The Impact Of Bullying Behaviors At Workplace On Organizational Climate

By

Fadhil Shaker Alsaeedy
University of Baghdad/ Contiuing Education Center
Fadhil.s@dcec.uobaghdad.edu.iq

Abstract:

This paper aims to study the concept of bullying in terms of its types, causes of bullying, method of bullying and treatment methods, and to propose a comprehensive bullying model that summarizes the causes of bullying and ways to get rid of it in institutions, on the other hand, this paper is expected to provide contributions to researchers who want to conduct studies in the field of bullying. It is also expected that this paper will provide contributions for managers and businessmen to be aware of the consequences of bullying, train human resources specialists and all employees around them to combat bullying and peaceful coexistence among them, and prevent bullying behaviors through developing management in institutions.

Keywords— *Consequences, bullying, employee.*

Introduction

The concept of psychological harassment at work (mobbing) has established itself among the European academic community as an adequate description of a serious and important social stressor in today's working life. Although the prevalence rates of psychological harassment vary between countries, industries and evaluation methods the different studies report prevalence's between 1-10% Various terms and concepts have been coined to describe situations in which superiors, subordinates, and co-workers systematically harass or harass other employees; such as "psychological terror" , "scapegoating" , "workplace abuse" , "in civil behavior" , and "persecution" However, "mobbing" seems to be the preferred term in Europe , while "bullying" is the most widely used term in the UK . "Harassment" and "emotional abuse" have been used in Canada and the USA in a similar way to mobbing.(Branch,2020)

The Aim Of Study

The aim of this study is to present the concept of mobbing as it is currently used by European researchers and to describe its possible antecedents. Additionally, we will review the empirical findings on the effects of psychological harassment, both for the victims and for the organizations.

The concept of psychological harassment at work:
Psychological harassment at work refers to continuous negative behaviors that are directed against one or several employees by their superiors and/or colleagues. These actions,

unwanted by the victims, can be carried out deliberately or intentionally, causing humiliation, offense and stress both in the victims and in the people who witness it, and interfere with work performance, and cause create a negative work environment. In the first works on the subject, described this phenomenon as the repeated and persistent attempts of an individual to torment, wear down, frustrate or obtain a reaction from another individual, through a treatment that continuously provokes, pressures frightens, intimidates, or causes discomfort to another individual at work. Mobbing can be presented in explicit forms through physical or verbal attacks, although it can also be more discreet and subtle, such as the exclusion or isolation of the victim from the group. Harassment definitions emphasize exposure to repeated and lasting aggressive behavior, being perceived as hostile by other members of the organization in this way, harassment does not refer to unique and isolated acts, but rather to behaviors that are persistent and repeated, directed towards one or more people by an individual or by a group. Isolated episodes such as assigning tasks below one's own skills, occasionally being teased by peers, or peers not telling you to have lunch with them, they can be seen as everyday aspects of working life and not as psychological harassment. However, the aforementioned behaviors can become acts of harassment when they occur systematically over a long period of time, giving rise to an unpleasant and hostile work environment for those who suffer from it. Although isolated acts of aggression and harassment can occur quite often in daily interaction in the workplace, it has been observed that there is a strong relationship with a decrease in well-being and job satisfaction if these behaviors they take place regularly(Einarsen,2001)

Although there is no clear cut-off criterion, exposure to negative behaviors for approximately six months and once a week has been used as an operational definition to differentiate between severe cases of workplace bullying and exposure to bullying. same in a less intense way, seen as a form of social stress at work . Victims of harassment often find it difficult to defend themselves during the process, which implies a difference in power, whether real or perceived, between the parties . Power differences can include greater physical size, a more established position in the organization, or the number of peers who support you .Knowledge of another person's "weak spots" can also be a source of power in bullying scenarios, helping the bully exploit perceived inequalities and power deficits in the victim's personality or job performance . In many cases the supervisor is the harasser, while the subordinates notes are the victims, which again indicates the existence of power imbalances between the people involved. Therefore, a victim of bullying is insulted, mistreated and ridiculed, who also perceives that she has few resources to respond and deal with these behaviors .(Galanaki,218)

Mobbing is not a phenomenon, but a gradual scalar process. classified the bullying process in four stages; aggressive behaviors, harassment, stigmatization and severe trauma. Initially, aggressive behaviors can be subtle and indirect, making them difficult to recognize and deal with subsequently, the victim may be exposed to more direct ways, through which she is increasingly humiliated, ridiculed and isolated. The consequent stigmatization makes it more difficult for the victim to defend herself, since the image of being a "problematic person" has been installed among her colleagues and superiors. At the end of the bullying process, the victim often suffers from a wide range of stress symptoms, where prolonged periods of sick leave are necessary to try to cope . In the later stages, it is likely that neither management nor peers offer support to the victims, but rather question their role in the situation, blaming them for their own misfortune . The lack of support in the work environment is confirmed by a study

showing that victims of bullying often advise other victims to leave their organization and seek support elsewhere .

Based on the characteristics described, the following definition of psychological harassment at work has been proposed; Harassing or insulting people, or by socially distancing or distancing someone interfering with their job duties. To conceive of an action as psychological harassment (or mobbing), it must occur regularly (weekly) and over a long period of time (at least six months). Bullying is a gradual process, during which the person, from an inferior position, becomes the target of negative social behaviors in a systematic way. A conflict cannot be understood as a situation of harassment if it is a single isolated incident or if both parties to the conflict have a "similar strength" .(Giorgi,2017)

Suggests two broad categories of types of bullying. In predatory mobbing, the person being harassed has not done anything that provokes the harasser's behavior, on the contrary, the harasser is demonstrating power or exploiting the possible social, organizational or personal weaknesses of an individual, who is unable to resist or respond to direct or indirect attacks. The second type of harassment, mobbing related to a dispute, occurs as a result of interpersonal conflicts, in which the victim and the harasser interact in a spiral of conflicts that grow in intensity. In social environments where conflicts are not managed constructively, frustration and disagreements between individuals can intensify and lead to bitter personal conflicts, where the ultimate goal for the parties involved is to crush and destroy the opponent . When there have or develop power imbalances, such situations can escalate into bullying. As the harassment process intensifies, and the stigmatization of the victims increases, it is possible that the treatment will be even worse. In the end, episodes of violence and physical abuse may even occur.(Glambek,2016)

Individual and organization effect of psychological harassment :
Much attention has been paid to the effects derived from exposure to psychological bullying, with mobbing being considered the main sources of social bullying at work, and it causes even bigger problems by destroying all employees affected by the stress of bullying . A large number of studies have shown that bullying can lead to serious emotional, psychosomatic, and psychiatric problems in victims. Among the most frequent problems are symptoms of stress , irritability deterioration of mental health , depression ,anxiety and even post-traumatic stress symptoms (PTSD). The latter refers to the long-term effects experienced by victims of traumatic events. Characteristic symptoms of post-traumatic stress disorder include, but are not limited to; painful memories of the traumatic event, persistent avoidance of situations that recall the experience vivid and hyper arousal manifested in problems such as sleep and concentration difficulties (American Psychiatric Association, 2000). A Uk study among 124 victims of bullying saw that 76% had symptoms of PTSD, results that are supported by in an investigation with 102 UK victims of bullying, and by Leymann and Gustafsson , in a study carried out with 64 victims. Leymann and Gustafsson's study revealed that victims showed symptoms of PTSD even five years after the bullying had taken place. In addition, a study with a specimen of UK auxiliary nurses saw that those who reported having been exposed to harassment indicated higher levels of burnout, worse job satisfaction, and lower psychological well-being compared with other non-harassed nurses. Due to the degree of social stress caused by mobbing, the traumatic events resulting from the experience of bullying

can occupy the thoughts of the victims, causing a negative perception of themselves, of others and of the world in general, it often causes sleep problems as well as a variety of other physical and psychological symptoms .(Granstra,2015)

Somewhat less attention has been paid to the possible organizational consequences of psychological bullying, despite the fact that the costs of such behaviors have been related to increased absenteeism and turnover, as well as lower productivity for both victims as well as for the work groups where it takes place. Studies exploring the association between psychological harassment and absenteeism due to illness have found that the relationship between both variables is. However, a longitudinal study of 5,500 workers in a Finnish hospital showed that victims of bullying had a 1.5 higher risk of having a medically certified illness during the following year of being mobbed, compared to their peers. Increased health problems as a result of exposure to bullying can also affect job satisfaction, productivity, and increase the number of absences .

Currently, job turnover is the organizational consequence that has received the most attention in research on mobbing, with different studies showing that both victims and witnesses of harassment have a greater intention to leave their organization, and that a large number of victims have left their jobs . Different explanations have been offered for the relationship between mobbing and labor turnover. Leaving the organization can be a coping strategy as it distances exposed individuals from the source of the problem . Some may leave their jobs out of desperation or as a result of long-term health problems , others may be expelled or forced out of their organization against their will .as a tactic to get rid of employees considered unproductive or inadequate, thus avoiding paying the costs associated with dismissal. Personal motives for staying in the workplace, such as the desire for revenge, or the hope for justice and the belief that the problem will be resolved , may be one of the reasons explaining that there is a weak relationship between psychological harassment and labor turnover. In addition, changes in the labor market, lack of mobility, and difficulties in finding a new job can prevent victims from leaving their jobs .(Hayes,2013)

Decreased job satisfaction, job motivation, and organizational commitment can also cause reduced performance and productivity. Although the existing information on the relationship between bullying and productivity is anecdotal, probably due to difficulties in measuring productivity, there are some studies on the matter. Such as in a UK study, 27% of participants agreed with the statement "mobbing at my job reduces our effectiveness" , while a later British study found that 32 .5% agreed with the same statement. Considering that harassment can last for years, that the worker receives a salary without having a specific task and that he or she is on sick leave for long periods, estimated that the costs for each case of harassment were between the 30,000 and 100,000 US dollars. Without forgetting the associated human costs, there are financial reasons to believe that it would be sensible to combat psychological harassment at work .(Hayes,2018)

Background of psychological harassment at work:

A wide variety of factors have been proposed as possible antecedents of bullying at work, from personality characteristics to organizational factors .Antecedents have been presented at different explanatory levels, depending on whether they focus on the harasser's behavior or on the victim's perceptions and reactions , suggests three causal models that focus on the personality of the victim and the harasser, on the inherent characteristics of human interactions in organizations, and on the specific organizational climate and environment of an organization. company or department. Additionally, some authors have considered the possible role of social factors as antecedents of bullying .(Hill,2020)

Individual background to mobbing :

Exploring the history of bullying in victims and their bullies has been a controversial issue in research, since from this perspective the victim can be blamed or a "witch hunt" can be carried out . Victims of bullying have been found to be characterized by low self-esteem, high levels of anxiety in social situations, a tendency to avoid conflict, and to be more emotionally reactive than others , it has been seen that introverted, conscientious, neurotic, and submissive people are more likely to be harassed . Drawing on interviews and case studies, described people who are bullied as narrow-minded, through a view that does not represent reality, the requirements of the job duties as well as their capabilities and resources. Those with a very positive self-concept may be perceived by their co-workers as condescending . In this sense, individuals who violate expectations, annoy others, violate social norms, can elicit aggressive behavior in others, and thus increase the probability of suffering from bullying behavior .However, few victims agree that they are the cause of the bullying, and instead tend to point to the difficult personality of the bully and envy towards them as the main reasons. (Wang,2020) The neurotic and often obsessive behavior of many victims should be understood as a natural response to an abnormal situation, and the personality changes of victims as a consequence of having been exposed to the traumatic experience of mobbing , to affirm that anxiety and low self-esteem are typical personality characteristics of many victims of bullying is probably indisputable. The controversy lies whether these characteristics should be considered causes of mobbing or if, on the contrary, they are the result of the harassment process . The debate about personality traits as antecedents of bullying is likely to continue until a longitudinal study of this issue is carried out .

However, in our study, we found of 44 victims of bullying and a similar group of 44 people who had not been exposed to bullying found, through cluster analysis, two groups of victims. The first was made up of 64% (n=46) of the sample of victims, who did not present differences and control set. The 2nd sample comprised 22% (n=12) of the victims, who were less extroverted, likeable, and conscientious than the victims in the first group with the control set. Similarly, subjects in the second group scored lower on emotional stability and openness to experience, indicating that these victims were more neurotic, and less mentally flexible and creative. Therefore, most of the victims showed a good deal of resemblance to the non-victim group in terms of personality . Similarly, a study of 85 people who had been or were victims of bullying, using the MMPI-2, They have shown high scores on their profiles, which indicates a wide range of personality disorders and problems, on the other hand, the study indicated that

victims can be divided into different subcategories with different personalities; The group "Dangerously affected", "Depressed and frustrated", "Common group". The last category did not provide any specific profiles, which leads to the possibility of personal files among the victims . The results of a study by found heterogeneous groups of victims, with one group characterized by poor social skills, poor conflict management skills, and less assertive and neurotic personalities, while the components of the other group was characterized by being more meticulous and achievement-oriented than their peers. As for the last group, one explanation may be that their behavior is in conflict with the norms of the rest of the group, one of its qualities is hardness and has little tolerance for diversity. Victims can be considered annoying or even threats to officials, so aggressive behaviors against these individuals can occur in an attempt to get them to adhere to the norm or even to get rid of them. Which leads to bullying if effective conflict management and intervention strategies are not implemented in the organization. Currently there is hardly any information on the characteristics of harassers and most of it has been obtained through the victims of harassment, since very few individuals would admit that they have carried out behavior of this type . In their summary of the empirical findings on bullies, suggest three types of explanations, namely bullying to protect self-esteem due to lack of social skills, and bullying due to micro-behavior, Political bullying, being considered the first two approximations as individual antecedents. The protection of one's self-esteem is considered a basic motivation among individuals, so it is likely to influence and control our behavior. When people feel respected and recognized, an agreement is produced between external and internal evaluation, so that interaction with others is appropriate. When this is not the case, conflicts are likely to arise, especially when the positive view we have of ourselves is challenged or denied by others. In this way, aggression would be related to high self-esteem, rather than low, since people with low levels of self-esteem show depressive symptoms and withdrawal, rather than aggressive tendencies towards others . It has been hypothesized that bullying due to self-esteem protection is more likely to occur if the bully is a manager, since being dominant, these hierarchical levels are characterized by the ability to enjoy and protect high self-esteem.. Bullying due to lack of social skills may be another characteristic of the bully. Having high emotional and social competence requires the ability to detect, understand, and respond appropriately to the feelings of others. A supervisor who yells at subordinates about him, either out of frustration or anger, may indicate a lack of emotional control. Likewise, the aggressors may not be fully aware of what they do and how their behavior can affect those attacked, which implies a lack of personal reflection and the ability to put themselves in the place of the other .(Warren,1999)

In our study, we found of nearly 2,200 participants introduced the concept of active victims in the bullying literature. This concept was adapted from research on bullying in schools and refers to victims of bullying who also admit to being a bully. These active and aggressive victims are characterized by an anxious and aggressive reaction pattern, and may act in a way that causes irritation and tension on those around them, and thus they are at greater risk of isolation or social exclusion, because others see their behavior as annoying and aggressive. The above study revealed that the group of active victims showed lower scores in self-esteem and social competence compared to another group of victims of bullying and the control group, only bullies showed higher levels of aggressiveness than active victims. While

the bullies indicated greater aggressiveness towards their superiors, the active victims showed more aggressiveness towards their peers than other members of the group .These findings provide information on the differences in power between the parties in the bullying process, in which the active victims harass the weakest while at the same time being harassed by other superiors or peers with more power.(Wooldridge,2019)

Inherent characteristics of human interactions as antecedents of mobbing:

Bullying and harassment at work are inherent characteristics and an essential tool in human interactions . In this sense, harassment has been explained in reference to the "scapegoat" process, in which the identification of a scapegoat relieves tension and conflict within the work group, since they displace their frustration and aggression toward a less powerful member of the group . Displaced aggression refers to the tendency to attack someone other than the source of stress . Generally, bullies look for behaviors that are effective in harming the victim, but at the same time pose the least possible risk to them. The effect-hazard ratio refers to the aggressors' estimates of these two components . Since aggression against the direct source of frustration may be too dangerous, individuals tend to select people who are relatively weak and helpless. In addition, they use subtle forms of aggression, which makes it difficult to identify them as the real source of the damage, so it is likely that a harassment process will develop. When the provocative source is a supervisor or manager, the aggression could lead to the loss of a favorable position or the job itself. Although there is some data regarding attacks on bosses , aggressors often choose a less powerful victim to express their frustration . Ambiguous situations or environments where the source of frustration is confuse represent a fertile breeding ground for these processes to occur. When the true source of frustration or conflict is hidden, out of reach, or impossible to influence, "scapegoating" processes are likely to occur. Typical behaviors that may contribute to scapegoating include being overly honest, unwillingness to commit, and behaviors that do not fit in with the usual within the work group or organization .

In work settings, people tend to have long and lasting contacts with other individuals, so they are more likely to pay attention to the behavior of others in the workplace compared to other social situations . Irritation, interpersonal conflicts, work stress can contribute to greater tension between employees, thus increasing the probability of disagreements with superiors and colleagues. This may be one of the reasons why psychological bullying develops at work . In addition, being part of a minority or a person who falls outside the group norm can make it easier to start or develop aggressive behaviors . They are different from the rest of the set, or are seen as strangers to it, are more likely to have conflicts and disputes with the members of the group, and thus become "scapegoats" . By projecting their frustration onto other individuals perceived to be weaker or less able to retaliate, bullies increase the likelihood of attack without prejudice to themselves .(Xu,2018)

Psychosocial conditions as background of mobbing:

The organizational hypothesis, which posits that a poor work environment creates the conditions that can lead to psychological harassment at work, is one of the most accepted approaches to explain mobbing, especially in Arab countries . In this sense, It seems that the

factors related to negligence in work design, as well as failure in leadership styles, and clear social conditions, as well as the low level of morality within the department are among the main factors that lead to bullying and the official's attack on the employee. From this perspective, bullying is mainly caused by problems in the design of the task and in the social environment of organizations, with the victims being selected because they are more socially exposed considered that the conditions of the work environment were the fundamental causes of mobbing, and that personality factors were irrelevant to its study. Some psychological and social factors and some unfortunate circumstances determine who becomes a victim and who does not become a victim. Various studies have been conducted, especially in Arab countries, to explore the regulatory factors that promote the emergence of bullying. Several psychological and social factors have been identified, such as role conflict, ambiguity, and role quality. Poor control over the task itself, leadership quality, low social support from peers and superiors, negative social climate, stressful and competitive work environment, increased workload, job insecurity, and organizational changes. Indirectly, time pressure also appears to be an important predictor of bullying, as it reduces the possibility of constructive conflict management. Summarizing some of the studies mentioned, also, it was reached that bullying develops in organizational climates characterized by being stimulating for personal development, with uninteresting and routine jobs. A study of 30 victims of bullying showed that victims perceive their work environments as characterized by interpersonal conflict, frequent organizational change, authoritarian leadership styles, and highly stressful and competitive . Similarly, it has been found that a poor work climate and conditions negative work reports predict bullying in a sample of finish prison officers . In groups where cooperative work is necessary or work is based on group performance, bullying can be a way of punishing those members who do not work at the level expected by the rest of the group . In addition, weak, inadequate or "laissez-faire" leadership styles also seem to influence the occurrence of bullying . In a study of 4,500 UK workers, laissez-faire leadership style was found to be positively related to role conflict, role ambiguity, and co-worker conflict . In addition, these stressors mediated the effects of leadership style on mobbing. In this way, the results showed that the "laissez-faire" style is not a neutral type of leadership, but rather a destructive form of leadership that creates a stressful environment where harassment can flourish more easily, on the other hand, it has been found that some factors related to the quality of the work environment play a moderating role in bullying, such as social support . and participation in bullying processes. decision making . Social support at work can buffer the negative impact of exposure to bullying. A supportive work environment can help people experiencing bullying cope with stressful situations When this work-related support is missing, emotional support from family and friends has also been found to protect against negative effects. of bullying maintains that participation in decision-making processes can moderate the relationship between conflict and bullying. This perspective has been supported by a study carried out with a sample of municipal employees, where it was found that disagreements in the work environment could be resolved through negotiation before they became chronic, giving rise to situations of harassment.

Bullying has also been found to be related to micro political behaviors in organizations . These behaviors refer to internal competition or rivalry where there are no

formal structures or well-defined tasks. Organizations are not only made up of clearly delimited structures and processes, workers are expected to participate to some degree in decision-making processes, and to play an active role. The possibility that workers have an active role is not only in the interest of the organization, but can also serve to protect and improve individual interests, and develop negative behaviors that affect others. Individuals may need to build coalitions with other peers to meet challenges from other group members . Organizational changes, such as downsizing, can lead to increased competitiveness in career development . Although the original goal of these behaviors is individual benefit and not the destruction of others, such behaviors can increase the probability for interpersonal conflicts to arise. In order to influence decision-making, some may even conspire against other competitors . Some people may sabotage the work of other colleagues in order to get rid of competitors and improve their own position . Therefore, bullying can be seen as an extreme type of micropolitical behaviors, which originate after intense interpersonal conflicts. It is more likely that micropolitical behavior occurs mainly at the highest levels of the organization, so it can be assumed that managers use this type of behavior more frequently. In fact, studies have found that supervisors and managers are often the bullies found, in a study of 2,200 union members, that job stress in the form of micropolitical behaviors caused high levels of role ambiguity and role conflict. Victims, active victims, and bullies reported higher levels of role stress than a control group. Ambiguous demands, rivalry, and interpersonal conflicts may lead some individuals to become victims, while others may take on the role of aggressor or active victim.

The role of organizational culture as an important antecedent of bullying has also been investigated. indicates that for bullying to occur, behind aggressive behavior there must be an organizational culture that allows or even rewards such bullying. The behaviors that are tolerated or accepted are decided by the dominant group in the organization, which decides when a specific behavior should be sanctioned or rewarded .In his qualitative study on harassment in firefighters, where the workers were predominantly white adult men, explored how mobbing can be institutionalized and become the organizational culture, with the aim of ensuring the predominance of that mobbing. "white and masculine" culture. Consequently, both women and men who are talented at work were at clear risk of becoming victims of bullying in order to keep them out of the top positions in the organization. It turned out that the harassers had previously been exposed to similar situations throughout their career. In these situations, where top managers have grown up in the same tradition of an authoritarian leadership culture, the vicious circle is hard to break. The fact that many of those who have experienced harassment view complaint as an act of disloyalty gives us an idea of the power and impact of these socialization processes at work.

The concept called psychological terror or mobbing in working life is to leave the person helpless and defenseless with a hostile and unethical communication method applied systematically by one or a few people, generally to a single person; It is explained as keeping the person in a position where they are pushed with continuous mobbing movements (Leymann, 1996). According to another definition, mobbing is an emotional attack. A person's gathering of other people, with or without their consent, against another person; it forces the employee to quit his/her job by creating an aggressive environment by constantly engaging in

malicious acts, insinuating, mocking, and degrading the social reputation of the other person ,mobbing can occur from top to bottom (vertical mobbing), between peers (horizontal mobbing) or from bottom to top, in the form of harassment over the subordinate.

The main points where different definitions converge are that mobbing behavior is formed by exhibiting hostile attitudes towards the person, is long-term, systematic, abrasive and constantly excluding the person . it would be more correct to use the word 'intimidation' instead of the word 'intimidation' used in Turkish for mobbing. According to the harasser does not need to bully the victim with any brute force, threat or similar means, as the word intimidation suggests, instead, he intimidates the victim with more invisible methods, makes him lose his respect and trust in himself, almost destroys him psychologically. is doing. He even gives the image of being the protector and friend of the victim from time to time with the methods he uses during this time.

Mobbing behaviors continue with a certain frequency (at least once a week) and for a long time (at least six months). Due to its frequency and long duration, it causes severe mental, psychosomatic and social burnout in victims (Leymann, 1996). In people who are harmed by the mobbing phenomenon; Some behavioral and thought changes can be observed such as insomnia, loss of appetite, depression, distress, anxiety, inactivity, crying crises, forgetfulness, irritability, sudden anger, silence, loss of desire to live, and not being satisfied with the things that he loved before. In cases where psychological violence and harassment are experienced intensely, even suicidal thoughts may occur in mobbing victims. Chronic worries, which are increasingly intensifying among employees, affect the entire organization. At this point, the necessity of dealing with mobbing phenomenon as a threat to organizational health arises. In this sense, mobbing should be perceived as an organizational disease of recent years. However, although many organizations encounter problems related to mobbing, these problems are not seen as a disease; relevant measures are not taken and studies for improvement are not carried out .(Yang,2020)

From the eyes of the victims, mobbing and its elements are defined with the help of various metaphors, and the victims can only explain the pain they suffer and the effects they are exposed to in terms that are more familiar to the society. According to a study conducted with 11 mobbing cases, the experience of mobbing is likened to the concepts of 'choking', 'fighting' and 'being trapped'. The abuser is described by the words 'a brutal heart wrapped in a woman's petticoat', a 'double-headed doll', 'sergeant major' or simply 'the enemy'. Victims report feeling like 'the only normal character in a Salvador Dali painting', 'number 12 targeted by a professional archer', or 'insignificant stain on a piece of garbage'. They liken the organization they are exposed to mobbing to an 'ostrich with its head buried in the sand' or 'a community that turns its head and ignores it despite witnessing the murder' . A similar metaphor was made by one of the cases participating in the practice in this study, using the concept of 'poison ivy' for the abuser.
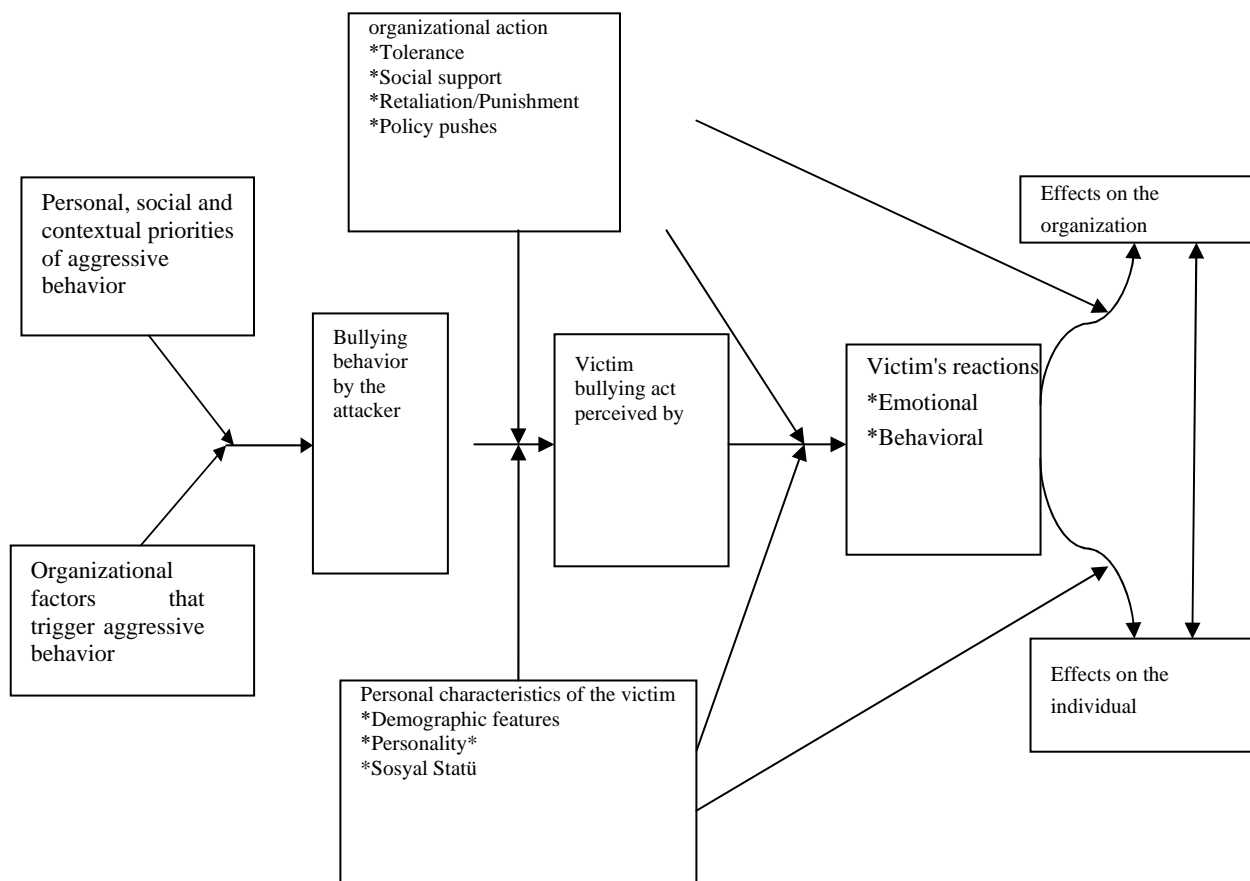
Figure 1. Theoretical framework for the study and management of mobbing in the workplace (Einarsen, 2000.)

Theoretical explanations of the relationships between mobbing and the work environment :

There are at least three different theoretical perspectives to explain the relation found amongst bullying and work environment factors. The frustration-aggression hypothesis posits that highly stressful work environments can produce aggressive behavior by producing negative affect in workers. In this way, bullying would flourish in toxic work environments. that influence the appearance of aggressive behavior in the presumed aggressors Alternatively, according to the social interactions perspective , stressful situations may indirectly affect aggression through their effects on the behaviors and reactions of the victims. Anxious, depressive, and obsessive behaviors of stressed workers can cause an unpleasant work environment, and thus lead to a negative reaction of the work group, which can end in intense interpersonal conflicts and occasionally in harassment . Stressed individuals may fail to meet expectations in the workplace, work less competitively and efficiently, annoy other colleagues, thus eliciting aggressive responses from colleagues . Harassment can be seen as an interactive response to the violation of norms and an instrument of social control in the organization .

In the same way, a stressful work environment can increase the probability of the appearance of interpersonal conflicts, which, if not resolved, can end up turning into situations of harassment . These experiences can be caused by different factors, such as high levels of role conflict, lack of supervision of one's own work, and supervisors with poor job performance. Lack of control and role conflict can lead to high levels of tension, stress, and frustration in work groups. In turn, these situations can act as background to the conflict and deteriorate relations between workers, and thus relate to mobbing, through its negative impact on the

relationships of individuals with their peers .

Classifies the organizational conditions and processes related to bullying in three blocks or factors; necessary antecedents or structures that allow bullying, incentivizing structures, and triggering circumstances or processes that precipitate bullying. In this way, it is possible that the conditions related to the work environment do not lead by themselves to psychological harassment, but rather act as factors that encourage it. Likewise, the factors that encourage and trigger mobbing will not lead to harassment unless the appropriate conditions for said behaviors are met. Necessary factors include the presence of perceived power imbalances between the potential target and the target, low perceived costs to the target, and frustration and dissatisfaction with the work environment. Some examples of incentive factors are high internal competition, certain types of reward systems, the benefits expected by the harasser when carrying out mobbing behaviors. Necessary factors explain why certain situations and organizations are prone to bullying, while incentivizing factors offer insight into why engaging in such behaviors may be reinforcing. There are certain additional factors that can operate as the current triggers of psychological harassment. Precipitating processes are related to organizational changes, such as restructuring and downsizing, or other changes in the composition of work groups . The COM- Internal competitiveness and rivalry to improve our interests can make it easier for some workers to carry out harassing behaviors to eliminate other competitors . Although this model can be a useful instrument when it comes to structuring and characterizing the different antecedents and phases of the bullying process, the usefulness of this theoretical framework in relation to bullying is uncertain since no study has verified it empirically.

Social factors as antecedents of mobbing:

A history review of bullying would be incomplete without acknowledging the possible influence of social factors. Researchers pay more and more attention to the effects of globalization, the liberalization of markets, the struggle for efficiency and the intensification of work, with the idea that these changes, which affect the majority of organizations, can lead to an increase in harassment and abusive behavior by bosses and colleagues . In order to remain competitive, organizations are forced to undertake technological and organizational changes, which often include downsizing and restructuring . As a consequence of these processes, workers at all levels of the organization may find themselves in situations of work overload and uncertainty regarding their jobs . As job insecurity increases, workers are less likely to stand up and challenge treatment unfair and aggressive on the part of their bosses. Simultaneously, managers are provided with more opportunities to use their power . The structures resulting from downsizing and downsizing may force many managers, even unintentionally, to use more authoritarian and aggressive behaviors to get their jobs done. Organizations are likely to put increasing pressure on their leadership, and the chances are that managers, with less and less time and resources available, may employ bullying tactics to achieve their goals. Bosses can apply such practices because they know that their behavior will not be challenged due to power differences between the parties involved . Similarly, workers at all levels of the organization are more likely to use bullying tactics as the only way of survival in certain situations .

However, the literature on the effect of social factors on bullying is anecdotal, and to our knowledge, only a few studies have been published showing the relationship between the

effects of changes in the nature of bullying workplace and workplace harassment or assault. In a study of some 450 US employees, found significant relationships between change factors, such as pay cuts, organizational changes, and job insecurity, and three forms of aggression in work, called verbal aggression, obstructionism (e.g. passive forms of aggression such as preventing the victim from doing his job properly) and violence at work For their part, using a national survey in Great Britain, found that victims of harassment indicated greater organizational changes in their work during the last six months compared to those who had not been harassed. In a study with a sample of 4,500 workers, found that organizational changes were associated with bullying, and that exposure to different organizational changes increased the likelihood of being bullied. However, this relationship was not excessively strong, with conflicts with supervisors being a more important antecedent than organizational changes. Conflicts with supervisors were not related to changes in the organization. More research definitely seems necessary on the relationship between organizational changes and mobbing, but also on other social factors, such as economic well-being and national culture. This last factor, especially those related to differences in power and masculinity, has been proposed as an important cultural antecedent of bullying .

Renaults:

Working group:
In qualitative research, it is the sample or small sample size rather than the representative power of a sample. on how events, units or the sum of activities affect and illuminate social life. is settled (Neuman, 2009). Qualitative researchers are often interlocked in their own context and they work with small samples that are analyzed in depth (Miles & Huberman, 2015, p. 27).

In the sample of the study, criterion sampling, one of the purposive sampling methods, was preferred. According to Patton (2014), purposive sampling allows for in-depth study of situations that are thought to have rich information gives. Criterion sampling is the study of all situations that meet a predetermined set of criteria. The criteria mentioned here criteria can be created by the researcher or a previously prepared criteria list can be used . The criterion in determining the sample in the research is the educators who are exposed to mobbing in primary schools. The sample is 10 classroom teachers in total forms. Demographic information of the participants is shown in Table 1.

Table1: Demographic Information Participant

	Seniority Year	Sex
S1	3	female
S2	38	male
S3	5	male
S4	27	female
S5	16	female
S6	26	male
S7	24	male
S8	8	female
S9	8	male
S10	13	female

Analyzing Data:

In this research, the data were interpreted with the descriptive analysis technique, one of the qualitative data analysis techniques. In descriptive analysis, data is interpreted by the researcher. This interpretation is not made in depth and broadly. The researcher presents the long speeches, expressions, behaviors, rumors, interview notes by interpreting them. It does not present all of the obtained data. Instead, he writes what he has chosen among the data, that is, what he has reduced, in a certain order. Comments after that. The main task of the researcher here is to show what reality looks like and to add conceptuality to it . In the descriptive analysis technique, questions and themes are created and the analysis is made by conveying the opinions of the participants in line with these themes.

During the analysis, the data were interpreted according to the determined themes. In order to provide a clearer understanding, the data are tabulated and frequency values are given. In order to increase the reliability of the research, the opinions of the participants were frequently quoted. direct quotations are the main source of raw data in qualitative research; It reveals the depth of people's emotions, the way they organize their world, their thoughts, experiences, and basic insights about things that happen. In the research, the opinions of the participants were coded without giving their names, due to the principle of confidentiality. Accordingly, teachers who were victims of mobbing were coded with the letter "S" and each participant was given a number as "S1, S2, S3, S4, S5…" next to their code.
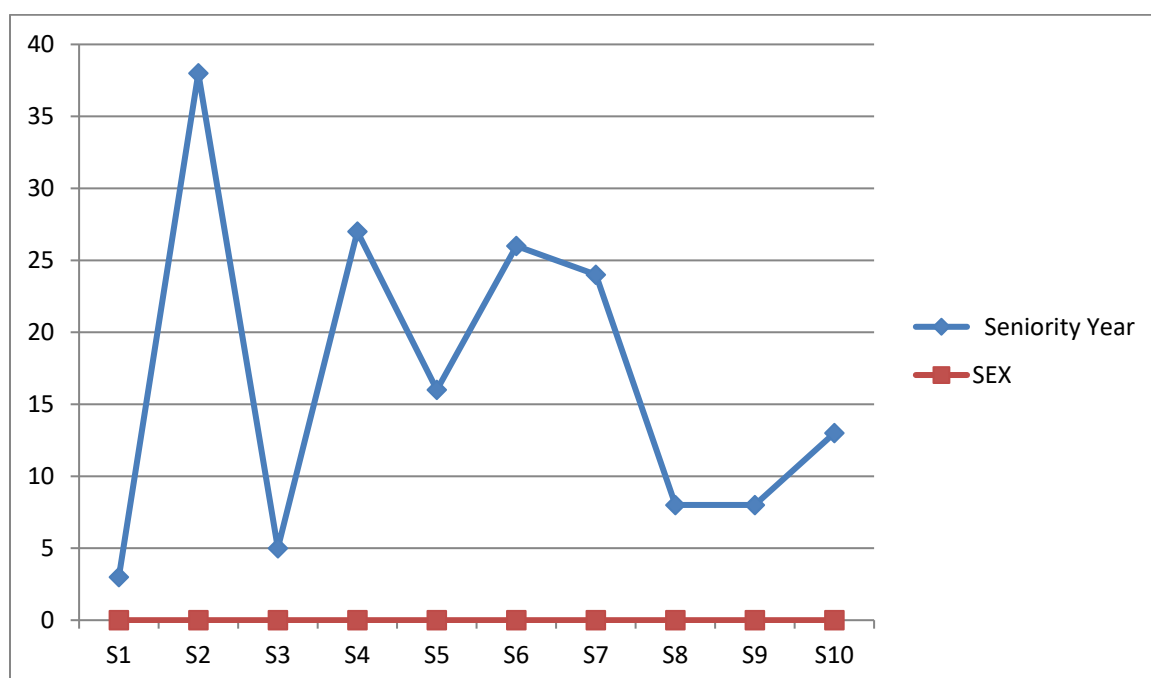

Figure 2: graphic analysis: Demographic Information Participant

Conclusion:

As has been seen, bullying is a complex and multi-causal phenomenon that can rarely be explained by a single factor. A large number of factors, at different explanatory levels, can influence why bullying develops and who will be bullied. Based on our experience, we can affirm that harassment is not the product of chance or fate, but should be understood as an interaction between individuals, where neither contextual nor personal factors can by themselves explain the appearance and development of the problem . Researchers have

proposed different perspectives for the study of mobbing, and the adoption of one or another approach will depend on the intentions of the researcher. In our opinion, an approach that takes into account both individual and situational factors will obtain the most valid information. However, the different perspectives should not be seen as mutually exclusive, but rather as interrelated, where knowledge of one perspective will be a precondition for understanding the other. Thus, before deciding on the approach to adopt, it is necessary to decide what part of the phenomenon is to be investigated, whether it is the bullying process, its background or the experience of the people affected .

The literature on bullying shows that great progress has been made over the last decade, despite numerous challenges in future research. Most of the research comes from Northern Europe, and in particular from the Nordic countries. The empirical studies that come from countries and cultures in which hardly any research on bullying has been carried out can provide us with valuable information both for the subject in general, and for the local and cultural understanding of the phenomenon. The main objective when investigating psychological bullying is to attempt to contribute to effective prevention and management of the problem. However, in order to achieve this goal, researchers need to provide information and describe an experimental and theoretical phenomenon. Therefore, more data is needed on the causes and consequences of bullying by officials in order to develop appropriate empirical and theoretical models, an area of work where more work is still required. Another area of research where further development is necessary is in the resolution and prevention of the problem. Not all the possible causes of bullying can be easily modified, therefore information on possible lines of intervention, as well as the cost-benefit of the different strategies, would be of great importance. Bullying intervention programs have been developed with a focus on schools and classrooms as social systems, and have involved all students, teachers and parents, even if research has shown that personality plays a role. who becomes a victim and who becomes a harasser .This is probably also the way we should proceed to prevent and manage bullying between adults. After all, protecting the health, safety, respect and dignity of workers is at the core of the responsibility of employers in a democratic society.

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