AN ANALYSIS OF THE CONCEPT OF MOBBING IN THE ORGANIZATIONAL BEHAVIOR LITERATURE: CONTENT ANALYSIS OF THE ARTICLES PUBLISHED IN THE FIELD OF MOBBING IN TURKEY

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Abstract

The concept of mobbing, introduced into the literature by Leymann (1990), is a type of psychological harassment that the employee experiences due to many factors and has various dimensions. Mobbing can negatively affect the work performance of the employee, the sense of belonging to the job and the life of the person. The interest in mobbing in the literature continues with an increasing interest every day for the last 30 years; studies examine different facets of the concept in different dimensions and different segments of workers. Turkish literature also includes extensive and comprehensive studies on mobbing. This study has set out the purpose of making the descriptive analysis of mobbing literature between the years of 2010-2020 in Turkey. For this purpose, the articles written by the researchers and evaluating the concept of mobbing from different perspectives were scanned in TR Index, SCI, SSCI indexes. The obtained articles were subjected to content analysis in the context of the determined themes, and a descriptive analysis of the mobbing literature was attempted. The main recommendation for subsequent studies is that similar studies should be analyzed comparatively with theses prepared at master's and doctoral levels and with studies conducted abroad.

Keywords: Organizational Behavior, Mobbing, Mobbing Literature, Content Analysis.

INTRODUCTION

The need for business life is undoubtedly in meeting the needs such as nutrition, shelter and security in the maintenance of human life. Business environments with many different variables, on the other hand, contain a large number of organizational outputs. While some of these outputs are positive, some of them appear as concepts that develop negatively. One of the aforementioned problems, which are included in the organizational behavior literature and has been the subject of many studies, is mobbing, that is, psychological harassment in the workplace.

Mobbing has become one of the concepts that attract attention in the organizational behavior literature due to the developing technology in the last 30 years, the change in the employee profile, the

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increase in the level of education and the change in employee-manager expectations. Mobbing is the name given to the literature by Leymann in the 1990s and given to the psychological harassment that the employee experiences systematically in the workplace. Many definitions of the concept of mobbing have been made with the researches from yesterday to today.

In this study of the articles written on the concept of mobbing in Turkey between the years 2010-2020 it is aimed to be descriptive analysis. From this point on, firstly the concept of mobbing was discussed in detail; The descriptions of mobbing acquired by different studies, mobbing classification, factors that play a role in the mobbing process and the causes of mobbing have been discussed in the context of the relevant literature. In the second part of the study, the articles obtained by scanning the literature on the concept of mobbing in TR Index, SCI and SSCI indexes were analyzed by dividing them into themes using content analysis method. The findings were again tried to be interpreted in the axis of mobbing literature. In the conclusion and evaluation section, suggestions were made in order to bring a different perspective to the existing literature.

Theoretical Framework of the Concept of Mobbing

Recently, it is seen that studies emphasizing the importance of the workplace environment-climate in the studies on organizational behavior literature have increased. In addition to the concepts of communication satisfaction, organizational justice or organizational commitment that connect the employee to the workplace, organizational victimization, cynicism, and stress that remove the employee from his job represent two different aspects of the workplace environment. So much so that one of the negative outcomes in question is mobbing, that is, mobbing is psychological terror in the workplace.

The word "mob" in English means gang or a community that engages in illegal violence. The action of this root is expressed as "mobbing" and means psychological violence, harassment and discomfort (Tınaz, 2011, 7). The term mobbing was first used in 1963 by Konrad Lorenz to describe people who are against the community in the army and schools (Schuster, 1996, 294). Heinz Leymann, a Swedish researcher who studies psychological attacks and mobbing in the workplace, introduced the concept of mobbing to the knowledge of the academic community in the 1990s and made the following determination: "The only battlefield in the developed industrial societies of the Western world where people can kill each other without the risk of being brought to court is the workplace. "(As cited in Namie, 2001, 91).

Although British and Austrian researchers use the concept of bullying in the phenomenon of mobbing in the workplace, researchers in the USA have used the concept of bullying for school organizations and mobbing for behaviors in the workplace; In French-speaking countries, the word harassment is used (Yücetürk et al., 2005, 99). While using the words "mobbing" and "bullying" interchangeably, Leymann (1996a) suggested the concept of "bullying" for violence in school organizations and "mobbing" for similar actions in workplaces, in order not to cause confusion. Because the concept of bullying refers to more physical violence. Mobbing refers to psychological violence. Many researchers have made definitions on this subject and these definitions contain similar elements to each other (Shelton, 2011, 6).

Leymann described the concept of mobbing in 1984 as "psychological terror carried out by immoral communication with hostility, directed by one or more people to another person in a systematic manner" (Davenport et al., 1999, 22). Another definition is to expose the individual to negative behaviors by one or more people continuously in a certain time period (Hoel et al., 2001, 40).

On the other hand, Leymann (1996a) stated that cases that occur once in the workplace cannot be considered as mobbing; Emphasizing that the behavior should be repeated at least six months and once a week, he listed other critical requirements as follows:

- **Continuity of actions:** Negative attitudes and behaviors towards the employee must be continuous. In other words, in order for the attitude of the employee to be perceived as mobbing, that behavior must continue without any justification. It is essential that the person is exposed to "intention" and the continuity of this intention.
- **Persistence of actions:** The persistence of negative attitudes and attitudes towards the employee means to insist on behaviors that discourage the employee in order to intimidate and dismiss them.
- **Between the bully / bullies and the targeted person presence of power imbalance:** Mobbing is generally accepted as negative behaviors subordinates are exposed to by their superiors. Therefore, mobbing behavior has generally been revealed by the researches conducted by managers on employees (Güllüoğlu, 2012, 320; Zencirkıran, 2015, 11). The fact that their employees remain silent to their superiors for fear of losing their jobs also deepens the situation.

- **The targeted person being negatively affected by the actions:** In mobbing literature, the negativities experienced by the workers are classified as both physical (such as heart attack), psychological (such as depression and burnout syndrome) and psychological-physical. Therefore, it can be said that employees who are systematically exposed to mobbing cannot leave their workplaces due to their continuing commitment (people who have to stay in the institution because of their financial need), and this situation may cause negative consequences in the long run.

On the other hand, Leymann developed the "Psychological Violence Scale" in order to measure the mobbing behaviors of the employees. 45 different mobbing behaviors were determined in the scale and these behaviors were classified in 5 categories (Davenport et al., 1999, 36-37; Einarsen, 2000, 379-401; Vartia, 2003, 10-11; Yılmaz et al., 2008):

Self-Expression and Communication Attacks:
- Interruption.
- Limitation of possibilities to demonstrate talents.
- Being constantly criticized (private life, work done).
- Receiving verbal or written threats and being harassed.
- Being rejected with gestures and glances.

Attacks on Social Relations:
- Preventing talking with and reaching others.
- The people around don't speak.
- The working environment is isolated by giving a separate workplace from his colleagues.
- Being ignored by pretending like it isnt there.

Attacks on Reputation
- Making sexual innuendo.
- Questioning of decisions.
- Mocking religious or political opinion.
- Being forced to do work that will negatively affect self-confidence.
- Judging efforts with a pejorative expression.
- Known with derogatory nicknames.
- Being mocked by private life.
- Imitating sounds, such as walking, in order to make them ridiculous.
- Speaking badly among people and making unfounded rumors.
- Treating the person as if they are mentally ill

Attacks on Quality of Life and Profession
- Unnecessary and unqualified jobs are given outside of their own job.
- No special task is assigned, routine work is given.
- Jobs given without notice are taken back.
- Damage to home or work (telephone, table, etc.).
- Jobs that will affect self-confidence are given.

Health Attacks
- Sexual harassment is applied.
- Forced to physically heavy work.
- Threats of physical violence are used and physical harm is inflicted.
- Mild violence is used to intimidate.

The common aspects of the behaviors grouped by Leymann and summarized above are that they turn into mobbing by being done deliberately, in a planned and continuous manner. Leymann says that it isn't necessary to implement all of the aforementioned behaviors or to do all of the actions at the same time; He stated that the systematic application of any behavior to the employee is sufficient for mobbing (Zencirkıran, 2015, 15).

Factors Playing a Role in the Mobbing Process

Mobbing is a malicious act that aims to exclude a person from the workplace through unjust accusations, humiliation, general harassment, emotional persecution, and / or psychological terror (Davenport et al., 2003, 22). The factors that play a role in the mobbing process are examined and explained under 3 headings. These; Mobbing Practitioners, mobbing victims and mobbing spectators.

Mobbing Practitioners

The individual applies to mobbing to cover his / her own deficiencies and mistakes, and this is seen in the studies. These individuals necessarily lie, deny, and display malicious behavior. They do not regret their actions, they are destructive and selfish. At the same time, they are immature individuals and they don't trust the other person (Kırel, 2008, 29; Tınaz, 2011, 68). The most common types of mobbing practitioners are classified by Tezcan et al. (2009) as follows:

- *Sinister mobbing practitioner*: A person who seeks new evils. He tries to hurt others with slander.
- *Furious mobbing practitioner*: He is impulsive due to his character trait. It is in the mode of constantly yelling and curse. It makes the workplace unbearable with crises of nervousness and moodiness. It humiliates people's feelings and thoughts.
- *Megalomaniac mobbing practitioner* sees himself superior to everyone else. Self-insecurity is reflected in jealousy, hatred and aggression towards others. According to this person, he is in control of all resources. Everyone has to obey the rules he invented.
- *Sadistic mobbing practitioner*: He takes great pleasure in cornering or ruining others. This person can also be described as a 'perverted narcissist'. He can use any means to rise in hierarchical levels.
- *Sycophant mobbing practitioner*: He is in a state of affliction and ready to do anything to gain the favor of his managers.
- *Bully mobbing practitioner*: Similar to a sadist mobbing practitioner. It is extremely brutal and cruel. He treats people like slaves.
- *Cowardly mobbing practitioner*: He panics thinking that someone else will be more successful and will rise. He chooses to apply mobbing to protect himself.
- *Critical mobbing practitioner*: Not satisfied with the work of others, constantly criticizing. It causes a climate full of dissatisfaction and tension in the workplace.
- *Disappointed mobbing practitioner*: All negative emotions, all inadequacies or bad experiences outside of work life are reflected to others in the workplace by these mobbing practitioners. There are always feelings of jealousy and envy towards others.

Mobbing Victims

According to the findings obtained from mobbing studies, mobbing victims don't have distinctive features, mobbing can happen to anyone in all workplaces and all cultures (Leymann and Gustafsson, 1996b, 251-275). Mobbing victims are generally smart, successful, creative, well-intentioned, committed to the workplace, loving and self-respecting people. Especially those with creativity are harassed by traditional employees for their new ideas in the workplace. The further dimension of these harassments is mobbing (Çetin, 2015, 21). Generally, everyone, male / female, can be a victim of mobbing, regardless of gender. It is generally accepted in the mobbing literature that people with four different characters in workplaces face the danger of becoming a victim. These people are classified by Huber (1994, 24-25) as follows:

- *Lonely person*: This person could be a single woman working in an office with a large number of men, or a single man working in a workplace with a large number of women.
- *Different person*: A person belonging to a minority group is very likely to be mobbed. He is a person who is somehow different from others and doesn't mix with others. This person may be an individual who dresses in a different style, or a disabled person or a stranger person.
- *A successful person*: A person who has demonstrated significant success, has earned the appreciation of his manager or direct management, or has received the praise of a client, can easily be envied by his colleagues.
- *Newcomer*: The fact that the person who previously worked in that position is very popular or the newcomer has more qualifications than those working there, can increase the risk of being a victim of mobbing.

Mobbing Audiences

Mobbing audiences are people who aren't directly involved in the process, such as colleagues, supervisors or managers, but are sometimes involved. To remain unresponsive is to accept the event. Such people may be hypocritical and not involved in the incident (Kehribar et al., 2017, 5; Tetik, 2010, 85). It is possible to group the audience types according to their behaviors. This grouping is classified by Tınaz (2006, 21-22) as follows.

- **Diplomatic audience**: A person who always favors compromise in the face of a conflict. Often a person who is loved or hated by others for playing the intermediary role. Such a viewer may face the danger of falling victim to the situation in the future as a result of the reactions it receives within the organization.
- **Stooge audience**: This audience is loyal to the mobbing practitioner. However, this feature doesn't want to be noticed much.
- **Overly interested audience**: The type of audience that is concerned with the problems of others. Sometimes he tries to break into other people's private areas and topics, he is persistent. Even the victim, who seeks help, becomes uncomfortable over time and seeks escape routes.
- **Immersive audience**: This type of audience doesn't like to come out and get involved in anything. He tries to stay away from all that is happening; does not state any opinion on the subject. Although it does not help the mobbing, it is completely indifferent and insensitive to the psychological harassment.
- **Two-faced audience**: Although it creates the impression of an individual who apparently does not interfere with anything, it actually serves a certain view and thought. Such a viewer will eventually support the mobbing practitioner or refuse to assist the victim, fearing that he will also be subjected to psychological abuse.

Causes of Mobbing

According to the model developed by Zapf (1999), the factors that cause "mobbing" in organizations are briefly, organizational reasons such as inadequate leadership, not well-structured organizational culture, problems in organization and the stress of the work, hostility, jealousy, being under the influence of the group. It is possible to classify them as causes caused by the person, such as personality, traits, abilities and physical defects. Zapf usually manifests itself in the form of gossip, loneliness, verbal and physical assault, assault on private life and attitudes, and also states that it manifests itself with a number of negative outcomes such as psychosomatic disorders, depression, anxiety, and obsession. In Figure 1, the causes and possible consequences of mobbing are schematized by Zapf:
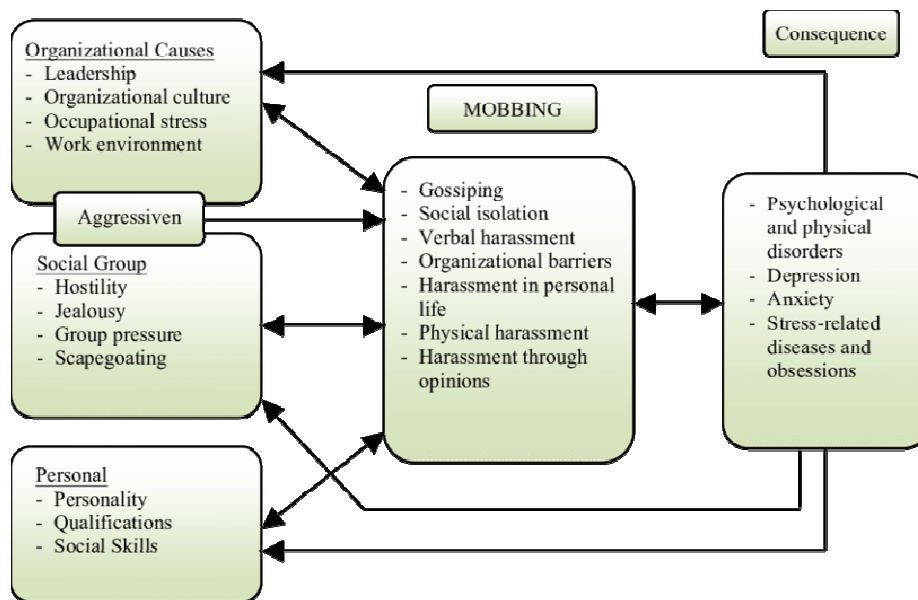

Figure 1.2. : Causes and Consequences of Mobbing (Zapf, 1999:71)

Organizational Causes of Mobbing

Mobbing; While the effects of individual characteristics are in question, it is a situation that can't be ignored in organizational effects. According to Zapf (1999), if the conditions in the organization affect the increase of the conflict, the conflict will increase due to the failure to solve the problems and in such an environment, the possibility of being exposed to more mobbing will arise. The manager silencing the victims

instead of ignoring the current mobbing incidents or seeking a solution also plays an important role in the preservation of the existence of mobbing incidents.

Social Causes of Mobbing

The interpretation of mobbing by the social system and the social structure and their reactions to mobbing behaviors are an important factor for the existence of mobbing. Although the mobbing actions start as a result of small disagreements, over time, the situations in which the management and other people in the working environment are involved are added to these actions. Mobbing is a violation of fundamental human rights, whether for repressive or motivating reasons, even if there is more than one reason (Erdoğan, 2009).

Based on this view, the fact that the mobbing act is not perceived as mobbing by the social system and structure or that the mobbing behavior is supported by the social system and structure allows mobbing to continue its existence. In other words, the fact that the social system accepts the tension or supports the mobbing action'll prove the victim of mobbing unjust or the victim's righteousness'll be ignored by the society (Huber, 1994, 24).

Victim-related Causes of Mobbing

It interprets all the events happening in the human environment not only mentally but also emotionally. Although certain mobbing behaviors have their own emotional reactions, not all reactions will be the same. The type and severity of these emotional reactions and the reactions of the victim to these behaviors can also constitute the main reasons for the victim to be mobbed. Personality characteristics of employees can be given as a different factor in the acceptance of mobbing as mobbing. In some cases, even the depressive mood or introversion of the mobbing victim before mobbing can be seen as the reason for the individual to be a mobbing victim. Considering these situations, it has been observed that although the provocative and confrontational personality structures and low self-esteem of the victims can trigger mobbing behaviors, not all of the victims have low self-esteem and individuals with high self-esteem may also encounter mobbing behavior (Cebe, 2019).

The Reasons of Mobbing Due to the Bully

Although many reasons of mobbing stemming from the bully can be argued, the common opinion on this issue is related to the specific personality traits individuals may have. The mobbing practice levels of individuals with the personality traits listed below are higher than those without these personality traits (Zapf et al., 1996).

- Has low self-esteem.
- He has an inferiority complex.
- There is a lack of self-confidence.
- It is over controlling.
- He is a perfectionist.
- He is arrogant.

As it can be understood from the factors listed above, "mobbing" briefly; Regardless of age, race, gender, belief, nationality, it disturbs the victim for any reason and starts with all kinds of maltreatment, and it is a systematic psycho-terror that gradually deepens. Therefore, the risk of being exposed to "mobbing" applies to everyone. A person who has demonstrated significant success, has earned the appreciation of superior or direct management, or has received the praise of a client, can easily be envied by colleagues. All kinds of games are played behind the individual, rumors are made and his work can be sabotaged. Therefore, mobbing is one of the negative outcomes that exist in the organizational behavior literature.

After the basic information about the concept of mobbing, a descriptive study on mobbing literature'll be made in the other part of the study.

2. Methodology
Subject and Purpose of the Research

This research aims to investigate the field of organizational behavior literature on bullying in Turkey.

Mobbing literature of descriptive analysis resulting in this study to make way for the purpose of article penned by researchers in Turkey TR Index, SCI, SSCI is scanned in the index. The obtained articles were subjected to content analysis in the context of the determined themes.

Research Population and Sample

Organizational behavior literature constitutes the population of the research. The sample of the research consists of articles written on the concept of mobbing in all indexes.

The Research Problematic

The research problematic in the study was determined as "What are the general themes of the studies prepared on the concept of mobbing".

Data Collection Method and Measurement Tool

The study is of descriptive research nature. Descriptive studies are studies that aim to obtain a description or description of the subject or activities of interest. In this type of research, the data obtained about the case or sample studied are described and its basic characteristics are described. Such researches seek answers to various questions such as who, what and why related to the research subject, but they do not seek cause-effect relationship between the facts (Yıldırım & Şimşek, 2000). Similar to other studies, some basic statistics can be used in descriptive studies. The general characteristics of the studied sample are tried to be revealed through various statistics such as frequency distribution and mean values. Descriptive research provides a clue as to what should be focused on in explanatory research to be carried out later on the same subject (Earl, 2004, 89; Stebbins, 2001, 9). In this context, in line with the purpose of the study, the articles were tried to be analyzed through content analysis. Content analysis is "classifying the message contained in verbal, written and other materials objectively and systematically in terms of meaning and / or grammar, transforming it into numbers and making inferences" (Tavşancıl & Aslan, 2001, 22). By examining the information obtained at this stage, the researcher tries to divide it into meaningful sections and to understand what each section means conceptually. These parts, which form a meaningful whole in themselves, are named by the researcher (Gökçe, 2006; Tavşancıl & Arslan, 2001).

12 basic criteria have been determined that the indexes in which the articles are included, the methodology of the articles, the most frequently asked research question, the method adopted, the sample and sample number in which the subject is studied the most, the most frequently preferred sampling technique, the most frequently preferred data collection technique, the most frequently used scales, the most frequently used in data analysis, the tests used are the other organizational outcomes with which the concept is most frequently associated, and the frequency of mobbing over the years.

Results

Between 2010 and 2020, 51 articles were determined in TR Index, SCI and SSCI indexed journals. In this part of the study, the articles prepared in the Turkish literature on the concept of mobbing were tried to be presented in tables in the context of the evaluation criteria.

Table 1: The Indexes in which Articles are Published

Journal Index	Number of Articles (f)
TR Index	38
SCI	11
SSCI	2
Total	**51**

First of all, indexes of journals in which articles on the concept of mobbing were published were determined. At this point, 38 of the studies were published in TR Index, while 11 were published in SCI and 2 in SSCI category. As can be seen, the increase in the number of publications, especially in the articles included in the SSCI index, is an important issue. However, the low number of journals publishing in this category is an important obstacle for researchers at this point.

Therefore, rather than increasing the number of articles, increasing the number of journals with SSCI index in our country is important in terms of both communication sciences and organizational behavior literature in general.

Table 2: Methodology of Articles

Article Type	Number of Articles (f)
Empirical Studies	42
Conceptual Studies	9
Total	**51**

It was concluded in Table 2 that most of the articles (f = 42) were empirical researches. Empirical studies are scientific articles. It provides a fundamentally new research data. These studies may include case studies, correlation analysis, and experimental studies (Karasar, 2016). Relevant conceptual studies on psychological harassment in the workplace were included in 11 articles (f = 9). Conceptual research is a more abstract approach that focuses on new ideas, while experimental research is an approach based on observation and experiment (Karasar, 2016). As can be seen, there is an important gap in the conceptual literature regarding the concept of mobbing and this result is an important data for other studies to fill the gap in the field.

Table 3: Most Asked Research Questions

Research Question	Number of Articles (f)
What are the causes of mobbing?	11
What is the relationship between the concept of mobbing and demographic variables?	11
What is the relationship between the concept of mobbing and organizational outcomes? (Work performance, Institutional Commitment… etc.)	5

The most frequently used research question (f = 11) in the researches is "What are the causes of mobbing?" and "What is the relationship between the concept of mobbing and demographic variables?" (f = 11). This is due to the fact that empirical studies on the concept of mobbing generally seek an answer to this basic question. These questions are also descriptive in terms of revealing the current situation of the research institution. Other questions that researchers are curious about are (f = 5) "What is the relationship of mobbing perception to organizational outcomes? It has been. The basic perception regarding mobbing is that the concept negatively affects organizational outcomes. For this reason, the relationship of perceived mobbing in these studies with other organizational outcomes, especially the work performance of employees, has been questioned.

Table 4: Method Used in Mobbing Research

Method Preference	Number of Articles (f)
Qualitative (Focus Group, Ethnographic Studies ... etc.)	11
Quantitative (Questionnaire, Structured Interview ... etc.)	40
Mixed Method	0
Total	**51**

When Table 4 is examined, it is concluded that the studies conducted with the quantitative method (f = 40) on perceived mobbing are predominant, whereas the studies conducted with the qualitative method (f = 11) are extremely limited. Quantitative researches are highly preferred, especially in social science research, as it reaches a large number of audiences (for example, surveys). However, although qualitative studies are carried out in a narrower scope as the number of participants, they allow the concept to be examined in a deeper and more detailed way. When we consider the concept of mobbing specifically, the participants' expressing the psychological violence they have been exposed to in their institutions gives more results in quantitative methods compared to qualitative methods. The potential concern of the participant that his or her identity will be disclosed may be an obstacle to telling the truth in qualitative work (for example, focus group interview or interview). However, this doesn't decrease the value of qualitative methods.

Table 5: Sampling Group Where The Concept of Mobbing was handled

Sampling	Number of Articles (f)
Teachers	13
Higher Education Staff (Academician Group)	13
Healthcare professionals	8
Higher Education Staff (Administrative Staff Group)	5
Blue Collar Employee Group	2

Sampling in its simplest definition; It is a selected, sufficiently large set that is believed to represent the universe best when the entire universe cannot be measured (Şahin, 2016). In Table 5, it is seen that the most frequently used sample group in the articles is teachers and academicians (f = 13). The curiosity of the education community in this field is also reflected in the number of researches. This ranking is followed by healthcare workers (f = 8), blue-collar workers (f = 2) and administrative staff working in higher education (f = 6). As we explained in the theoretical part, the reasons employees are exposed to mobbing vary. However, the professional group is an important point for mobbing. As seen in our research, blue-collar workers create a huge gap in mobbing research. Because blue-collar workers consist of workers who work for salary or time wage with their physical strength and they work in jobs based on manual labor. Therefore, discussing the subordinate relations, communication methods and managerial processes in this section in the context of mobbing will fill an important gap in the literature.

Table 6: Preferred Sampling Technique in Mobbing Studies

Sampling Technique	Number of Articles (f)
Simple Random sampling	31
Systematic Sampling	15
Stratified sampling	3
Cluster Sampling	2
Tota	**51**

Sampling in research is more practical and more economical in terms of time, personnel and money. In addition, because the results can be obtained in a shorter time, the results obtained are at least as accurate and reliable as the results to be obtained when the whole universe is examined, and much more detailed information can be collected on the subject examined on the sample, it is preferred to select samples in research (Tezcan, 2017). As can be seen in Table 6, it has been observed that the most frequently used technique in studies on the concept of mobbing is the Simple Random Sampling technique (f = 31). In this method, the universe is determined with precise boundaries and a list is made by giving a number to each unit that makes up the universe. The number of the number of samples from each unit in the prepared list is determined by lottery method or by chance (random) with the help of a computer. On the other hand, the numbers that make up the sample can also be determined using the random numbers table (Ural & Kılıç, 2011, 38; Altunışık et al., 2010). Another preferred sampling technique is Systematic Sampling (f = 15). In this sampling technique, the enumeration (sorting) of the units that make up the universe is performed impartially or the systematic random sampling method is used by using the order existing in the ready lists (Ural & 2011, 39). The other sampling technique used most frequently in the study is Stratified Sampling (f = 3). In the stratified sampling method, the universe containing different features is divided into homogeneous layers (subgroups and sub-populations) within itself. The proportions of each of the layers that make up the universe in the universe are determined. Then, the sample size 'n' is calculated and the sample groups are selected according to the simple or systematic random sampling method according to the representation rates of each substrate in the universe (Ural & Kılıç 2011, 40; Karasar, 2016). Finally, it was determined that the sampling technique used at the lowest level (f = 2) in the studies was cluster sampling. In the cluster sampling method, first of all, not the units that make up the universe, but the clusters to which these units are connected. The sample of the research is formed by choosing a sample from these clusters with simple or systematic random sampling method (Ural & Kılıç, 2011, 40).

Table 7: Number of Sampling in Mobbing Studies

Sampling Number	Number of Articles (f)
100-200	11
201-300	35
301 and more	5
Total	**51**

The number of samples is important in terms of the "representation" criterion in articles and thesis studies in general and in mobbing articles in particular. In other words, the most important condition for a research to be conducted with sampling to reveal the real situation in the universe is that the sample can represent the universe. Therefore, it isn't possible to make correct decisions by looking at the results of the research if the sample is not in sufficient number and large, if it is wrong in its selection, if it is selected with wrong and inappropriate methods (De Vaus, 1990, 64). On the other hand, it is almost impossible to choose a sample that fully represents all the behavior of the universe and all the relationships in the universe. However, determining the maximum possible number of the sample by taking the points we mentioned above into consideration and applying the research by reaching this sample will yield more reliable results in order to represent the general (Earl, 2004, 204).

Table 8: Scales Used in Mobbing Researches

Scale Developer	Scale Name	Number of Articles (f)
Leymann (1990)	Psychological Terror Scale	37
Einarsen ve Raknes (1997)	Negative Behavior Scale	11
Pastore (2006)	Detecting Relationships in the Workplace (QRPCL)	3
Total		**51**

It is seen that the mobbing scale developed by Leyman is mainly used in studies on mobbing (f = 37). The scale is the "Inventory of Psychological Terror-LIPT", which was developed by Heinz Leymann in 1990 and consists of 45 items. The scale (LIPT) consists of 45 items and 5 factors. These factors are; (i) Attack on social relations, (ii) Systematic exclusion, (iii) Changes in job-related duties, (iv) Attacks against the reputation of the person, (v) Threats and harassments. The other scale used in the studies is the "Negative Behaviors Scale" (f = 11) developed by Einarsen and Raknes (1997). The scale developed the negative behaviors (NAO) scale consisting of 22 questions in order to measure the frequency of exposure to mobbing. This scale consists of five parts: (i) Personal humiliation, (ii) Criticizing an employee for his work in the society, (iii) Social exclusion, (iv) Social control, (v) Physical harassment. Finally, it is seen that the "Perception of Relationships at Workplace (QRPCL) scale" developed by Pastore (2006) was used in the studies (f = 3). The scale, which was developed by Pastore (2006) and divided into three parts, consists of 116 items and examines individual attacks, work environment, interpersonal relations, balance between family and work, and well-being of mood. As can be seen, the questionnaire developed by Leymann was mainly used in the articles. The reason for this situation can be shown as that Leymann is one of the most important researchers in mobbing literature.

Table 9: Tests Used in Analysis of Research Data

Tests	Number of Articles (f)
Correlation Analysis	32
Regression Analysis and ANOVA	29
T-Test	14
Kolmogorov Smirnov test	5
Structural Equation Modeling	3
Skewness and Kurtosis	5
Hierarchical Regression	4
Kruskal Wallis,	3

Correlation Analysis (f = 32) was determined to be the most frequently used analysis in research. Correlation shows the linear relationship between two or more variables. The amount of relationship between two variables is calculated using correlation techniques called binary or simple correlation. The relationship of a variable with two or more variables is multiple correlation; One of these variables is fixed and its relation with other variables is calculated by partial correlation techniques (Köklü et al., 2007). Regression Analysis and ANOVA (f = 29) test were determined to be the other most used analysis in studies. Regression is the pulling of the measurements of a variable towards the group mean. Regression analysis, on the other hand, is the process of explaining the relationship between two or more variables as dependent variables and the others as independent variables with a mathematical equation. ANOVA test is used when one wants to compare a numerical variable in at least 3 groups. This test primarily tests whether at least one of the groups is different from the others (Köklü et al., 2007). T-Test (f = 14) emerges as another analysis method used in research. T-test is the most widely used test among hypothesis tests. It can be defined as an approach that tries to statistically determine whether there is a significant difference between the averages of the two groups of data (Ersöz & Ersöz, 2019). Kolmogorov Smirnov test (f = 5) and Structural Equation Modeling (f = 3) are seen as the two analysis methods rarely preferred in studies. The Kolmogorov Smirnov test is a goodness of fit test used to test whether the random sample comes from a specified distribution (Turanlı & Güriş, 2012). Structural Equation Modeling, on the other hand, is a statistical technique used to test models in which the causal relationships and correlation relations between the observed variables and latent variables coexist in structural equation models and it is a multivariate method that is formed by combining analyzes such as variance, covariance analysis, factor analysis and multiple regression to predict dependency relationships (Tüfekçi & Tüfekçi, 2006). In Skewness and Kurtosis (f = 5) analysis, Skewness measures the degree of non-symmetry of a distribution; kurtosis is an index that indicates the degree to which there is too much or too little sample in the middle of the distribution. In Hierarchical Regression Analysis (f = 4), the main purpose is to measure the effect of each independent variable (or group of variables) on the variance of the dependent variable. Finally, it is the Kruskal Wallis (f = 3) analysis used in the studies, and this analysis is a technique used to test the significance of the difference between the averages of three or more groups in groups that do not show normal distribution. It is the non-parametric equivalent of One-Way ANOVA (Gamgam & Altunkaynak, 2013).

Table 10: Organizational Outputs Associated with the Concept of Mobbing

Organizational Output	Number of Articles (f)
Demographic Variables	47
Work performance	35
Organizational commitment	24
Job satisfaction	20
Burnout Syndrome	12
Organizational Trust	5

As seen in Table 10, in the articles examining the concept of mobbing, the relationship between demographic variables and mobbing appears as the most curious and investigated item (f = 47). It is thought that age, gender, educational status, seniority and marital status are effective in combating or making sense of the possible mobbing situation that the person is exposed to. We see that the other concepts most associated with mobbing are other organizational outcomes. It is seen that the most intense of these variables is job performance (f = 35). At this point, when we examine the articles, we see that the general acceptance is that the work performance of employees exposed to mobbing has decreased. Similarly, it was concluded that organizational commitment (f = 24), job satisfaction (f = 20), burnout syndrome (f = 12) and organizational trust (f = 5) are the organizational outcomes most associated with the concept of mobbing. When all the organizational outcomes in question are evaluated, it can be said that each of them is a positive organizational climate, an organizational environment where formal and informal communication channels function properly, and especially in relations with subordinates, there are concepts that are possible with a healthy communication process. When all the organizational outcomes in question are evaluated, it can be said that each of them is a positive organizational climate, an organizational environment in which formal and informal communication channels function well and that there are concepts that are possible with a healthy communication process, especially in relations with subordinates. So much so that the problems experienced in the organizational environment and that can't be solved with the right channel at the right time may cause the employee to be exhausted, the trust of the institution to decrease and thus the performance to decrease over time. For this reason, possible situations that may adversely affect employees,

especially mobbing, should be determined by the top management and the flow in the formal and non-formal communication channels of the organization should be maintained continuously.

Table 11: Studies Concerning the Concept of Mobbing as a Variable

Organizational Output	Positive Directional Impact	Negative Impact
	* Cynicism	*Organizational commitment
	* Burnout Syndrome	*Job satisfaction
	* Personnel Turnover Speed	* Perceived Organizational Justice
Mobbing	* Slacking from Work	* Life Satisfaction
	* Institutional Grievance	*Work performance
	* Organizational Silence	* Organizational Citizenship
	* Organizational Opposition	* Conflict Management
		* Organizational Trust
		* Open Climate

In the articles examined in Table 11, the concepts in which the concept of mobbing is handled as variable and affects positively and negatively are included. Undoubtedly, organizational behavior literature is interrelated, and sometimes following and influencing each other. In other words, analyzing any organizational behavior outcome indirectly means analyzing the relationship with many other organizational behavior outcomes, either positively or negatively. In the articles we analyzed, it was concluded that mobbing increases the level of cynicism, burnout, tendency to losing work, staff turnover rate and perceived corporate victimization, organizational silence and organizational opposition. On the other hand, it was concluded that mobbing negatively affected organizational commitment, perceived organizational justice, life satisfaction, job performance, organizational citizenship behavior and conflict management, organizational trust and open climate perception.

Table 12: Mobbing Studies by Years

Years	Number of Articles
2010	4
2011	5
2012	7
2013	6
2014	8
2015	4
2016	5
2017	3
2018	4
2019	3
2020	2
Total	**51**

The last years in which mobbing articles were published were included in our study. In this context, 2018 is the year in which mobbing was studied most intensively; It is seen that the year in which the least worked is 2020. In 2020, difficulties were experienced in the application of quantitative methodologies, especially due to the corona virus. Therefore, the scarcity of studies such as surveys, interviews or focus groups as of this date can be considered as the handicap of the current situation.

CONCLUSION AND SUGGESTIONS

In this study, the overall image of the academic literature on the concept of mobbing in Turkey between the years 2010-2020 aimed detection. For this purpose, the literature was scanned under TR Index, SCI and SSCI and 51 articles were identified. The articles subjected to content analysis were analyzed within the scope of the determined themes. The themes determined in the analysis of the articles are the indexes in which the articles are included, the methodology chosen in the article, the sample population in which the articles are studied the most and the number of samples, the technique preferred in the analysis of the sample, the data collection technique, and the scale of mobbing. The tests used in mobbing analysis and which organizational outcomes are related to mobbing were analyzed. Other organizational outcomes that affect the concept positively and negatively, the main themes in studies where mobbing is dealt with as a variable, and the years when the concept was studied most frequently were tried to be analyzed. It is seen that the interest regarding the concept, which started with Leymann in the 1990s and where studies with Zapp are more visible, is still intense.

When summarized in the context of the determined themes, it is seen that most of the articles on mobbing are articles in the TR Index. At this point, the lack of articles in SCI and SSCI indexes stands out. On the other hand, it is seen that the articles are predominantly empirical studies. At this point, the most basic suggestion emerging from the study is that there is a need for a qualitative methodology regarding the concept of mobbing. In the following studies, the focus group and interviews will be useful in determining the perceptions of the employees regarding mobbing in more depth and therefore in determining the correct solution points.

Another point determined in the articles reviewed is that the scale used in mobbing research is predominantly the mobbing scale developed by Leymann (1990). The main reason why Leymann is preferred in research is that the concept of mobbing was introduced to the literature by Leyman.

In studies on mobbing, it has been determined that studies on mobbing are mostly conducted in the educational community through simple random sampling. It is seen that teachers and academics constitute the majority. Therefore, it is seen that sample selection does not show a social equality. The most basic recommendation at this point is that mobbing research should increase, especially in blue-collar employees who work based on body strength. Generally, the education level in this segment is low and the methods of combating mobbing should be investigated.

In articles on mobbing, it was determined that the range with the highest sample size was 201-300. The large sample size is extremely important in terms of the representation of the population. Although it varies according to the size of the universe, since the studies aren't thesis and are prepared in article format, we can say that the sampling numbers in question are representative.

As in many quantitative methodologies, it has been observed that the most used analysis in mobbing articles is correlation and regression analysis. However, since the validity and reliability tests are important for the studies to give healthy results, it can be said that these analyzes should be given more importance in the studies.

Finally, in the articles we analyzed, it is concluded that mobbing increases the level of cynicism, burnout, tendency to losing work, staff turnover rate and perceived corporate victimization, organizational silence and organizational opposition. On the other hand, it has been concluded that mobbing negatively affects organizational commitment, perceived organizational justice, life satisfaction, job performance, organizational citizenship behavior and conflict management, organizational trust and open climate perception.

In summary, it expands in proportion to the scope of the organizational behavior literature and with each changing employee profile. If the mobbing process is evaluated as a drama; The actor who sees the most damage in the game is the victim. The rules of the mobbing game are determined by the mobbing, not the victim. Mobbing victim alone can't change any rule. The victim has to accept his role in a game whose rules are set by others. This situation makes the concept of mobbing more interesting for researchers. For future studies, the analysis of the theses on the concept of mobbing and the studies to compare the causes of mobbing cases abroad and the cases in our country can be presented as suggestions, as they will benefit the expansion of the concept.

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