



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF GENERAL PSYCHOLOGY

**EXAMINATION OF BURNOUT LEVELS OF AUTOMOTIVE WORKERS
EXPOSED TO MOBBING:
THE ROLE OF PSYCHOLOGICAL RESILIENCE**

SUAT FİLİZ

PhD THESIS

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ABSTRACT

EXAMINATION OF BURNOUT LEVELS OF AUTOMOTIVE WORKERS EXPOSED TO MOBBING: THE ROLE OF PSYCHOLOGICAL RESISTANCE

In this study, the relationship between the burnout levels and psychological resilience of automotive workers exposed to mobbing in Bursa Turkey, has been examined. Target population of the study is comprised of automotive workers in Bursa. The sample of this research is 500 automotive workers selected from the research's target population by accidental sampling method. 300 of these automotive workers, who filled the measuring tools completely, are included in the research. General instructions Form, Mobbing Scale, Short Version of Burnout Scale and Psychological Resilience Scale are used as data collection tools.

In the study, it is concluded that the distribution of automotive workers in terms of socio-demographic variables does not differ significantly. It has been found that the workers exposed to mobbing have worse relations with their co-workers, are subjected to more threats and harassment, experience more obstacles related to work and career compared to the auto workers who who are not exposed to mobbing. In this study, it has been concluded that the workers relationships with their co-workers, their subjection to threats and harrassment, facing with obstruction in their jobs or careers cause burnout. Also, it has been shown that the workers job commitment and the interruption to their personal lives explains their burnout. For the workers who are exposed to mobbing in the study, a significant relationship has been found between being exposed to threats and harrassment and facing with obstruction in their jobs or careers and interruption of their personal lives However, for the workers who are exposed to mobbing, it has been determined that there is a significant relationship between being exposed to threats and harrassment and burnout.

It has been determined that psychological resilience has a mediating role in the burnout levels of the automotive workers who are exposed to mobbing and who are not exposed to mobbing. In the study with the results obtained, it was recommended that experts working in this field investigate in more detail the

underlying causes of mobbing behaviors and their relationship with psychological resilience. In addition, further studies have proposed to investigate the relationship between mobbing and professional success and to provide more legal arrangements and legal guarantees for the protection of victims who are subjected to mobbing.

Keywords: Mobbing, Automotive Workers, Burnout, Psychological Resilience.

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ABBREVIATIONS

BS: Burnout Scale

MS: Mobbing Scale

NEM: Not Exposed to Mobbing

EM: Exposed to Mobbing

N: Participant Number

P: Significancy

SE: Standart error

t: T value

Rank Mean: RM

CHAPTER 1

INTRODUCTION

Changes in the global order cause the issues that individuals face when attempting to maintain their lives to alter and distinguish along with the changes in the world. Currently, technical advancements are regarded the most significant sector of change in the modern world (Ulusoy, 2013). People's living conditions and quality of life are developing in direct proportion to technology. Thanks to technology, people can easily reach out the things they desire (Tanhan & Çam, 2011).

Due to the fact that technological advancements have made people's life simpler, they have also created new challenges (Hansen, Hogh, Persson, Karlson, Garde, & Orbaek, 2006). People's relationships are being disrupted by technology and automation in new and unexpected ways. No matter how much progress has been made in our society today, the most pressing issues are still psychological (Cobanoglu, 2005). According to the fact that individuals are actively involved in life and that they exist in the order more intensely than before increases the possibility of encountering psychological problems. People's psychology is affected in the first degree by their experiences in the home, school, social, and work environments (Yıldız, 2011).

Because of this, the meanings given to women and men are changing. This is particularly evident in the corporate world, where new definitions are observed most vividly (Davenport, Schwartz, & Elliott, 2003). The position of men and women in the corporate world has changed in recent years. Psychological problems and the ability to fight them are ideas that are developed together with the strength of the work environment's demands. 'Mobbing' is a term that is commonly used in the business sector (Tınaz, Ergin, & Bayram, 2008).

Mocking has been around since ancient times, despite the perception that it is a relatively new notion that has just lately emerged. This is a notion that exists in all private and governmental organizations without exception, according to Swedish psychologist Heinz Leymann (Savaş, 2007). Mobbing, according to Heinz Leymann, is a kind of aggressive conduct that targets the success of individuals (Leymann, 1996). This day, Heinz Leymann's research forms the basis of studies on mobbing. While researching this topic and coming up with his own conclusions, Leymann looked at how people behave, how widespread these behaviors may be and what causes them, as well as the psychological effects they can have on those who are affected (Efe, 2010).

(Aytaç & Salih, 2011) report that mobbing is a multi-staged process that has a significant impact on an individual's mental health. For many years in Europe and America, researches on mobbing were conducted. In recent years in Turkey, however, awareness of mobbing has been heightened, resulting in studies on the issue (Çöl, 2009). As the severity of the effect of mobbing on people increases, the importance of the subject increases and awareness is created (Işık, 2007). The health of the person exposed to mobbing is negatively affected (Mikkelsen & Einarsen, 2002). A person's physical, emotional and mental state changes as their exposure to mobbing becomes more severe, leading to a separation from their job and a decline in performance, reduced attention, and even attacks on their self-esteem.

As a notion, mobbing is believed to be difficult to understand and establish. In the case of the Turkish equivalent, there is no clear definition (Çöl, 2007). A variety of terms such as emotional and moral harassment or workplace bullying have been used to describe it in this setting (Lee & Wilbur, 1985). Now it's widely acknowledged as a sociological term that denotes bullying and intimidating conduct from the source of the word (Toker, 2008). A person is harassed, intimidated, or disturbed when they are subjected to emotional abuse by a group (Davenport, Schwartz, & Elliott, 2003).

Selling services or products to corporations is no longer a priority and has lost its significance. Market stability and long-term viability are important to companies, as are their own visions and viewpoints. A company's success depends on its ability to attract and retain people who are both productive and high-performers with a vision for the future. It is vital for organizations to come together with a common purpose and employees around this common purpose, and to move in the same direction with adaptation to the corporate culture (Özdemir and Açıkgöz, 2007). Hence, corporate culture comes to the fore in terms of being permanent and sustainable.

Competing for success in an organization can generate a sense of danger between employees. Employees can become mobbed or exposed to mobbing in this way (Niedl, 1996). The mobbing employee deliberately attacks another employee (Matthiesen and Einarsen, 2001). It means in this situation that the other employee becomes a target for hurtful or unpleasant behavior (Yüçetürk, 2002).

Someone who mobs someone wants to damage the person's self-esteem and self-confidence, and to create persistent psychological issues in them without any justification (Jacobshagen, 2004). Mobbing in a planned way by a certain group causes more harm to the person (Parlaktuna, 2010). Mobbers often deny their behavior. Those that are mobbed are either compelled to abandon their jobs or are fired by their supervisors as a result (McCormack, Casimir Djurkovic, & Yang, 2006). Mobbing is defined by a set of characteristics. (Özarallı & Torun, 2007) recommend that it should be repeated in a specific amount of time.

Following the features of a person, mobbers decide on the region where they would use mobbing. People are made to feel small and undervalued by bosses when they are prevented from exhibiting the actions that will reveal them. It's also possible to harm someone's reputation by spreading false stories about him (Resch & Schubinski, 1996). Some people mistakenly assume that a person has a psychiatric illness if they are humiliated or harassed on a regular basis in front of their coworkers. An important question

in mobbing cases is whether the occurrence was mobbing or not (Laçiner, 2006).

To the experts, one of the most serious problems encountered in workplaces is mobbing. One of the important factors that negatively affect the work life of employees who are exposed to mobbing is the concept of burnout. The burnout exposed by employees exposed to mobbing is a state of depersonalization and emotional exhaustion that occurs in the inner world of the individual as a result of wearing out emotional states, decrease in physical, mental energy and power, or satisfaction that cannot be obtained in business life. Although mobbing seriously affects the psychological resilience and burnout levels of individuals, it is seen and accepted as a kind of psychological violence. An employee's emotional exhaustion manifests itself via many behaviors, including problems in social relationships and passive resistance to their work as well as sabotage of products and services.

People are becoming increasingly exposed to mobbing due to recent events and information in media and social media. Employees and persons with a high degree of consciousness may now readily define the psychological violence they are subjected to as mobbing, even if it is difficult to verify. Yet the fact that it's elusive makes preventing psychological violence a challenge, as well as enacting required steps in this respect. Psychological violence is most common in the workplace (Arpacioğlu, 2003).

People have been subjected to this sort of violence in large numbers, and it has just recently been apparent in the corporate sector (Rayner, Sheehan, & Barker, 1999). Prevention of psychological violence becomes more essential when considering the performance of enterprises and even other organizations, their long-term viability, as well as the peace and happiness of their personnel. Whether it is evaluated at the individual level, organizational and social levels, and psychological violence confronts us with destructive and damaging results (Baykal, 2005). Numerous negative results are discussed and evaluated, from failures to low productivity, from employee unhappiness to an increase in turnover, from deterioration of family and

social welfare to an increase in operating costs (Bilgel, Aytaç, & Bayram, 2004).

Yet many corporations engage in efforts to enhance their employees' psychological resilience so they can deal with the mobbing and burnout that they face. When it comes to mental health, individuals with strong psychological resilience are open to change and growth, have the ability to influence events, behave flexibly under challenging circumstances, and are able to cope with these situations without experiencing emotional burnout. Although psychological resilience is a personality trait, it can be developed and is a flexible concept. Rather than building psychological resilience in employees, feeling inadequate in business life, boredom, and avoidance, it will be preferable to strive, stay in balance, and preserve normal life and growth processes.

As economic dynamics have changed and technology and automation have taken hold, the notions of mobbing and burnout in the workplace have become more prevalent. The research on the issue has intensified as a result of the increased awareness (Mor Barak, Nissly, & Levin, 2001). In this context, there are many studies on this subject in Turkey. These studies generally aim to eliminate mobbing in workplaces (Shalley, Gilson, & Blum, 2000). Yet, the researches carried out so far have been made only for sectors that are in high demand and the situation that has been regulated as a result of the findings is considered as preventing the person from losing his/her job. There were no studies found in which these three variables were studied together. Besides, there are no studies to measure the psychological resilience or burnout levels of people exposed to mobbing (Cemaloğlu, 2007).

Workers in the automotive industry in Bursa, Turkey were asked to complete a survey on their exposure to mobbing and burnout, as well as their psychological resilience. In accordance with the organizational psychology theory, the study findings were reviewed and assessed.

1.1. Problem Situation

With the effects of today's living circumstances, technology, and automation, increasing the psychological resilience of employees against mobbing and burnout has become one of the most significant concerns of working life.

In this study, by considering demographic data; the role of mobbing exposure and burnout levels and the role of psychological resilience of workers working in the automotive sector in Bursa, Turkey were examined.

1.2. Purpose of the Research

The basic purpose of this research is to examine the reflections of the relationship between the psychological resilience and burnout levels of the automotive workers exposed to mobbing in Bursa, Turkey.

This aim has been formed within the framework of the sub-objectives stated below.

1. Is there a significant difference between the demographic characteristics of the automotive workers exposed to mobbing?
2. Is there a significant difference between the mobbing scale, burnout and psychological resilience levels of the automotive workers included in the research, those who are not mobbed and those who are exposed to mobbing?
3. Does the co-workers' dimension, which is the sub-scale of the mobbing scale of automotive workers participating in the research, significantly predict burnout and psychological resilience?
4. Do threats and harassment, which are the subscales of the mobbing scale of automotive workers participating in the research, significantly predict burnout and psychological resilience?
5. Do the scores of the mobbing scale of the automotive workers participating in the research on the work and career-related inhibition subscale significantly predict burnout and psychological resilience?
6. Do the scores of the mobbing scale's work engagement sub-dimension of the automotive workers participating in the research significantly predict burnout and psychological resilience?

7. Does the interference in private life, which is the sub-scale of the mobbing scale of the automotive workers participating in the research, significantly predict burnout and psychological resilience?
8. Do the burnout levels of the automotive workers participating in the research significantly predict the sub-dimensions of the mobbing scale and psychological resilience?
9. Do the psychological resilience levels of the automotive workers participating in the research significantly predict the sub-dimensions of the mobbing scale and burnout?
10. Is there a significant relationship between mobbing scale sub-dimensions, burnout and psychological resilience of automotive workers (EM) participating in the research?
11. Is there a significant relationship between mobbing scale sub-dimensions, burnout and psychological resilience of automotive workers (NEM) participating in the research?
12. Does resilience have a mediating role in the relationship between the burnout level of automotive workers (NEM and EM) participating in the research?

1.3. Importance of the Research

The notions of mobbing, resilience and burnout level are considered as crucial phenomena in the field of human resources and management psychology. These phenomena significantly affect employees, their environment and businesses. There are numerous studies related to mobbing among the mentioned cases. In the researches, no research was found in which these three variables were studied together in automotive workers. It is important because the relationships between mobbing and mobbing subgroups, the role of employees' psychological resilience and burnout levels have not been examined in a separate way before. In this aspect, this study on automotive workers is important in terms of the contributions of the results to the work psychology literature and increasing the awareness and consciousness levels of employees and managers. Evaluation of the available data group in this context is also vital for the automotive industry. Besides, in the basis of the results of the study

practices, methods and solutions for improvements and developments in the automotive sector are given.

1.4 Limitations

This research is limited to automotive workers selected by random sampling method in Bursa province of the Republic of Turkey.

The research is limited to the number of participants and the scales used in the research.

The research is limited to the questions in the prepared survey.

This research is limited to the answers given by the individuals who answered the survey questions.

1.5. Definitons

Mobbing: Mobbing, as a sociological concept, means the bullying of an individual by a group or community such as family, peers, school, or workplace (Toker, 2008; Davenport, Schwartz, & Elliott, 2003).

Burnout: It identifies burnout as mental fatigue, emotional exhaustion and failure, low biological rhythm and decrease in life motivation (Maslach & Jackson, 1981).

Psychological Resilience: Psychological resilience is explained as the resistance that a person can show against psychological distress, the ability to stand up and stand firm. According to another definition, it is the ability of a person to be ready for distressing psychological situations, to deal with these negative situations, and to become normal again as a result of the adversities they have exposed (Walsh, 2006; Grotberg, 1995).

CHAPTER 2

CONCEPTUAL FRAME AND RELATED RESEARCHES

2.1 Automotive Sector

Globally, the automotive industry is considered to be a strategic sector. Because of their connections to other industries, raw materials and inputs used in automotive production are among the most important drivers of economic growth and development today, especially in developed countries. The automotive sector is the purchaser of finished and semi-finished products produced in many industries such as electricity and electronics, rubber tree and rubber, iron and steel, and glass sector (Tanyilmaz and Erten, 2001).

According to 2020 data, the world automotive industry has a size of approximately 4.5 trillion dollars. This size addresses approximately 5% of the world economy. Moreover, the sector creates employment for 80 million people (Özden, Seheri and Ersan, 2020).

2.2 Automotive Sector in Turkey

It is an important source of revenue, employment and added value in Turkey and throughout the world. Turkish economy is heavily reliant on it. Depending on 2018 data, it is the sector that exports the most with 31.6 billion dollars. Automotive is a leading sector for Turkey. In addition to the size and economic contributions of the automotive main and sub-industry, it also supports and affects many sectors from agriculture to construction, from tourism to health (Polat, 2020).

Despite the fact that the Turkish automotive industry has exposed recession and contraction due to economic contraction, pandemic and other negative developments in the last three years, it is known that approximately five hundred thousand people are still employed in the entire sector, including the main and sub-industry.

Turkey's automotive industry has a manufacturing capacity of one million seven hundred thousand cars, but it only produces about one and a half million vehicles annually, according to figures from 2019. Turkey ranks 15th in the world automotive sector in terms of the amount of vehicles produced (Özden, Seheri and Ersan, 2020).

2.3 Mobbing

Konrad Lorenz, in his book *Ten Attacks* (1966), associates mobbing with instincts based on the Darwinist struggle for survival, starting from mobbing between birds and animals. According to Lorenz, humans have similar innate impulses, but they can rationally control these impulses over time.

There are various researches and findings on the subject. In the 1970s, Swedish Doctor Heinemann adapted Lorenz's conceptualization of a targeted mass attack of children against another child. Psychologist Heinz Leymann, on the other hand, discussed the conflicts in the workplace in the 1980s and stated that one of the possible side effects of mobbing is post-traumatic stress disorder and that this issue is often misdiagnosed. After Leymann made this exploration, he successfully treated thousands of mobbing victims in his clinic in Sweden (Leymann, 1990).

In 2011, anthropologist Janice Harper published an article in the *Huffington Post*. In his article, Harper states that individuals who bully sabotage the work of the people they bully and thus prepare the groundwork for their dismissal.

Janice Harper's article, published in the *Huffington Post*, was followed by a series of articles, *Beyond Bullying in Your Colony*, *Peacebuilding at Work*, *School*, and *Home in Psychology*. In all of his articles, Harper has argued that mobbing is a form of group and those mobbers who display aggressive behavior cannot necessarily be described as "bad" or "psychopathic", but that someone with leadership or influence can respond in a predictable and

organized way if someone communicates with the group to which they need to go. In this context, he determined that everyone can participate in the mobbing phenomenon and it will almost always continue and intensify as long as the target stays in the group, just like in the animal world. Later, Harper published a book in which she discovered animal behavior, organizational cultures, and historical forms of group aggression.

2.3.1. Mobbing in Workplace

Anti-bullying researchers Andrea Adams and Tim Field applied the term "workplace bullying" instead of what Leymann called "mobbing". They describe mobbing as a type of emotional attack or bullying that is not as obvious as it seems. According to Adams and Field, mobbing begins when the person becomes the target of harmful and disrespectful behaviors and continues in the form of conversations that can damage the reputation of the person at work, hostile attitudes and continuous actions to leave the job. Adams and Field think that mobbing is generally found in work environments with unorganized production or working methods and inadequate or careless management, and that mobbing victims are generally exceptional individuals who are intelligent, competent, creative, honest, successful and self-sacrificing (Arpacioğlu, 2003).

Janice Harper, while highlighting the persecution and damaging consequences of mobbing, focuses on the organizational analysis that should be structural rather than moral. Harper bases the behavior, which he sees as aggression in the workplace, on group psychology rather than individual psychosis, since the dynamics of group aggression transforms the leader's bullying into the group, even if it is initiated due to the leader's personal psychosis (Aytaç and Dursun, 2011).

In certain nations like the United States, Shallcross, Ramsay, and Barker believe that the idea of mobbing in the workplace is mostly unknown. As a result, they suggest that mobbing is exhibited differently at these places of employment than it is at other places of employment. Mobbing in the workplace can be accepted as a virus that spreads throughout the workplace

through gossip, rumors and unfounded accusations. It is defined as a deliberate attempt to humiliate the person in the workplace, general harassment and emotional harassment. Mobbing is managed by a leader (it can be a manager, colleague or a subordinate) and continues to be applied to individuals in a systematic way (Baykal, 2005).

2.3.2. Effects of Mobbing on psychology and health

Mobbing victims frequently experience disorders such as adjustment disorders, somatic symptoms, psychological trauma, post-traumatic stress disorder and major depression in the workplace. In some individuals, alcohol use disorder or addiction to other substances may develop, while in some individuals brief psychotic episodes with paranoid symptoms may develop. Leymann states that 15% of suicides in Sweden are directly caused by workplace mobbing (Bilgel, Aytaç, & Bayram, 2004).

2.3.3 Reasons of Mobbing

Mobbing emerging in the workplace is a comprehensive and complex structure that can be explained by many factors. It is assumed that mobbing emerges with the interaction of personality traits, position in the workplace, organizational and socioeconomic conditions (Çobanoğlu, 2005).

The inducements of mobbing in the study areas have been discussed from different perspectives in the studies. Reasons such as problems in the organizational structure, group rules in the work area, belief that superiors are intentional in any problem, uniformity, immoral practices, conflict of personality traits and professional skills are the reasons that cause mobbing in the work area. Intimidating behaviors encountered in work areas may differ from one culture to another. The quality of the work area can also lead to this change. Since cultural differences between societies affect individual relations, cultural differences should not be ignored in determining the mobbing exposed in work areas and its reasons (Çöl Özen, 2007).

Mobbing occurs for a variety of reasons in the workplace. Conflicts inside organizations are a major cause of mobbing. As a result of this circumstance,

there is a dispute between supervisors and employees in the organization. (Çöl Özen, 2009).

A number of studies have determined that mobbing is harmful to the working person, the economy, and society as a whole. However, the social environment's reaction to this scenario inhibits mobbing. If the management does not try to resolve problems and the social environment ignores them, it can lead to bullying. The victim initially concentrates on the event where the conflict arose and cannot understand that the behavior that has been there for months is intentional, and sometimes finds himself guilty. The main reason behind such behavior is; the wish to destroy the target can be seen as being superior and exposing (Davenport, Schwartz, & Elliott, 2003).

Organizational, social cluster origin, and individual causes are the three categories of reasons for workplace mobbing. Corporate factors in their respective fields of study include leadership, organizational culture, occupational stress, and professional organizations. Causes originating from social cluster can be stated as scapegoating, group pressure, jealousy, and hostility. Individual causes are physical rules, social skills, and personality traits. There are several ways to engage in mobbing that begin with such motives. They include: gossip; social isolation; physical assault; verbal abuse directed at organizational aspects; attacks on private life and attitudes. Mobbing can lead to somatic illnesses, anxiety, sadness, preoccupation, and post-traumatic tension problems in the study area (Efe and Ayaz, 2010).

2.3.3.1 Organizational reasons

Mobbing's infrastructure is comprised of the organization's structure, the abilities of the workers, the jobs they assign, and the rewards and promotions they offer. A company's policies, working conditions, and organizational environment all contribute to creating a company's culture in the workplace. However, not only mobbing victims but also actors other than the aggressor are adversely affected by organizational climate conditions. Afterwards, the number of permits increases, health permits costs increase and productivity decreases in the business place (Erdem, 2003).

2.3.3.2. Individual reasons

In terms of mobbing, disclosing it, and taking actions in this regard, personal motives are crucial. Mobbing can be caused by a variety of causes, including the personality qualities of people participating in the activity. Personal reasons, which are one of the reasons for mobbing in the study area, can be classified as follows.

Making the individual accept group rules; the group isolates those who do not share similar ideas from the environment and removes them from the working environment (Hansen, Høgh, Persson, Karlson, Garde, & Orbaek, 2006).

Getting pleasure from hostility: Someone who does not like them will mob them in order to get them removed from their lives forever. Workers with comparable power levels or a junior employee may be mobbed.

Seeking pleasure as a result of boredom: Some mobbers with sadistic tendencies take pleasure in their torture. In the workplace, people who are searching for boredom and excitement can also create mobbing behavior (Hubert and Veldhoven, 2001).

Reinforcing prejudices: Individuals who do not like someone might mob them by discriminating against specific ethnicities and socioeconomic classes, according to the report. According to U.S. law, these scenarios are considered discrimination and can be avoided by following certain rules and regulations. In the business place, another person who does not like a feature of a person, if he has a weight in the organization, can affect others negatively against the individual he does not like. Even working individuals may want to apply mobbing to a person among themselves, just because they don't like it for any reason. The victims of mobbing in the workplace are emotionally knowledgeable, capable of considering their own conduct, and sensitive individuals (Işık, 2007).

2.3.4. Mobbing types

2.3.4.1. Vertical (Hierarchical)

Vertical, that is, hierarchical mobbing, can be defined as psychological or physical attacks applied with authority and hierarchies directed from the top down or from the bottom up (Jacobshagen, 2004). We can explain the causes of hierarchical mobbing as follows;

Threatening social image: It is mobbing that emerges out when the individual has more employees than the individual in the superior status or is a successful and leading subordinate.

Age difference: It is mobbing that may arise when the individual in the upper status is young or the higher status individual sees the younger individual as a threat (Laçiner, 2006).

Political reasons: The stated or known political views of individuals can create the necessary infrastructure for mobbing to be applied on behalf of subordinates, superiors, and even those with similar status in their work areas. Mobbing usually occurs around the vertical hierarchy relationship. In this relationship, one of both parties is in the status of superior, while the other is in the status of subordinate to him. Mobbing behavior can take place from the top down within the subordinate relationships, and sometimes the tendency to abuse can be directed from the bottom up. The data show that harassment behaviors mostly derive from superiors (McCormack, Casimir Djurkovic, & Yang, 2006).

2.3.4.2. Horizontal (Functional)

The type of mobbing that can occur among those in the same position in organizations is called functional or horizontal mobbing. The type of mobbing mentioned between working individuals with a functional relationship between them is named horizontal mobbing (Özarallı and Torun, 2007).

Working individuals with the same authority may not approve of the violence they inflict on each other, they define this situation as mutual competition. They do not approve of their use of violence, claiming that they are warning

the situation positively in the interest of the victim. They try to be right when they argue that they do this in line with the goals for the policy of the institution or workplace. Horizontal mobbing can be induced by individual prejudices, jealousy, competition, race, coming from different regions and political reasons (Ozdemir and Açıkgöz, 2007).

2.3.5. Mobbing in the World

Researches have pointed out that 15% of individuals working in EU countries are exposed to mobbing in the workplace. The Netherlands is the first country that has made legal arrangements on mobbing issues among the countries included in the EU. Direct "mobbing laws" were enacted in Ontario in Canada in 2010, in Sweden in 1993, in Japan in 1996, in Colombia in 2006, in Canada in Alberta and Maritoba in 2007, in Canada in Quebec in 2004, in France in 2002 and in Finland in 2000. In addition, although there are no specific laws regarding mobbing in; the USA, Italy, and Germany in general, mobbing behaviors have started to be criminal at the regional level. examines vulnerability, bullying and psychological pressure in the context of existing laws regarding industrial links and workplace safety in Ireland, Australia and the UK; Since 1999, experts authorized by the government in Ireland have started to conduct research on violence and harassment in the field of work (Tanhan, 2011).

2.3.6. Mobbing in Turkey

The only private and open regulation regarding mobbing in Turkish Law was made in 2011 with the Turkish Code of Obligations No. 6098. In Article 417 of the Turkish Code of Obligations, "The employer is obliged to protect and respect the personality of the worker in the service relationship, to ensure an order in accordance with the principles of honesty in the workplace, and to take the necessary measures especially to prevent the workers from being subjected to psychological and sexual harassment and to prevent further harm to those who have been subjected to such harassment. The employer, to take all necessary measures to ensure occupational health and safety at the workplace, to keep the tools and equipment in full; Workers are also obliged to comply with all measures taken regarding occupational health and

safety. The provisions regarding mobbing are included with a regulation such as "Compensation of damages due to the death of the worker, damage to his bodily integrity or violation of personal rights due to the employer's unlawful and contractual behavior, including the above provisions, are subject to the provisions of liability arising from the breach of contract".

Again in 2011, a Prime Ministry Circular titled "Prevention of Psychological Harassment (Mobbing) at Workplaces" was published, and then the "Committee for Combating Psychological Harassment" was established by the Ministry of Labor and Social Security in 2012. In 2017, the Ministry of Labor and Social Security published the "Psychological Harassment (Mobbing) Information Guide in the Workplaces" in order to benefit employees and employers and contribute to labor peace. (MOLSS, 2017)

Besides, within the extent of the Labor Law No. 4857, there are articles that will be the basis for mobbing within the framework of the employer's obligation to protect the employee and the principle of equality, but developments have been made in labor law in terms of mobbing and combating mobbing, mainly with the Supreme Court decisions.

2.3.7. Mobbing Process

There are three groups of individuals who are subject to the roles of individuals working within the mobbing process. These are as follows; (Altuntas, 2010).

1. Those that use mobbing
2. Mobbing victims

2.3.7.1. Those that use mobbing

Those that use mobbing are generally people who want attention, have weak characteristics, need to be praised and are not noticed by others. They become accusatory and judgmental. For this reason, they can generally set up negative scenarios. These scenarios are full of violence. It has been determined that there may be a process that leads to the behavior of discrediting other individuals in individuals who see themselves as unqualified (Luthans, 2010).

2.3.7.2. Mobbing victims

The reality that mobbing victims have innovative personality traits, especially, disturbs high-ranking individuals, which is why the victims are chosen individuals. The victims stand out in their professional lives with their honesty, competence, intelligence and success. They are intelligent and talented individuals, who have empathy skills, learn from their mistakes. On the other hand, it has been observed that working individuals with low self-esteem, anxious and indecisive personalities are more exposed to mobbing than other employees (Reichert, 2003).

2.4. Definiton Findings and Development of Burnout

2.4.1. Burnout

These days, the abundance of research on burnout in the literature grabs attention. When the researches on burnout are examined, it is seen that the definitions made have many common points. In general, it is emphasized that burnout is a sociological and psychological phenomenon (Cullen, Silverstein, & Foley, 2008). It is seen that the concept of burnout emerged in America in the 70s and was put forward on the basis of the depressions exposed by the employees. Burnout was first described by Freudenberger. Burnout has been defined as the depletion of the internal resources of the person as a result of failure, weariness, loss of energy and power, or previously unsatisfied desires (Freudenberger, 1974). Maslach et al. evaluated the burnout syndrome, which Freudenberger explained as a state of mental and physical exhaustion, from a different perspective. In 1976, Maslach defined a professional individual's getting away from the main meaning and purpose of his job and not being genuinely interested in the people he serves. He examined the exhaustion and fatigue of individuals in working life (Maslach, 1976). Later, Maslach, together with Jackson, reconsidered the concept of burnout and focused on the decrease in personal achievement, emotional exhaustion and increase in depersonalization (Maslach & Jackson, 1981). When the related body of literature is examined, it is understood that fatigue

and stress are also associated with burnout. Burnout has been defined as emotional exhaustion, which is more common in individuals working in jobs that serve people. In terms of the qualities of those who have been subjected to workplace mobbing, the victims are emotionally sophisticated, capable of considering their own conduct, and sensitive (Tuğrul and Eylem, 2002). In this regard, it is apparent that burnout and stress are inextricably linked.

Other definitions show that the issue of stress is frequently mentioned. When there is an imbalance between environmental expectations and a person's ability to realize them, stress arises (Çelikkaleli, 2020). Burnout can be considered as the result of unsuccessful attempts to cope with many various negative stress situations. Burnout has symptoms and effects similar to stress. However, it is clear that burnout has more negative consequences than stress and fatigue. One of the most striking psychological reflections of stress is burnout (Çelikkaleli, 2020). Many researchers have discovered that employment, the working environment, and individual connections may all contribute to burnout. The results, historical evolution, and significance of burnout should be addressed one at a time.

2.4.2. Findings of Burnout

Burnout symptoms manifest themselves in emotional, behavioral, psychological, or physical ways. Individual variations influence the severity of burnout symptoms, which can be severe or moderate. Mild symptoms such as irritability, boredom, and exhaustion may even worsen over time, leading to commit suicide (Ersoy, Yildirim and Edirne, 2001).

Emotional findings: Feeling restless and unhappy, self-contempt, tension can be counted among emotional findings.

Behavioral findings: Hardship in adapting to work and society, avoidance of work, resignation, boredom, anger and crying spells are among behavioral findings. In addition, substance abuse and serious behavioral disorders can also appear as symptoms of burnout.

Psychological findings: In the event of burnout, emotional and behavioral signs precede and are easily detected. In the case of burnout, emotional and

psychological symptoms can be seen as irritability, feeling unhappy, restlessness and uneasiness, not being noticed, sleep disorders, exacerbation of family problems, difficulty in communication, decrease in self-confidence, and suicidal ideation.

Physical findings: Findings such as weight gain and loss, insomnia, body and headaches, fatigue, and sexual impotence can be counted as physical signs and symptoms of burnout (Ersoy, Yildirim, & Edirne, 2001).

2.4.3. Historical development and importance of Burnout

While it was discovered that employees working in the service sector in the United States and Canada in the 1970s were linked to the work they did, it was also discovered that burnout, alienation from the workplace, and dismissal from the job were exposed. When the historical development of burnout is examined, the first research we encounter is Freudenberger. The definition of burnout was first made by Freudenberger in 1974. In the following years, Maslach conducted research on this subject and introduced the measurement technique known as the Maslach Burnout Scale. Maslach investigates burnout in three aspects and reflects it on the burnout scale, which he defines as a loss in feeling of individual accomplishment, depersonalization, and emotional burnout (Maslach & Jackson, 1981).

If the 70s and 80s wanted to be defined, in which the first research was carried out, as the first period in terms of the historical development of burnout, it can be said that the concept is still being seriously investigated with the 90s, when the studies were increased. According to the sources, it is understood that many studies have been carried out on burnout until today. It is known that research on this phenomenon, which still attracts a lot of attention, continues and will continue. However, studies and research on the consequences of burnout are rarely encountered. It is important to deal with the consequences of burnout in the fight against burnout. Considering the emotional, behavioral, psychological and physical findings of burnout, it is obvious how important the issue is. In addition to the damages that burnout can cause on business life, its negative effects on social life should also be prioritized (Ersoy, Yildirim, & Edirne, 2001). Therefore, more emphasis

should be placed on burnout, its consequences should be evaluated and necessary precautions should be taken before negative situations and conditions occur. It is especially important to evaluate the issue in terms of public health and welfare (Ersoy, Yıldırım, & Edirne, 2001).

2.4.4. Dimension and models of Burnout

2.4.4.1. Basic dimensions of Burnout

In research on the subject, burnout is addressed in individual, organizational, business and social dimensions.

2.4.4.2. Dimensions of Burnout in terms of organization and work

Individuals must work in order to exist. Employees who spend the majority of their time at work have a direct impact on both their home life and their personal connections with other people. The pressure exposed by the individual in the organization or workplace where he/she works, the anxiety of being promoted, being able to continue his/her job and sustaining his/her life, when combined with the negative organizational and workplace culture, paves the way for the deterioration of relations and the emergence of burnout (Özgüner, 2011). In this regard, an individual who is burnt out is unable to concentrate on his work, has a decline in success and production, communication issues, a desire to leave the job, and is unhappy. This scenario can harm companies' and workplaces' long-term performance by causing a loss of exposed workers, a decline in production and profitability, a loss of business and market share, and even destruction.

2.4.4.3. Individual and social dimensions of Burnout

Humans, as social beings, communicate and engage with other individuals. According to the phenomena of sociability, communication and contact come to the fore in many areas, from the person's conduct to his feelings and ideas. From this aspect, the social dimension of burnout is important. As socialization takes place in many different environments in society, it is seen that an advanced level of socialization is exposed in organizations and workplaces (Özgüner, 2011). Attitudes gained together with; communication,

sharing, acquired behavior and values in the business and organizational environment can be examined within the framework of the social dimension. In the business and organizational environment where the interaction takes place at a high level, all positive and negative situations continue their effects at the individual level and can be reflected up to the social dimension. The individual, who is exposed to burnout, moves away from socialization, exhibits negative attitudes and behaviors, and negatively affects other people with whom he is in communication and interaction, as well as formation and relationships. This scenario cause harm on relationships and forms, inflicting harm to the social system (Yıldırım, 1996).

2.4.5. Burnout Models

When the literature is examined, it is monitored that many models have been developed on burnout. In the studies, more emphasis was placed on the Maslach burnout model and detailed studies were realized. Maslach burnout scale applications are found on many employee groups.

2.4.5.1. Edelwich's burnout model

In the Edelwich model, burnout is divided into some periods. These periods are expressed by Ergin under four different headings: enthusiasm and disappointment, stagnation, frustration and depersonalization (Ergin, 1993). Individuals first start with high motivation and energy, and become stagnant as they face opposition, criticism and different problems. He loses motivation, his energy level drops, and vision and ideals falter and become irrelevant. The individual questions and evaluates himself and his experiences, and his awareness increases. At last, he becomes apathetic and insensitive. It tends towards a routine life, complaint and closure (Demirkol, 2006).

2.4.5.2. Maslach's burnout model

Maslach's approach, which addresses three interconnected aspects, is extensively utilized by scholars. These are the dimensions of emotional exhaustion, depersonalization and decline in personal achievement (Yıldırım, 1996).

Individuals suffer emotional weariness and see themselves as ineffective and negative, in addition to unpleasant experiences such as excessive workload, lack of communication, intensity, and stress. The feeling of failure results in the feeling that others evaluate themselves in a similar way and that they are not wanted. He remains unresponsive to other people with whom he communicates and interacts, and moves away. Along with feeling failed, the individual believes that he is unable to advance in his profession, that he is guilty, and that what he does is a waste of time. The individual's degree of success falls when they feel helpless (Sürvegil, 2005).

2.4.5.3. Perlman and Hartman's burnout model

Perlman and Hartman's model of burnout is emotional or physical exhaustion, low work output, and depersonalization towards other people. In the model, it has been argued that the positive individual characteristics of the person play an active role in the fight against burnout. The model consists of four categories: turning the current situation into stress, the level of stress felt, the reaction to the stress exposed, and the consequences of this reaction. Reasons of stress, positive characteristics of the person and reactions to stress are the prominent points in the model (Sürvegil, 2005).

2.4.5.4. Meier's burnout model

According to Meier's concept, it is a function of both personal and environmental impacts, as well as the outcome of continuing working life. There are four elements to the model: efficacy expectations, reinforcement expectations, outcome expectations, and contextual processing. The person evaluates the work conditions in terms of his own expectations and is in expectation of the results and positive behaviors according to the behaviors he exhibits. At the same time, there is a link between a person's feelings,

thoughts, and behaviors in the workplace and organizational environment and burnout (Şanlı, 2006).

2.4.5.5. Suran and Sheridan's burnout model

The model is created by reviewing the identity-role confusion stage, which includes the right or wrong preferences of the individual regarding the job, the competency-inadequacy stage, which includes the level of competence in the job, the productivity-stagnation stage, which includes the stagnation or productivity of the individual due to not being able to be in the targeted place or not, and the individual's goals and objectives. It consists of four steps, namely the rebuilding-disappointment stage, which includes a new beginning or collapse (Ünal, 2018).

2.4.5.6. Cherniss' burnout model

Cary Cherniss' model includes the process of alienation from work due to over-commitment and the stress and dissatisfaction it creates. According to the model; this process, which comes forefront as a reaction to stress and dissatisfaction in the case of burnout, results in behaviors aimed at getting rid of burnout and being away from work. Cherniss mostly relates burnout with stress (Ok, 2002).

2.4.6. Reasons of Burnout

For eliminating the problem of burnout and take the necessary precautions, it is important to examine the factors that lead to the emergence of burnout.

2.4.6.1. Individual reasons

Individuals differ in terms of the causes, impacts, and outcomes of burnout. During the experience of burnout, the individual's distinct qualities bring with them diverse interactions. An individual's age, gender and many other individual characteristics can be examined separately in terms of the causes and consequences of burnout.

Personality differences can also be considered among individual reasons. In the studies, individuals were categorized according to different personality types within the framework of the determining criteria. In terms of personality types, it has been examined that individuals exhibit different attitudes and behaviors and that they communicate and interact in different ways with the environment and other individuals (Ersoy, Yıldırım, & Edirne, 2001). In this

sense, whether the individual is subjected to burnout, the effects of burnout on the individual, and the negative consequences of these effects differ according to personality type.

2.4.6.2. Effects of Demographic attributes

Demographic factors in the literature include concepts such as education level, marital status, gender, status, age. Again, the effects and results of individuals with different demographic characteristics in terms of burnout also contain differences. Studies have revealed that the burnout levels of individuals differ within the framework of demographic differences (Ersoy, Yıldırım, & Edirne, 2001).

2.4.6.3. Individual expectation and effects of needs

From the aspect of burnout, the level of expectations and needs of individuals, the state of meeting or not meeting expectations and needs, as well as the stress created by this situation, the formation and consequences of burnout are remarkable.

2.4.6.4. Reasons of Burnout that are derived from relationship and interaction

Humans are social beings and they cannot survive without establishing relationships and interactions both in organizations and in business and social life. Relationship and interaction bring about the transfer of feelings and thoughts between individuals, as well as positive or negative mood changes. This situation can create an environment for the individual to experience burnout, as well as positively or negatively affect the level of resistance to burnout. The fact that individuals working in the service sector have a high level of relations and interactions with other individuals causes those working in this sector to face burnout more. Studies have shown that the fact that healthcare professionals have to work as a team, contact each other more frequently, and are more affected by each other, and thus are more exposed to burnout (Ersoy, Yıldırım, & Edirne, 2001).

2.4.6.5. Organizational reasons of Burnout

Individuals' achievement and advancement requirements, as well as their expectations and the desire to show them, might be unfulfilled in companies and workplaces when business circumstances are bad. Especially, excessive workload attributed to individuals, interpersonal competition, negative corporate culture, organizational and workplace strategic plans and policies that are incompatible with the individual can form the basis of burnout in individuals (Ersoy, Yıldırım, & Edirne, 2001). In the burnout to be exposed due to reasons arising from the organization and workplaces, situations such as being alienated from work, leaving the job, conflicts with other employees, psychological disorders may occur, which can lead to destroying consequences for both the individual and the organization.

2.4.7. Burnout stages

Studies have indicated that burnout occurs in successive and interdependent stages.

These stages were classified by Canan Ergin as “the period of enthusiasm and enthusiasm, the period of stagnation, the period of inhibition, and the period of indifference. (Ergin, 1993) The individual enjoys his/her work in a period of enthusiasm and enthusiasm and prioritizes his/her job without complaining about the intensity. Their goals and expectations are high. The fact that he could not reach his goals and expectations causes the pleasure to turn into uneasiness and push his work to the second plan, and the individual enters a period of stagnation.

While the individual questions his job, he starts to criticize the workplace or organization's systems and policies, as well as his other colleagues. Their questioning causes him to think that his work is useless and to feel frustrated. The individual's job satisfaction level decreases, he becomes unhappy in his job and enters a period of indifference. Individuals who reach the maximum limit of burnout feel alienated from their jobs and are more likely to quit. In one study, it was shown that individuals who were exposed to mobbing had physical and psychological health problems, and therefore their psychological resilience was low. It was also discovered that those who were

subjected to mobbing had poor performance and likely to quit their employment (Shelton 2011).

2.4.8. Struggling with Burnout

2.4.8.1. Individual Struggle with Burnout

When it comes to avoiding burnout and preventing burnout, knowledge of the environment in which the individual lives and recognition of the environment come to the forefront. An individual who knows the difficulties, risks and burnout of his job, and has an idea about the symptoms and solution, can cope with burnout more easily. In this frame, it is also important to know one well.

An individual can be cheerful, work in a job suitable for his/her competencies, provide work-social life balance, have a vision, strive to work in line with his/her goals and objectives, and spare time for himself and his family members outside of work, will prevent him from being exposed to burnout (Dolgun, 2012).

2.4.8.2. Organizational Struggle with Burnout

Regarding the reality that individuals spend most of their lives in the workplace, it is necessary to consider the fight against burnout as a whole. Considering the negative effects of burnout on organizations, some structural changes and planned methods are needed in this regard.

In a study, it was reported that measuring and developing the positive psychological savings of working individuals has an important role in the success of the workplace, and that the positive psychological capital available in working individuals and the awareness of having it will be effective in their vision and enthusiasm (Kökalan Ö, Şevik İ., 2017). Firstly, organizational culture should be designed and created as participatory, encouraging open communication and employee-oriented. Work should be shared in a way that does not create stress and pressure, and workload should be treated sensitively. The jobs and attitudes expected from the

employees should be clearly defined, and the necessary procedures should be prepared to prevent job and authority conflicts. Training and seminars should be organized to increase the awareness of employees about burnout (Dolgun, 2012).

Performance and promotion systems should be designed and implemented in a way that encourages employees but does not disrupt their motivation. Transparency of choices and procedures in the workplace should be prioritized, and structures and practices that disrupt constructive interaction and communication should be avoided.

2.5. Psychological Resilience Definition

Every person reacts differently to the challenges, difficulties, and hardships they experience throughout their life. While some people can easily manage with the stress and discomfort produced by tough living situations, others may have mild to severe psychiatric illnesses as a result of difficulties. Resilience, which can also be defined as the ability to resist against problems, troubles and difficulties, can also mean being flexible and behaving flexibly (Karairmak, 2006).

Psychological resilience is a person's ability to persevere in the face of adversity. This capacity, which varies depending on persons and conditions, is the ability to deal with current or potential challenges and pressures (Çetin & Basım, 2011). Having psychological resilience is the basis for a positive and good development in adulthood despite all the difficulties encountered in childhood. People's relationships with their social environment and their emotional states can also change due to the stress brought by daily life. People can recover to their regular condition during times of transition primarily through their natural psychological resilience qualities (Öziş, 2016).

When the literature is examined, although there are different perspectives and different definitions on resilience, many views and definitions are not based on a theory and generally come to conclusions with empirical findings. While some definitions refer to personal or familial characteristics, some definitions take into account the functioning processes or results of

resilience. Although Masten and Reed (2002) see resilience as a risk factor in terms of psychological disorders that individuals will face, processes, protection factors and processes can also be stated as a good output in terms of psychological resilience (Basım and Çetin, 2011).

Researchers have made many and different definitions of resilience. According to one definition, resilience is a person's ability to endure and endure situations and situations that contain stressors, and not to lose their functionality when they are put into a negative mood. The death of a loved one, physical and emotional violence, sexual abuse, terminal illness, and psychological resilience are the factors affecting resilience. Resilience is a dynamic process in which a person exhibits positive adaptability in the face of adverse conditions. According to Eminağaoğlu, two aspects come to the fore when confronted with a significant danger or negativity and achieving positive adaptability to these conditions encountered during the growth process.

It is normal for people to be affected by stress factors in their lives. The issue that comes to the fore is how to fight stress and the ability of the person to return to normal at the end of this stress struggle. Psychological resilience is an interactive phenomenon. This interactive situation is the whole of the positive psychological results that occur despite the important risky experiences (Tümlü, 2012).

According to another thought, resilience is the state of internal and external balance in severe risk situations and the state of getting stronger from the risk situation. In severe risk situations, individuals can continue their lives with a solid structure thanks to their high psychological resilience. Otherwise, they may face a result such as boredom and alienation from life. The importance of psychological resilience is highlighted in terms of the individual's battle with the problems he confronts in life and therefore being able to continue living, and that the obstacles encountered enhance the person (Karairmak and Owen, 2009).

Another meaning of psychological resilience is the protection of one's psychological condition, as well as the gains made in the battle with and adaptability to obstacles. Positive interaction demonstrates the individual's psychological resilience when he leverages obstacles to his advantage. Adapting to the situation and achieving success despite the difficulties exposed are an indication of the person's protective features and psychological resilience.

According to Masten (2001), psychological resilience is related to the ability of a person to adapt and to demonstrate a positive development despite risky conditions such as trauma and negative economic situation in the developmental process.

In another explanation, resilience is expressed as a two-dimensional concept that accepts life as it is, with determination, invincibility, self-confidence, independence, perseverance and resourcefulness, as well as flexibility, harmony and healthy self-perception, within the framework of personal competence (Wagnild and Young, 1993).

In a research, it was debated that an individual who adheres to his beliefs and values can cope with negative conditions or situations thanks to the positive relations he has developed with his social environment and that the individual does not need to have special abilities in terms of psychological resilience, and it has been revealed that the psychological resilience of any individual can be increased with the necessary training (Yıldırım, Yıldırım, Otrar & Şirin, 2015).

In another research, psychological resilience was defined as the sum of good outcomes created by people's experiences as a result of the problems they face in their life. It has been revealed that positive gains and experiences obtained by people's reactions in stressful and challenging situations indicate psychological resilience (Rutter, 2006).

In other studies, psychological resilience has been defined as an individual's ability to overcome difficulties encountered during the process or unexpectedly, to tolerate difficulties, to produce a positive perspective, to be flexible by adapting to difficult conditions, and to maintain standing and balance after trauma. Besides, the fact that people do not react after a while to similar difficulties they experience over time and can continue their life in a normal way is explained by psychological resilience. There have also been researches that show psychological resilience is a dynamic process in life that may be learnt and acquired later in life.

Aside from this, researches have identified psychological resilience as a personality attribute. Regardless of the bad and stressful circumstances exposed, there are explanations as a personality attribute that mitigates the impact of the difficulties and stress created by these circumstances, removes tension, and maintains the person strong.

Kobasa, Maddi, and Khan (1994) brought out that psychological resilience is a source of resistance in stressful situations, and they argued that it is a personality trait. Masten et al. (1988), psychological resilience is establishing an internal and external balance in a risky environment, getting stronger and getting rid of troubles in these difficult situations. It is only possible for an individual to improve himself and to continue his life better when he is in a strong state, only with psychological resilience. A high level of psychological resilience can help the individual to get rid of problems by providing personal development in difficult conditions, while in low levels of psychological resilience, the individual's getting away from life can be used as an option. Staying strong in tough and painful conditions is a trait that contributes to an individual's ability to adapt to change following traumatic experiences. Furthermore, psychological resilience has been defined as a personality attribute that allows one to retain a positive and healthy attitude amid difficult life situations (Karairmak & Owen, 2009).

People who have a high level of psychological resilience have the characteristics that are open to change and development, can control events and have this belief, act flexibly in the face of difficult conditions, quickly get

rid of the negativities created by difficult conditions and continue their normal lives. In the studies revealed, it is common determination that psychological resilience is a dynamic process that meets healthy adaptation, includes the ability to fight against difficult conditions, and also active struggle in difficult life conditions.

The relevance of psychological resilience, which is defined in research as a personality characteristic, a skill acquired later, or a combination of both occurrences, is evident in terms of continuing a person's existence and growth in a normal and good manner. Thanks to the psychological resilience state, the person will be able to continue the struggle, balance and normal life and development processes instead of feeling inadequate, boredom, and avoidance. It is related to the person's different reactions to different events and different emotional states in the life process, interpreting the situation, making sense of the situation and developing behavior according to previous experiences. Strong struggle, positive attitudes, balance and psychological well-being are directly associated with existing or acquired resilience.

Psychological resilience is a developmental process that is recognized and learned by being perceived in the face of realities. The strength of struggle and recovery of the individual refers to being able to survive despite the negative events and situations, to be able to continue with his normal life by compensating for the damage received, and to become even stronger (Basım and Çetin, 2011).

Other studies define psychological resilience as the ability to manage with tough and stressful life conditions and events, anxiety, sadness, and grief, adaptability to oneself and others under stressful and challenging situations, and the ability to cope with undesired occurrences or stress. Psychological resilience is the ability to heal and adapt in the face of diseases, challenges, and stressful life events, even if just for a short period of time. In other words, psychological resilience is the ability of a person to cope with difficult experiences without difficulty, to overcome them quickly and to adapt quickly in the same way. When different psychological resilience studies are examined, three common features are found in the definitions. The first

fundamental element is the idea that there is a talent that supports being able to overcome challenges even under bad situations and to develop more rapidly than normal under these conditions. This ability is related to people who have been successful despite negative experiences. The second basic feature is related to the harmony exhibited by the individual in the face of family conflicts or stressful events such as separation or divorce. The third basic feature is related to being able to overcome traumatic situations and events such as death of relatives, accident, serious illness, natural disaster.

People may coincide with situations that disrupt their psychological harmony and integrity throughout their lives. Traumatic events such as getting fired, suffering deadly diseases, losing a family member, harassment, and injuries can all result in mental problems and irreversible harm. The ability to remain strong in the face of stressful experiences and adjust to these conditions will reduce the harmful outcomes. Psychological resilience precisely refers to the ability of people to struggle with these and similar situations, to adapt to conditions and situations, and to return to normal life again.

According to Walsh (2006), resilience is expressed as an effective process that enables to cope with problems more powerfully, to develop and endure in times of crisis. According to Grotberg (1995), on the other hand, resilience is expressed as a quality possessed by individuals that brings strength and overcoming difficulties in life. Rutter (2006) defined the concept of resilience as an active phenomenon that occurs as a result of the interaction of risk factors and protective factors. Psychological resilience has been tried to be explained by 3 different factors, namely risk factors, protective factors and positive results, in literature studies. In addition, it is understood that psychological resilience is mainly expressed as a dynamic interaction of risk factors and protective factors (Sağ, 2016).

2.5.1. Risk factors

Risk in the context of psychological resilience refers to adverse living situations. In terms of psychological resilience, the number and effectiveness of risk variables are explanatory. Psychological resilience frames good

outcomes in contrast to risk factors, which are a series of negative consequences (Tümlü, 2012).

Risk factors take role in the formation of psychological resilience and strengthen the possibility of negative results in the process. The occurrence of a problem is expressed as a factor that affects the continuation of the problem or the worsening of the situation (Gökçen, 2015).

We can investigate risk variables in three categories: risk factors linked to the person, risk factors related to his or her family, and risk factors related to the community. Individual variables include low intellect, bad health, low intelligence, low self-esteem, lack of self-confidence, inadequate fighting capacity, underdeveloped self-control mechanisms, incompatibility, aggressive and aggressive behaviors, and a lack of self-expression (Tümlü, 2012). In addition to these, substance abuse, not being able to join a group or organization, unsuccessful academic process, various psychological disorders, disability, and troubled pregnancy and birth processes can be counted among the risk factors related to the individual (Altıntaş, 2016).

Genetic disorders, divorce or death of parents, unhealthy communication with parents, sexual or physical violence in the family, abuse or excessive interference and discipline of parents against their children, discrimination between children, and poor family life due to financial impossibilities can all be addressed as risk factors (Tümlü, 2012). Moreover, factors such as growing up in a large family with many children, close age ranges between siblings, growing up apart from the family, being adopted, physically or psychologically ill parents, delinquent and delinquent parents can also be counted as a better explanation of the subject (Altintas, 2016).

Factors such as low socioeconomic status in the society in which they live, inability to meet basic needs and services adequately, a lack of role models or leaders, living in communities where violence and drug and alcohol use are prevalent, being forced to migrate, unemployment, and poverty are all examples of social risk factors (Tümlü, 2012). However, environment prone to violence and sexual perversion, malnutrition conditions, inadequacy of

public services, and lack of infrastructure can be counted among the social risk factors. These variables emerge as a type of danger, preparing the setting for the experience of negativity in the individual's personality formation and development process (Zafer, 2016).

2.5.2. Protective Factors

Masten (2001) defines protective factors as phenomena that minimize or eliminate the chance of harmful and unpleasant events occurring, as well as the impact of problems, promote adaptation, and enhance one's skills and talents. Having protective factors, or the presence of protective factors in total, prevents the occurrence of dangerous and negative situations, while reducing the severity of possible problems. Furthermore, protective factors allow the individual to experience himself physically and emotionally, as well as cope with challenges, by promoting the formation of attitudes and actions toward this (Tümlü, Recepoglu, 2013).

In other words, protective variables are those that mitigate the intensity of bad events and dangers or eliminate them entirely. It is possible to say that the personality structure, intelligence level, close family relations, positive social and social support frame the protective factors (Gökçen, 2015).

Internal and external protective factors are the two most common types of protective factors. Temperament, self-esteem, optimism, self-awareness, independence, social competence, hopefulness and optimism, self-efficacy, and problem-solving abilities are examples of internal protective factors (Gürgan, 2006). External protective factors include reliable parents and a positive family climate, a calm and orderly family environment, meeting the need for shelter and security, positive and close communication with family members and social environment, well-educated family and social environment, social and economic welfare can be listed as a responsible social environment that abides by the rules (Zafer, 2016).

Another research classified familial adjustment and support as individual structural characteristics and external support. Beneficial connections with parents and the positive impacts of parents on the individual are at the forefront of the spectrum of familial harmony and support. Structural features of the individual are listed as high intelligence level, psychological and physical strength, sociability, and self-efficacy and communication ability. Friends, elder brothers, trainers, and other individuals in the immediate surroundings who assist the individual in the face of tough circumstances are included in the category of external support.

These three groups were investigated in another research. Individual factors include problem-solving abilities, high intelligence and academic performance, self-confidence, optimism, and hopefulness. Among the familial protective factors, educated and qualified parents, positive communication within the family and close family ties are listed. As external factors, attention was drawn to factors such as healthy and positive social relations, good education, and a positive social environment (Gül, 2016).

2.5.3. Individual Characteristics

Psychological resilience may be defined as a personality attribute that mitigates the negative consequences of stress and increases adaptation. A number of researches on genetic characteristics have shown that psychological resilience is an inherent ability. Yet, academic studies have explained the concept of psychological resilience as a competence that can be developed and learned as well as innate personality characteristics (Basım and Cetin, 2011).

Resilience, which may be defined as the dimensions of difficulty, attachment, and control, is also linked to other aspects of an individual's personality. Attachment refers to an individual's sense of purpose and meaning through remaining in everyday life and not being excluded from events and situations. Control is also defined as having a belief that can affect and change events instead of being unhappy when faced with difficulties and difficult situations, and showing an attitude based on this situation. The difficulty, on the other

hand, is the belief that change is a normal situation for our lives and that it is a positive and positive phenomenon, not a risky situation for improvement (Sezgin, 2012).

It is thought that individuals who are psychologically resilient have good communication skills, strong self-esteem and self-control, the ability to solve issues, struggle with obstacles, a positive personality structure, are receptive to education and growth, and empathy skills. Besides, the current intelligence of individuals, positive family and social relations, and the positive effect of the environment they live in can lead to the emergence of psychological resilience (Altundağ, 2013).

Individuals with psychological resilience or a high level of psychological resilience have the capacity to react rapidly to present or challenging situations, to be aware of this, and to move forward in line with their aims and objectives. It is possible to cope with difficult conditions in life, and to continue living with control, hope and finding life valuable even in the face of changes, with a high level of psychological resilience (Şahin, 2015).

Cognitive, emotional and social personality traits characterize individuals with high psychological resilience (Yıldırım, Yıldırım, Otrar, & Şirin, 2015). Accordingly, people with high psychological resilience; such as being able to reasonably struggle even against difficult conditions and events, maintaining the motivation of oneself and those around him, looking to the future with hope, being able to realize and keep his emotions under control, compatibility, self-esteem and competence, self-confidence, sustainable and effective relationship and communication, and self-solving problems; they have also cognitive, emotional and social qualities (Batan, 2016).

In children, the scenario is similar. The fact that youngsters do not lose faith in stressful situations, think optimistically, and persevere in the face of adversity might be attributed to their high levels of psychological resilience. Again, it has been revealed that adolescents and young people can get

enough and more comfortable support from their parents and adult social circles against stressful and difficult conditions (Aktaş, 2016).

Individuals with low levels of psychological resilience resist development and change and tend to withdraw from life. Individuals with high psychological resilience, on the other hand, are open to development and change and even turn it into an opportunity, continue their daily lives even in difficult conditions and handle the control.

In the study of “A Resilience Model of Subjective Well-being” conducted by Terzi (2005), it was found that psychological resilience is a personality trait that contributes to coping with stress. While Terzi (2005) expressed resilience as a personality trait, he also revealed that this trait is related to other personality traits. Maddi and Khoshaba (1994) stated that people with psychological resilience also have the ability to cope with stress and sadness. In this direction, it has been revealed that people with psychological resilience do not become weak in the face of risks and dangers brought by life, and they can manage development and change in line with their goals and objectives.

According to another study, this personality trait is established throughout the early developing phase. It is advised that parents encourage their children to take responsibility, allow them freedom of choice, and recognize that they have a unique structure and features in order to build psychological resilience. The difficulties exposed by children who grew up without interest and communication in family life were mentioned, and it was stated that children who could not feel special and whose expectations of being special were not satisfied would not be able to have healthy communication and interaction with other members of the family and their social environment (Bar, 2016).

In other studies, it has been determined that mobbing victims have a relationship with the negativities they have exposed in their past lives and the ongoing mobbing process in their business life (Banks, 2014).

According to this;

- Sudden psychosomatic and physical disorders occur in the working individual, as the sick leave increases, he cannot work and has to leave the job.
- Stress and related psychological diseases occur as a result of emotional trauma. Subsequently, there may be psychological diseases that can lead to suicidal tendencies and suicide commits.
- There is a general inability to make a decision and a decrease in self-confidence he/she starts to feel guilty about the situation he encounters and cannot take responsibility in the working place.

To be successful, all working individuals must have appropriate role thinking related to the roles that organizations assign to them. Inappropriate role thoughts can lead to role confusion or conflict, leading to failure. At the same time, this situation may result in reaching the expected performance level from the employee (Field, 2009). Supervisors should recognize the requirements of working persons; define the outcomes that may be authorized in the company, and offer suitable chances for working individuals to have the qualifications and supports necessary to accomplish the objective in order to improve motivation (Brannon, 2011).

CHAPTER 3

METHOD

3.1. Research Model

Relational survey model, which is a quantitative research method, was used in this study. The screening model used to detect the covariance between two or more variables is called the relational screening model. In this model, whether the variables change together; if there is a change, it is tried to determine how the change is (Karasar, 2011).

In this study, in which the role of mobbing exposure and burnout levels and psychological resilience of workers working in the automotive sector was examined, the effect of mobbing levels on burnout and resilience was examined. In addition, the relationship between the levels of psychological resilience, burnout and mobbing exposure of automotive sector employees was determined.

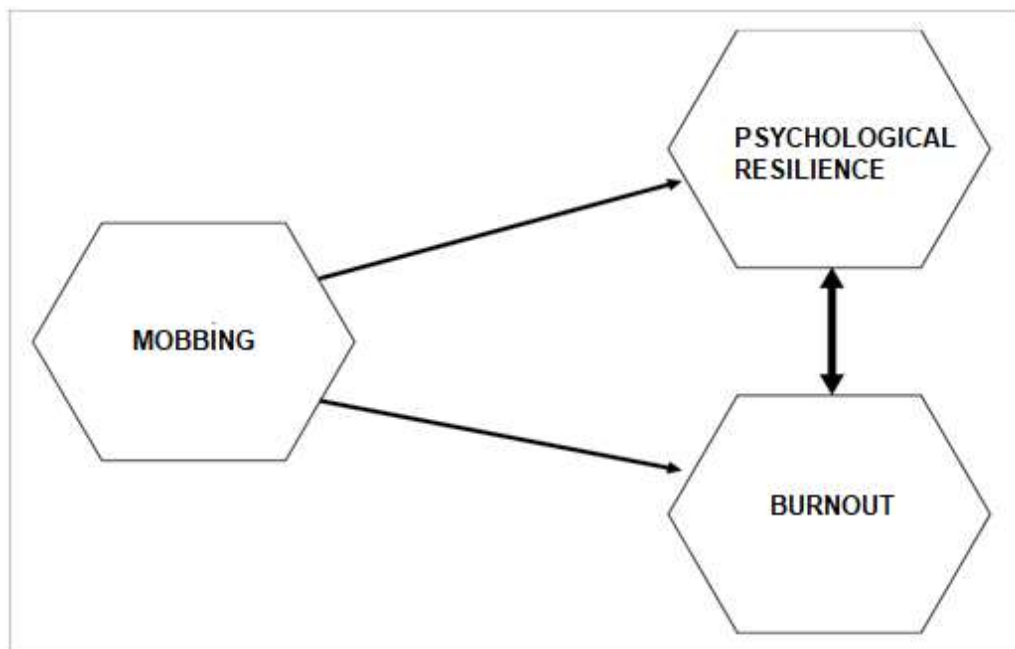


Figure 1: Research Model

3.2. Population and Sampling of the Research

The population of this research consists of Automotive Workers in Bursa, Turkey.

In the research population, it has been determined that approximately 12.000 automotive workers work in automotive production. Considering the size of the universe and the impossibility of reaching the whole, time and limited resources, the study was carried out by creating a sample for the universe. While creating the sample in the study, the simple random sample formula was used (Yamane, 2001).

$$n = \frac{N \cdot z^2 \cdot p \cdot q}{N \cdot d^2 + z^2 \cdot p \cdot q}$$

$$n = 372$$

Symbols in the formula:

n= Size of the sample (number of people)

N=The population of the research (number of people)

p= The rate of observation of any event in the universe (p value 0.5)

q= The rate of not observing any event in the universe (1-p)

z= Standard normal variable value

d= Sensitivity (Acceptable margin of error in the study – 0.05)

According to the calculation result, it was found that meeting with 372 workers would be sufficient. However, 500 automotive workers formed the sample of the research in order to increase the confidence level of the research results and to increase the sample validity. Among these workers, 300 automotive workers who filled the measuring tools without any joints were included in the research.

3.3 Collection of Data

In the study, data was gathered using a survey approach. The survey is a technique of systematic data collecting in which questions or questions are asked to persons spanning a universe or sample, based on the questions

selected on a specific issue (Gurbetoğlu, 2018). In order to perform the surveys, first of all, within the framework of the research universe, businesses operating in the automotive production sector in Bursa province and which can be supported were searched and an application was made to these enterprises whether they would provide support to the research. The necessary ethical permissions were obtained from the enterprises that responded positively to the application and the planning was made. Within the framework of the planning made, interviews were made with the automotive workers by making an appointment with the enterprises and surveys were carried out. In the enterprises to be studied, a questionnaire was applied by applying to the workers with a simple random method in line with the previously planned numbers. Before the workers started to answer the data collection tools delivered to them, the researchers were informed about the aims of this research and how the questionnaires should be answered by the Participant Information and Informed Consent Form and their consent was obtained. It has been revealed that workers are not required to clearly show their names and surnames in the data collection tools in order to answer the data collection tools sincerely, honestly, and correctly, that the research will be conducted within the framework of confidentiality principles, and that the evidence received from the workers will be recognized only to the researcher. Moreover, an attempt was made to conduct the surveys in a healthy manner by addressing the questions given throughout the application process.

3.4 Data Collection Tools

In this study, a survey formed in 4 sections was used as a data collection tool. The Descriptive Characteristics Form is in the first part, the Mobbing Scale is in the second part, the Psychological Resilience Scale is in the third part, and the Burnout Scale is in the fourth part. The Introductory Characteristics Form was used to determine the descriptive characteristics of the participants. Mobbing Scale was used to measure the level of mobbing, one of the variables of the study, the Burnout Scale was used to measure burnout, and the Resilience Scale was used to measure psychological resilience. Detailed information about the data tools used is given below.

3.4.1. Descriptive characteristics form

In order to determine the descriptive characteristics of the participants, the descriptive properties form prepared by the researcher was used.

In the form of introductory features; individual characteristics (gender, age, place of birth, marital status) and; occupational characteristics of automotive workers educational status, monthly income level, whether there are other employees in the family, whether they choose the sector and profession voluntarily, as an automotive worker, the business and total working hours, the department they are currently working in and how long they have worked, the working methods and the system, the average number of hours worked, and there are 19 questions that determine whether overtime is worked and the position in the company.

3.4.2. Mobbing scale

The scale was developed by Aiello, Deitingner, Nardella, and Bonafede (2008) and consists of 48 items. The questions in the scale are scored between 1 and 7 as a Likert type. The scale was developed to determine interpersonal relationships. On the scale, information is given about the level of the employee's relations with his colleagues, whether the individual has been exposed to psychological or physical violence or harassment, the level of feedback about the work he is doing, whether the individual's personal opinion is taken on his/her own situations and issues and whether there are changes related to the work. There are questions to identify the issues as well as not given. High scores indicate that employees are exposed to mobbing, and low scores indicate that they are not exposed to mobbing.

Laleoglu and Ozmete adapted the Mobbing Scale for Turkey in 2013. As a consequence of the scale construct validity examination, ten questions were removed from the calculation, reducing the scale to 38 items. Again, the reliability internal consistency coefficient Cronbach Alpha was found to be 0.948. The sub-dimensions of the scale were determined as relations with co-workers, threats and harassment, interference about career and work, work commitment, and interference in private life.

3.4.3 The burnout measure short version (BMS)

Instead of Pines and Aronson's (1988) Burnout Scale, which consists of 21 items and was prepared to measure the occupational burnout of individuals, Pines (2005) used the existing scale to create an easy-to-use measurement tool with fewer items in order to meet the needs of researchers and practitioners. He adapted the short 10-item form. The 10 items selected for the Short Version of the Burnout Scale were determined within the contextual basis of the Burnout Scale, which consists of 21 items that assess a person's level of physical, emotional and mental fatigue. The study revealed that the items covering the short version are ideal for measuring burnout (Pines, 2005). The Turkish adaptation of the scale was done by Tmkaya, am, and avuŐlu (2009). In the adaptation study of the scale, the reliability coefficient was found as .91 and the correlation coefficient as .70. In the study, it was determined that the Turkish version of the short version of the burnout scale had construct validity, internal consistency and stability coefficient, and high item-total score correlation coefficients. Although the original version of the scale measured burnout in three dimensions, it was found that the scale adapted to Turkish as a result of the adaptation to Turkish measures burnout in one dimension, but valid and reliable (Tmkaya, am, & avuŐlu, 2009).

3.4.4. Psychological Resilience Scale (Personal view surveyPVS III–R)

The Resilience Scale, developed by Maddi and Khoshaba (2001), was adapted into Turkish by Durak (2002). The scale consists of 18 items that reveal the individual's beliefs about himself and his life. Scoring of the 4-point Likert-type scale is between 0-3. Resilience Scale consists of reversed and direct statements. While low scores from the scale indicate high psychological resilience, high scores are accepted as a sign of low psychological resilience. Durak (2002) conducted the study on the validity and reliability of the scale. According to the calculations, the internal consistency coefficient was calculated as Cronbach Alpha.68 (Durak, 2002).

3.5. Analysis of Data

The data obtained through the questionnaire were uploaded to the computer and then debugging was applied to these data.

Statistical Package for the Social Sciences (SPSS) version 20.0 for Windows Evaluation was used for statistical analysis of the data.

The Kolmogrov-Smirnov test, one of the normality tests, was applied to determine the hypothesis tests to be used in statistical analysis and to examine how the data set is distributed. As a result of the test, it was determined that the data set was not normally distributed and non-parametric hypothesis tests were benefited.

Frequency tables were applied to determine the descriptive characteristics (gender, age group, etc.) of the workers participating in the study.

Frequency tables and descriptive statistics covering the mean, standard deviation, minimum and maximum values of the subscales were included for the scores they gave for each question on the basis of subscales in order to determine the answers given by the auto workers to the psychological resilience role and burnout scale.

Mann Whitney U and Kruskal Wallis tests, which are non-parametric hypothesis tests, were used to compare the answers given to the psychological resilience and burnout scale of the psychological resilience and burnout levels of the automotive workers according to the descriptive characteristics of the workers. Multiple regression analysis was realized to examine the scales in terms of risk factors. Besides, Spearman correlation test was used to determine the relationship between scale grand total score and subscale total scores for both scales.

CHAPTER 4

FINDINGS

This study was carried out within the scope of automotive workers who were not exposed to mobbing and were exposed to mobbing in Bursa, Turkey. 10.4% of the workers exposed to mobbing are female and 89.6% are male. On the other hand, 5.6% of the workers who are not exposed to mobbing are female and 94.4% are male.

Demographical Variances	Not Exposed Mobbing (NEM) %	Exposed Mobbing (EM) %	X²	P value
Gender				
Female	5,6	10,4	1,76	,184
Male	94,4	89,6		
Marital Status				
Married	74,4	62,2	4,94	,085
Single	25,6	37,9		
Income Level				
1500-3000TL.	68,9	76,7	1,98	,163
3000TL and over	31,1	23,3		
Education Level				
Primary School	35,6	30,6	5,70	,222
High School	44,4	49,2		
Associate Degree	16,7	13,5		
Bachelor and over	3,3	6,7		

**Working
Duration**

0-3 years	15,6	18,1	2,25	,766
3-5 years	15,6	13,0		
5-10 years	28,9	24,9		
10-15 years	12,2	18,1		
15-20 years	16,7	14,0		
21 years and over	11,1	11,9		

(p≤0,05)

**Automotive
Sector Choice**

Willingly	78,9	87,6	3,58	,058
Unwillingly	21,1	12,4		

Status

White Collar	3,3	8,8	2,80	,094
Blue Collar	96,7	91,2		

Shift Type

Single Shift	75,6	80,0	2,66	,263
Two Shift	5,6	2,1		
Three Shift	18,9	17,1		

(p≤0,05)

The distribution and significance level of the not exposed to mobbing and exposed to mobbing automotive workers in terms of socio-demographic variables were analyzed by chi-square analysis. Mostly male and married participants were included in the study. Most of the cases have an income level of 1,500-3,000 TL and a high school education level. Participants generally work for a period of 3-5 years and have chosen the automotive sector willingly. Most of the cases work in blue collar status and in a single shift. There was no significant difference found between socio-demographic variables and groups ($p>0.05$).

Table 2. *The results of Mann Whitney U analysis regarding the comparison of mobbing scale, burnout and psychological resilience levels of the automotive workers who participated in the research, of those who were not exposed mobbing and those who were exposed to mobbing.*

	Groups	N	Rank Mean	Z	P
Relationships with Colleagues	EM	148	105,19	-7,81	,000**
	NEM	152	181,78		
Threat and Harrasment	EM	148	107,73	-7,82	,000**
	NEM	152	179,04		
Interference about career and work	EM	148	122,10	-4,26	,000**
	NEM	152	163,51		
Commitment to Work	EM	148	147,09	-1,09	,274
	NEM	152	136,50		
Interference in Private Life	EM	148	114,11	-6,34	,000**
	NEM	152	172,14		
Burnout	EM	148	116,65	-5,09	,000**
	NEM	152	165,43		
Psychological Resilience	EM	148	162,87	4,35	,000**
	NEM	152	141,06		

($p\leq 0,05$)

When the difference between those who were not exposed to mobbing and those who were exposed to mobbing was examined in the sub-dimension of

relations with colleagues in the mobbing scale of the automotive workers who participated in the research, it was observed that the relations with colleagues of those who were exposed to mobbing were significantly impaired ($p < 0.05$). When the difference between those who were not mobbed and those who were exposed to mobbing was examined in the threat and harassment sub-dimension of the mobbing scale, it was found that those who were exposed to mobbing were subjected to significant threats and harassment ($p < 0.05$).

When the difference between those who were not exposed to mobbing and those who were exposed to mobbing was examined in the work and career-related inhibition sub-dimension of the mobbing scale, it was determined that those who were exposed to mobbing were significantly hindered in terms of work and career ($p < 0.05$). When the difference between those who were exposed to mobbing was examined, no significant difference was found ($p > 0.05$). When the difference between those who were not mobbed and those who were exposed to mobbing was examined in the sub-dimension of intervening in private life of the mobbing scale, it was found that those who were exposed to mobbing were significantly interfered in their private lives ($p < 0.05$).

When the difference between those who were not exposed to mobbing and those who were exposed to mobbing in the burnout scale dimension of the automotive workers participating in the research was examined, it was seen that the burnout level scores of those who were exposed to mobbing were higher ($p < 0.05$).

When the difference between those who were not exposed to mobbing and those who were exposed to mobbing was examined in the psychological resilience scale of the automotive workers participating in the research, a significant difference was found in favor of those who were not mobbed ($p < 0.05$).

Table 3. *The results of the regression analysis on the sub-scale of the mobbing scale, the dimension of relations with colleagues, burnout and psychological resilience of automotive workers participating in the research*

	B	SD	Beta	T	P	ΔR^2	Adjusted R^2	F
Burnout	-2,017	,232	-,459	-8,708	,000	,209	,204	F(39,25)
Psychological Resilience	-,084	,520	-,009	-,161	,872			

($p \leq 0,05$)

When the multiple regression analysis was examined in terms of the sub-scale of the mobbing scale of the automotive workers who participated in the research, in terms of their relations with their colleagues, burnout and psychological resilience, it was found that relations with their colleagues predicted burnout ($p < 0.05$).

When the regression analysis of the mobbing scale's relations with colleagues sub-dimension was examined, it was found that it did not predict the psychological resilience dimension ($p > 0.05$).

Table 4. *Examination of the predictive levels of burnout and psychological resilience of threat and harassment, which is the sub-scale of mobbing scale, of automotive workers participating in the research*

	B	SD	Beta	t	P	ΔR^2	Adjusted R^2	F
Burnout	-,222	,046	-,276	-4,836	,000	,074	,068	F(11,92)
Psychological Resilience	-,170	,103	-,094	-1,644	,101			

($p \leq 0,05$)

When the multiple regression analysis was examined in terms of the threat and harassment dimension, burnout and psychological resilience, which are the sub-scales of the mobbing scale of the automotive workers participating in the research, it was found that threat and harassment predicted burnout ($p < 0.05$).

When the regression analysis of the threat and harassment sub-dimension of the mobbing scale was examined, it was found that it did not predict the psychological resilience dimension ($p > 0.05$).

Table 5. Examination of the predictive levels of job and career-related inhibition, burnout and psychological resilience, which is the sub-scale of the mobbing scale, of the automotive workers participating in the research

	B	SD	Beta	T	p	ΔR^2	Adjusted R ²	F
Burnout	-,418	,072	-,323	-5,810	,000	,118	,112	F(19,89)
Psychological Resilience	,199	,162	,068	1,230	,220			

($p \leq 0,05$)

When the multiple regression analysis of the mobbing scale subscale of the automotive workers participating in the research, the interference about work and career sub-dimension, was examined in terms of burnout and psychological resilience, it was found that it predicted burnout positively ($p < 0.05$).

When the regression analysis of the mobbing scale's work and career-related inhibition sub-dimension was examined, it was found that it did not predict the psychological resilience dimension ($p > 0.05$).

Table 6. Examination of the predictive levels of burnout and psychological resilience of commitment to work which is a sub-dimension of the mobbing scale, of automotive workers participating in the research

	B	SD	Beta	T	P	ΔR^2	Adjusted R ²	F
Burnout	,394	,057	,377	6,918	,000	,154	,148	F(27,04)
Psychological Resilience	-,134	,128	-,057	-1,046	,297			

($p \leq 0,05$)

When the multiple regression analysis of the mobbing scale sub-dimension of the automotive workers participating in the research was examined in terms of burnout and psychological resilience, it was found that it predicted burnout positively ($p < 0.05$).

When the regression analysis of the mobbing scale's work engagement sub-dimension was examined, it was found that it did not predict the psychological resilience dimension ($p > 0.05$).

Table 7. Examination of the predictive levels of burnout and psychological resilience of the intervention in private life, which is a sub-dimension of the mobbing scale, of the automotive workers participating in the research.

	B	SD	Beta	T	p	ΔR^2	Adjusted R^2	F
Burnout	-,210	,034	-,342	-6,124	,000	,114	,108	F(19,10)
Psychological Resilience	-,033	,077	-,024	-,422	,673			

($p \leq 0,05$)

When the multiple regression analysis was examined in terms of burnout and psychological resilience, it was found that the interference in private life, which is the sub-dimension of the mobbing scale of the automotive workers participating in the research, predicted burnout positively ($p < 0.05$).

When the regression analysis of the private life interference sub-dimension of the mobbing scale was examined, it was found that it did not predict the psychological resilience dimension ($p > 0.05$).

Table 8. Examination of burnout levels sub-dimensions of mobbing scale and predictive levels of psychological resilience of automotive workers participating in the research.

	B	SD	Beta	t	P	ΔR^2	Adjusted R^2	F
Relationships with Colleagues	-,066	,017	-,288	-3,764	,000	,333	,19	24,32
Threat and Harrasment	,781	,633	,073	1,234	,218			
Interference about career and work	,113	,047	,146	2,391	,017			

Commitment to Work	-,291	,048	-,304	6,030	,000
Interference in Private Life	,100	,116	,062	,867	,387
Psychological Resilience	-,249	,110	-,111	-2,268	,024

($p \leq 0,05$)

It is seen that the burnout dimension of the automotive workers participating in the research significantly predicts the mobbing scale's relations with their colleagues sub-dimension ($p < 0.05$).

It was determined that the burnout dimension of the automotive workers participating in the research did not predict the threat and harassment sub-dimension of the mobbing scale ($p > 0.05$).

It is seen that the burnout dimension of the automotive workers participating in the research significantly predicts the relationship with work and career-related inhibition sub-dimension of the mobbing scale ($p < 0.05$).

It was found that the burnout dimension of the automotive workers participating in the research significantly predicted the mobbing scale's job engagement sub-dimension ($p < 0.05$).

It was determined that the burnout dimension of the automotive workers participating in the research did not predict the sub-dimension of the interference to private life of the mobbing scale ($p > 0.05$).

It is seen that the burnout dimension of the automotive workers participating in the research significantly predicts psychological resilience ($p < 0.05$).

Table 9. Examination of psychological resilience levels, sub-dimensions of mobbing scale and predictive levels of burnout of automotive workers participating in the research

	B	SD	Beta	t	p	ΔR^2	Adjusted R^2	F
Relationships with Colleagues	-,003	,009	-,032	-,348	,728	,063	,044	3,29
Threat and Harrasment	-,496	,333	-,103	-1,487	,138			
Interference about career and work	,046	,025	,135	1,853	,065			
Commitment to Work	-,034	,027	-,079	-1,249	,213			
Interference in Private Life	-,001	,061	-,002	-,021	,983			
Burnout	-,069	,031	-,156	-2,268	,024			

($p \leq 0,05$)

It was determined that the mobbing scale of the psychological resilience dimension of the automotive workers participating in the research did not predict the sub-dimensions of relations with co-workers, threats and harassment, work and career-related inhibition, work commitment and interference in private life ($p > 0.05$).

It is seen that the psychological resilience dimension of the automotive workers participating in the research significantly predicted burnout ($p < 0.05$).

Table 10. Examination of the relationship between mobbing scale sub-dimensions, burnout and psychological resilience of automotive workers (NEM) participating in the research.

	1	2	3	4	5	6	7
1.Relationship with Colleagues	r 1,000	,763**	,576**	,676**	-,232**	,459**	,066
	p .	,000	,000	,000	,000	,000	,258
2.Threat and Harrasment	r	1,000	,470**	,714**	-,151**	,348**	,003
	p	.	,000	,000	,009	,000	,956
3.Interference	r		1,000	,474**	-,023	,360**	,122*

about career and work	p	.	,000	,691	,000	,035
4. Interference in Private Life	r	1,000	-,147*	,351**	,081	
	p	.	,011	,000	,159	
5. Commitment to Work	r		1,000	,386**	-,154**	
	p	.	.	,000	,008	
6. Burnout	r			1,000	-,212**	
	p	.	.	.	,000	
7. Psychological Resilience	r				1,000	
	p	

($p \leq 0,05$)

When the correlation analysis between the mobbing scale sub-dimension of the relationships with colleagues and the threat and harassment of automotive workers who participated in the research and were exposed to mobbing (EM), it is seen that there is a strong and significant positive relationship between the relationships with their colleagues and the threat and harassment ($p < 0,05$).

When the relations with colleagues sub-dimension and the dimensions of work and career-related inhibition and interference with private life were examined, it was found that there was a moderate positive correlation between work and career-related interference and interference with private life ($p < 0.05$). It was determined that the sub-dimension of the mobbing scale had a low negative correlation with the relationships with coworkers and work engagement ($p < 0.05$). A moderately significant positive correlation was found between the relationships with colleagues sub-dimension and burnout ($p < 0.05$). No significant relationship was found between the sub-dimension of the mobbing scale, relationships with colleagues and psychological resilience ($p > 0.05$).

A moderate positive relationship was found between the sub-dimensions of threat and harassment, work and career-related inhibition, and a high level of positive correlation between the sub-dimensions of interference with private life ($p < 0.05$). There was a positive relationship between burnout and a low-

level significant relationship ($p < 0.05$). However, no significant relationship was found between psychological resilience ($p > 0.05$).

A moderate positive correlation was found between the dimension of inhibition related to work and career, interference with private life and burnout ($p < 0.05$). No significant relationship was found between work and career-related inhibition and job commitment and resilience ($p > 0.05$).

There was a moderately significant positive relationship between the sub-dimension of interference in private life and burnout ($p < 0.05$), but no significant relationship was found between interference in private life and work engagement and resilience ($p > 0.05$).

A moderately significant positive correlation was found between the sub-dimension of work engagement and burnout ($p < 0.05$). A negative and low-level significant relationship was found between the sub-dimension of the mobbing scale, job engagement and psychological resilience ($p < 0.05$).

A moderately significant negative correlation was found between burnout and resilience ($p < 0.05$).

Table 11. Examination of the relationship between mobbing scale sub-dimensions, burnout and psychological resilience of automotive workers (EM) participating in the research.

		1	2	3	4	5	6	7
1.Relationships with Colegues	r	1,000	,-142	,341**	,194*	,475**	-,314**	,002
	p	.	,100	,000	,024	,000	,000	,980
2.Threat and Harrasment	r		1,000	,209*	-,154	,268**	,188*	,070
	p		.	,015	,074	,002	,029	,421
3.Interference about work and career	r			1,000	,143	,241**	,250**	,113
	p			.	,097	,005	,003	,191
4.Commitment to Work	r				1,000	-,094	,202*	-,063
	p				.	,277	,018	,464

5. Interference in Private Life	r	1,000	-,138	,126
	p	.	,108	,142
6. Burnout	r		1,000	-,231**
	p		.	,007
7. Psychological Resilience	r			1,000
	p			.

($p \leq 0,05$)

When the correlation analysis between the mobbing scale sub-dimension of the auto workers who participated in the research and did not experience mobbing (NEM) with threats and harassment, work engagement and psychological resilience of relations with colleagues, no significant relationship was found between threats and harassment, work engagement and psychological commitment of relations with colleagues ($p > 0.05$).

When the sub-dimension of relations with co-workers and the dimension of inhibition related to work and career were examined, it was determined that there was a low level of positive correlation with work and career-related inhibition ($p < 0.05$). Relations with coworkers, interference with private life sub-dimension. When analyzed, it is seen that there is a moderate positive correlation ($p < 0.05$). There was a negative and low-level significant relationship between the sub-dimension of relationships with coworkers and burnout ($p < 0.05$).

There was no significant relationship found between the dimension of threat and harassment and work and career-related inhibition, job commitment, burnout and psychological resilience ($p > 0.05$). A low level of positive correlation was found between the sub-dimensions of threat and harassment and interference with private life ($p < 0.05$).

No significant relationship was found between work and career-related inhibition sub-dimension and work commitment resilience ($p > 0.05$). A low level of positive correlation was found between the sub-dimensions of work and career-related inhibition and interference with private life ($p < 0.05$). At the same time, a low level of positive correlation was found between work and career-related inhibition sub-dimension and burnout ($p < 0.05$).

There was no significant relationship found between the sub-dimension of the mobbing scale, work engagement and interference with private life, burnout and resilience ($p>0.05$). A significant relationship was found between the sub-dimension of interference in private life and burnout and resilience ($p<0.05$). A low-level significant negative correlation was found between burnout and resilience ($p<0.05$).

Table 12. *Examining the mediating role of psychological resilience in the relationship between the burnout level of automotive workers (NEM and EM) participating in the research.*

	B	SD	Beta	t	P	ΔR^2	Adjusted R^2	F
1 (Constant)	1,81	,067		27,03	,000			
Burnout	,050	,009	,313	5,515	,000	0,98	0,94	30,42
2 (Constant)	2,02	,118		17,18	,000			
Burnout	,053	,009	,328	5,778	,000	,113	,106	17,78
Psychological Resilience	-,039	,018	-,124	-2,178	,030*			

($p \leq 0,05$)

When the mediating role of psychological resilience in the relationship between the burnout level of the mobbing and non-mobbing automotive workers participating in the research was examined with multiple regression analysis, it was determined that resilience had a mediating role in the burnout level relationship of the mobbing (EM) and not exposed mobbing (NEM) automotive workers ($p < 0.05$).

CHAPTER 5

DISCUSSION

In this work, it was discovered that psychological resilience had a moderating effect in the burnout levels of workers in the automotive sector who were not subjected to mobbing but were exposed to mobbing.

Mobbing can be described as lowering the performance of the person targeted by the managers and other colleagues in the working life, alienating him from the job, making him resign, and displaying negative behaviors directly or indirectly that will humiliate the person (Altay, 2007). It was observed that the quality of life and job satisfaction of individuals who were exposed to mobbing and exposed burnout decreased. Furthermore, it has been found that the resilience of working individuals varies in terms of the time they are exposed to mobbing and mobbing behaviors (Seçer, 2011).

It has been specified that workers who are not mobbed have more troubled relations with their colleagues than automotive workers who are exposed to mobbing. In a study conducted by Gökçe (2006), the mobbing status of educators and education administrators was examined. It has been concluded that educators and education administrators who are exposed to mobbing in education workers have a decrease in their social relations, lack of empathy, decrease in cooperation skills and an increase in communication conflicts. On the other hand, in the study conducted by Ertürk (2016) to determine the personality traits of the employees, it was determined that the workers who were exposed to mobbing exposed intense feelings of introversion, alienation from social relations, and conflict with the individuals they work with. In another research, it was noticed that when health workers were subjected to mobbing, their relationships with their social environment were harmed, and their intolerance towards events and people around them increased as a result of the uncertainty, pessimism, and emotional exhaustion that occurred in their lives (İgel and Bayram, 2004). The findings of the researchers back up the findings of this investigation.

In this study, it was determined that the participants who were exposed to mobbing were exposed to more threats and harassment than the participants who were not exposed to mobbing. When the literature is examined, in a study comparing educators between the ages of 40-50 and educators between the ages of 20-30 who have just started their professional life, it is stated that educators between the ages of 20-30 are more exposed to mobbing and are exposed to more threats by students (Ceylan, 2005). According to the findings of a study investigating the intimidation actions of employees in the tourism sector, it has been stated that middle and low-level employees are exposed to intimidation actions such as threats and accusations by top-level employees (Çelik, 2012). In a study conducted in the field of health, it was determined that female participants were exposed to physical and psychological violence, and approximately 40% of them were exposed to violence in organizations. When the types of violence are examined, verbal abuse, economic and psychological pressure, physical violence and harassment are listed as priority. Another study in the field of health found that individuals working at training and research hospitals were subjected to more mobbing and intense psychological and physical abuse than those working in health centers and other hospitals (Kirel, 2007). These studies' conclusions corroborate the findings of this study.

When the findings were examined, it was determined that the participants who were exposed to mobbing exposed more obstacles related to work and career than the participants who were not exposed to mobbing. When other studies on this subject are examined, Aki's (2006) study on the subject of bullying in the workplace stated that the job and career goals of the engineers who were exposed to mobbing decreased as a result of the mobbing actions. In a study conducted on educators, it was determined that the idealistic approach of education workers under the age of 25 poses a threat to older education workers and they are exposed to mobbing because of this situation. As a result of these daunting actions, it was stated that the career goals of education workers decreased under the age of 25 (Güngör, 2016).

There was no difference between the participants who were exposed to mobbing and those who were not in terms of commitment to work. However, studies show us some different results. It has been determined that the feelings of fatigue, exhaustion, hopelessness and helplessness exposed by employees who are exposed to intense mobbing actions damage both their business life and their relations with the environment (Kaplan, 2011). In another study, the opposite was found, and it was stated that as a result of mobbing, the person either had to quit his job or was dismissed by his managers (McCormack, Casimir, Djurkovic, & Yang, 2006). These results are not similar to the results of this study.

In this study, it was found that interference with private life was higher in automotive workers exposed to mobbing than those not exposed to mobbing. In another study, it was stated that individuals exposed to mobbing in the workplace experience psychological problems and that these problems manifest themselves not only in the organization but also in private life, and that mobbing behaviors also affect the personal life of the individual (Tınaz, Ergin, & Bayram, 2008).

Automotive workers exposed to mobbing were found to have higher burnout levels than non-mobbing auto workers. In related studies, Toker (2008) found in his research titled "Methods of Coping with Mobbing" that workers exposed to mobbing stated that they were bored, tired and exhausted. In another study, it was determined that people who are alone and excluded in business life experience burnout and there is a relationship between loneliness and burnout (Özdemir, Alkan, Erdem, 2017). In a study conducted on female educators, it was stated that mobbing acts by education administrators caused women educators to feel worthless. It has been stated that this may cause low self-confidence and burnout will increase in the face of this situation (Ustabaş, Fındıklı, 2017). The findings in these studies are also similar to the results of the research.

In the research, it was seen that the levels of psychological resilience of the automotive workers who were not exposed to mobbing were higher than

those of the automotive workers who were exposed to mobbing. In the related literature, in a study conducted by Karavardar (2010) on mobbing and personality traits, an inverse and strong relationship was found between individuals with psychological resilience and being exposed to mobbing. In another study, it was determined that the psychological resilience of those who were exposed to mobbing was low due to their physical and psychological problems (Shelton, 2011). These results are consistent with the results obtained in our study.

It was found that auto workers explained their burnout status of their relationships with their co-workers. In addition, it was determined that the relationships of automotive workers with their colleagues did not explain their psychological resilience. In a study conducted on operating room workers, it was concluded that burnout levels are low, and that the operating room staff's relationships with their friends and communication skills are at a high level (Bayer, 2018). In addition, this result is similar to the result of the research that explains the burnout status of the relationships of automotive workers with their colleagues.

It has been found that the fact that auto workers are threatened and harassed and that they face job and career-related inhibition explains their burnout. In addition, it is seen that the threats and harassment of the automotive workers and the obstacles related to work and career do not explain their psychological resilience. In a study, it was stated that there is no limit to the mobbing practices carried out with bullying or special tactics in all work areas, and that mobbing causes psychological damage in working individuals (Kaplan, 2011). In a similar study, it was found that preventing the individual from doing his/her job well and proving himself/herself, thus applying mobbing to the individual, caused the individual to experience burnout and alienation, and increased the formation of burnout and burnout (Göktepe, 2016).

It was found that the auto workers who participated in the research explained their burnout status. In addition, it was determined that the work commitment of the automotive workers did not explain the psychological resilience.

According to Budak and Olca (2005), it was found that incompatibilities that may arise between the person and the work environment within the framework of work relations negatively affect the commitment, energy and sense of competence that a person has about his/her job. It has been determined that this also causes burnout, and if there is harmony, it increases the competence and energy, as well as the individual's commitment to the job. In another study, the burnout and job engagement of individuals working in the accounting business were examined, and an inverse relationship was found between them. In this direction, it has been determined that if the burnout status of individuals working in the accounting business increases, their commitment to work decreases. However, in a study, it is stated that psychological resilience is a feature that facilitates attachment to one's work and life (Bar, 2016). In another study, it was revealed that people with high psychological resilience were more committed to their jobs (Sezgin, 2012). These reviewed studies support the conclusion that work engagement explains burnout. However, it does not seem to support the conclusion that work engagement does not explain psychological resilience.

In this study, it was seen that interferences in the private lives of auto workers explained their burnout. In addition, it was found that the interferences in the private lives of automotive workers did not explain the psychological durability. When the studies were examined, it was found in a study by Boamah and Laschinger that when nurses exposed burnout, their willingness to leave their job increased. However, in the related research, it was concluded that the interferences from business life to private life had an effect on the burnout levels of the employees. In the study, it was also determined that burnout mediated the effect of work life's interference on private life on the desire to quit and leave the job. These studies support the results of the research.

In the study, it was found that the burnout levels of the mobbing and non-mobbing automotive workers explained the deterioration in their relations with their colleagues. In a study, it was determined that the burnout levels of individuals who describe their friendship relations badly in the work

environment are high. (Oğuzberk, Aydın, 2008). In his research conducted in 1984, Leyman emphasized that mobbing behaviors cause tension and a conflictual climate within the business and the organization, and most importantly, the health of the individual and the organization deteriorated in psychological terms (Waggoner, 2003).

It has been determined that the burnout of the automotive workers participating in the research explains their job commitment and the obstacles related to work and career. When the literature is examined, in a study examining the effects of mobbing applied to hotel employees on the organization and the business, it has been tried to determine the explanation of burnout. In the results obtained from the research, it was determined that the job and performance levels of the employees in this business decreased as a result of the mobbing methods applied by the managers of the hotel business. In addition, a decrease was observed in the job potential of the employees. In addition, it has been determined that burnout is explanatory in terms of mobbing and its results (Cemaloğlu, 2007). This result also supports the discovered result of the research.

It has been found that the burnout status of auto workers explains their psychological resilience levels. In a study on trainers working in private education institutions, it was found that the psychological resilience of participant trainers had an adverse effect on their burnout status. (Gönen, Koca, 2020). In another study with the participation of nurses, it was found that psychological resilience and well-being adversely affected the level of burnout, and a relationship was found between low levels of burnout and having psychological resilience and psychological capital. (Laschinger, Fida, 2014). This is consistent with this result of the study.

In the study, it was found that the psychological resilience of automotive workers explained their burnout. In a study, it was revealed that working individuals vary according to their resilience in terms of the time they are exposed to mobbing (Seçer, 2011). In another study, it was stated that people's emotional states may also change due to the stress brought on by daily life in their relations with their social environment, but people can return

to their normal state mostly with their innate psychological resilience skills during these times of change (Öziş, 2016).

A relationship was found between the threats and harassment of the automotive workers who participated in this research and who were exposed to mobbing through their relationships with their colleagues, their work and career barriers, and the interference in their private lives. In the research conducted on individuals exposed to bullying and harassment in the workplace, it was determined that pressure, social isolation and sexual harassment occur in the form of negative behaviors. It has been determined that the emergence of such negative behaviors is related to the mobbing and bullying they are exposed to (Einarsen, Matthiesen, Rakness, 1994). In his research conducted in 1984, Leyman emphasized that acts of mobbing cause tension within the organization, a conflictual climate, and most importantly, it disrupts the health of the individual and the organization spiritually (Wagoner, 2003). This is consistent with this result of the study.

An inverse relationship was found between the relationships of the automotive workers exposed to mobbing with their colleagues and their commitment to work. Işık (2007) stated in his research that people who are exposed to mobbing and mobbing-like behaviors do not want to go to work, that they can resign even if they find a job in another sector.

A relationship was found between the relationships of the auto workers who were exposed to mobbing with their colleagues and their burnout levels. When other studies are examined, in the research of "Nightmare Psychological Harassment in the Workplace" conducted by Poussard and Çamuroğlu (2009), the behaviors of victims and aggressors were investigated in a comprehensive framework and it was stated that individuals who were mobbed were in a depleted mood. In addition, a study found that relationships with colleagues and relatives reduce the level of burnout (Ramirez, Graham, Richards, 1996). The findings made support this result of the research.

There was a relationship brought out between the threats and harassment of the automotive workers who participated in the study and who were exposed to mobbing, their encounters with obstacles related to work and career, and interference in their private lives. In a study, it was determined that intimidating actions remove employees from work (Işık, 2007).

It has been determined that there is a relationship between the threats and harassment of auto workers who are exposed to mobbing and their burnout. In addition, the related research revealed that mobbing is closely related to the feeling of burnout and psychological complaints (Rokkum, Matthiesen, & Rakness, 1989).

There was a relationship revealed between the threats and harassment of the automotive workers who participated in the research and who were exposed to mobbing, and the decrease in their commitment to work. When the literature is examined, it has been found that individuals who are exposed to intimidating behaviors do not want to go to work and can resign when they find a job in another sector (Işık, 2007).

In the study, there was no relationship found between the job and career-related obstacles of the participants who were exposed to mobbing and their psychological resilience. However, in a study, it was revealed that people with psychological resilience also have the ability to cope with stress and sadness, and in this direction, people with psychological resilience are not weakened by the risks and dangers brought by life, and they can manage development and change in line with their goals and objectives. (Maddi and Khoshaba, 1994)

There was a relationship determined between work commitment and psychological resilience of the workers who participated in the study and were exposed to mobbing. Looking at the literature, it is seen that in the research conducted by Yılmaz (2017) on mobbing, it was found that 53% of the employees who were exposed to mobbing resigned and 37% were struggling with mobbing. In addition, in this study, it was stated that these

results were related to the resilience levels of the employees. In another study, it was determined that those who were exposed to mobbing exposed physical and psychological health problems and therefore their psychological resilience was low. (Shelton 2011).

It has been found that there is a relationship between the burnout levels of the workers exposed to mobbing and their psychological resilience. It was determined that the low levels of psychological resilience of the participants who were exposed to mobbing caused an increase in their burnout levels. In a study, it was stated that workers with a high level of psychological resilience may feel burnout even in the face of the problems they experience in organizations. Individuals with a high level of psychological resilience have a reduced sense of burnout (Çetin & Basım, 2011). However, in another study, no significant relationship was found between psychological capital and burnout (Aliyev, Tunç, 2015).

In the research, no relationship was found between the work commitment of the auto workers who were not exposed to mobbing and their burnout and psychological resilience. However, in a study on nurses, it was determined that the burnout levels of nurses who were very committed to their work were high (Cemaloğlu, 2017). In another study, it was reported that employees with high levels of psychological resilience identify more with their workplaces (Bitmiş, Sökmen, & Turgut, 2013).

It has been found that there is a relationship between the burnout levels and psychological resilience levels of the auto workers who are not exposed to mobbing. When the literature is examined, in a study conducted on factory workers exposed to mobbing in Adana province, burnout levels and psychological resilience levels of individuals exposed and not exposed to mobbing are related (Korumaz and Bakiroğlu 2014).

It was found that the psychological resilience levels of the automotive workers, who participated in the research, exposed to mobbing and not mobbing, was explained the burnout levels of the mobbing and non-mobbing

automotive workers. It has been determined that psychological resilience has a mediating role in the burnout levels of mobbing and non-mobbing automotive workers. There are studies supporting this issue. In a study, it was stated that the importance of psychological resilience in terms of struggling with the difficulties faced by the individual in his life and thus continuing his life and strengthening the person through the difficulties exposed (Kararırmak and Owen, 2009).

According to another research result, resilience negatively affects people's burnout (Bitmiş, Sökmen, & Turgut, 2013). These findings support the conclusion that psychological resilience levels explain the burnout levels of those who exposed to mobbing and not exposed mobbing auto workers.

CHAPTER 6

RESULT AND SUGGESTIONS

6.1. Research Results

The effect of mobbing exposure and burnout levels, as well as the function of psychological resilience of workers in the automotive sector in Bursa, Turkey, were investigated in this study using demographic data.

It was concluded that the distribution of those who participated in the study who were not exposed to mobbing and automotive workers who were exposed to mobbing in terms of socio-demographic variables did not differ significantly.

It has been found that the workers exposed to mobbing have worse relations with their co-workers, are exposed to more threats and harassment, experience more obstacles related to work and career compared to the auto workers who are not mobbed. There was no significant result in terms of job engagement between the participants who were exposed to mobbing and those who were not.

It has been observed that the levels of burnout and psychological resilience of the automotive workers who are exposed to mobbing are higher than those who are not exposed to mobbing.

It has been determined that the relationships with their colleagues, the threats and harassment, and the obstacles related to work and career of the automotive workers participating in this research explain their burnout. In addition, it is seen that the threats and harassment of the automotive workers and their obstacles related to work and career do not explain their psychological resilience.

It has been monitored that the work engagement of the auto workers participating in the research and the interferences in their private lives

explain their burnout. In addition, it was found that the work engagement of the automotive workers and the psychological resilience of the interferences in their private lives were not found.

It has been found that the burnout levels of the mobbing and non-mobbing auto workers explain the deterioration in their relations with their colleagues, their work commitment, work and career related obstacles, and psychological resilience levels.

It was determined that the burnout of the auto workers did not explain the threats and harassment and the interferences in private life. It has been found that the psychological resilience of auto workers explains their burnout.

There was a relationship determined between the threats and harassment of the automotive workers who were exposed to mobbing through their relationships with their co-workers, their work and career barriers, interference in their private lives and burnout. An inverse relationship was determined between the relationships of the automotive workers who were exposed to mobbing with their colleagues and their commitment to work.

There was a relationship specified between the threats and harassment of the automotive workers who participated in the research and who were exposed to mobbing, their encounters with work and career-related obstacles, and interference in their private lives. At the same time, it has been determined that there is a relationship between the threat and harassment of automotive workers who are exposed to mobbing and their burnout.

There was a relationship found between the threats and harassment of the automotive workers who participated in the research and who were exposed to mobbing, and the decrease in their commitment to work. No relationship could be determined between the job and career-related inhibitions of the participants who were exposed to mobbing and their psychological resilience. A relationship was found between work commitment and psychological

resilience of the workers who participated in the study and were exposed to mobbing.

It was brought out that there is a relationship between burnout levels and psychological resilience of the workers who participated in this study and were exposed to mobbing. It was determined that the low levels of psychological resilience of the participants who were exposed to mobbing caused an increase in their burnout levels.

In the research, there was relationship found between the work commitment of the auto workers who were not exposed to mobbing and their burnout and psychological resilience. It has been found that there is a relationship between the burnout levels and psychological resilience levels of the auto workers who are not exposed to mobbing. It was found that the psychological resilience levels of the automotive workers, who participated in the research, exposed to mobbing and not mobbing, was explained the burnout levels of the mobbing and non-mobbing automotive workers. Psychological resilience has been found to play a moderating influence in the burnout levels of automotive employees that both exposed to mobbing and not exposed to mobbing.

6.2. Research Suggestions

According to the findings of the study, it is advised that specialists in this field explore the fundamental reasons of mobbing behaviors and their relationships with psychological resilience. In addition, it is recommended that they carry out training programs to prevent mobbing.

It is recommended that all employees working in the workplace develop positive and strong communication skills, thus creating an opportunity for employees to get to know each other closely. It is recommended not to ignore the conflicts between the employees in the sector and to resolve them fairly as soon as possible.

In accordance with the research findings, some organization, program and activity suggestions that can be made in the workplaces for the solution,

preventing the negativities and increasing the psychological resilience are given below.

Social responsibility projects based on kindness and charity can be put into practice in workplaces. These projects, which will be prepared together with the employees, can have a positive effect on the emotional state of the employees and contribute to the development of psychological resilience with intense participation and dissemination actions. Further, aid pools can be formed to improve employee support and collaboration, and clubs that can work on this subject can be established.

Among the fringe benefits that can be provided to employees, free psychological support or psychological therapy packages can be added in order to strengthen them psychologically, correct their negative moods, reduce their anxiety, and reduce other psychological problems arising from their workplace or social environment. In addition, it can be ensured that occupational physicians working legally are specifically authorized and assigned in order to be more interested in employee psychology, to intervene in problematic situations at the right time and to find solutions.

Special training programs can be organized in order to increase the ability of employees to solve problems, cope with difficult situations, think creatively, acquire different perspectives and think strategically. Seminars and training programs can be organized in order to increase the psychological resilience of the employees and to cope with stress. In this direction, it can be ensured that employees have a more positive perspective, enhance and feel more powerful.

Participation of all employees can be ensured while preparing workplace goals and strategies. Thus, it is possible to increase the commitment of the employees to the workplace by participating in the management more effectively and directing them to the determined targets at the desired level, and the communication between the workplace management and the employees can be empowered.

To increase interaction and communication between all colleagues and employees in the workplace, a workplace-specific intranet portal can be created. In order to provide access to this portal for all employees, computer stands or kiosks can be set up especially for blue-collar employees.

Positive orientation programs with rised effectiveness can be developed for newly recruited employees. In this way, new employees can get used to the workplace and their new colleagues and adapt quickly and positively. Co-workers responsible for orientation can be determined for newly recruited employees, and the successful conclusion of the orientation in line with workplace goals can be achieved with the healthy execution of the process. It can also be prevented that new employees encounter potential problems such as alienation, feeling bad, leaving the workplace in a short time and not feeling connected.

In addition to new employees, mentoring, coaching and consultancy programs can be prepared for existing employees, which can consist of exposed and trained managers. In this way, an opportunity can be created for the development of the employees, for their advancement and for them to overcome the problems that they cannot solve personally.

In order to support the physical and mental health of the employees, regular trips and walking organizations can be organized; yoga, Pilates and fitness activities can be organized in the workplace. Sports clubs can be established and participation in sports competitions can be ensured.

Employees' families and especially their children can participate in social organizations and activities to be organized in the workplace. In this direction, employees can be supported to establish a work-social life balance. The perspective of the workplace and working life can be made more positive with the organizations that families also participate in. The support of families to employees in their business life can be increased. Employees and their families can form an emotional link with the employer, which can improve trust, belief, future expectations, and dedication to the company.

It is advised that researchers working in this subject study the link between mobbing and professional achievement, as well as perform experimental studies on training programs that enhance psychological resilience. Furthermore, additional research into the link between resilience and burnout is required.

For the public, it is recommended to make more legal arrangements and provide legal assurance for the protection of victims who are exposed to mobbing.

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APPX 1. PARTICIPANT INFORMATION AND ENLIGHTENED CONSENT FORM

Examination of Burnout Levels of Auto Workers Exposed to Mobbing: The Role of Resilience

(Participant Information and Enlightened Consent Form)

Dear Participant,

Your answers to this questionnaire will be used for a scientific study and will be kept strictly confidential. For the reliability of the study, please do not specify your name and surname. Your answers should reflect your feelings, thoughts and behaviors and should be objective.

Participation in this research is completely voluntary. Your identity information will not be shared with anyone other than the research team. The data collected during this study will be used for academic research purposes only and will only be presented at national/international academic meetings and/or publications. You can withdraw from the study at any time by contacting me. If you withdraw from the study, all data collected from you will be deleted from our database and data about you will not be used in the study. If you have any questions or concerns about this subject, you can reach me from the contact information below.

Thank you for your help, contributions and sincerity in your objective answers to the questions.

Suat FILİZ

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Doctorate Studenti

Near East University

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By signing below, you participate in the study.

Participant's name/surname

Signature _____

Date _____

APPX 2. INTRODUCTORY SPECIFICATIONS FORM**Gender :**

Female Male

Age :

18-25 26-30 31-35 36-40 41-45 46-50 51 and over

married Single Divorced / Widowed

Education Status :

Assoc. Degree Bachelor Postgraduate

Monthly Income (TL.) :

1.500-2000 2.000-3.000 3.000-4.000 5.000 and over

Are There Any Other Members of Your Family Working?:

Yes No

Did you choose Automotive sector willingly?:

Yes No

Do you do your job willingly ?:

Yes No

Working time as an Automotive Worker (year) :

0-1 1-3 3 -5 5-10 10-15 15-20 21 and over

Your Working Time in Your Business (year) :

0-1 1-3 3 -5 5-10 10-15 15-20 21 and over

Your Total (existing and other businesses) Working Time (year) :

0-1 1-3 3 -5 5-10 10-15 15-20 21 ve üzeri

Your Department in Your Business:

Production Quality Logistics
 Maintenance Other

How long have you been working in your current department? :

(.....)

Working Type:

White Collar Blue Collar

Current Working System:

Single Shift

Two Shift

Three Shift

How many hours do you work on average per day?:

(.....)

How Often Do You Have to Work Overtime?:

I Never Work Overtime

Sometimes I Work Overtime

I Work Overtime Too Often

I Always Work Overtime

Your Position in Your Business:

An employee without subordinate employees and managerial authority

(operator-machine worker-unskilled worker)

Employee with subordinates and managerial authority (team leader-

headworker-foreman-group head)

APPX-3. MOBBING SCALE

Please indicate the extent to which you agree with the following statements in terms of your current workplace, by putting an (X) in the appropriate response range.	I absolutely agree	I agree	I am undecided	I do not agree	I absolutely do not agree
1. My colleagues act like I don't exist					
2. My colleagues talk to me in a high tone of voice					
3. My colleagues talk behind my back					
4. I have hostile relations with my colleagues					
5. My colleagues look for excuses to scold me					
6. I think my colleagues are boycotting me					
7. I feel that my colleagues reject me and are unfriendly to me.					
8. I receive text threats from my co-workers					
9. Here I think I've become the target of derogatory remarks					
10. I feel a hostile atmosphere around me					
11. I feel very anxious at work					
12. I feel like I'm being watched by my co-workers					
13. I think my colleagues gossip about me					
14. I think I have become the target of disrespectful behavior					
15. I think I have been scapegoated by my co-workers					
16. I get the impression that my colleagues are constantly staring at me					
17. I'm alone during breaks					
18. I think no one is listening to me					
19. I am exposed to mild physical violence					
20. I think I have been sexually harassed					
21. I think I was exposed to rude jokes of a sexual nature					
22. They make fun of my appearance					
23. My political views become the focus of criticism					
24. My colleagues damage my personal belongings					
25. I think my coworkers are intruding on me					
26. My colleagues irrelevantly criticize my private life.					
27. My colleagues are critical of my religious beliefs					
28. I receive phone threats from my colleagues					
29. My peace is more important than anything					
30. My job comes first for me					
31. Simple jobs that do not require expertise are given to me					

32. Tools I use for work are removed without informing me					
33. I am given jobs that are not suitable for my area of expertise.					
34. I am given jobs that are not suitable for the wages I receive.					
35. I am asked to work on the unnecessary tasks					
36. I think my career has been hindered by management					
37. Jobs that do not require talent are given to me					
38. I think my career development is deliberately blocked					

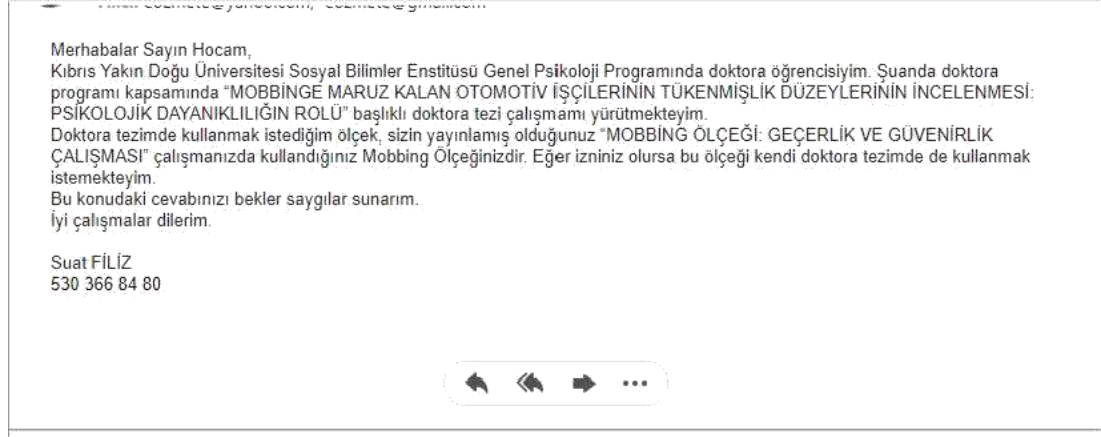
APPX-4. BURNOUT SCALE SHORT VERSION

Please indicate how often you have experienced the situation illustrated by each of the following statements about your work environment and profession, by placing an (X) in the appropriate response range..	Always	Very Frequently	Frequently	Sometimes	Rarely	Hardly ever	Never
1. I feel tired.							
2. I feel disappointed by people.							
3. I feel despair.							
4. I feel like I'm trapped.							
5. I feel helpless.							
6. I feel mournful/ sad.							
7. I feel physically ill.							
8. I feel like I am worthless and a failed person							
9. I'm having trouble in sleeping.							
10. I feel bored							

APPX 5. PSYCHOLOGICAL RESILIENCE SCALE

	Question s	Not true ever	Somewhat True	Mostly True	It is very True
1.	I can always achieve my goal by working hard.				
2.	I don't like to make changes in my daily schedule.				
3.	I look forward to going to work every day.				
4.	I'm not strong enough to solve life's unexpected problems.				
5.	Everything happens in life.				
6.	When I make a plan, I'm sure I'll make it happen.				
7.	No matter how hard I try, my efforts are usually in vain.				
8.	I like diversity in my work.				
9.	Usually, people listen carefully to what I say.				
10.	I don't think of myself as a free person. This thing just disappoints me.				
11.	Doing my best almost always produces good results.				
12.	Mistakes I make are often very difficult to correct.				
13.	Any disruption to my daily schedule bothers me.				
14.	Most of the time, I get out of bed with the desire to start where I left off.				
15.	I don't know what I want most of the time				
16.	Changes in the customary order (routine) force me to learn.				
17.	Most days of my life is really interesting and exciting for me				
18.	I can't imagine a person can get excited about work.				

APPX 6. SCALE PERMITS



 **Emine Özmete** <eozmete@yahoo.com>  31 May tarihinde 16:11 saatinde 
Alıcı: SF Yahoo

Sayın Suat Filiz,

Mobbing Ölçeği Türkçe Formunu doktora tez çalışmanızda etik kurallar çerçevesinde kaynak göstererek kullanabilirsiniz.

Prof.Dr. Emine Özmete

Kıbrıs Yakın Doğu Üniversitesi Sosyal Bilimler Enstitüsü Genel Psikoloji Programında doktora öğrencisiyim. Şuanda doktora programı kapsamında "MOBBİNGE MARUZ KALAN OTOMOTİV İŞÇİLERİNİN TÜKENMİŞLİK DÜZEYLERİNİN İNCELENMESİ: PSİKOLOJİK DAYANIKLILIĞIN ROLÜ" başlıklı doktora tezi çalışmamı yürütmekteyim.

Doktora tezimde kullanmak istediğim ölçek, sizin yayınlamış olduğunuz "Deprem Yaşamış Üniversite Öğrencilerinin Psikolojik Belirtileri Yordamada Psikolojik Dayanıklılığın Rolü

" çalışmanızda kullandığınız Psikolojik Dayanıklılık Ölçeğinizdir. Eğer izniniz olursa bu ölçeği kendi doktora tezimde de kullanmak istemekteyim.

Bu konudaki cevabınızı bekler saygılar sunarım.

İyi çalışmalar dilerim.

Suat FİLİZ

 **Mithat Durak** <mithatdurak@gmail.com>  24 Ara 2018 tarihinde 10:51 saatinde 
Alıcı: Suat Filiz

Sayın Filiz,

Psikolojik Dayanıklılık Ölçeğini araştırmanızda kullanabilirsiniz.

İlettiğiniz Alacaklılar ve Alacak bilgilerine ya da makalelerine web siteme (www.mithatdurak.com) üye olarak ulaşabilirsiniz.

Merhabalar Sayın Hocam,
Kıbrıs Yakın Doğu Üniversitesi Sosyal Bilimler Enstitüsü Genel Psikoloji Programında doktora öğrencisiyim. Şuanda doktora programı kapsamında "MOBBINGE MARUZ KALAN OTOMOTİV İŞÇİLERİNİN TÜKENMİŞLİK DÜZEYLERİNİN İNCELENMESİ: PSİKOLOJİK DAYANIKLILIĞIN ROLÜ" başlıklı doktora tezi çalışmamı yürütmekteyim.
Doktora tezimde kullanmak istediğim ölçek, sizin yayınlamış olduğunuz "TÜKENMİŞLİK ÖLÇEĞİ KISA VERSİYONU'NUN TÜRKÇE'YE UYARLAMA, GEÇERLİK VE GÜVENİRLİK ÇALIŞMASI" çalışmanızda yayınladığınız Tükenmişlik Ölçeğinizdir. Eğer izniniz olursa bu ölçeği kendi doktora tezimde de kullanmak istemekteyim.
Bu konudaki cevabınızı bekler saygıları sunarım.
İyi çalışmalar dilerim.

Suat FİLİZ
530 366 84 80



Songül Tümkaya <stumkaya@cu.edu.tr>

Alıcı: Suat Filiz



10 Haz tarihinde 10:00 saatinde



Merhaba Suat
Ölçeği kullanabilirsin. Ekli dosyada gönderiyorum. İyi çalışmalar.

Prof. Dr. Songül TÜMKAYA

> Esas mesajı göster

AKIA
ULTRA

19.08.2019

Sayın Suat FİLİZ,

Doktora tez çalışmanız için şirketimizde veri toplamanıza tarafımızdan izin verilmiştir.

Saygılarımızla



İzin Hakkında



Hamza Ekin <ekinhamza@arpek.com.tr>
Alıcı: suatfiliz@yahoo.com <suatfiliz@yahoo.com>

suatfiliz@yahoo.../Doktora Program...

18 Eylül tarihinde 15:04 saatinde

[Yazdır](#) [İşlenmemiş mesaj](#)

Sayın Suat Filiz,

Doktora çalışmanız için şirketimizden veri toplamanıza izin veriyoruz.

Başarılar dileriz.



Hamza Ekin
İnsan Kaynakları Müdürü

APPX 8. CV

Suat FİLİZ

He was born in Ankara in 1974. After completing his high school education at Ankara Vocational School of Justice, he graduated from Bursa Uludağ University, Department of International Relations with a bachelor's degree in 1995. After graduating from Sakarya University, Social Sciences Institute, Department of Business Administration in 2007, he has been studying for his doctorate in General Psychology Department at the Near East University, Social Sciences Institute of the TRNC since 2016.

In 1997, he began in Bursa Concrete Inc. and continued his career as a Human Resources Specialist in 2002 and carried on as Human Resources Chief in 2002, Human Resources Manager in 2007, and Human Resources and Training Manager until the end of 2017. Suat FİLİZ, who worked as a Management and Human Resources Consultant in 2018, worked as Human Resources Manager at Akia Hess Automotive Company from the last months of 2018 until 2020. Currently; in Transportation Domestic and Foreign Trade Inc., He still carries on his career as Assistant General Manager responsible for Human Resources, Occupational Health, and Safety and Environmental Management in the Corporate Group.

Suat FİLİZ, who has a Professional Leadership Coaching certificate, is a member of PERYÖN and Turkish Red Crescent.

APPX 9. ETHICAL COMMITTEE REPORT



BİLİMSEL ARAŞTIRMALAR ETİK

KURULU

10.01.2020

Sayın Suat Füliz

Bilimsel Araştırmalar Etik Kurulu'na yapmış olduğumuz YDÜ/SB/2020/509 proje numaralı ve "Mobbinge Maruz Kalan Otomotiv İşçilerinin Tükenmişlik Düzeylerinin İncelenmesi: Psikolojik Dayanıklılığın Rolü" başlıklı proje önerisi kurulumuzca değerlendirilmiş olup, etik olarak uygun bulunmuştur. Bu yazı ile birlikte, başvuru formumuzda belirttiğiniz bilgilerin dışına çıkmamak suretiyle araştırmaya başlayabilirsiniz.

Doçent Doktor Direnç Kanol

Bilimsel Araştırmalar Etik Kurulu Raportörü

Not: Eğer bir kuruma resmi bir kabul yazısı sunmak istiyorsanız, Yakın Doğu Üniversitesi Bilimsel Araştırmalar Etik Kurulu'na bu yazı ile başvurup, kurulun başkanının imzasını taşıyan resmi bir yazı temin edebilirsiniz.

APPX 10. PLAGIARISM REPORT

MOBBİNGE MARUZ KALAN OTOMOTİV İŞÇİLERİNİN TÜKENMİŞLİK DÜZEYLERİNİN İNCELENMESİ: PSİKOLOJİK DAYANIKLILIĞIN ROLÜ

ORJİNALLİK RAPORU

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BENZERLİK ENDEKSİ	İNTERNET KAYNAKLARI	YAYINLAR	ÖĞRENCİ ÖDEVLERİ

BİRİNCİL KAYNAKLAR

1	prezi.com İnternet Kaynağı	% 2
2	LALEOĞLU, Ayşegül and ÖZMETE, Emine. "Mobbing ölçeği: Geçerlik ve güvenilirlik çalışması", TC. Aile ve Sosyal Politikalar Bakanlığı, 2014. Yayın	% 1
3	docs.neu.edu.tr İnternet Kaynağı	% 1
4	acikerisim.selcuk.edu.tr:8080 İnternet Kaynağı	% 1