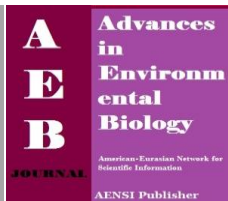




AENSI Journals

Advances in Environmental Biology

ISSN:1995-0756 EISSN: 1998-1066

Journal home page: <http://www.aensiweb.com/aeb.html>

Negative Effects of Mobbing on Work Performance and Efficiency of Personnel Working in Public and Private Medical Institutions, An Applied Turkey Example

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ARTICLE INFO

Article history:

Received 23 January 2014

Received in revised form 19

April 2014

Accepted 26 April 2014

Available online 15 May 2014

Key words:

Mobbing, Work Performance,
Efficiency, Medical Institution

ABSTRACT

The purpose of this study is to examine the negative effects of mobbing on work performance and efficiency, which is implemented on the personnel working in public and private medical institutions. A total of 2500 employees working in different branches of public and private medical institutions in İstanbul participated in the research. A two-part questionnaire was prepared for the participants. Data obtained from the research were put through reliability test and Cronbach Alpha coefficient was found 0.99. Data obtained were evaluated with t-test and one-way variance analysis, and significant differences were found with tukey test. Following the research, it has been concluded that mobbing affects the participants' health negatively and this effect differentiates according to the demographic characteristics. Moreover, it has been found that mobbing has a negative effect on work performance and efficiency of the participants and this effect differs again according to the demographic characteristics.

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To Cite This Article: Murat Korkmaz, Bülent KILIÇ, Ali Serdar Yücel, Hayrettin Gümüşdağ, Muzaffer AKSOY., Negative Effects of Mobbing on Work Performance and Efficiency of Personnel Working in Public and Private Medical Institutions, An Applied Turkey Example. *Adv. Environ. Biol.*, 8(5), 1183-1195, 2014

INTRODUCTION

The mobbing is a serious occupational health and safety risk which is commonly seen in hospitals and at a level that requires measures to be taken for the health care workers. It is quite important to ensure the awareness of the problem for the measures to be taken and the arrangements to be made with respect to both the management and the employees in the workplaces [15, 5].

In this study, the negative effects of mobbing on work performance and efficiency of the personnel working in public and private medical institutions is analyzed. The theoretical framework has been created by carrying out the literature review about the subject.

Status of problem:

The intimidation behaviors that are called mobbing in today's world cause negative results both for the individual and the organization. This situation is specifically observed in health sector. The individuals exposed to intimidation behaviors get stressed and they may have crucial health problems. Mobbing can cause many health problems and also may lead to a decrease in individual's work performance and efficiency. Job satisfaction of the individual decreases, s/he doesn't enjoy her/his job and organizational loyalty reduces. By taking into account that mobbing is an important problem today both for the individual and the organization and this problem will reach to a serious condition in the future, the study was carried out regarding the negative effects of mobbing on work performance and efficiency of the individuals working in health sector.

Literature Review and Theoretical Framework:

Today, employees in many countries and various sectors experience some undesired behaviors. Finding the behaviors highly affecting the work performance and efficiency of employees and solving them or taking the required measures has significant importance. Another matter among the ones having a negative effect on working life is psychological intimidation (mobbing) [17].

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As a psychological intimidation of employees of different organizations, such behaviors as psychological or emotional harassment, verbal assault, threat, and direct physical attack are observed to be frequently experienced [16]. Psychological intimidation can be discussed as the abstract form of violence and it is more dangerous than physical violence [43]. Psychological intimidation is a psychological concept which emerges as a result of negative behaviors, sneakily intimidates and isolates people by taking them under the direct psychological influence [27].

“Mob” literally means disorganized crowd committing illegal violence. “Mobbing” concept deriving from the word “Mob” means gang, punk group, and crowd resorting to extreme violence in English [23].

Various definitions were made about the mobbing concept in the literature. Mobbing means all kinds of maltreatment, threat, violence, humiliation applied to employees by their seniors, juniors or other equal employees in a systematic way [15,21]. According to another definition, mobbing is stated as deterrence, intimidation, killing the victim’s ego, isolation from social periods [34]. World Health Organization defines mobbing as attitudes and behaviors which harm the physical, mental, ethical and social developments of individuals or groups by means of using force [2].

Although mobbing-related health problems are faced in many work places, they are not taken into consideration, measures are not taken, and studies for improvement are not carried out. However, many studies proved that some physical and mental illnesses are seen in intimidated people [9, 30, 33, 36, 40, 41, 45].

The mobbing problem (psychological violence) which emerges with disturbing behaviors for employees causes many negative results if not solved and they are frequently faced recently. Therefore, researches regarding mobbing are gradually increasing and become the subject of many studies [7]. As a result of the studies conducted in this subject, it is highly important that the necessary information should be provided to managers and employees of the organization concerning the negative effects of mobbing on the organization and employees, legal regulations about the subject should be revised and the required measures should be taken.

Both the rapid changes in health care and the deficiencies in the legal practice leave gaps in prevention of the violence and in securing the safety of the medical human resources [4]. The mobbing, which takes precedence even over the sexual harassment in the developed countries is being mostly applied by the employees working at the upper levels of management and is seen as occupational disease of the senior managers [44].

Various studies indicate that the risk of being exposed to mobbing is higher for health care personnel than in other sectors. Due to the peculiar psychological conditions of hospitals, it is suggested that the risk of being exposed to violence for medical personnel is 16 times more than other service sectors [32].

Intense workload, irregular and unclear working conditions in medical workplaces where public services are commonly offered are the leading reasons which increase the risk of medical personnel’s being subjected to psychological violence [24].

Intimidation behaviors bring out negative results in terms of both sufferer and the organization of which the sufferer is a member. Employees subjected to intimidation behavior may come across stress, be worn out mentally and they may even have critical health problems [31].

Moreover, psychological harassment applied with such tactics as repression, suppression, ply, intimidation, siding against someone and threatening affects the communication, social relations, prestige, life quality, professional position and most importantly health of the individual subjected to it and it also leads to job dissatisfaction, organizational conflict and inefficiency [8, 11, 35, 39, 42, 47].

Furthermore, such results as loss of self-confidence, decrease in performance caused by the feeling of being left out, even being unable to work, being obliged to leave the job and having suicidal ideation-despite being rare-are observed [38]. Mobbing in workplace may cause ignoring the job, decrease in performance [10, 13], increase in job dissatisfaction, negative attitudes and behaviors towards the workplace [13]. Aksoy (2008) states that psychological violence may cause inefficiency by negatively affecting the individual’s morale and motivation as one of the stress factors in workplace [3].

In recent years, mobbing caught attention outside Europe and it was attempted to be discussed. Until today, researches conducted in some countries from Northern Europe such as Sweden, Norway and Germany (Leymann, [37]; Einarsen and Skogstad, [22]; Zapf, [48]; Hubert and Veldhoven, [29]; Dick and Wagner, [19]; Hoel et al., [28] examined the mobbing as a case with different aspects and tried to manifest the negative effects of mobbing on employee and business life. In this study, the purpose is to determine the negative effects of mobbing on performance and efficiency level of people working in health sector regarding their business life.

Problem Sentence and Hypotheses of the Research:

The problem sentence that should be answered and hypotheses to be tested in the research are below:

Problem Sentence of the Research:

Does mobbing applied to the personnel working in public and private medical institutions have negative effect on work performance and efficiency?

Does the exposed mobbing cause health problems?

By whom is the personnel working in public and private medical institutions exposed to mobbing?

Limitations of the Research:

In this study, the negative effect of mobbing, which is applied on the personnel working in public and private medical institutions, on work performance and efficiency was analyzed, so analyses and evaluations were carried out regarding the 3 sub-dimensions in the scale (overcapacity work, not enjoying the job, decrease in work efficiency /performance).

Hypotheses:

Alternative hypotheses of quantitative research chapter in accordance with the research problem are as below.

- H1: Sex variable does not make difference on “overcapacity work” factor
- H2: Sex variable does not make difference on “not enjoying the job” factor
- H3: Sex variable does not make difference on “decrease in work efficiency” factor
- H4: Age variable does not make difference on “overcapacity work” factor
- H5: Age variable does not make difference on “not enjoying the job” factor
- H6: Age variable does not make difference on “decrease in work efficiency” factor
- H7: Marital status variable does not make difference on “overcapacity work” factor
- H8: Marital status variable does not make difference on “not enjoying the job” factor
- H9: Marital status variable does not make difference on “decrease in work efficiency” factor
- H10: Educational background variable does not make difference on “overcapacity work” factor
- H11: Educational background variable does not make difference on “not enjoying the job” factor
- H12: Educational background variable does not make difference on “decrease in work efficiency” factor
- H13: Branch variable does not make difference on “overcapacity work” factor
- H14: Branch variable does not make difference on “not enjoying the job” factor
- H15: Branch variable does not make difference on “decrease in work efficiency” factor
- H16: Duration of work variable does not make difference on “overcapacity work” factor
- H17: Duration of work variable does not make difference on “not enjoying the job” factor
- H18: Duration of work variable does not make difference on “decrease in work efficiency” factor
- H19: Type of institution variable does not make difference on “overcapacity work” factor
- H20: Type of institution variable does not make difference on “not enjoying the job” factor
- H21: Type of institution variable does not make difference on “decrease in work efficiency” factor
- H22: Working in the same institution variable does not make difference on “overcapacity work” factor
- H23: Working in the same institution variable does not make difference on “not enjoying the job” factor
- H24: Working in the same institution variable does not make difference on “decrease in work efficiency” factor
- H25: The position in the institution variable does not make difference on “overcapacity work” factor
- H26: The position in the institution variable does not make difference on “not enjoying the job” factor
- H27: The position in the institution variable does not make difference on “decrease in work efficiency” factor

*Research Methodology:**Method and Scope of the Research:*

In this research, whether the employees working in hospitals experience mobbing was questioned, and the effects of exposed mobbing on work performance and efficiency were analyzed. In this context, a two-part questionnaire form was implemented on a total of 2500 participants. In the first part of the questionnaire, 54 questions about mobbing were directed to the participants and their views were questioned with 5 likert scale. In the second part, personal information of the participants (age, sex, marital status, their department at work etc.) were questioned with classifier scale as demographic variables. Cronbach's alpha analysis was applied with the purpose of testing the reliability of the created scale.

Independent sample t test was preferred in analyses regarding the variables composed of two independent groups, and one-way ANOVA was chosen for the comparisons with three or more groups. The above-stated tests were analyzed with PASW Statistic 18 package program.

Data Analysis:

The data set obtained as a result of the questionnaire were analyzed in PASW Statistic 18 (SPSS- Statistical Package for Social Sciences) package program. Reliability analysis, frequency tables, descriptive statistics, independent sample t test, one-way variance analysis and Tukey tests were used within the scope of the analysis. Cronbach's alpha analysis was applied with the purpose of testing the reliability of the created scale and it was found 0.99.

Findings:**Demographic Statistics:**

Data concerning the demographic characteristics of the participant individuals are presented in this part. The majority of the participants is female (57.5%). Regarding the age distribution of the participants of the questionnaire, it is observed that the 21-29 aged youth ranks first with a rate of 48.6%. Then the rate of 30-39 and middle aged participants is 32.5%. It is seen that a large part of the participants are married with a rate of 43.3% and they have one child with a rate of 48.3%. 61.6% of the participants have master or higher degree. Undergraduate education rate is 26.8%. Concerning the branches of the participants, most of them work in surgical sciences with a rate of 26.4%. Internal medicine comes second with a rate of 23.4%. When the working hours of the participants are concerned; while the total duration of work under 5 years is 22.1%, it was determined that a most participants have been in business life for 5 years and more. When the quality of the hospital of work is in question; more than half of the participants work in private hospitals. It has been ascertained that more than half of the participants have been working in their current institution for less than 5 years. When the profile of the participants is analyzed, nurses predominate with a rate of 37.5%. The rates of specialists are considerably high following nurses. Specialists correspond to 34.9% of total participants.

When the answers given to the questions of "Did mobbing cause health problem?" and "In whom did you see mobbing behavior?" were discussed, it was determined that the ones being exposed to mobbing experience depression (40.6%) and stress (22.2%). Panic attack (10.5%) is mostly seen following these problems. It can be uttered that this condition negatively affects the work performance and efficiency of the participants. On the other hand, the participants exposed to mobbing stated that they saw this behavior mostly from the managers (50.6%). After the managers, the ones applying mobbing behavior mostly have been stated as the people working in senior positions (33.4%).

Factor Analysis:

Within the scope of factor analysis, likert scaled questions were directed and 54 statements were put to examination. After various attempts, all articles were seen to positively and directly affect as a result of being in the analysis. Accordingly, the decision was to continue the analysis with 54 statements. The analysis results are summarized below;

Table 1: KMO and barlett test results belonging to mobbing scale

KMO		.995
Bartlett Test	Chi-Square	812.106
	Df	81
	P	.000

In order to ascertain the suitability of factor analysis, a factor analysis was carried out and the above-stated results were obtained. Accordingly, KMO criterion which measures the suitability of sample for the factor analysis was found to be $0.995 > 0.6$. This indicates that the sample is suitable for the analysis. As Barlett criterion which is the measure of globalization is $\text{Sig } (0.000) < 0.05$, it indicates the existence of correlation between the variables and factor analysis can be applied. When the total variance explanation table is discussed, the obtained 10 factors explain 72% of the total variance.

Table 2: factors and question groups

Question Group (Variables)	Name of the Factor
Being forced to job/communication of poor quality	Factor 1
Subjected to mental violence	Factor 2
Isolation	Factor 3
Being mocked/criticized	Factor 4
Tending to bad habits	Factor 5
Restriction of expression opportunities	Factor 6
Physical violence	Factor 7
Overcapacity work	Factor 8
Not enjoying the job	Factor 9
Decrease in work efficiency /performance	Factor 10

When Table 2 is analyzed, it is seen that the question group which measures the same criterion corresponds to the same factor.

Table 3: factor loads of factors and variables included in the research

	8	9	10
I don't find myself sufficient. As I am not as successful and productive as I used to be.	.692		
I am given overcapacity work on purpose.	.692		
My work place and house is given damage.	.685		
I am obliged to compensate pecuniary injury.	.562		
My self-confidence for me and my job has seriously decreased due to the mobbing applied.		.675	
I never enjoy my job, as I don't feel the excitement for my job.		.612	
I lost my self-respect because of mobbing.		.578	
A decrease occurred in work performance and efficiency because of mobbing.			.800
I feel that my energy has fallen because of mobbing.			.789
I can't get pleasure in life because of mobbing.			.654

As can be seen in the Table, questions in 8th factor create the sub-dimension of "overcapacity work", questions in 9th factor create the sub-dimension of "not enjoying the job" and questions in 10th factor create the sub-dimension of "decrease in work efficiency /performance".

Table 4: t-test directed to the relation between sex and factors

Dependent Variables	Groups	N	Sd	t	P
Overcapacity work	Female	1438	2498	4.048	.000
	Male	1062			
Not enjoying the job	Female	1438	2498	-1.237	.216
	Male	1062			
Decrease in work efficiency /performance	Female	1438	2498	-3.644	.000
	Male	1062			

H1: Sex does not make difference on being given overcapacity work factor.

H2: Sex does not make difference on not enjoying the job factor

H3: Sex does not make difference on decrease in efficiency factor

Results:

- It is seen that sex statistically makes difference on factor of being given overcapacity work. Males are exposed to this situation more.
- It is seen that sex does not statistically make difference on factor of not enjoying the job.
- It is seen that sex statistically makes difference on factor of decrease in work efficiency. Males are exposed to this situation more.

Table 5: anova test directed to the relation between age and factors

		Sum of Squares	df	Average of Squares	F	p	Significant Difference
Overcapacity work	Between-groups	14.575	3	4.858	4.881	.002	There is difference
	Within-group	2484.425	2496	.995			
	Total	2499.000	2499				
Not enjoying the job	Between-groups	6.052	3	2.017	2.020	.109	There is no difference
	Within-group	2492.948	2496	.999			
	Total	2499.000	2499				
Decrease in efficiency/work performance	Between-groups	27.543	3	9.181	9.272	.000	There is difference
	Within-group	2471.457	2496	.990			
	Total	2499.000	2499				

H4: Age does not make difference on factor of being given overcapacity work

H5: Age does not make difference on factor of not enjoying the job

H6: Age does not make difference on factor of decrease in work efficiency

Results:

- It is seen that age statistically makes difference on factor of being given overcapacity work. 50+ age group is exposed to this situation more.
- It is seen that age does not statistically make difference on factor of not enjoying the job.
- It is seen that age statistically makes difference on factor of decrease in work efficiency. 40-49 age group is exposed to this situation more.

Table 6: anova test directed to the relation between marital status and factors

		Sum of Squares	df	Average of Squares	F	p	Significant Difference
Overcapacity work	Between-groups	51.718	2	25.859	26.385	.000	There is difference
	Within-group	2447.282	2497	.980			
	Total	2499.000	2499				
Not enjoying the job	Between-groups	33.983	2	16.991	17.212	.000	There is difference
	Within-group	2465.017	2497	.987			
	Total	2499.000	2499				
Decrease in work efficiency/performance	Between-groups	16.436	2	8.218	8.266	.000	There is difference
	Within-group	2482.564	2497	.994			
	Total	2499.000	2499				

H7: Marital status does not make difference on factor of being given overcapacity work

H8: Marital status does not make difference on factor of not enjoying the job

H9: Marital status does not make difference on factor of decrease in work efficiency

Results:

- It is seen that marital status statistically makes difference on factor of being given overcapacity work. Single individuals and not married ones are exposed to this situation more.
- It is seen that marital status statistically makes difference on factor of not enjoying the job. Single individuals and not married ones are exposed to this situation more.
- It is seen that marital status statistically makes difference on factor of decrease in work efficiency. Single individuals and not married ones are exposed to this situation more.

Table 7: anova test directed to the relation between education and factors

		Sum of Squares	df	Average of Squares	F	p	Significant Difference
Overcapacity work	Between-groups	13.246	3	4.415	4.434	.004	There is difference
	Within-group	2485.754	2496	.996			
	Total	2499.000	2499				
Not enjoying the job	Between-groups	34.411	3	11.470	11.617	.000	There is difference
	Within-group	2464.589	2496	.987			
	Total	2499.000	2499				
Decrease in work efficiency/performance	Between-groups	41.769	3	13.923	14.143	.000	There is difference
	Within-group	2457.231	2496	.984			
	Total	2499.000	2499				

H10: Education does not make difference on factor of being given overcapacity work

H11: Education does not make difference on factor of not enjoying the job

H12: Education does not make difference on factor of decrease in work efficiency

Results:

- It is seen that educational background statistically makes difference on factor of being given overcapacity work. Graduates with associate degree are exposed to this situation more.
- It is seen that educational background statistically makes difference on factor of not enjoying the job. Graduates with associate degree are exposed to this situation more.
- It is seen that educational background statistically makes difference on factor of decrease in work efficiency. Graduates with associate degree are exposed to this situation more.

Table 8: anova test directed to the relation between branch and factors

		Sum of Squares	df	Average of Squares	F	p	Significant Difference
Overcapacity work	Between-groups	181.624	4	45.406	48.886	.000	There is difference
	Within-group	2317.376	2495	.929			
	Total	2499.000	2499				
Not enjoying the job	Between-groups	48.435	4	12.109	12.328	.000	There is difference
	Within-group	2450.565	2495	.982			
	Total	2499.000	2499				
Decrease in work efficiency/performance	Between-groups	13.616	4	3.404	3.417	.009	There is difference
	Within-group	2485.384	2495	.996			
	Total	2499.000	2499				

H13: Branch does not make difference on factor of being given overcapacity work

H14: Branch does not make difference on factor of not enjoying the job

H15: Branch does not make difference on factor of decrease in work efficiency

Results:

- It is seen that branch statistically makes difference on factor of being given overcapacity work. Employees in medical biological sciences are exposed to this situation more.
- It is seen that branch statistically makes difference on factor of not enjoying the job. Employees in basic medical sciences are exposed to this situation more.
- It is seen that branch statistically makes difference on factor of decrease in work efficiency. Employees in basic medical sciences are exposed to this situation more.

Table 9: anova test directed to the relation between working life and factors

		Sum of Squares	df	Average of Squares	F	p	Significant Difference
Overcapacity work	Between-groups	361.342	10	36.134	42.073	.000	There is difference
	Within-group	2137.658	2489	.859			
	Total	2499.000	2499				
Not enjoying the job	Between-groups	69.453	10	6.945	7.115	.000	There is difference
	Within-group	2429.547	2489	.976			
	Total	2499.000	2499				
Decrease in work efficiency/performance	Between-groups	118.207	10	11.821	12.358	.000	There is difference
	Within-group	2380.793	2489	.957			
	Total	2499.000	2499				

H16: Duration of being in working life does not make difference on factor of being given overcapacity work

H17: Duration of being in working life does not make difference on factor of not enjoying the job

H18: Duration of being in working life does not make difference on factor of decrease in work efficiency

Results:

- It is seen that duration of being in working life statistically makes difference on factor of being given overcapacity work. Employees working for four years are exposed to this situation more.
- It is seen that duration of being in working life statistically makes difference on factor of not enjoying the job. Employees working for four years are exposed to this situation more.
- It is seen that duration of being in working life statistically makes difference on factor of decrease in work efficiency. Employees working for one year are exposed to this situation more.

Table 10: anova test directed to the relation between type of institution and factors

		Sum of Squares	df	Average Squares of	F	p	Significant Difference
Overcapacity work	Between-groups	.262	1	.262	.262	.609	There is no difference
	Within-group	2498.738	2498	1.000			
	Total	2499.000	2499				
Not enjoying the job	Between-groups	.993	1	.993	.993	.319	There is no difference
	Within-group	2498.007	2498	1.000			
	Total	2499.000	2499				
Decrease in work efficiency/performance	Between-groups	31.789	1	31.789	32.185	.000	There is difference
	Within-group	2467.211	2498	.988			
	Total	2499.000	2499				

H19: Type of institution does not make difference on factor of being given overcapacity work

H20: Type of institution does not make difference on factor of not enjoying the job

H21: Type of institution does not make difference on factor of decrease in work efficiency

Results:

- Type of institution does not statistically make difference on being given overcapacity work.
- Type of institution does not statistically make difference on not enjoying the job.
- Type of institution is observed to statistically make difference on decrease in work efficiency. Employees of public hospitals are exposed to this situation more.

Table 11: anova test between duration of working in the same institution and factors

		Sum of Squares	df	Average Squares of	F	p	Significant Difference
Overcapacity work	Between-groups	236.511	10	23.651	26.019	.000	There is difference
	Within-group	2262.489	2489	.909			
	Total	2499.000	2499				
Not enjoying the job	Between-groups	47.518	10	4.752	4.824	.000	There is difference
	Within-group	2451.482	2489	.985			
	Total	2499.000	2499				
Decrease in work efficiency/performance	Between-groups	73.698	10	7.370	7.563	.000	There is difference
	Within-group	2425.302	2489	.974			
	Total	2499.000	2499				

H22: Duration of working in the same institution does not make difference on factor of being given overcapacity work

H23: Duration of working in the same institution does not make difference on factor of not enjoying the job

H24: Duration of working in the same institution does not make difference on factor of decrease in work efficiency

Results:

- It is seen that duration of working in the institution statistically makes difference on factor of being given overcapacity work. Employees working for ten years are exposed to this situation more.
- It is seen that duration of working in the institution statistically makes difference on factor of not enjoying the job. Employees working for eleven years are exposed to this situation more.
- It is seen that duration of working in the institution statistically makes difference on factor of decrease in work efficiency. Employees working for ten years are exposed to this situation more.

Table 12: anova test between the position in the institution and factors

		Sum of Squares	df	Average of Squares	F	p	Significant Difference
Overcapacity work	Between-groups	305.119	13	23.471	26.596	.000	There is difference
	Within-group	2193.881	2486	.882			
	Total	2499.000	2499				
Not enjoying the job	Between-groups	147.384	13	11.337	11.985	.000	There is difference
	Within-group	2351.616	2486	.946			
	Total	2499.000	2499				
Decrease in work efficiency/performance	Between-groups	106.337	13	8.180	8.499	.000	There is difference
	Within-group	2392.663	2486	.962			
	Total	2499.000	2499				

H25: The position in the institution does not make difference on factor of being given overcapacity work

H26: The position in the institution does not make difference on factor of not enjoying the job

H27: The position in the institution does not make difference on factor of decrease in work efficiency

Results:

- It is seen that the position in the institution statistically makes difference on factor of being given overcapacity work. Employees working as janitor are exposed to this situation more.
- It is seen that the position in the institution statistically makes difference on factor of not enjoying the job. Employees working in hospitalization/discharge department are exposed to this situation more.
- It is seen that the position in the institution statistically makes difference on factor of decrease in work efficiency. Employees working as clinic chief are exposed to this situation more.

Conclusion And Evaluation:

2500 personnel working in private and public hospitals were questioned regarding their opinions about the problems in their institutions, particularly mobbing behavior. Accordingly, the below results summarize the study.

- It is seen that the participants whose opinions about mobbing have been questioned are exposed to mobbing mostly from managers and they mostly suffer from such passive destructive complaints as depression and stress. The disorders like panic attack which is the next stage are at the third rank.

And one of the negative factors that causes stress in the people in the workplace is the repression and the violence applied on the employees. The psychological violence is one of the stress factors in the workplace and can lead to inefficiencies by adversely affecting the spirits and motivation [3]. In our study, the depression and the stress come first among the disturbances seen as the result of mobbing. In addition, the mobbing, which adversely effects the working life, significantly lowers the business success and productivity due to the facts such as stress, depression and absenteeism it causes [46].

The mobbing, which takes precedence even over the sexual harassment in the developed countries is being mostly applied by the employees working at the upper levels of management and is seen as occupational disease of the senior managers (www.tbmm.gov.tr). Geçici and Sagkal (2011) in their study on nurses, have detected that the participants have shown the managers at second place (32.8%) as the occupational group that were exposed to mobbing [26]. Dilman (2007) in his study, pointed out that the nurses who were exposed to mobbing, have been more exposed to mobbing by the managers. In a study conducted by the ANF (Australian Nursing Federation) in Australia on 99% registered nurses (n=442), the nurses have identified primarily the managers and the supervisors as the real culprits of mobbing, then their colleagues, clients and employers [20].

In their study Çarıkçı and Yavuz (2009), have found out that the participants (41.2%) were more exposed to mobbing by the managers [14].

- It is seen that sex statistically makes difference on factor of being given overcapacity work. Men are exposed to this situation more.

- It is seen that sex does not statistically make difference on factor of not enjoying the job.

- It is seen that sex statistically makes difference on factor of decrease in work efficiency. Men are exposed to this situation more.

It is being estimated that all kinds of violence behaviors that are being experienced in the health institutions are experienced more by women compared to men [25]. On the other hand, it is being stated that the physical violence is seen more frequently at the work places where men are majority, whereas in workplaces where women are the majority, the psychological violence is more prevalent, however, women exhibit passive-aggressive behaviors especially against their gender [12]. In our study the impact of the mobbing on gender with different factors has been surveyed and it was found that mobbing was more effective on men in terms of giving a work over one's capacity and decreasing the work efficiency.

- It is seen that age statistically makes difference on factor of being given overcapacity work. 50+ age group is exposed to this situation more.

- It is seen that age does not statistically make difference on factor of not enjoying the job.

- It is seen that age statistically makes difference on factor of decrease in work efficiency. 40-49 age group is exposed to this situation more.

- It is seen that marital status statistically makes difference on factor of being given overcapacity work. Single individuals and not married ones are exposed to this situation more.

- It is seen that marital status statistically makes difference on factor of not enjoying the job. Single individuals and not married ones are exposed to this situation more.

- It is seen that marital status statistically makes difference on factor of decrease in work efficiency. Single individuals and not married ones are exposed to this situation more.

- It is seen that educational background statistically makes difference on factor of being given overcapacity work. Graduates with associate degree are exposed to this situation more.

- It is seen that educational background statistically makes difference on factor of not enjoying the job. Graduates with associate degree are exposed to this situation more.

- It is seen that educational background statistically makes difference on factor of decrease in work efficiency. Graduates with associate degree are exposed to this situation more.

- It is seen that branch statistically makes difference on factor of being given overcapacity work. Employees in medical biological sciences are exposed to this situation more.

- It is seen that branch statistically makes difference on factor of not enjoying the job. Employees in basic medical sciences are exposed to this situation more.

- It is seen that branch statistically makes difference on factor of decrease in work efficiency. Employees in basic medical sciences are exposed to this situation more.

- It is seen that duration of being in working life statistically makes difference on factor of being given overcapacity work. Employees working for four years are exposed to this situation more.

- It is seen that duration of being in working life statistically makes difference on factor of not enjoying the job. Employees working for four years are exposed to this situation more.

- It is seen that duration of being in working life statistically makes difference on factor of decrease in work efficiency. Employees working for one year are exposed to this situation more.

- Type of institution does not statistically make difference on being given overcapacity work.

- Type of institution does not statistically make difference on not enjoying the job.

- Type of institution is observed to statistically make difference on decrease in work efficiency. Employees of public hospitals are exposed to this situation more. In their study, Desley, Plank and Parker (2003), pointed out that the nurses working in the private sector experienced less mobbing compared to the other sectors [18]. According to the results of some studies applied on the health workers in our country with regard to the concept of mobbing, it was found out that the employees at the state hospitals and at the health services of the first grade, encountered with mobbing [6].

- It is seen that duration of working in the institution statistically makes difference on factor of being given overcapacity work. Employees working for ten years are exposed to this situation more.

- It is seen that duration of working in the institution statistically makes difference on factor of not enjoying the job. Employees working for eleven years are exposed to this situation more.

- It is seen that duration of working in the institution statistically makes difference on factor of decrease in work efficiency. Employees working for ten years are exposed to this situation more.

- It is seen that the position in the institution statistically makes difference on factor of being given overcapacity work. Employees working as janitor are exposed to this situation more.
- It is seen that the position in the institution statistically makes difference on factor of not enjoying the job. Employees working in hospitalization/discharge department are exposed to this situation more.
- It is seen that the position in the institution statistically makes difference on factor of decrease in work efficiency. Employees working as clinic chief are exposed to this situation more.
- The employee is forced to overcapacity work and s/he is left to be overwhelmed with this heavy workload.
- The employee who lost her/his self-confidence and will as a result of mobbing is alienated from the job and tasks.
- S/he has lost her/his performance and efficiency because of mobbing.
- In terms of the factor of being given overcapacity work, males, 50+ age group, graduates with associate degree and the personnel working in the institution for a long time experience more problems. Apart from that, the employees working in the medical biological sciences for a short time are forced to work with overcapacity.
- It is seen that graduates with an associate degree or the employees working in basic medical sciences, the ones being in working life for a short time or the ones working in the same institution for a long time, and hospitalization/discharge departments are seen to have more problems regarding not enjoying the job.
- Regarding work efficiency, males between 40-49 age range working in public hospitals and graduates with an associate degree have more problems. Employees working in basic medical sciences and clinic chiefs are the groups with less efficiency in comparison to other groups.
- In case of being exposed to mobbing, sex does not have an effect on causing a health problem. 21-29 age group has less health problems than other age groups. The group apart from married and single ones, graduates with an associate degree, employees of surgical medical sciences working in public hospitals experience more health problems than other groups.
- Sex does not have an effect on the group that directs mobbing. In terms of age, 21-29 age group is different from other groups. Apart from these, the group apart from married and single ones, graduates with an associate degree, employees of surgical medical sciences, employees of public hospitals experience problems about this subject mostly.
- Work efficiency and performance of 83% has decreased. The studies carried out showed that mobbing caused job dissatisfaction, depression, excitement, and even may cause to leave work [3]. Akbaş (2009) in his study states that there is a negative relationship in general, between the psychological violence and the job satisfaction [1]. It can be said that the job dissatisfaction would bring a decline in business performance and the efficiency.
- 75% of them have experienced serious loss in their self-confidence.
- %89 of them have lost their attitude and respect towards the job.
- Most of the participants have stated that they don't enjoy their job and lost the interest for the job.
- %86 of them have stated that they do not find themselves sufficient anymore.

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