fear of being ignored.
4. Fear of being considered as a fool.
5. Fear of giving the impression that he/she can not fulfill his/her duty.

6. Fear of not having sufficient pedagogical knowledge to motivate, control and manage inferiors.
7. Fear of losing reputation among inferiors and superiors.

According to researches, personality types of bullies have the characteristics of being authoritarian, in need of control and being superior and having weakness for social skills and approaching his/her inferiors with prejudice (http://en.wikipedia.org/Bullying).

Ergenekon (2007) considered bullies with a wider perspective and grouped as follows.

The bully believes that he/she is privileged and indispensable: Bullies think that they have the privilege of applying force in organizational hierarchy. They feed from tension and a stressful organizational climate provides them the natural environment that they need the most. These persons are not managers and they also lack leadership qualities. They struggle to being a manager in the organization or maintain their management positions.

The bully has a narcissistic personality: A narcissist personality is a mental disorder that is seen in persons who "actually" live in a dashing dream world, think that he/she is superior to other people and long for the acceptance of this situation.

Narcissists believe that they are more important than other people. They exaggerate their achievements, think of them as extraordinary and expect to be known as a person who is deemed to be valuable and having a superior personality by the others.

The bully is jealous: They think that deterrence is the only way for a person having a better performance and who is more productive. Therefore, instead of climbing the stairs with their own steps, they try to reduce the person above to their own levels.

The bully can not keep himself/herself from being hostile: Bully, no matter where he/she stands in the organizational hierarchy, sees pursuing a certain political policy to deter individuals determined to be successful as an important task. Since he/she is self-centered and egoistic, he/she disregards organizational ethical values and organizational benefits. In their opinion, organization is there for its employees. Their benefits mean the same as the benefits of an organization.

The bully has a sadistic personality: Bullies having sadistic personalities enjoy to torment. Since they are externalized in their private and social environments, they use their institutional identities and treat their inferiors and sometimes peers in a disrespectful, rude and aggressive manner.

The bully is prejudiced and emotional: Behaviors of deterrence victims do not has a rational basis and can not be explained. Exposure of the victim to deterrence can be based on religious, social or ethnical reason; in addition, his/her high performance, an achieved opportunity, an unexpected promotion or award is sufficient to make bullies react. Even resembling someone whom he/she does not like constitutes a reason to assault victims.

The bully has a bad personality: It is suggested that bad people would like to destroy mental development of others by force in order to maintain and sustain the integrity of their sick personality. For bullies with bad personalities, everyone but he /she are "automatically worthless".

The bully is generally hard-working: The bully is usually hard-working because he/she knows that two negative attitudes and behaviors such as being useless and also being the reason of organizational tension can not go hand in hand; however he/she exaggerates his/her work, and despises other people. Continuously talks about his/her work load and hard work. In order to implement deterrence, they think that this there will be no one to complete this so called "hard and important job" in his/her absence.

The bully has an antipatic personality: Bullies generally do not hesitate to refer to malicious and tricky actions to enhance their reputation and for the sake of their greed. They have an over-controlling, timid, irritable nature. They always want to be strong. They try to overcome their fears and insecurities by slandering others. They tend to use force so as to prevent the mental development of others to conceal their own sick personalities and therefore seek to find a "scapegoat".

When defining bullies in the above mentioned bully classification as "they do not hesitate to refer to malicious and tricky actions", Ergenekon (2007) emphasizes that the bully does bullying intentionally. Whereas, according to another classification, it is stated that the bully may not be aware of the deterrence action he/she performs.

Dickson (2005) expressed that some bullies consider their own behavior normal, and perceives other people's behaviors as harassment and when these people are accused of harassment they take on the chin and lose their self-confidence.

Simon (2007) divides bullying actions into verbal actions and non-verbal actions and also according to their levels of violence. Simon stated that bullying

behaviors have two basic styles. These two basic styles are "aggressiveness" and a "planned cruelty". It is stated that the bully interpets all social interactions with hostility, needs to take revenge to prove a superiority that can not be supported by no other means.

Davenport (2003) stated that the motive that leads people to violence or suppressive behavior originates from egocentricity underlying the threat. Davenport explained this issue as "when an exaggerated or sick value encounters aconflicting external asseement, wording of anger occurs".

On the other hand, the growing environment of bullies are the ones that are liable to conflict, and they are people in need of loving, who like bossy behaviors and disciplined with force applications including physical punishments (Lowenstein,1978 ; Akt., Bayrak-Kök; Tarhan 2004; Çobanoğlu, 2005).

It is known that bullies were also bullies in their childhoods and they turn into bullies at work in time. Bullying is the reflection of educational/social experiences their families, brothers or sisters or people who has taken care of the bullies in the personality of the bully, and the bullies are rarely psychopaths but in fact opportunistic people who are skilled in understanding the situation well and having political capabilities (Harvey et al., 2006). The reason for a bully's perception capabilities' being open is explained as an instinct to defend and win (Tarhan 2004; Çobanoğlu 2005).

2.3.2 Evaluation of a Bully in Respect of Personality Disorders

Psychiatrist Peck mentioned that personality disorders trigger the deterrent behavior. Peck defines bad personality as "Wickedness is a force that is present in everyone and destroying life or vitality is its main purpose". People would like to destroy other people's mental development to maintain and sustain the integrity of their own sick personalities. Since they see themselves abover all kinds of

accusations, they assault and sacrifice others to protect their own unproductive ego images (Peck, 1998; Akt., Çobanoğlu 2005).

The properties seen in personality disorders are comprehensive and continuous. These aforementioned properties are ego-syntonic (acceptable by ego) and ego-dystonic (not unfamiliar to ego), and alloplastic (the person attempts to change others instead of changing himself/herself. According to American Psychiatry Association, diagnosis criteria of personality disorders are as follows (APA, 2005):

A. A continuous internal life pattern that significantly deviates from the expectations of the culture that a person lives in. This pattern manifests itself in two (or more) of the fields below:

1. Cognition (i.e, ways of perceiving and interpreting himself/herself, other people and events)
2. Affectivity (i.e, the incidence, intensity, variability and appropriateness of emotional reactions)
3. Functionality between people
4. Motive control

B. This continuous pattern does not show flexibility and encompasses various personal and social situations.

C. This continuous pattern leads to a significant clinical discomfort or social, occupational degeneration or degeneration in other fields of functionality.

D. This continuous pattern does not change, is present for a long period and starts at adolescence or early maturity.

E. This continuous pattern can not be explained as the appearance or consequence of another mental disorder.

F. This continuous pattern does not depend on a substance (ex.; a drug that can be abused or a drug used for treatment) or direct physiological effects of a general medical condition (ex.: head trauma) (DSM-IV-R, 2005).

In DSM IV-R, personality disorders that are possible to be present in a buly are listed as follows.

1. Paranoid Personality Disorder

Paranoid personality disorder is frequently seen in men who have been subjected to over-repressive, oppressive and aggressive attitudes in their childhood. These people continuously think of others as evil-minded, and are skeptic and do not trust others. They generally possess hostile emotions. They are restless and angry. They see the "hidden meanings" of what have been done to them, nurse a grudge and ready for a counterattack. They are formal and tense. They continuously evaluate their environment and people. They doubt other people's loyalty to themselves, always question whether other people are reliable or not. They are frosty. They bestow extreme importance on being powerful and the ranks of other people and evaluate weak, inadequate people as "sick" and scorn them. Though they seem as work-oriented and effective persons, they usually create fear among others and conflict with other people. They are always ready and alert in case of an assault or a conflict. In order to provide their own security and not to unbend, they put up with unusual things; try to deliver new and superior forces to keep others under their control.

Paranoids, who can not accept their faults and weaknesses, try to maintain their self-respect by throwing the blame on others. They deny their own failures, reflect and load them to others. They are gifted in seeking and disclosing other people's insignificant inadequacies that can be very ordinary. They exaggerate even minor defects of the people thay are used to scorn and emphasize them directly or indirectly. Their jealousy and hostile emotions rarely subside. They are catchy and

restless, they are ready to insult and scorn people who annoys them with his/her attitudes and behaviors.

Due to their feeling of inadequacy and hostility that they can nor run away from and can not overcome, even their mechanism of denial is insufficient. They not only deny these features that can humiliate a person, but also load them onto people who accuse them or think that they accuse them. According to them, the real fool, malicious people who are seeking revenge are others. On the contrary, they are innocent and an unlucky victim of other people's inadequacies and evil-intentions. Paranoid do not take the blame for their mistakes. According to them, if they are blamed, this is just because of the fact that they are misunderstood, if they behaved aggressively that is because other people provoked them. In their own world they are innocent, they are right to be angry, they are unfortunate and they are scapegoats who are accused, slandered (Çobanoğlu, 2005).

2. Narcissistic Personality Disorder

These persons think highly of their importance. They believe that they are important; they are equipped with particular rights. They defy being criticized and failure with a huge anger or depression. Their self-esteem is fragile. Thet tend to use other people for their own good. They can not empathize with other people.

Narcissists are cognitively exuberant. Though their fantasy or being reasonable has no limits, they can not help but use their imagination independent from reality and other peoples' opinions. They exaggerate their powers, show their failures as achievements without hesitation, find long rationalizations that are hard to understand that boosts their ego perceptions or proving what they feel right, and tend to scorn other people who do not see themselves as own or who do not see them as important people. In addition, they despise and scorn everybody who does not respect them (Çobanoğlu, 2005).

3. Obssesive-Compulsive Personality Disorder

Positions and sour-face, depressive attitudes of obsessive-compulsive people reflect their underlying rigidity.

Obsessive-compulsive people are seen as people who lack flexibility and being spontaneous, however hard-working, diligent and skilled people by others. Many people think that they are stubborn, parsimonious, possessive, uncreative people with narrow imaginations. They tend to procrastinate what should be done, being indecisive and getting nervous easily when opposed to extraordinary situations. Since they are satisfied with working continuously, they work diligently and patiently in works that should be well-arranged and precise. Some see these behaviors as a sign of being systematic; others think that they result from being narrow-minded, unimportant and worthless. They especially deal with issues like organization and adequacy.

They are quiet polite and formal in their social behaviors. They form relationships with other people according to their levels and positions. They are interested in being inferior-superior rather than being egalitarian. Therefore, they act differently towards people they see as "superiors" and act very differently towards people they see as "inferiors". These people treat their superiors humbly, try to earn their love, even act obsequiously; they put all their efforts in impressing them with their capabilities and dignities. Most of them seek to win confidence and approval of authority figures and experience an intense anxiety if they are not sure about their positions. These behaviors are contrary to their attitudes towards their inferiors. This time, they are quiet autocratic, condemning and think of themselves as superiors. This conceited and slandering behavior is usually concealed under a curtain of rules, and legal regulations. These persons frequently apply to rules and superior authorities to right their aggressive orientations.

They think of themselves as fair, honest, loyal, faithful, prudent, foresighted and responsible people. These people not only accept the beliefs of instutional authority intentionally, but think that the desires and expectations of these autorities are always "right" as well. Obsessive-compulsive people identify themselves with restrictions, internalize them in order to control their own suppressed motives and also use these restrictions as standards to organize the behaviors of other people. Their struggling to defend institutional authorities, often lead to being praised and receiving support. Being awarded like this leads them to sustain their obedience to social rules blindfolded and strengthens their tendency to think themselves superior.

They obtain power and authority by standing by the "more powerful". Apart from the joy of being under the auspices of them and using their respectability, they relate with an external authority with their actions and save themselves from being accused when what they do is not liked. On the other hand, they cover their individualisms and alienate with themselves by being a satellite of another power, they lose their individual identities and be deprived of a real personal satisfaction (Çobanoğlu, 2005).

4. Antisocial Personality Disorder

Aforementioned person has experienced abandonment, abuse or arbitrary punishments Of one of his/her parents in childhood. Genetic factors are also considered to be one of the reasons for the establishment of antisocial personality disorder.

Their dishonest behaviors like lying, a history of violence, abusing others are characterized by their harsh, rude, aggressive attitudes. They are insensitive and inconsiderate towards others; always demonstrate a restless and aggressive attitude. These personalities with tendency towards aggressiveness always tend to argue and quarrel. They can be brusque, merciless and malicious. They are intolerant to being hindered. When they are hindered, they immediately react. Their first reaction is

trying to humiliate the opposed and try to dominate them. The only way to survive for them is domination in their environment and not losing control.

More antisocial ones enjoy the idea of harming other people. In order to achieve their malicious goals, they deter and harm others. Arrogating other people's products, cheating, confiscating are among these.

Since most people abstain from hostility, scornful and critical attitude and threats to resort to force, aggressive attitudes of persons having this kind of personality makes other people obey them. Therefore, these people achieve a position in which their hostile and aggressive behaviors are not only approved, but admired as well. A mercilessly and intelligently scheming businessman, a continuously intimidating and bullying sergeant major, a punishing school director who thinks of herself superior, a surgical team chief dominating with imperious and impudent behaviors are some examples for people who carry responsibility and conceal their vindictive hostility under the disguise of being charged with a favorite duty (Çobanoğlu, 2005).

2.3.3. Bully Types

Real bullies are individuals who diversify different personality features. It is known that these people can immediately change, and do not fit into any personality group. However, it is possible to identify them with the behaviors they demonstrate.

Related authors and researchers identified 14 probable bully profiles. However, the most dangerous group among these is perverted narcissistic bullies, defined with French psychotherapist Marie-France Hirigoyen. Most frequently seen bully types are explained below with their different features (Tınaz, 2006).

1. Narcissist Bully

Perverted narcissists are psychotics that give no symptoms. They try keep their balance by loading their pains that they are unable to hear and conflicts that they deny to accept to other people.

Narcissists think of their achievements and capabilities as extraordinary achievements and exaggerate them. Though not showing a sufficient success, they expect others to accept themselves as a superior individual, a valuable personality.

Bullies are cruel when they demonstrate impudent, conceited behaviors or attitudes towards victims. They treat others cruelly, who do not treat them with admiration and appreciation that they expect. If others underrate, criticize or defeat them, they feel an extreme anger, feeling to take revenge and anger. At the moment of defeat or after that they act with subjective evaluations and judgment defects.

Since they always expect to be treated specially, they think of them above the law and moral ethics, can do whatever it takes to advance in hierarchical grades (Tınaz, 2006).

2. Furious, Yelling Bully

They try to achieve control by inspiring fear and with deterrence. It is nearly impossible to live with this type of people. They can not control their emotions due to their characters. They want everything to be as they like, reminding others all the time that he/she is the superior and the boss.

Alterations in their emotions and the explosions of wrath that they demonstrate grate on the nerves of his/her colleagues. They are selfish and do not give importance on other people's needs. With fits of hysterics and bad temper, gestures and mimics, they make the workplace unbearable.

These people struggle with others since they can not hinder the anger they have inside and can not cope with their problems. They scorn other people's emotions and thoughts. They threat their targets with having them fired or having their workplace changed (Tınaz, 2006).

3. Hypocritical Snake Bully

This kind of bullies are always looking for new easy to stress and destroy others. They can not put up with others superiority, achievements and advancement.

These kinds of bullies behave like a good person when wheeling and dealing behind other people's backs. Companionship and tenderness they show from time to time is to prevent his/her behaviors to be used against them afterwards. They are never flexible to the victim of deterrence.

They steal other people's good projects and conspire against promoted colleagues. Their purpose is to get up to somebody (Tınaz, 2006).

4. Megalomaniac Bully

Individuals with megalomaniac personality do not give importance to individualistic differences, other people's skill and capabilities. Their need to exaggerate themselves and role playing are their most important features. Their insecurity is reflected on others as jealousy, hate and aggressiveness. They constantly need to their target accept that they are superiors. With the orders they give, they control the conditions of the environment that their targets are in. According to this type of persons, controlling of all resources (time, materials, money, help etc.) is their main duty. For every task, their approval should be obtained. They silently torment their targets. They sever relations with them all of a sudden; prevent their participation to meetings, change information and do not return calls.

They make up new rules according to the conditions. They force everybody except themselves to abide by these rules. Bully, who wants everyone to abide by these rules that are difficult or impossible to abide with, closes the career path of their victim at work whose career paths had been open before due to their successes (Tınaz, 2006).

5. Critical Bully

They are constantly negative. They continuously talk, seek errors, and complain. They sicken everybody around them with their complaints. Since they force other employees to work, they are loved by their superiors (Tınaz, 2006).

6. Disappointed Bully

The problems or conflicts that a bully experiences in his/her private life usually result in a disappointment that is hard to overcome. These conflicts go beyond the real borders and are transferred to work life and somehow are directed to colleagues. All negative feelings, all inadequacies or bad experiences are reflected to others. According to this person, since other people do not experience similar problems and negative feelings, they become his/her enemy. They are always jealous of other people.

Women are more frequently present in the disappointed bully group. Since the woman character is more focused on emotional and familial values, it is natural for a woman to be affected by the problems she encounters in this context. Men are also disappoint throughout life, however the problems that men encounter are usually economical or sexual (Tınaz, 2006).

2.3.4. Reasons for a Bully to Start Mobbing Behaviors

Though the situations that lead to deterrence are various, they all follow a typical path. However, the difference is the grounds that play role in the establishment of the process. These grounds can be listed as follows (Davenport et al., 2003).

1. Forcing an Individual to Accept the Rules of a Group

In some groups, a belief dominates, dictating that loyalty to the group can only increase in the presence of an order. Therefore, everybody has to abide by the rules of the group in these kinds of groups. If a person does not abide by the rules, then he/she has to do so or go away.

The victim generally participates in the deterrence due to the fear of being intimidated or reacted. If they do not participate, then they are opposed to the danger of being a target for deterrence.

2. Enjoying Hostility

Bullies are generally people who have high hostility feelings, generally lacking information, and extremely requiring praises due to their weak characters. They have a deceitful mood and require creating an enemy. They are incriminating and judge everyone else. Therefore they always create negative scenarios. If the number of their enemies is limited, then is it not hard for them to find another one. They can not tolerate their enemies' becoming strong. Therefore, they do whatever it takes to weaken and destroy their enemies (Davenport et al., 2003).

3. Seeking only Pleasure

Bullies not always have a manin purpose of getting rid of a particular person. Bullies have sadistic personalities and enjoy the torment that they apply on others.

These bullies who are generally excluded from their private and social environments have only an institutional identity and they do not want to lose this as well. By using their institutional identities, they are sometimes quiet disrespectful, rude and aggressive to their inferiors or peers. They sadistically enjoy other peoples' being stranded and feel a temporary relief (Davenport et al., 2003).

4. Boredom

In work environments in which monotonous works are performed and workload has not been evenly distributed, it is seen that people apply deterrence just to be estranged with monotony or do so this since they do not have heavy workload that occupies themselves. Since bullies make a habit of applying deterrence, it is not important for them who the target is (Davenport et al., 2003).

5. Solidifying Prejudices

Bullies extremely doubt the intentions of others. They think that everybody is conspiring against them. People with paranoid repressive moods doubt everything and everybody. In order to cope with the conspires against them, they make plans to establish plots against them. Their complaints are mainly expecting malicious behaviors from others and feeling insecure (Davenport et al., 2003).

5.   Believing in Being Privileged

Bullies think that they have the privilege of applying force within the organizational hierarchy. However, these people are not "managers" and also lack leadership qualities. They struggle to become a manager in the organization or maintain their managerial position. Since they can not inspire confidence in their environment, they also lack self-confidence. They are repressive, cruel towards their inferiors; timid, coward and hypocritical towards their superiors.

Bullies believe that they have an institutional identity. A resistance to the bully is perceived as a threat to the benefit of the institution. Since they equalize their benefits with the benefits of the organization, they think that preventive measures should be taken against all annoying behaviors. Bullies interpret this situation as an organizational situation, not at individual level. They accuse others who do not abide by their rules of being disobedient, undisciplined and rebellious (Tınaz, 2006).

6.   Taking Revenge for those that he/she can not have

Envy, jealousy, big targets and challenges are the main reasons for deterrence. Bullies annoy people because of the element that these people represent, not because of who they are.

Bullies are afraid of the people whom they believe to be more talented and superior to themselves. The interest and admiration that other people show to these individuals due to their physical and mental features, stimulates the jealousy of the bully. Instead of enhancing his/her success and productivity with working that the bully experiences, he/she try to destroy the victim due to these negative feelings. Otherwise, to play second string to other people's success can be an inevitable result for him/her. In this context, deterrence action is a problem of a personality with complexes (Tınaz, 2006).

8. Selfishness

The most significant feature of bullies is behavioral disorder that manifests itself as being extremely selfish. They act selfishly, within a relation of self-interest in the relationships that they establish with other people. Since they generally envy other people's successes, values and their presence in general, they think of others as fostering the same feelings against themselves.

They seek to benefit from the weaknesses of other people and reach their goals. They lack emotional intelligence.   Their egocentric personality prevents the
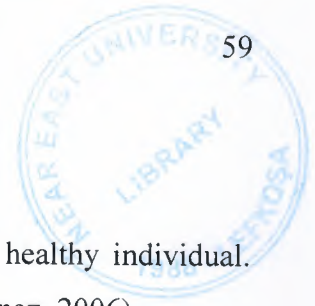
capability to empathize which should be present in a mentally healthy individual. Consequently, the formation of a sick personality is inevitable (Tınaz, 2006).

2.4. Personal Characteristics and Psycological Nature of Victims

2.4.1 Personal Characteristics of Victims

Researches do not prove that a situation related to the characters, behaviors, attitudes or histories of the victims leads to these actions. On the contrary, interviews with deterrence victims exposed that these people have quiet positive features. Victima are targeted with the anxiety that they will become a threat especially for employees at higher ranks (Yücetürk, 2006).

Character features of victims who are selected as the targets of deterrence are listed as follows:

1. Intelligent (Arpacıoğlu, 2004; Davenport et al., 2003); Ergenekon, 2007; Westhues 2002; Baltaş, 2002; Yücetürk, 2006).

2. Idealistic, not appreciating himself/herself or constantly thinking that he7she should be better, can not bearing with injustice, finds it hard to say "no" (Arpacıoğlu, 2004).

3. Hard-working (Arpacıoğlu, 2004).

4. Focused on success (Ergenekon, 2007; Baltaş, 2002; Yücetürk, 2006), responsible (Arpacıoğlu, 2004).

5. Independent and creative (Arpacıoğlu, 2004; Selimoğlu, 2006; Davenport et al., 2003; Ergenekon, 2007; Baltaş, 2002; Yücetürk, 2006; Çobanoğlu, 2005).

6. Good empathy skill (Tınaz, 2006; Çobanoğlu, 2005).

7. Constantly developing himself/herself, determined (Arpacıoğlu, 2004).

8. Can adapt to changes easily (Selimoğlu, 2006; Davenport et al., 2003).

9. With high emotional intelligence (Çobanoğlu, 2005; Selimoğlu 2006; Davenport et al., 2003).

10. Can continue to work under high stress (Arpacıoğlu, 2004; Simon 2007).

11. Giving the priority to the benefit and the prestige of the workplace, not requiring talking about his/her own success, honorable (Arpacıoğlu, 2004; Davenport et al., 2003; Ergenekon, 2007).

12. Having strong work policies and strong values and not making concessiond on these policies (Arpacıoğlu, 2004; Zapf et al., 1996).

13. Having superior qualities than the skills of the bully (Arpacıoğlu, 2004; Ergenekon, 2007; Baltaş, 2002).

14. Sharing his/her knowledge generously, loved by people around him/her, having positive relationships (Arpacıoğlu, 2004).

15. Respecting himself/herself internally (Ergenekon, 2007; Davenport et al., 2003).

16. Honest, trusting people, well-intentioned (Ergenekon, 2007; Zapf et al., 1996; Baltaş, 2002; Yücetürk, 2006).

17. Compliant (Ergenekon, 2007; Yücetürk, 2006).

18. Sensitive, responsive, helpful (Arpacıoğlu, 2004; Çobanoğlu, 2005).

19. Inclined to being withdrawn in social life (Ergenekon, 2007; Yücetürk, 2006).

20. Having different characteristics (color, sex, accent etc.) (Baltaş, 2002; Davenport et al., 2003; Çobanoğlu,2005).

21. Striking beauty (Akdağ, 2006; Westhues 2006).

22. Having high level of fear and anxiety, can not demanding his/her fair share, extremely abstaining himself/herself, avoiding conflict passionately (Bayrak-Kök, 2006; Davenport et al., 2003).

23. Can not behave politically (Baltaş, 2002; Yücetürk, 2006).

24. Quiet inexperienced, always ready to apologize, shy, tolerant (Yücetürk, 2006; Davenport et al., 2003).

2.4.2 Probable Reasons for Targeting Victims

It is frequently discussed that deterrence of victims results from their inadequate social behaviors, low success and pathological personalities. However, Leymann explains that deterrence sources are not a part of character features of the victims. According to Leymann, the reasons of deterrence are organizational factors such as bad work scope and a bad environment (Zapf et al., 1996).

Davenport et al., (2003) stated that some features even the individual can not change by himself/herself play an important role in his/her being selected as the victim. These reasons are listed as; skin color, sex, physical properties, accent, differences in manners and bringing up, defending the oppressed and the weak, having an inquisitorial personality, having official paper related to the accusation of the bully, being creative, annoying others with the new opinions they create. Davenport stated that, people having a tendency to deter others want to control people possessing above mentioned qualities due to these reason. In addition, Davenport stated that victims are partially responsible for what had been done to them, and the reason for this is the person's having principles and controlling themselves.

In addition Davenport et al., (2003) expressed that victims' being generally anxious in social environments and respecting himself/herself less, inexperienced, shy, well-intentioned, tolerant, ready to apologize encourage the bully for deterrence action.

Harvey et al., (2006) reported that selection of the bullied people as the target of deterrence results from their having low eigenvalue consciousness. Victims also have a history of being the target of deterrence back in school just like they are subjected to deterrence at workplaces. Thus, learned helplessness establishes in bullied people, and this situation fosters eigenvalue deficiency in victims. Many bullied persons have a tendency to have a negative feeling that results in staying as

the target of bullying and an individual having this feeling probably thinks that he/she deserves to be bullied, to be treated badly.

According to a research, the reason for an individual being selected as the target is his/her not abiding by the norms of the group (Mueller, 2000); however, according to Simon (2007), it is because of individuals' perfection and self-respect. Mann (2001) reported that one of the reasons to be subjected to deterrence is the increase in unemployment in recent years.

According to Ergenekon (2007), in an organization, the new management's establishing its own "team" and firing senior executives demonstrated to be the reasons of being subjected to deterrence.

In addition, in a research performed by Psychiatrist Samancı, it is reported that deterrence at workplaces increase during economical crisis in Turkey. By this way, employees are forced to resign due to psychological pressure and bullying actions that they encounter. This situation is not complaint by the employees. Therefore, deterrence actions are seen as a tool for getting away with "dismissal compensation" and dismissal becomes one of the main targets of deterrence process in Turkey (Yücetürk, 2006; Arpacıoğlu, 2004).

2.4.3 Four Personality Types those are Likely to be Victims

In deterrence phenomenon, a personality that is the candidate for the role of victim is not present. However, four different types of individuals are faced with the risk of being he victim of deterrence (Huber, 1994; Akt., Tınaz, 2006).

1. **A Lone Person:** This person is the only woman that men work with intensely, or vice versa.
2. **A Bizarre Person:** Any person, somehow different from others and not uniting with others.

3. **A Successful Person:** A person who has significantly succeeded, appraised by his/her superior or the management directly can easily be envied by his/her colleagues.

4. **A Newcomer:** The former position owner's being liked a lot or new comer's having more attributes than his/her colleagues increase the risk of being a victim.

2.4.4 Reactions of Mobbing Victims

The person subjected to deterrence can not completely realize that another person is playing with him/her cruelly, unjustly or unethically. Instead of defending himself/herself, he/she falls apart from the world outside and retires into himself/herself (Tınaz 2006).

When individuals loving their jobs and loyal to it realizes deterrence, it increases the doubt directed to themselves first. Since they give importance to the prestige of the workplace, they remain silent and do not accept help within the company or from outside. They suffer for a long period.

The person feels as if betrayed, can isolate himself/herself, be filled with emotions like restlessness, fear, shame, anger, guiltiness, anxiety and inadequacy, and can not accept this situation that he/she experiences (Davenport, 2003).

At the beginning of bullying process, though victims have the opportunity to quit voluntarily and find a new job, they prefer to stay. They do not believe that it right to quit due to the comfort of a permanent job, their materialistic needs, presence of people that they have to support or only due to bullying. However, when the level of bullying increases, the opportunity to change workplace decreases and they can no longer find a new job due to bad recommendations and rumors about them (Hallberg, 2006).

Classification of the reactions of the victim to bullying is given in literature. A classification that gathers the reactions of victims to bullying is developed (Olofsson ve Johannsdottir; Akt., Djurkoviç et al., 2005)

1. Assertiiveness (responding, talking to the bully, confronting the bully)
2. Evasion (requesting transfer)
3. Looking for help (waiting, waiting for it to stop or doing nothin)

According to this study, the most frequenly used reaction among victims is assertiveness, looking for official help follows, and finally evasion reaction comes.

2.4.5 Effects of Mobbing on Victims

According to researches, bullying is perceived as bullying, a psychical trauma, and a traumatic event in life or a life crisis. It leaves a wound or vulnerability inside that never heals completely or easily opens again and continues to hurt. Bullying can also be seen as damaging mental or psychological health, career and personality of a person. As a result of the interviews with victims, effects of deterrence are listed as follows (Hallberg et al., 2006):

1. Considering himself/herself to be guilty, feeling ashamed and decrease in self-respect

According to researches, adult bullying includes spreading rumors that aim to alter the image of the victim negatively and continuously insulting the victim. The victim experiences ambiguity and doubts related to the aggressive behaviors of the bully and a feeling of guiltiness is formed. The aim of the bullies is interpreted as making the victim feel worthless and accept this worthlessness as well. This worthlessness that the victim feels and accepts leads to the formation of the feeling of shame.

Victims state that the origin of deterrence is disappointment and restlessness at work and this issue is canalized to them. In order to zoom out the attraction from other problems at the workplace, all negative events are attributed to the bullied victim and he/she is made a "scapegoat".

According to other information resources, it is reported that due to the accusations of bullies, blaming victims for the conflict and restlessness at the workplace, self-esteem and self-confidence of targets decrease. The victim believes that he/she is disloyal, causes restlessness and makes life difficult for his/her colleagues and feels guilty. The victim adapts himself/herself to the situation due to the belief that he/she is the reason of bullying, and this situation affects the self-confidence of the person negatively.

2. Developing Symptoms and Reactions

Most of the victims develop psycological and psychosomatic symptoms just a few months after the beginning of deterrence action. Not being able to concentrate, insomnia, mood swings, anxiety, depression, panic attack, hopelessness and fear are among the emotional reactions. In some studies, it is reported that victims find it hard to find the appropriate word when talking; they experience insufficient concentration, memory loss due to the loss of feeling of reality (Hallberg et al., 2006).

Headache, gastritis, common cold, sensitivity to noise, respiratory and heart complaints, hypertension and pain all over the body can be seen among the psychosomatic symptoms. If the victim suffers from diseases like asthma, diabetes, hypertension before bullying, it is reported that these disturbances recurred due to deterrence.

3. Narrowing of Radius of Action

At the beginning of bullying process, it is seen that though victims have the opportunity to quit voluntarily and find a new job, they prefer to stay. The bullied person has the chance to obtain good recommendations at the beginning of bullying and has a chance to switch to an equivalent job. In time, the opportunity of switching to another job decreases and the pressure of the job increases. The victims state the reasons for their not quitting as maintenance costs, and the comfort of a permanent job at the workplace. In addition, they stated they supported a sick or elderly relative and since they had to stay together, they could not go to another place. Some victims do not consider bullying as a reason to quit job.

When bullying continues with increase, victims start to think that it is bset to quit work. However, they also lose their chance to find a new job since they can not obtain good recommendations and due to the rumors about them.

4. Explicating the Development of Events

According to researches, the harsh process of going back to normal life starts with the examination of the development of events related to bullying. When victims express the development of events orally or in written or when they are subjected to something that reminds them of the bully, they seem to live the experience again. When the victim encounters the bully, the sense of fear comes back and his/her heart rate becomes irregular, has problem in breathing and loses self-control. The victim may have nightmares and dreams about the bully and the negative experiences that they encounter due to the bully. The victim may be afraid without any stimulant and this shows that he/she is still under the influence of bully. Because his/her relationship with the bully continues.

According to the interviews with the victims, if the situation does not change for the bullied person, the thought of committing suicide seems to be only solution. Because the perception of meaning in the lives of victims decrease, and life

can bore them. Worthlessness that they feel and the meaningless of life may leas to the desire for dying. Again, according to these interviews, victims expressed that they had made plans to commit suicide and they were at the verge of applying these plans. Family, children, medical treatments and religious belief play an important role for the victim to abandon these plans.

5. Trying to Achieve Compensation

Among the victims, the ones examining the development of events and talking about issues like compensation, revenge and reconciliation are in the process of recovery. Victims can struggle both with the bullies and authorities for justice in internal and external processes since bullying is not fair, and would like to obtain some kind of compensation like materialistic compensation or occupational approval, for the confirmation of the fact that bullying is not their fault. When some deterrence victims want to take revenge, others would like to reconciliate. Some victims expressed that they have to make healthier pereferences to cope with anything in life.

According to researches, some of the victims find it appropriate to quit the job and move their houses due to reasons like beginning a new life and a new job by quitting the current job, residing in a different region and continuing their education. Being a sports trainer, voluntary jobs like working on interesting subjects provides the person with power, motivation and approval and adds a new meaning to life and gives the victim the power to continue (Hoel et al., 1996 ; Akt., Djurkoviç et al., 2004).

According to these interviews with the victims, psychological and religious knowledge may help victim in understanding the deterrence and they can find power and consolation with religious beliefs. Some deterrence victims stated that they felt more respectful and considerate to others due to the deterrence that was applied to them.

According to researches, evidence related to the fact that deterrence leaves more intense and devastating effects than all stress resources are obtained (Gürler, 2006). Some researches express that the relationship between deterrence and health is not clear. Since people having health problems become more susceptible to be victims (Hoel et al., 1996; Akt., Djurkoviç et al., 2004). However, in many researches, deterrence is accepted to be the reason for various symptoms. Victims experience negative feelings when they encounter deterrence at the workplace. These negative feelings make the person susceptible to physical symptoms and lead to psychosomatic disorders (Djurkoviç et al., 2006).

It is possible to divide the encountered complaints into psychological symptoms and physiological symptoms (Djurkoviç et al., 2006; MacIntosh,2005).

Psychological symptoms can be listed as fear, exuberance, lessening hope, losing confidence, anger, guiltiness, weakening of self-confidence (MacIntosh,2005; Hallberg, 2006; Arpacıoğlu, 2004), feeling of helplessness, continuous tension (Einarsen, 2000), crises of crying (Selimoğlu, 2006), insomnia (Selimoğlu, 2006; Hallberg, 2006; Vandekerckhove, 2003; Djurkoviç et al., 2006; Gürler, 2006; Einarsen, 2000; Çobanoğlu 2005), instability (Selimoğlu, 2006), sensitivity (Selimoğlu, 2006), difficulty in concentration (Hallberg, 2006; Djurkoviç et al., 2006; Einarsen, 2000; Leymann, 1997; Vandekerckhove, 2003; Tınaz, 2006; Çobanoğlu 2005), mood swings, hopelessness (Hallberg, 2006), depression (Djurkoviç et al., 2004; Tınaz, 2006; Selimoğlu, 2006, Hallberg, 2006; Leymann 1997; Einarsen, 2000; Arpacıoğlu, 2004), widespread stress (Djurkoviç, 2006), anxiety (Djurkoviç et al., 2004; Djurkoviç et al., 2006; Hallberg, 2006; Vandekerckhove, 2003; Arpacıoğlu, 2004), panic attack (Hallberg, 2006; Selimoğlu, 2006; Tınaz, 2006), alcohol or drug abuse (Selimoğlu, 2006), Post Traumatic Stress Disorder (Hallberg, 2006; Vandekerckhove, 2003; Mueller, 2000; Leymann 1997; Tınaz, 2006).

According to researches, physiological symptoms that are seen in the victim are listed as tension (Selimoğlu, 2006; Hallberg, 2006; Arpacıoğlu, 2004), gastro-

intestinal disorders (Djurkoviç et al., 2006; Selimoğlu, 2006; Tınaz, 2006), weight problems (Selimoğlu, 2006; Tınaz, 2006), difficulty in breathing (Arpacıoğlu, 2004), common cold, sensitivity to noise, respiration problems (Hallberg, 2006), headache (Hallberg, 2006; Djurkoviç et al., 2004; Tınaz, 2006) heart complaints, pain all over the body (Hallberg, 2006; Djurkoviç et al., 2006; Tınaz, 2006).

Davenport et al, (2003) organized the effects of deterrence on the victim according to their deterrence gradings. The above mentioned grading and effects are given in the below table.

Table 2.7   Deterrence Degrees and their Effects on the Healths of Individuals

Deterrence in the 1st Degree	Deterrence in the 2nd Degree	Deterrence in the 3rd Degree
Crying	Hypertension	Intensive depression
Intermittent sleep disorders	Persistent sleep disorders	Panic attacks
Touchiness	Gastro-intestinal problems	Serious diseases
Concentration disorders	Concentration disorders	Accidents
	Excessive weight gain and weight loss	Suicidal attempts
	Depression	Violence towards third parties
	Alcohol / drug habituation	
	Running away from workplace	
	Unaccustomed fears	

Source: Davenport et al., (2003). **Mobbing ve İşyerinde Duygusal Taciz**. İstanbul, Sistem Yayıncılık

Leymann (1997) associated the effects of deterrence with chronic anxiety and stated that it has eighteen signs on the victim. Leymann stated that if these

conditions lasted for a long time, they would lead to physical complications and diseases.

Tension Symptoms Related to Muscles

1. Shudder, tension, shakiness.

2. Tense, painful muscles.

3. Discomfort.

4. Excessive exhaustion.

Hyperactivity of Autonomous Nervous System

1. Need for oxygen or the feeling of dyspnea.

2. Palpitation

3. Sweaty or wet and cold hands.

4. Dry mouth.

5. Dizziness.

6. Nausea, diarrhea and other gastro-intestinal disorders.

7. Sudden cold or hot flushes.

8. Frequent urination.

9. Difficulty in swallaoiwng or a "lump in the throat".

Vigilance and Over-sensitivity

1. Excitement or rush.

2. Overreaction to unexpected external stimulants.

3. Difficulty in concentration or an „empty mind".

4. Insomnia.

5. Touchiness.

2.4.6. Coping Methods of Victims with Mobbing

Çobanoğlu (2005) states that many people encountering physical or mental assault in any workplace experience a deep disappointment and sorrow and as if these people witness the death of their individualisms and life resources. The researcher reports that men and women give different reactions in the deterrence process. Women show their reactions by talking, crying and writing down, however men express their reactions with violence, yelling and sometimes aggressiveness. The researcher emphasized that in order to survive in the organizational deterrence process, the person has to provide a high level of conscious development and therefore, increase the self-confidence of the person.

Arpacıoğlu (2006) recommended that victims should make evaluation without internalizing when they are being criticized, evaluate the criticism realistically, and do not let other's and their own negative internal voice, other's comments and behaviors that can hurt them. The researcher also emphasized that they should differentiate just and constructive criticism and bullying.

According to the interviews with the victims, most of the victims stated that continuing positive internal speech protected them from depression. Positive internal speeches cause them to earn a feeling of prospect and remind them that the problem did not originated because of them. They expressed that, finding a time to unwind after the stress of the workplace is important for them. Some participants succeeded in obtaining support from the people who monitors the situation at the workplace. This support aids in reducing the frequency of deterrence and reduce the feeling of being isolated for the targeted person (MacIntosh, 2005).

According to Davenport et al., (2003), evaluating the options according to the particular situation that the victims are in, and the culture of the workplace is very important. The best reaction is reported to be the immediate application of early actions and options. Again, another way that is seen to be an option by some of the

victims is taking revenge with violence. However, it is stated that sudden actions and violence are not rationalist and there were various options for victims that they can implement against deterrence. These options are listed in the below table.

Table 2.8 Strategies that a Victim can Use in Coping with Deterrence

1. Experiencing sorrow consciously.
2. Believing in the value of changing.
3. The person's not isolating himself/herself from the environment.
4. Obtaining support from friends and family.
5. Getting a pet.
6. Getting power from the things that are loved.
7. Spending time with people and performing various activities that develop self-confidence.
8. Using the present skills in other ways.
9. Obtaining a new skill.
10. Leaving the "victim" mentality.
11. Not losing control and believing in that he/she has options.
12. To keep one's place between the workplace and obtaining a wider perspective.
13. Making a plan.
14. Believing.

Source:Davenport et al., (2003).**Mobbing, İşyerinde Duygusal Taciz**. İstanbul, Sistem Yayıncılık.

While Davenport et al., explained (2003) the strategies that the victim can use in coping up with deterrence as above, they listed the strategies to cope with deterrence as a consequence of interviews with the victims as follows:

- Evaluating what is happening in reality,
- Responding assaults without fear and with confidence,
- Not playing a role in the play that is being played on him/her,
- Rejecting to be the victim,

- Demonstrating a great physical and mental staying power and believing in that things will change,
- Being prepared for a struggle of a long period,
- Being prepared when it is necessary to leave,
- Transferring their energy to other areas that they like,
- Not using their creativity for the workplace

Davenport (2003) stated that temporary tension relieving methods that are used to get away from the effects of deterrence such as exersize, meditation are not usually enough, and they even prevent the victim from taking measures like finding a new job and strengthening himself/herself.

According to Tutar (2004), some tactical steps are present that can be applied when coping with psychological violence at workplace. In order to cope with stress, the person first has to develop his/her personality and enhance his/her resistance. The researchers listed the steps that can be taken for this purpose as follows:

1. *Development of self-respect*: Everbody has a different coefficient to resist deterrence. This aforementioned coefficient determines the "adaptation level" and "resistance limits" of an individual. Development of self-confidence is one of the methods that can be applied to resist and cope with deterrence. As much as a person can be like himself/herself, his/her ability to resist deterrence is that proportionally high.

2. *Establishing Regions of Balance*: The presence of deterrence annoys people. It ruins the stability and order of life of the victims. Against the aforementioned instability, "Regions of balance" help when coping with deterrence. Region of balance is a place in which all

kinds of instability and insecurity disappears, the victim feels himself/herself safe and sound.

3. *Developing Occupational Skills and Qualities:* another way to relieve stress formed by deterrence is developing personal and occupational qualities as much as a person can while purifying from mistakes. This attitude increases the self-confidence and self-esteem that a person has.

4. *Preserving Mental Health:* Another tension relieving measures is preserving mental health. Developing a strong psychological adaptation protects the victim from psychological injuries and makes him/her more equipped against psychological stress. Resistance of a mentally healthy person against deterrence is higher.

5. *Strengthening Perception Strategies:* All kinds of deterrence factors is filtered by the personality filter of an individual and this personality determines the strength of his/her reaction to deterrence.

6. *Explaining Values:* Comprehending personal values and being sure of the fact that life is in a natural harmony with these values is an effective method to resist deterrence. The victim should not forget that he/she is chosen as the victim due to his/her values. The victim should know that the strongest weapon he/she has is the values that he/she possess.

In order to make the life of the victim bearable in the deterrence environment, some of the tactics that a victim should follow to cope individually with psychological violence are as follows: developing a point of view appropriate to himself/herself, not being afraid of taking risks, concentrating on areas that he/she is strong, developing strong beliefs and ideals, reconfiguring his/her personality in a stronger way.

Since one of the tactics of the bully is pushing the victim to loneliness and social isolation, the importance of social support increases in these situations. Social support provides the satisfaction of basic needs of an individual like belonging, loving, appraisal and realizing himself/herself as a consequence of the relationship he/she establishes with other individuals, and saves him/her from loneliness.

In addition to these aforementioned "strategies to cope with deterrence correctly", the behaviors that should be made when exposed to deterrence are as follows (Tutar, 2004).

Demonstrating Retrospective Behavior: Retrospective individual is attached to previously programmed decisions and habits conservatively. He/she accepts the values and rules that once made him/her successful as basic data. Retrospective people have a retrospective social view, and are hysterically attached to the previous order. A behavior that will save the person from the pressure of deterrence is his/her success that he/she can show while reconfiguring himself/herself during deterrence.

Feeling to be hindered: An imaginary world should not be formed with the feeling of being hindered. Though escaping to dream world from time to time helps to deal with the problems of the daily life more efficiently and relieves tension, this should not be selected as.

al with the problems of the daily life more efficiently and relieves tension, this
d not be selected as the method. Otherwise, the person disassociates with reality
his/her dream world and real world are confused. This kind of a world
licates the adaptation of a victim to daily life and discourages the determination
ıggle with deterrence.

Behavior of Reducing to Simple Terms: For the person reducing to simple
generalizations apply. It is considered that a particular situation applies for
oody in everywhere. People who generalize overlook the difference between
nole and the part. Generalizing approach only leads to the acceptance of the
t situation; it does not demonstrate the necessary determination and effort to
vith deterrence. Because generalizing kills the selective perception of a person,
emoves awareness. The opposite of generalization is differentiation.
entiation can make the victim gain a strong common sense. A strong common
vill lead to a better struggle with deterrence.

The victim gains power and resistance against deterrence, at the same ratio
e victim's life is in harmony with real values. The biggest mistake that
ns the victim is judging and denying himself/herself against deterrence.
up competitive feeling and competing with himself/herself and keeping away
ompetitive feelings that would bring extensive psychological load strengthens
stance of the victim against deterrence.

2.5. Administrative and Organizational Factors Causing Mobbing

2.5.1. Administrative and Organizational Causes of Mobbing

Despite the fact that deterrence at the working place is executed in different ways, organizations and administrators tend to obliterate a certain individual or group by using all their lawful and unlawful powers systematically, committing things which are unexplainable in respect to humanity and ethics. While harsh behaviors, bawling-out and intimidation are repeatedly executed, sabotages, which are very hard to be recognized and proved at the beginning are performed by the upper management from time to time. (Tınaz, 2006).

According to the point of view of the victims of deterrence, one of the most important reasons of mobbing is difficulties in organizational climate and organizational operations. Bullies are products of social traditions and housing organizational culture.

Based on the interviews with the victims, four basic reasons that develop deterrence at business establishments are listed as follows: (Leymann 1993, Akt,. Einarsen, 1999):

1. Work design indefiniteness
2. Impotence of leader
3. Social impotence of the victim
4. Low ethical standards at the organization

Other researchers determine the causes of deterrence as; indefiniteness related to the work, concerns about their position and statute (Bayrak-Kök, 2006; Laçiner, 2006), competition on work and promotion (Harvey, 2006; Bayrak-Kök, 2006), low satisfaction because of work load (Vandekerchove, 2003; Bayrak-Kök, 2006), no or low acceptance for success (Vandekerchove, 2003), desire for receiving

managers' approval and appreciation (Bayrak-Kök, 2006), insufficient and impotent personnel, emotional instability of bully, low income level (Tutar, 2004), role indefiniteness and role conflicts (Bayrak-Kök, 2006; Selimoğlu, 2006; Tutar, 2004), jealousy (Bayrak-Kök, 2006), wrong personnel selection (Laçiner, 2006), belligerent personality of bully (Tutar, 2004; Zapf et al.., 1996), organizational acts of violence (Bayrak-Kök, 2006; Selimoğlu, 2006), lack of communication in organization (Vandekerchove, 2003; Laçiner, 2006; Selimoğlu, 2006), stressing job and organizational climate, (Harvey, 2006; Bayrak-Kök, 2006; Tutar, 2004; Yücetürk 2006; Laçiner, 2006; Selimoğlu, 2006), impotent management and understanding of leadership (Vandekerchove, 2003; Bayrak-Kök, 2006; Tutar, 2004; Laçiner, 2006; Selimoğlu, 2006; Harvey et al., 2006), social climate insufficiency at work (Bayrak-Kök, 2006; Selimoğlu, 2006; Harvey et al., 2006), lack of work control (Vandekerchove, 2003; Harvey et al., 2006), over prescriptive and orderly manager (Harvey, 2006; Tutar, 2004), pressure for finishing works on a timely schedule (Vandekerchove, 2003; Harvey, 2006; Bayrak-Kök, 2006; Tutar, 2004), presence of unsolved dispute (Bayrak-Kök, 2006; Laçiner, 2006; Selimoğlu, 2006).

Davenport *et al.* (2003) determined the reasons of deterrence at organizations as follows:

1. Reduction in employment because of enterprise shrinkage policy.
2. Decision of forming the labor force with younger workers.
3. Desire for getting rid of someone unwanted in the organization.
4. New targets of the establishment are not adopted by workers.
5. Decision of augmenting organizational success on any area.
6. Workers can not keep up with the new technologic and informative advancements.
7. Having workers who can not keep up with the desired changes in the organization.
8. Organizational administration can not furnish the desired cultural change.

9. Organizational administration act on one side of the power wars between two sub-groups.

10. Radical changes at the managerial structure.

11. Emotional intelligence lacking of organization's managers.

12. Economic approach of the organization for changing the high costing old personnel with the low costing new ones.

13. After two workers of the organization gets into a romantic relation, this is not allowed by the organization, due to its policies.

When the situations listed above are not prevented from happening, organizations choose deterrence instead of discharging the worker.

2.5.2. Organization Types Causing Mobbing

Although there are organizations which do not execute deterrence, because of certain reasons they may ignore, and even support an organizational culture allowing deterrence (Gürler, 2006). Organization types allowing deterrence are listed below.

1. Organizations Executing Deterrence Directly:

This kind of organizations is negative, impossible to trust in, and against ethics.

2. Organizations Executing Deterrence Indirectly:

Because of the inertia and impotence of the administration, lack of control of the organization structure, lack of emotional intelligence of managers, lack of human resources department to locate deterrence or lacking this kind of understanding, victims who can not understand what is

happening to them or abstain announcing it for some reasons, prevent the organization to be aware of the victims. Therefore, the organization becomes a part of the deterrence indirectly. This is an indicator of poor management.

On the other hand, an organization shall not let deterrence to occur but for some reasons, may ignore the presence of deterrence and even support an organizational culture allowing deterrence (Gürler, 2006).

2.5.3. Results Related to Organizations Executing Mobbing

Deterrence has destructive effects on organizations as much as on individuals (Tınaz, 2006). Negative results of deterrence on organizations are discussed below in psychological, economic and social means.

2.5.3.1. Psychological Results of Mobbing in Organizations

There are various results of deterrence at organizations. Possible results in organizations with presence of deterrence are listed below.

- Disputes and conflicts between individuals
- Negative organizational climate
- Distrust in the environment
- Decrease in general respect
- Diminished creativity caused by reluctance of workers (Tınaz, 2006; Laçiner, 2006; Yücetürk 2006; Davenport et al., 2003).

2.5.3.2. Economic Costs of Mobbing to Organizations

Mobbing causes considerable damage to organizations. In the recent years, deterrence is seen as organizational disease (Tınaz, 2006). Below is the list of economic costs of deterrence to organizations.

- Increase in sickness leaves.
- Quitting of experienced personnel.
- Re-employment cost of new personnel replacing quitting ones.
- Because of the increase in quitting raising cost of educational activities
- General decrease in performance
- Decrease in work quality
- Indemnity payments
- Unemployment costs
- Litigation expenses and/or legal costs
- Early retirement payments

2.5.3.3. Social costs for Organizations

Every organization has a vision. Strategic plans are made for achieving this vision and by implementing these plans targets to be realized. Company workers are in the leading role in order to achieve these targets. Motivation, ambition, good team work of the personnel may grow the enterprise. Because of this reason, negativity at the organization is not limited to a few people and indirectly affects all of the workers of the organization (Selimoğlu, 2006). Social costs of deterrence for organizations are listed below.

- Losing team spirit
- Decay in the spirit of togetherness
- Corruption in reputation of the company

2.5.4. Actions Organizations Can Take Against Mobbing

According to Leymann (1997), though it has not been proved with a
entific research yet, there are numerous criteria that can be used at the
ganizations in case of deterrence. When criterion is to be selected, the phase
deterrence has to be known. There different criteria are present to prevent
development of deterrence, halt deterrence or meliorate the victim's
uation.

1. **Preventing Deterrence:** Development of policies for preventing
   conflicts from getting worse has to be under the supervision of
   the employer. It is almost sufficient for the employer to accept
   this as a rule; the Organization has to be interested in preventing
   the dangerous rise of conflicts through the audition of top
   management and managers' efforts. Education of using
   "Conflict Management" suitably to company policies is a
   criterion for preventing deterrence.

2. **Early Intervention Management:** In order to intervene early,
   an auditor has to be able to read the rst signs of deterrence
   process. Additionally, top management has to assign one or
   more workers in case of a danger at the organization.
   Management has to hand over its rights to the selected personnel
   on a certain situation, in order to have him/her get activated.
   According to researches, the reason of auditors' impotence in
   the fulfillment of this special duty is because of his/her insecure
   organizational role for a study like this. For examples, there may
   be bullies at the management; auditors feel themselves insecure

and cannot fulfill their task. Another method of early prevention is setting organizational structure and ethical understanding according to prevent deterrence.

3. Occupational Rehabilitation: In case of any deterrence, protecting individuals from danger has to be the responsibility of the auditor and the anagers. Stamping of the individual has to be prevented and his/her dignity has to be maintained. If the individual is forced to get sick leave, occupational rehabilitation should be proposed. Nonetheless, leaving individual to experience deterrence and becoming unhappy is to be accepted as the failure of the management.

According to Harvey et al. (2006), deterrence at work emanates from ...n characteristics. He also underlined that, social, environmental and ...gical reasons lead individuals to have a strong feeling to suppress others ...workplace is a suitable area for this action. He also stated that if ...izations do not take necessary measures to prevent deterrence, it will be ...dden secret beneath the failure of the organization. Additionally Harvey ...) systematically listed the precautions against deterrence that can be ...at the organizations as follows:

2.5.4.1. Environmental Precautions to Be Discussed

... Deterrence may have significant negative effects on workers and ...zations (Wilson, 1991; Bird & Beechler, 1995; Zapf, Knorz & Kulla, ...eper, Duffy & Shaw, 2001; Akt, Harvey et al., 2006). Most important ...sibility of a manager is to provide a secure and non-threatening ...g environment. Instead of intervention, prevention should be preferred ...ovic et al., 2005). Precautions to be taken by the organization are listed

a) Evaluation of the point of view of organizational environment and its workers about deterrence behaviors at the organization.

b) Evaluation of official operation procedures related to preventing nonfunctional deterrence behaviors.

c) Determination of true position of deterrence in organizational culture within all departments, branches and administrators.

d) Further development of training which will be given to the personnel and bullies who are thought to be present in departments with high deterrence.

e) Evaluation of actions taken by managers against deterrence behaviors in a certain time period (i.e. last year or last five years).

f) Development of official reporting mechanisms, which are not criticizing for individuals who are subject to deterrence or those who have witnessed of deterrence against others.

g) In order to maintain success of adaptation and updates, continuous monitoring of deterrence processes and policies.

2.5.4.2. Additional Precautions at the Organization Against Potential Bullies

From the point of view of deterrence victims, one of the most important reasons of deterrence is organization climate and problems within the organizational operations. Bullies are products of social traditions and hosting organization's culture (Tınaz, 2006). There are cautions against potential bullies which can be taken at the organizations.

a) Using selection methods which minimize the probability of deterrence during employment.

b) Repositioning bullies at the organization in order to minimize their direct interaction with individuals/groups which are easily bothered.

c) Preparation of additional training and awareness about the behaviors of recognized bullies, victims and deterrence events.

d) Decreasing bully's responsibilities of evaluation and restructuring his work area to constrain him that he/she can use his/her position other than personal means.

e) Providing professional guidance to bully for him/her to get an insight about his/her affection and behaviors towards the victims.

f) Developing necessary authority and will for discharging bullies from the organization.

2.5.4.3. Precautions to be taken about Individuals who are Subjected to Mobbing

Although deterrence is considered to be unacceptable, it is present everywhere. Preventing deterrence efficiently is a great concern for both individuals and organizations (Djurkoviç ve ark., 2005).

Precautions that should be taken on victim's side are listed below:

a) Completion of individuals' personal value (i.e. cognitive, emotional, success, character, physical) evaluation form and determine his inadequate attributes to provide education, consultancy and guidance to increase his awareness.

b) Developing mechanisms for potential victims to provide pre-support, before the bully attacks.

c) Developing a control mechanism which can be used by the victim without fear of being subjected to any revenge afterwards.

d) To decrease bully's control/detainment over the victims, provide the victim a chance to change his/her position within the organization.

According to Tınaz (2006), in order to prevent deterrence, ambiguity in the organization has to be cleared. Job definitions and responsibilities should be defined clearly. The Personnel policy, declaring plain expectations and ethical standards without any conflict should be developed. Consistency in disclosures and actions of the management should be developed. Especially managers have to improve themselves in respect to ethics, and enhance their behaviors in order to make a good example to workers.

Value of these qualities a manager should have, should not be underestimated. Findings of researches on deterrence show that, even they are unaware of what they are doing, it is managers who interpret deterrence at the organizations most frequently.

Transparency at the management has to be achieved and for this reason participating to decision making should be considered important with the environment providing that.

Communication efficiency should be achieved. To establish efficient communication, honesty has to be accepted as a basic principle. Without honesty in the organization, it shall not be possible to establish a healthy information exchange. On the other hand, a good communication will prevent presence of rumors.

An efficient reporting mechanism should be established, discipline issues haveto be solved quickly and neutrally.

Continuous education should be given to workers for directing them to organizational aims and targets. Quality of caring not only for himself/herself but also for others and the organization should be given to workers.

Besides the technical adequacy, emotional intelligence should be important at the selection of the personnel. People with bright intelligence are not always successful at business area. Because of this reason, leaders with high emotional intelligence have to be employed. Thereby, individuals with creativity, innovative capacity, empathic communication, motivation qualities, who require emotional intelligence, should be brought in the organization. Every conflict at all levels of the organization has to be managed successfully.

Increasing the quality of business life has to be accepted as one of the most important prerequisite of the modern management concept.

2.6. Related Researches

2.6.1. Researches of Other Countries

Simon et al., (2007) in their article named " Pennsylvania labor law allows mobbing at business", stated the personalities and characters of the bully and the victim, mentioned that the state law does not protect workers and told that individuals could take counter measures against deterrence for coping with deterrence.

In their research titled "A balanced point of view to complementary strategic mobbing and destructive mobbing" Ferris et al. (2007) stated that, appropriate execution of strategic mobbing may have good results in organizations, but assertive tactical bullying can cause serious problems.

Agervold's (2007), "Mobbing in the office: Discussion based on an empiric study of definitions and commonness" titled article emphasizes

subjective definitions and possibility of incorrect assessment of mobbing by the victim.

Djurkovic (2006), has performed studies with 22 years old, 127 Australian individuals (71 female, 56 male), which are working in 57% retail services, 21% laborer, 17% administrative personnel besides being a student. Results of this research are:

- Threat to professional state- 96.0%
- Instable behaviors - 88.0%
- Over Work - 75.6%
- Isolation – 80.3%
- Teasing orally – 83.5%

Additionally, with this study, researchers found out that mobbing is related to negative feelings and physical symptoms, but not related to meaningful relevance with neurotics.

The research Harvey and his friends (2006) had completed includes the cause of increase in mobbing, effects of mobbing on individuals and organizations, systematic approaches to prevent mobbing.

Strandmark (2006) has studied the results of mobbing at the workplace in respect to its effects on health, and published findings related to the trauma caused by mobbing which will not be cured easily and may come out again.

An article in Nephrology Nursing Journal, (2006) May-June issue is about Erickson and Williams-Evans research completed in United States of

America which mentioned 82% of the nurses had been subject to attacks during their work life and most of them have not been reported.

According to IEE Engineering Management's research, (2005) deterrence at the workplace damages United Kingdom Economy 1.3 billion pounds annually. In addition, deterrence leads to the cycle of productivity and employees. The Trust Digital Opinion Magazine mentioned that 70% of the workers witnessed deterrence in the last 6 months. It was 87% one year ago, and 93% in 1999. Most of the mobbing is applied by the worker's superiors. Researches show that it is always in deterrence, oral and suppression forms.

Lewis et al., (2005) stated that victims experience problems in defining mobbing, express that they think, being subject to deterrence is because of personal issues, and it is not emanated from the organization. He also mentioned in his article that this situation limits the support which can be given to victims and prevent them to go after their lawful rights with legal actions.

Djurkoviç and friends (2005) studied behavioral responses of victims of deterrence at the workplace. This research shows that instead of avoiding and claiming official support, assertiveness (i.e., facing the bully, talking to the bully) is preferred.

Hogh et al., (2005) claimed that long term effects of deterrence may be on psychological health, especially on females. They also added that, males were not affected likewise or this much, as they mostly went into conflicts.

MacIntosh's (2005) research investigated mobbing at workplaces in rural areas. Research included physical, mental and emotional symptoms of victims, effects of mobbing on self-confidence and social life.

Ferris (2004) investigated answers given by organization representatives while they were accused by their workers of mobbing. This study showed that answers were not adequate. It was indicated that awareness at the management of mobbing accusations has to be increased, and education of managers and human resources department was essential.

In his article titled "Psychodynamic perspective of workplace mobbing" White (2004) displayed complex and dynamic structures of organizational life. With its Life Cycle theory, development of the relation between bully and the victim was investigated thoroughly.

Djurkoviç et al., (2004), in their study titled "Physical and Psychological effects of workplace mobbing and its affection to quitting intensions: A psychosomatic and inadequacy hypothesis test" concluded that, with its affects on emotions and physical symptoms, mobbing has a positive correlation with workers quitting their jobs.

Vandekerchove (2003) mentions in his "Vertical Deterrence at work place" titled study that vertical deterrence is experienced more than horizontal deterrence at the organizations. Vandekerchove also claimed that vertical deterrence originated from disfunctional organizational structure/culture and lack of personal communication.

Mann (2001) pointed that, there was fear of loosing the job and increasing number of unemployment underlying deterrence. There were official data in his study and he mentioned that deterrence made 21.500 million Euro damage to the health system. He also claimed that 8% of all workers experience deterrence at least once, and he displayed his findings about approximately 12 million people facing the same problem.

Mueller's (2000) "Tragic secret of working: Abuse at the work place – PTSD" titled study I-was about the individual and organizational causes of mobbing at the work places and gave information on individual influence and post traumatic stress disorder. Also, information for protection from mobbing with individual measures was given.

Although it is very important, there are not many studies on deterrence in Turkey. Limited number of researchers had published researches, articles and thesis on this topic.

Asanakutlu (2006), studied the relation between deterrence and conflicts at organizations, and claimed that in case of conflicts, organizational suppression was the most used method of prevention.

Gürler (2006) listed organizations executing deterrence, why they executed deterrence and types of organizations with mobbing.

Laçiner (2006) studied deterrence and explained its concept from the organizational point of view.

Selimoğlu's (2006) study "Mobbing in business management" executed a survey with 80 secretaries, executive secretaries, front office personnel and other office workers. Evaluation of the results show that 53.8% says deterrence was present at their work place, 44.9% experienced underestimation and 23.1% faced slander. Though they were mostly pleased of their business life, high percent of them complained about restless working environment. Questions about psychological support showed that 53.8% did not get psychological help and 41% sometimes needed professional help.

Yücetürk (2006) described deterrence process, personal attributes of the victim and the bully, effects of deterrence to organizations in the article titled "Defining Mobbing Concept".

Bayrak-Kök's (2006), "Deterrence fact and its reasons as a spiral of psycho-violence in business life" titled study performed a survey in banking sector in 2 governmental and 13 private banks, covering 109 bank workers. 52.9% of the contributors were male, 49.7% were workers between the ages of 18-30, and the next biggest age group was 31-40 years.

When the reasons that are considered to be potentially effective in the formation of deterrence are studied, it was seen that organizational factors were the most effective reasons (4.03%). According to this research, most effective organizational factors with the correct order were as follows; Intensive work stress, pressure for productivity, not following moral and ethical understanding, impotent management and weak leadership, role conflicts and indefinite roles, social climate at the organization.

Ergenekon (2006), with his article ntitledamed "Emotional harassment at office" dealt with topics like definition of deterrence, its history, deterrence behaviors, personalities of the victim and the bully.

Arpacıoğlu (2006) studied personality attributes of the victims, precautions that can be taken by individuals against deterrence, and symptoms of trauma. With his article titled "Secret source of stress at work: Mobbing and emotional harassment" in 2004, dealt with the phases of deterrence, personal attributes of the victim and the bully, degrees of deterrence affection, and costs of deterrence to organizations.

Baltaş (2002) gave information with the article "Mobbing at work place", about mobbing and results of mobbing.

2.6.2. Researches Done in T.R.N.C.

Due to literature scanning, an academic research or an article could not be found.

PART III

METHODOLOGY

This chapter discusses research model, research group, data gathering, data gathering tools, personal information form, psychological deterrence (mobbing) survey, implementation and data analysis.

3.1. Research Model

With this research, deterrence was examined on healthcare and administrative staff of Lefkoşa State Hospital, and "descriptive method" was used

One of the descriptive research methods, general cross-hatching model was used for this research because of stating the case by quantitative analysis of the data gathered with the survey.

Surveys implemented on the research group were analyzed and interpreted by SPSS 12.0 software package.

Psychological Deterrence (mobbing) survey was implemented on some of the staff working at Lefkoşa State Hospital not all of them, and by interpreting the answers given by the staff, an answer to the problem of the research was tried to be found out.

3.2. Research Group

This research used purposeful sampling. Lefkoşa State Hospital workers were determined as the research group. Economic difficulties and limited time of the researcher were the main reasons for the selection of this hospital.

Research group included 150 individuals who had filled 108 valid information form and survey sheet accurately, which were evaluated statistically.

Thereby, Mobbing points gathered from the "Psychological Deterrence (Mobbing) Survey" and answers given to the other questions were evaluated for 108 individuals.

Frequency and percentage distribution of the research group, according to the gender variable is shown in Table 3.1.

Table 3.1 Distribution and percentage of the research group according to gender variable

Gender	f	%
Female	87	80.6
Male	21	19.4
Total	108	100

As it can be seen in Table 3.1, 80.6% of the research group consisted of females and 19.4 % consisted of males.

Frequency and percentage distribution of the research group, according to the age variable is shown in Table 3.2.

Table 3.2 Distribution and percentage of the research group according to the age variable

Age	f	%
18-24	34	31.5
25-32	37	34.3
33-40	26	24.1
41-47	4	3.7
48 and over	7	6.5
Total	108	100.0

As it can be seen in Table 3.2, people aged between 18-24 consisted 31.5% of the research group and people aged between 25-32 consisted 34.3 %, aged between 33-40 consisted 24.1 %, aged between 41-47 consisted 3.7 %, and people aged over 48 consisted 6.5%.

Frequency and percentage distribution of the research group, according to the nationality variable is shown in Table 3.3.

Table 3.3 Distribution and percentage of the research group according to nationality variable

Nationality	f	%
T.R.N.C.	103	95.4
Rep. of Turkey	5	4.6
Total	108	100.0

As it can be seen in Table 3.3, 95.4% of the people who had taken the survey was residents of TRNC and 4.6% were residents of Rep. of Turkey.

Frequency and percentage distribution of the research group, according to the marital status variable is shown in Table 3.4

Table 3.4 Distribution and percentage of the research group according to marital status variable.

Marital Status	f	%
Married	65	60.2
Single	34	31.5
Divorced	9	8.3
Total	108	100.0

As it can be seen in Table 3.4, 60.2% of the people who had taken the survey were married, 31.5% were single and 8.3% were divorced.

Frequency and percentage distribution of the research group, according to the education background variable is shown in Table 3.5

Table 3.5 Distribution and percentage of the research group according to educational background variable.

Education	f	%
Primary School	1	0.9
High School	26	24.1
Associate Degree	54	50.0
Under Grad Degree	23	21.3
Grad Degree	1	0.9
Post Grad Degree	3	2.8
Total	108	100.0

As it can be seen in Table 3.5, educational status of the research group was, primary School 0.9%, high school 24.1%, associate degree 50.0%, under grad degree 21.3%, grad degree 0.9%, post grad degree 2.8%.

Frequency and percentage distribution of the research group, according to the "years of service" variable is shown in Table 3.6.

Table 3.6 Distribution and percentage of the research group according to "years of service" variable.

Years of service at the current institution	f	%
1 year	11	10.2
2-5 years	49	45.4
6-10 years	21	19.4
11-15 years	27	25.
Total	108	100

As it can be seen in Table 3.6, years of service of the individuals in the research group, for one year was 10.2%, for 2-5 years was 45.4%, for 6-10 years was 19.4%, and for 11-15 years was 25%.

Frequency and percentage distribution of the research group, according to the "overall working time" variable is shown in Table 3.7.

Table 3.7 Distribution and percentage of the research group according to "overall working time" variable.

Overall working time	f	%
1 year	14	13.0
2-5 years	31	28.7
6-10 years	21	19.4
11-15 years	19	17.6
16-20 years	12	11.1
21 years and over	11	10.2
Total	108	100.0

As it can be seen in Table 3.7, overall working time of the individuals' in the research group which are of 1 year were 13.0%, of 2-5 years were 28.7%, of 6-10 years were 19.4%, of 11-15 years were 17.6%, of 16-20 years were 11.1%, and of 21 years were 10.2%.

3.3. Data Gathering

In order to define the research problem and to access written information about deterrence, literature screening had been completed. English and Turkish books, articles and internet were been used.

In order to find out whether Lefkoşa State Hospital workers had experienced deterrence or not, Balıkesir University Lecturer Mr. Edip Örücü's and Grad Student Gönül Dangaç's, who were co-developers, 77 questioned survey had been used in this research. Answers taken as "Never experienced; Experienced once; Experienced

a few times; Experiencing frequently; Experiencing every week; Experiencing everyday" were evaluated with points starting from 1 to 6 in 1 increments. 0.95 reliability is calculated for this survey which had been developed in Turkey, according to Cronbach's Alpha reliability. Since this survey was applied in T.R.N.C., reliability calculation was renewed. Therefore, this Psychological Deterrence survey had a reliability of 0.90 both for the first and the second parts, due to Cronbach's Alpha.

The first sub-object of the research, "Have you ever experience deterrence within the last six months at your current working institution or at the one you have worked before, and with what frequency" was studied by the first 35 questions of the survey.

Second sub-object of the research, "Did you have psychological, physiologic or social difficulties due to deterrence behaviors against you to decrease your working performance within the last six months" was studied by the first 25 questions of the second part of the survey. Other questions of the survey's second part sought an answer to the question "who had caused the deterrence".

Third sub-object of the research, "precautions taken for preventing or decreasing the effects of deterrence behaviors against you to lower your performance at your current or previous working environment" was studied the first 15 questions of the third part of the survey. Rest of the third part consisted of just one question to understand the reaction of the subject to these behaviors.

Deterrence – harassment survey was distributed by the researcher approximately as 150 units, and 72% of them had returned.

3.4. Data Gathering Tools

3.4.1. Personal Information Form

Aim of this section was gathering the personal information of the workers. It consisted of 8 questions. Gender, age, nationality, marital status, educational background, working time at the current institution, overall working time and the sector they are working were the questions asked with the survey.

3.4.2. Psychological Deterrence (Mobbing) Survey

The survey was taken from the published grad thesis of Gönül Dangaç, which was also developed by herself and validity check had been done. The survey investigated deterrence behaviors, effects of these behaviors and the reaction of the individuals to deterrence, for decreasing or negating the various effects of them.

The survey was formed of four parts. First part included questions to reveal the demographic characteristics of the contributing individuals. These were related to their gender, age, nationality, educational background, working time at the current institution, overall working time, the department they are working, and their branch.

Questions about deterrence at the current work or the one before were asked at the first part of the survey. There were 35 questions in this part. The first part was evaluated as (1) Never experienced; (2) Experienced once; (3) Experienced a few times; (4) Experiencing frequently; (5) Experiencing every week; (6) Experiencing everyday.

Second part of the survey was formed of two sections. First section included 25 questions about the physiologic, psychological and social experiences caused by deterrence behaviors. This section of the second part was evaluated as (1) Never experienced; (2) Experienced once; (3) Experienced a few times; (4) Experiencing

frequently; (5) Experiencing every week; (6) Experiencing everyday. Second section was one question investigating the executer of deterrence.

Third part of the survey was also formed of two sections. Fifteen questions were asked to reveal what responses they had given to deterrence for decreasing or negating its effects. And there was one question investigating the reaction of the individual, occurred by deterrence.

Sub-sampling evaluated the survey with 6 points maximum and 1 point minimum. For example, if individual answered the question "I feel very sad when I remember the hostile behavior against me" with the choice "always", it meant that he was continuously experiencing this situation. If he answered with "never", it meant that this individual has expressed that he had never experienced this situation.

Reliability of this survey was analyzed by Gönül Dangaç, who also developed it, and internal coherence coefficient (Cronbach's Alpha Value) was calculated to be 0.95. Since the survey was interpreted in T.R.N.C., Cronbach's Alpha value was recalculated as 0.90.

3.5 Interpretation

There were a total of 41 branches at the subject hospital. Total worker count was 763. Five of the staff were administrative personnel, 126 ere medical doctors, 368 were nurses, 44 were technicians, 2 were general aid staff and 219 were other workers. 489 women workers consisted 64% of the total workers, and 277 men workers consisted 36% of the total.

4.6% of 108 personnel who had taken the survey were working at oncology, 8.3% gynaecology, 6.4% intensive care, 5.6% emergency, 3.7% brain surgery, 2.7% pediatric surgery, 10.1% internal medicine, 0.9% dietary, 2.7% physiotherapy, 11.1% general surgery, 10.1% thoracic-cardiovascular, 0.9% infectious diseases, 3.7% laboratory, 1.8% orthopedics, 1.8% radiology, 0.9% operating room, 7.4% pediatrics,

2.7% pulmonary diseases, 4.6% ophthalmology, 0.9% ear-nose- and throat, 7.4% neurology, 0.9% urology branches.

80.6% of the personnel who had taken the survey were women and 19.4% were men. 5.6% of the contributing personnel were working at the administration, 4.6% were medical doctors, 69.4% were nurses, 4.6% were technicians, 8.3% were secretaries, 1.8% were medical secretaries, 1% were general aid staff and 4.6% were working at other branches. All of questions were evaluated at **Findings** section, with tables and comments. People who were subject to deterrence were called as "victim" and who were making the deterrence were be called as "Mob".

3.6. Data Analysis

Answers in the survey forms were coded, coded correctly and entered to the SPSS 12.0 Statistical Analysis software.

PART IV

In this chapter, the relation between deterrence behaviors and demographic factors like gender, age, educational background, working time at the current institution, branch and the deterrence behaviors they had been subjected to, what they had experienced because of these behaviors, the reaction they had given to these deterrence behaviors, were interpreted in tables.

FINDINGS AND INTERPRETATION

4.1. General Findings

Problem to be investigated with this research was determined as "What is the condition of being subjected to deterrence for medical workers at Lefkoşa State Hospital and with what frequency?". General findings related to this problem are shown in Table 4.1.

Table 4.1 Frequency and percentage of the medical workers who had experienced deterrence.

Deterrence Behaviors	1 Never experienced		2 Experienced once		3 Experienced a few times		4 Experiencing frequently		5 Experiencing Every week		6 Experiencing Every day	
	f	%	f	%	f	%	f	%	f	%	f	%
1. I am being humiliated and discredited in public	35	32.4	16	14.8	39	36.1	13	12.0	4	3.7	1	.9
2. There are unfounded	56	51.9	16	14.8	20	18.5	15	13.9	-	-	1	.9

rumors about me and my private life is being criticized											
3. There are implications that my mental health is not okay.	91	84.3	9	8.3	3	2.8	2	1.9	2	1.9	1	.9
4. I am forced to do tasks that hurt my self-confidence and damage my pride.	75	69.4	10	9.3	11	10.2	7	6.5	3	2.8	2	1.9
5. My honesty and trustworthiness is being questioned.	76	70.4	12	11.1	12	11.1	6	5.6	1	.9	1	.9
6. My work is changed continuously.	88	81.5	8	7.4	7	6.5	4	3.7	1	.9	-	-
7. I am threatened orally and I have been given warnings.	76	70.4	15	13.9	11	10.2	4	3.7	-	-	2	1.9
8. My performance is evaluated negatively all the time.	69	63.9	16	14.8	14	13.0	4	3.7	2	1.9	3	2.8
9. I am being accused of the things that I am not responsible of.	47	43.5	21	19.4	24	22.2	9	8.3	3	2.8	4	3.7
10. I am the only one accused of the negative result of a team work.	55	50.9	14	13.0	25	23.1	8	7.4	3	2.8	3	2.8
11. They always find faults/defects in my work and its consequences.	59	54.6	19	17.6	22	20.4	5	4.6	2	1.9	1	.9
12. For every task I get, my professional adequacy is being questioned.	79	73.1	9	8.3	13	12.0	1	0.9	-	-	6	5.6
13. I am being reported inequitably.	88	81.5	11	10.2	5	4.6	2	1.9	2	1.9	-	-
14. My work is controlled indirectly.	57	52.8	14	13.0	24	22.2	8	7.4	1	.9	4	3.7
15. I am not allowed to	69	63.9	12	11.1	19	17.6	2	1.9	3	2.8	3	2.87

express my opinions freely, and not allowed to put myself forward.												
16. My decisions and suggestions are criticized and dismissed.	70	64.8	14	13.0	16	14.8	4	3.7	1	.9	3	2.8
17. My responsibilities are taken from me and given to an inferior.	86	79.6	10	9.3	8	7.4	3	2.8	-	-	1	0.9
18. I am being checked by inferiors.	83	76.9	11	10.2	10	9.3	1	0.9	1	.9	2	1.9
19. My work and studies are underestimated and depreciated.	64	59.3	7	6.5	23	21.3	6	5.6	-	-	8	7.4
20. My claims for interview and communicate are denied and I am estranged.	76	70.4	12	11.1	14	13.0	2	1.9	1	0.9	3	2.8
21. I am being ignored in my working environment.	71	65.7	14	13.0	18	16.7	3	2.8	-	-	2	1.9
22. My speech is interrupted all the time.	64	59.3	10	9.3	26	24.1	6	5.6	-	-	6	5.6
23. I can not get replies to my electronic mails and phone calls.	93	86.1	5	4.6	7	6.5	2	1.9	1	0.9	-	-
24. My colleagues/co-workers do not talk to me.	100	92.6	4	3.7	3	2.8	-	-	-	-	1	0.9
25. With my presence, the environment is left by others on purpose.	92	85.2	7	6.5	6	5.6	1	.9	2	1.9	-	-
26. There is pressure on me to quit my job or change my position.	95	88.0	10	9.3	2	1.9	1	.9	-	-	-	-
27. The information, documents and materials that I need to do my job are not provided to me.	101	93.5	3	2.8	1	.9	2	1.9	1	0.9	-	-
28. My private holdings are	93	86.1	7	6.5	6	5.6	1	.9	-	-	1	0.9

damaged on purpose.												
29. Despite my good performance, I am being yelled at, smacked on the table and bawled out.	81	75.0	10	9.3	14	13.0	3	2.8	-	-	-	-
30- I am being mocked and laughed at.	88	81.5	13	12.0	4	3.7	2	1.9	-	-	1	0.9
31- I am not invited to special meetings, picnics, etc. by my colleagues.	92	85.2	8	7.4	3	2.8	3	2.8	-	-	2	1.9
32- I am being oppressed to finish the job.	86	79.6	11	10.2	7	6.5	2	1.9	2	1.9	-	-
33- My responsibilities are changed without asking.	90	83.3	9	8.3	8	7.4	1	0.9	-	-	-	-
34- I am being mocked and laughed at because of my physical handicap.	93	86.1	8	7.4	6	5.6	-	-	-	-	1	0.9
35- Tasks below my capacity are given to me.	86	79.6	7	6.5	7	6.5	5	4.6	1	0.9	2	1.9

Table 4.1 shows that most of the individuals who had taken the survey did not experience deterrence behaviors. The reason for these contributors give the answer "never experienced", might because of T.R.N.C.'s being a small island. Therefore, people may have stronger links with each other and have stronger family support at island cultures. However, these results do not mean that there is no deterrence at all. The results of the 1st question "I am being humiliated and discredited in public" (36.1%), 9th question "I am being accused of the things I am not responsible" (22.2%), 10th question "I am the only one accused of the negative result of a team work" (23.1%), 11th question "They always find faults/defects in my work and its results"(20.4%), 14th question "My work is controlled indirectly" (22.2%), 19th question "My work and studies are underestimated and depreciated"(21.3%), 22nd question "My speech is interrupted all the time" (24.1%) show that contributors have experienced

deterrence a few times. Therefore, these answers tell us that, though limited, deterrence was present or with under certain circumstances deterrence might be experienced.

4.2. Findings Related to the Sub-Object "Does Type and Frequency of Deterrence Vary Significantly, According to the Gender?"

Table 4.2 shows the results of variation of deterrence according to gender t-test.

Table 4.2 Type and Frequency of Deterrence According to Gender T-Test Results

	N	X	S	T	Sd	P
FEMALE	87	1.53	0.51			
				-9.14	0.13	0.01
MALE	21	1.6	0.75			

As it is shown in Table 4.2, being subject to deterrence for males or females do not differ significantly according to the findings of t-test.

4.3. Findings related to the sub-problem "What is the percentage and frequency of having Physiologic, Psychological and Social symptoms caused by being subject to deterrence?"

Table 4.3 shows types and percentage of Physiologic, Psychological and Social symptoms which health workers have because of deterrence behaviors.

Table 4.3 Type and percentage of Results of Deterrence Behaviors according to Physiologic, Psychological and Social Symptoms

	1		2		3		4		5		6	
	Never		Once or twice		Sometimes		Often		Mostly		Always	
	f	%	f	%	f	%	f	%	f	%	f	%
1. I feel very sad when I remember hostile behaviors against me at the office.	40	37.0	23	21.3	33	30.6	3	2.8	5	4.6	4	3.7
2. I feel lonely at the office and I can not trust anyone.	50	46.3	25	23.1	24	22.2	4	3.7	1	.9	4	3.7
3. In the morning, I do not feel like going to work.	29	26.9	10	9.3	48	44.4	12	11.1	3	2.8	6	5.6
4. I feel losing self respect and confidence.	55	50.9	22	20.4	23	21.3	5	4.6	-	-	3	2.8
5. My performance and motivation has decreased. I feel losing my devotion to my work.	41	38.0	25	23.1	30	27.8	6	5.6	3	2.8	3	2.8
6. My private life (family) is influenced negatively because of this.	45	41.7	15	13.9	33	30.6	9	8.3	4	3.7	2	1.9
7. Most of the times I feel guilty.	56	51.9	29	26.9	17	15.7	1	.9	3	2.8	2	1.9
8. I feel like crying.	45	41.7	27	25.0	27	25.0	4	3.7	4	3.7	1	.9
9. I feel like I am betrayed.	59	54.6	24	22.2	17	15.7	6	5.6	1	.9	1	.9
10. Without a valid reason, I am afraid of something bad is going to happen.	50	46.3	25	23.1	22	20.4	10	9.3	1	.9	-	-
11. I am extremely worried, blench easily and I am in panic.	73	67.6	14	13.0	11	10.2	6	5.6	2	1.9	2	1.9
12. I have dyspnea, palpitation, stomach discomforts, dizziness.	57	52.8	23	21.3	21	19.4	4	3.7	3	2.8	-	-
13. I am experiencing conflicts with my colleagues at the office.	46	42.6	31	28.7	28	25.9	3	2.8	-	-	-	-
14. I lack concentration to work.	62	57.4	25	23.1	17	15.7	3	2.8	1	.9	-	-
15. I am making mistakes at the	64	59.3	35	32.4	9	8.3	-	-	-	-	-	-

work.												
16. My actions are out of control/ having tics.	90	83.3	11	10.2	5	4.6	-	-	2	1.9	-	-
17. I have extreme or no appetite.	52	48.1	16	14.8	29	26.9	5	4.6	5	4.6	1	.9
18. I am using alcohol, cigarette or drugs.	76	70.4	7	6.5	10	9.3	3	2.8	4	3.7	8	7.4
19. I feel stressed and tired, I am nervous.	34	31.5	23	21.3	30	27.8	11	10.2	6	5.6	4	3.7
20. I am experiencing Migraine, chronic head-ache.	50	46.3	18	16.7	29	26.9	9	8.3	1	.9	1	.9
21. I experience irritation, **skin eruption**, urticaria, allergic an illness, hair loss, there is peeling at my hands and feet.	72	66.7	10	9.3	19	17.6	6	5.6	1	.9	-	-
22. I think I am in depression.	55	50.9	20	18.5	24	22.2	3	2.8	5	4.6	1	.9
23. There are prickles at my face, head and shoulders.	75	69.4	14	13.0	16	14.8	1	.9	1	.9	1	.9
24. I feel worthless.	66	61.1	18	16.7	17	15.7	1	.9	1	.9	5	4.6
25. I experience difficulties in going to sleep and/or sleeping.	47	43.5	16	14.8	29	26.9	9	8.3	2	1.9	5	4.6

According to the table above, negative physiologic, psychological and social effects of deterrence behaviors were not seen generally in the last six months. However, 1st question "I feel very sad when I remember hostile behaviors against me at the office" (30.6%), 3rd question "In the morning, I do not feel like going to work" (44.4%), 5th question "My performance and motivation has decreased. I feel loosing my devotion to my work" (27.8%), 6th question "My private life (family) influenced negatively because of this" (30.6%), 17th question "I have extreme or no appetite" (26.9%), 19th question "I feel stressed and tired, I am nervous" (27.8%), 20th question "I am experiencing Migraine, chronic head-ache" (26.9%), 25th question "I experience difficulties in going to sleep and/or sleeping" (26.9%) indicated that contributors to the survey have experienced physiologic, psychological and social effects in the last six months, and 2nd question "I feel lonely at the office and I can

not trust anyone" (23.1%), 8th question "I feel like crying" (25.0%) indicatedthat they had experienced these a few times. The reason of experiencing physiologic, psychological and social effects might be because of heavy working conditions.

4.4. Findings related to the sub-problem "Who are responsible of deterrence behaviors against you at your work?"

Table 4.4 shows who are responsible of deterrence behaviors working the environment.

Table 4.4 Frequency and percentage of the people who are responsible of deterrence behaviors at the work

	f	%
My Managers	42	38.9
My Inferiors	15	13.9
My colleagues	29	26.9
Others	22	20.4

Table 4.4 indicates that Managers were mostly responsible of deterrence with 38.9%, followed by colleagues 26.9%, others 20.4%, and inferiors 13.9%. Similarly in other countries, vertical deterrence was seen more than the others.

4.5. Findings related to the sub-problem "What are the responses of individuals for getting rid of deterrence behaviors?"

The types and percentage of what personnel is doing to get rid of deterrence behaviors, are shown in table 4.5.

Table 4.5 Percentage of what personnel is doing to get rid of deterrence behaviors.

	YES		NO	
	F	**%**	**f**	**%**
1. I am thinking of quitting my job seriously.	14	13.0	94	87.0
2. I am thinking of changing my position in the institution.	41	38.0	67	62.0
3. I am trying to work-out the inequity I faced by talking with others in person.	80	74.1	28	25.9
4. I am reporting the negative behaviors against me to the administration.	57	52.8	51	47.2
5. I am thinking of suing the people who are offending me.	22	20.4	86	79.6
6. I am paying more attention and care for my work in order not to be criticized.	85	78.7	23	21.3
7. I am working more and I am better planned.	82	75.9	26	24.1
8. Sometimes I am thinking of suicide.	16	14.8	92	85.2
9. I am losing enthusiasm for my job.	44	40.7	64	59.3
10. I feel frustrated because of this job.	49	45.4	59	54.6
11. I feel that I have strength to do much more at my work.	80	74.1	28	25.9
12. I feel that I am working way too much.	77	71.3	31	28.7
13. I think I have achieved significant success at this job.	69	63.9	39	36.1
14. I am responding very calm to emotional problems at my job.	83	76.9	25	23.1
15. I think some colleagues of mine are acting as if I am the source of their problems.	32	29.6	76	70.4

As it is seen in Table 4.5, people who think of quitting their job because of deterrence were (13%) and others who did not think about quitting were (87%). In the second question, workers thinking of changing their position in the institution were (38%) and the ones thinking of staying at the same position were (62%) and more than the others. At the third question, people working-out their problems by talking face to face are (74.1%) and others answering to this question with the answer "No" were (25.9%). 4th question showed that the number of people reporting and not reporting the negative behaviors against them to the administration were almost equal. While there were (52.8%) people answering positive to this question, (47.2%) answered negatively. People thinking of carrying these negativity to the court were (20.4%) and not thinking of carrying were more (79.6%). While people paying more attention and caring for their work in order not to be criticized were (78.7%), the number of people not answering this question was more (21.3%). According to the 7th question, people working more and much planned were (75.9%), and people answering oppositely were (24.1%). While, people answering to 8th question as thinking of suicide were (14.8%), answering negatively were (85.2%) and much more than answering positively. With the 9th question, there were (40.7%) people who lost their enthusiasm for their job and (59.3%) answered no. People answering no to the 10th question "I feel frustrated because of this job" were (54.6%) and answering yes were (45.4%). Interpretation of the survey showed that there was no deterrence at the institution so, frustration of 49 people might be due to other reasons. According to 11th question, people feeling to have strength to do more at the work were (74.1%), and who do not feel this way were (25.9%). People answering to 12th question "I feel that I am working way too much" yes were (71.3%) and with no were 31 (28.7%) individuals. 13th question indicated that (63.6%) of the contributors thought that they have achieved significant success at their work and (36.1 %) were not thinking the same way. People answering to 14th question "I am responding very calm to emotional problems at my job" as yes were quite high, (76.9%). Answering no were (23.1%). The last question of the survey "I think some colleagues of mine are acting like I am the source of their problems" was answered as no, which was pretty more than yes answers. People answered yes were (29.6 %), no were (70.4%).

4.6. Findings related to the sub-problem "What is the reaction of the personnel to deterrence behaviors?"

Percentage of the reactions given by the personnel is shown in Table 4.6.

Table 4.6 Percentage and types of the reactions given by the personnel

	f	%
Had quitted	14	13.0
Discharged	8	7.4
Ignored	76	70.4
Reported to human resources Department	10	9.3

As it is shown in Table 4.6, 13% of the contributors to the survey had quitted their job, 7.4 % were in danger of being discharged, and majority of them, 70.4% had ignored the deterrence behaviors even if it were slight or not. Additionally to these results, interviews with the health workers indicated that deterrence had been experienced, but they also had the opinion that they could be experiencing consequences if they had reported to their supervisors. 9.3% of the contributors had reported this situation to the department of human resources.

PART V

CONCLUSION AND SUGGESTIONS

This chapter concludes according to the findings of the research and includes suggestions.

5.1. Conclusion

Due to the research results, there was not deterrence at Lefkoşa State Hospital. Only the following questions 'I am being humiliated and discredited in public', 'I am being accused of the things I am not responsible', 'I am the only one accused of the negative result of a team work', 'My work is controlled indirectly' are answered as they have experienced deterrence "a few times". Out of these questions, others were answered as "never experienced".

Reasons of these results were as follows; T.R.N.C. having an island culture, people being social, having humanist relations, strong family ties and tolerating daily life issues better.

However, these findings showing that there was not deterrence at Lefkoşa State Hospital might be misleading. During distribution of the survey, some interviews had been done and it is found out that some of the personnel mentioned they had concerns about talking truthfully and also they had the suspicion that even if they had done so, their declaration could be changed.

5.2. Suggestions

According to the findings of the survey, below listed suggestions are made.

1. It is very pleasant to have the result that Lefkoşa State Hospital workers are not subject to deterrence. However, since this research is the first study about Mobbing, further researches on other business sectors of T.R.N.C. shall provide more information about Mobbing in T.R.N.C. business establishments.

2. There are interviews made with quite a lot of individuals indicating that they are scared of having difficulties at their work, or they are desperate about solving their problems by denoting their complaints. Because of this reason, different methods are suggested for following-up of the researches. Especially, thesis or researches backed up with qualitative research methods may have noticeably accurate results.

3. According to the research results, though deterrence is not seen much, administrative personnel are the group which are responsible of most of it. Because of that reason, giving in-service education to Administrators, Chief of Departments and Head Nurses by the Ministry of Health, about the topics listed below might be effective:

    -Deterrence,

    -Management of Conflicts,

    -Stress Management,

    -Communication Skills.

10. For new researches, studying with the workers who had left the hospital due to various reasons and who had applied to the administration for changing their branches or departments might provide better results.

11. If there are researches about Mobbing in the Southern part of Cyprus Island, mobbing in two societies can be compared and even an inter-cultural research can be executed.

12. In order to investigate deterrence at health institutions in T.R.N.C. in details, mobbing in private companies can be examined.

13. In order to prevent deterrence at various sectors of T.R.N.C., administrators and workers can be trained with in-service courses, and other studies that prove administrators with adequate skills shall be beneficial.

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EK I

PSİKOLOJİK YILDIRMA (MOBBİNG) ANKETİ

Sayın Katılımcı,

Bu anket formu, son yıllarda gelişmiş ülkelerde yaygınlaşan iş hayatında psikolojik yıldırma (Mobbing), duygusal şiddet ve zorlama davranışlarının düzeyini, örgüte etkilerini ve örgüt yapısının bu davranışlara neden olan özelliklerini belirlemek ve önerilerde bulunmak amacıyla düzenlenmiştir. Bu araştırma çalışması **akademik bir amaca** yöneliktir ve bilimsel yöntemler ile değerlendirilecektir. Üniversite-İş hayatı arasındaki ilişkileri güçlendirmek ve elde edilen sonuçlarda ortaklaşa yararlanmak düşüncesi ile psikolojik danışma alanında faydalı olacağı görüşündeyiz. Anket verileri **gizlilik prensibi** gereği kimliğinizle ilgili bilgi belirtmeniz gerekmemektedir. Elde edilen sonuçlar genel ve ortalama özellikler şeklinde sunulacaktır. Katılımınız ve desteğiz için teşekkür ederiz.

Saygılarımızla

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Yakındoğu Üniversitesi
Eğitim Bilimleri Enstitüsü
PDR Yüksek Lisans Öğrencisi

GENEL ÖZELLİKLER

1. Cinsiyetiniz:	□ KADIN		□ ERKEK
2. Yaşınız :	□ 18-24	□ 25-32	□ 33-40
	□ 41-47	□ 48+	
3. Uyruğunuz:	□ K.K.T.C	□ T.C	□ DİĞER
4. Medeni Durumunuz:	□ EVLİ	□ BEKAR	□ BOŞANMIŞ
5. Eğitim Durumunuz:	□ İLKOKUL	□ LİSE	□ ÖNLİSANS
	□ LİSANS	□ MASTER	□ DOKTORA
6. Şu an görev yaptığınız kurumdaki hizmet yılınız:	□ <1 □ 1-5	□ 6-10	□ 11-15

8. Çalıştığınız birim:

Acil	Ameliyathane
Beyin Cerrahisi	Cildiye
Çocuk Cerrahisi	Çocuk Hastalıkları
Dahiliye	Ontoloji
Diyet	Kadın Doğum
Fizik Tedavi	Gastroentroloji
Genel Cerrahi	Göğüs Hastalıkları
Göğüs Kalp Damar	Göz
Yoğun Bakım	Hemodiyaliz
İntaniye	Kan Merkezi
Kardiyoloji	KBB
Laboratuar	Nöroloji
Ortopedi	Otomasyon
Plastik Cerrahi	Psikiyatri
Radyoloji	Üroloji

9. Branşınız:

İdari Kadro	Doktor
Hemşire	Tıbbi Sekreter
Sekreter	Teknisyen
İstatistik Sorumlusu	Temizlik İşleri Şti.Elemanlar
Hademe	Diğer

I.BÖLÜM

Aşağıda, çalışma ortamında karşılaştığınız sizi yıldırmaya, çalışma performansınızı düşürmeye yönelik davranışların listesi bulunmaktadır. ***Son altı ay boyunca, halen çalışmakta olduğunuz iş yerinizde ya da daha önceki iş yerinizde*** bu davranışlarla ne sıklıkta karşılaştığınızı lütfen (X) işareti ile belirtiniz. 1-İş yerinde aşağıdaki davranışlarla ne sıklıkta karşılaştınız/karşılaşıyorsunuz? (1,2,3,4,5,6 **yalnızca** en uygun seçeneği işaretleyiniz.)

	1 Hiçbir zaman karşılaşmadım	2 Bir defa karşılaştım	3 Birkaç defa karşılaştım	4 Sık sık karşılaşıyorum	5 Her hafta karşılaşıyorum	6 Her gün karşılaşıyorum
1. Başkalarının yanında benimle aşağılayıcı ve onur kırıcı şekilde konuşuluyor.	☐	☐	☐	☐	☐	☐
2. Benimle ve özel yaşantımla ilgili asılsız söylemlerde bulunuluyor, eleştiriliyor.	☐	☐	☐	☐	☐	☐
3. Ruh sağlığımın yerinde olmadığı ima ediliyor.	☐	☐	☐	☐	☐	☐
4. Özgüvenimi olumsuz etkileyecek, gururumu incitici iş yapmaya zorlanıyorum.	☐	☐	☐	☐	☐	☐
5. Dürüstlüğüm ve güvenilirliğim sorgulanıyor.	☐	☐	☐	☐	☐	☐
6. İşim sürekli değiştiriliyor.	☐	☐	☐	☐	☐	☐
7. Sözlü tehdit ediliyor ve uyarı alıyorum.	☐	☐	☐	☐	☐	☐
8. Performansımla ilgili sürekli olumsuz değerlendirmeler yapılıyor.	☐	☐	☐	☐	☐	☐
9. Sorumlu olmadığım konularda suçlanıyorum.	☐	☐	☐	☐	☐	☐
10. Ortak yapılan işlerin olumsuz sonuçlarından yalnızca ben sorumlu tutuluyorum.	☐	☐	☐	☐	☐	☐
11. Yaptığım iş ve işin sonuçları ile ilgili sürekli kusur/hata bulunuyor.	☐	☐	☐	☐	☐	☐
12. Yaptığım her işte mesleki yeterliliğim sorgulanıyor.	☐	☐	☐	☐	☐	☐
13. Benimle ilgili haksız gerekçelerle yazışmalar yapılıyor/ rapor tutuluyor.	☐	☐	☐	☐	☐	☐
14. Yaptığım iş hissettirilmeden (dolaylı) kontrol ediliyor.	☐	☐	☐	☐	☐	☐
15. Kendimi göstermeme fırsat verilmiyor, özgürce ifade etmem engelleniyor.	☐	☐	☐	☐	☐	☐
16. Verdiğim karar ve öneriler eleştirilerek, reddediliyor.	☐	☐	☐	☐	☐	☐
17. Sorumluluğumda olan işler benden alınarak, daha düşük pozisyonda kişilere veriliyor.	☐	☐	☐	☐	☐	☐
18. Benden daha düşük pozisyonda kişiler tarafından denetleniyorum.	☐	☐	☐	☐	☐	☐
19. Yaptığım iş değersiz ve önemsiz görülüyor, küçümseniyor.	☐	☐	☐	☐	☐	☐
20. Görüşme ve konuşma isteğime yanıt alamıyorum, uzaklaştırılıyorum.	☐	☐	☐	☐	☐	☐
21. Bulunduğum ortamda görmezden gelinerek, yokmuşum gibi davranılıyor.	☐	☐	☐	☐	☐	☐
22. Konuşurken sık sık sözüm kesiliyor.	☐	☐	☐	☐	☐	☐
23. Gönderdiğim elektronik posta ve telefonlara yanıt verilmiyor.	☐	☐	☐	☐	☐	☐
24. İş arkadaşlarımın benimle konuşması engelleniyor ya da saklanıyor.	☐	☐	☐	☐	☐	☐
25. Bir ortama girdiğimde, bulunduğum ortam bilerek terk ediliyor.	☐	☐	☐	☐	☐	☐
26. İşten ayrılmam ya da yer değiştirmem için baskı yapılıyor.	☐	☐	☐	☐	☐	☐
27. İşim için gerekli olan bilgi, doküman ve materyaller benden saklanıyor.	☐	☐	☐	☐	☐	☐
28. Şahsi eşyalarıma zarar veriliyor.	☐	☐	☐	☐	☐	☐
29. İyi çalışmama rağmen, çoğu kez bana bağırılıyor masaya yumruk vuruluyor ve azarlanıyorum.	☐	☐	☐	☐	☐	☐
30. Benimle alay edilip, gülünüyor.	☐	☐	☐	☐	☐	☐
31. İş arkadaşlarım özel toplantı, piknik vb. etkinliklere davet etmiyorlar.	☐	☐	☐	☐	☐	☐
32. İşi bitirmem konusunda baskı yapılıyor.	☐	☐	☐	☐	☐	☐
33. Sorumluluk alanlarım bana danışılmadan değiştiriliyor.	☐	☐	☐	☐	☐	☐

Aşağıda, çalışma ortamında şimdiki işyerinize ve daha önceki iş yeriniz de karşılaştığınız sizi yıldırmaya, çalışma performansınızı düşürmeye yönelik davranışlar karşısında son 6 ay içinde fizyolojik, psikolojik ve sosyal olarak yaşadıklarınızı lütfen işaretleyiniz.

1-İş yerinde yıldırma davranışları sonucu yaşadıklarınızı lütfen işaretleyiniz. (yalnızca en uygun seçeneği işaretleyiniz)

	1 Hiçbir zaman	2 Bir iki defa	3 Ara sıra	4 Sık sık	5 Çoğunlukla	6 Her zaman
1.Bana yapılan düşmanca davranışları hatırladığımda şiddetli üzüntü duyuyorum.	☐	☐	☐	☐	☐	☐
2. İş yerimde kendimi yalnız hissediyorum, kimseye güvenemiyorum.	☐	☐	☐	☐	☐	☐
3. Sabahları işe gelmek istemiyorum.	☐	☐	☐	☐	☐	☐
4. Kendime olan güvenimin ve saygımın azaldığını hissediyorum.	☐	☐	☐	☐	☐	☐
5. İş performansım ve motivasyonum azaldı. İşime karşı bağlılığımın azaldığını hissediyorum.	☐	☐	☐	☐	☐	☐
6. Özel hayatım (ailem) bundan olumsuz olarak etkileniyor.	☐	☐	☐	☐	☐	☐
7. Çoğu zaman kendimi suçlu hissediyorum.	☐	☐	☐	☐	☐	☐
8. İçimden ağlamak isteği geliyor.	☐	☐	☐	☐	☐	☐
9. Kendimi ihanete uğramış gibi hissediyorum.	☐	☐	☐	☐	☐	☐
10. Görünür bir neden yokken kötü bir şey olacakmış korkusu yaşıyorum.	☐	☐	☐	☐	☐	☐
11. Aşırı tedirginim ve kolayca ürküyorum, panik yapıyorum.	☐	☐	☐	☐	☐	☐
12. Nefes darlığı, kalp çarpıntısı, mide rahatsızlıkları, karın ağrısı, baş dönmesi yaşıyorum.	☐	☐	☐	☐	☐	☐
13. İş ortamında çalışma arkadaşlarımla çatışma yaşıyorum.	☐	☐	☐	☐	☐	☐
14. Bir işe konsantre olmak da güçlük yaşıyorum.	☐	☐	☐	☐	☐	☐
15. İşle ilgili hatalar yapıyorum.	☐	☐	☐	☐	☐	☐
16. Kontrol dışı hareketlerim/tiklerim gelişti.	☐	☐	☐	☐	☐	☐
17. Aşırı yemek yeme isteği ya da iştahta azalma oluyor.	☐	☐	☐	☐	☐	☐
18. Alkol, sigara ya da ilaç (madde) kullanıyorum.	☐	☐	☐	☐	☐	☐
19. Kendimi stresli ve yorgun hissediyorum, sinirli oluyorum.	☐	☐	☐	☐	☐	☐
20. Migren, devamlı süren kronik baş ağrıları yaşıyorum.	☐	☐	☐	☐	☐	☐
21. Kaşıntı, dökülme, ürtiker, alerjik rahatsızlıklar, saç dökülmesi, elde ve ayakta soyulma görülüyor.	☐	☐	☐	☐	☐	☐
22. Depresyonda olduğumu düşünüyorum.	☐	☐	☐	☐	☐	☐
23. Yüzümde başımda ve omuzlarımda karıncalanmalar oluyor.	☐	☐	☐	☐	☐	☐
24. Kendimi değersiz hissediyorum.	☐	☐	☐	☐	☐	☐
25. Uykuya dalmakta ve / veya uyumakta güçlük çekiyorum.	☐	☐	☐	☐	☐	☐

erinde karşılaştığınız (I.Bölümde işaretlemiş olduğunuz) yıldırma davranışları daha çok kim tarafından ...nmaktadır? (Birden fazla işaretleyebilirsiniz)

☐...eticilerim   ☐Astlarım   ☐Çalışma Arkadaşlarım   ☐Diğer ....

III.BÖLÜM

...hayatında şu anki iş yeriniz de ve daha önceki iş yeriniz de karşılaştığınız sizi yıldırmaya, çalışm... ...rmansınızı düşürmeye yönelik davranışları azaltmak ya da bu davranışlardan kurtulmak için yaptıklarını... ...da verilen listede lütfen işaretleyiniz.

	EVET	HAYIR
...ddi olarak işten ayrılmayı düşünüyorum.	☐	☐
...rum içinde görev yerimi değiştirmeyi düşünüyorum.	☐	☐
...ğradığım haksızlığı, ilgili kişiyle yüz yüze konuşarak çözmeye ...yorum.	☐	☐
...aruz kaldığım olumsuz davranışları üst makama bildiriyorum.	☐	☐
...ş yerinde olumsuz davranış sergileyen kişilere karşı yargıya ...vurmayı düşünüyorum.	☐	☐
...leştiri almamak için işime daha çok özen gösteriyorum.	☐	☐
...aha planlı ve daha çok çalışıyorum.	☐	☐
...aman zaman intihar etmeyi düşünüyorum.	☐	☐
...şimden soğuduğumu hissediyorum.	☐	☐
...Yaptığım işten tükendiğimi hissediyorum.	☐	☐
...Kendimi işimde çok şeyler yapabilecek güçte hissediyorum.	☐	☐
...İşimde çok fazla çalıştığımı hissediyorum.	☐	☐
...Bu işte kayda değer başarı elde ettiğimi düşünüyorum.	☐	☐
...İşimdeki duygusal sorunlara serinkanlılıkla yaklaşıyorum.	☐	☐
...İşimde karşılaştığım insanların bazı problemlerinin nedeni sanki ...mişim gibi davrandıklarını düşünüyorum.	☐	☐

...arşılaştığınız bu davranışlar sonucu tepkiniz ne oldu?

☐...tifa ettim   ☐İşten çıkarıldım   ☐Görmezden geldim   ☐İnsan kaynaklarına bildirdim

*** KATILIMINIZ İÇİN TEŞEKKÜRLER ***