

THE EFFECT OF MOBBING ON EMPLOYEE PERFORMANCE: A RESEARCH ON BANK EMPLOYEES

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ABSTRACT

The aim of this study is to examine the effect of mobbing on employee performance. In this context, the study was conducted using the survey technique from quantitative research methods. The population of the study consisted of bank employees in TRNC and the sample consisted of 247 bank employees. The data were collected using the Psychological Violence Inventory (LIPT) developed by Davenport et al. (2003) and the Performance Scale used by Çorbacıoğlu (2018) and analyzed using SPSS 28 software.

The study showed that male respondents generally scored higher than female respondents on certain dimensions of psychological violence. This suggests that men may be more likely to experience psychological violence in dimensions such as self-expression, restriction of communication opportunities, attack on social reputation and attack on professional status. Analyses between different age groups at the end of the study showed that there were significant differences in certain dimensions of psychological violence. For example, while 20–30-year-olds may be affected in a different dimension than 31–42-year-olds, the 31–42 age range was more affected than other age groups. Also, participants aged 43 years and older were more affected than those aged 31–42 years. Differences between married and single participants are particularly evident in the dimension of "Restriction of self-expression and communication opportunities". Single participants scored higher in this dimension, while married participants scored higher in other specific dimensions. The study showed that mobbing differs in various dimensions of psychological violence according to professional seniority. The study reveals that there is no direct relationship between employee performance and gender, age, and marital status, but professional seniority has a significant impact on performance.

The research shows that there is a certain relationship between employee performance and psychological violence inventory and its sub-dimensions. "Restriction of opportunities for self-expression and communication", "Attack on social reputation" and "Psychological Violence Inventory (General)" dimensions have a positive and strong relationship with performance, while "Attack on quality of life and professional status", "Attack on social relationships" and "Direct attack on health" dimensions have a moderate positive relationship with performance. Research results show that different psychological violence sub-dimensions have varying effects on employee performance. The dimension of "Assault in social relationships" was found to negatively affect performance, suggesting that aggressive behaviors that employees are exposed to in their social relationships may negatively affect their performance. Another finding is that the "Psychological Violence Inventory" has a positive effect on performance. It is suggested that individuals who experience general psychological violence may show higher performance.

Key Words: Mobbing, Performance, Job performance.

1. INTRODUCTION

1.1. Problem Status

Mobbing refers to systematic, continuous, and repetitive aggressive behavior towards individuals in a work environment (Çavuş, 2009). Such behavior damages people's reputation creates psychological stress and can negatively affect work performance. People exposed to mobbing may experience intense stress. Constant exposure to aggressive behavior can lead to psychological problems such as anxiety, depression, and sleep problems. This situation may reduce people's concentration and motivation, they may have difficulty in performing work-related tasks, and productivity may decrease (Yıldız et al., 2018).

Mobbing can damage an individual's self-confidence. A person who is exposed to aggressive behavior may lose faith in his own abilities. This loss of self-confidence can negatively impact job performance and lead a person to be less entrepreneurial, avoid taking risks, and act out of fear of failure. Mobbing may lead the person to move away from the work environment (Mercanlıoğlu, 2010). The individual may exhibit behaviors such as changing jobs, not asking for promotions, or not fulfilling their duties to escape aggressive behavior. This situation can reduce work performance and create job dissatisfaction (Göymen, 2020).

Mobbing is common, communication and cooperation between people may become difficult. Victims of mobbing may avoid interacting with other employees or have trust issues. This situation can negatively affect teamwork, reduce information sharing, and lead to failure in projects that require collaboration (Cevher and Öztürk, 2015). This shows that mobbing can negatively affect work performance (Aslan and Yinal, 2023). Effects such as

psychological stress, loss of self-confidence, thoughts of withdrawal from work and communication problems can reduce a person's productivity and cause a decrease in work performance. Therefore, it is very important to prevent mobbing in work environments and provide support to victims (Karcioğlu and Çelik, 2012).

1.2. Purpose and Importance of the Research

The purpose of this research is to examine the effect of mobbing on employee performance. This study is very important in terms of understanding and evaluating the effects of mobbing on employees. The research reveals that mobbing can have an impact on the overall performance of employees. It will contribute to the literature, especially in terms of investigating the direct relationship of gender, age, marital status, and professional seniority with performance.

This study is an important step in determining the effects of different dimensions of psychological violence in workplaces on employee performance. The findings provide valuable clues to improve the working environment in workplaces and increase employee performance. Therefore, the results of such research are important for creating a healthier and more productive working environment in workplaces and can contribute to the revision of workplace policies and management strategies in the light of this information.

1.3. Hypotheses

The hypotheses of this research are as follows:

H₁: Exposure to mobbing differs according to gender.

H₂: Exposure to mobbing varies according to age.

H₃: Exposure to mobbing varies according to marital status.

H₄: Exposure to mobbing varies according to professional seniority.

H₅: Employee performance varies according to demographic characteristics.

H₆: There is a relationship between exposure to bullying and performance.

H₇: Mobbing has an effect on employee performance.

1.4. Assumptions

It is assumed that research participants give their answers to the survey questions sincerely.

1.5. Limitations

Research:

- With research participants,
- With the scale questions used in the research,
- It is limited to the sources used in the research.

1.6. Definitions

Mobbing: It is a set of aggressive behaviors that are constantly and systematically applied against a person in a business or working environment (Çavuş, 2009).

Performance: It refers to the extent to which a person or an organization effectively performs or completes a certain job (Tunçer, 2013).

2. THEORETICAL FRAMEWORK

2.1. Definition and Scope of the Concept of Mobbing

Mobbing is one of the concepts that has had a significant negative impact on working life in recent years. In simpler terms, it can be defined as a systematic and deliberate emotional attack, psychological violence and attrition targeting one or more employees in the workplace. Mobbing is defined as repeated humiliation, slander, persistent criticism, exclusion from the work environment and regular aggression. It is considered a case that at least one person in the institution is constantly exposed to negative situations for a minimum of six months (Vaclavikova and Kozakova, 2022). The main aim of the perpetrators in these attacks is to ensure that the targeted person leaves the workplace. However, it is observed that those who are exposed to mobbing attacks leave the workplace at the end of the process and sometimes experience serious negative consequences such as suicide. Mobbing, work in your life often encountered one person sources problem the one which... psychological abuse or psychological violence also called one is the concept. Mobbing, a person at the workplace continually aspect aim taking, discrimination to be attacked, to be attacked to suffer or psychological aspect uncomfortable to be status expression it does. These situations generally at work other employees, managers, or employer by is applied.

Mobbing events have negative effects on employees at the family, organizational and social levels as well as at the individual level. Negative effects that may occur at the family level due to mobbing include loss of family income, separation and divorce due to domestic unrest, and risks to children's mental and physical health. For organizations, economic losses caused by compensation cases filed due to mobbing, increased employee turnover rate, and productivity costs caused by significant loss of motivation in the workplace come to the fore (Dutour et

al., 2022). At the social level, a social structure in which health expenses imposed on the social security system due to health problems, tax losses due to unemployment and working below capacity, increases in social aid demands and the financial burden of the social security system, early or disabled retirement and unhappy individuals increases can be considered (Ghiasee, 2022). For this reason, mobbing needs to be carefully considered and the necessary steps must be taken to analyze it. Mobbing is also considered as repeated attack or psychological pressure/terror by the employee or employer in the workplace. Mobbing in the workplace is implemented systematically and with bad intentions, through pressure elements such as unfair accusations, humiliation, and harassment, to force a person to leave the institution where he/she works (Çınar, Korkmaz, & Yılmaz, 2016).

2.2. Definition and Scope of Performance

Performance is a concept used to evaluate how effectively a person or organization achieves certain goals or objectives. Performance can be used in a variety of contexts, such as the performance of employees in the workplace, the performance of athletes, or the performance of an organization. The scope of performance is quite broad and includes the degree of achievement of objectives, quality, efficiency, and effectiveness. Performance evaluation is frequently used in workplaces to determine how effectively employees are performing their duties. This is important to increase business efficiency, reduce costs, improve service quality, or achieve the overall goals of the organization (Ertaş and Atalay, 2016).

At the organizational level, performance is evaluated based on factors such as the financial results of a business or organization, customer satisfaction, market share and the effectiveness of business processes. Performance management is used to help organizations achieve their goals and direct them in line with strategic goals. The concept of performance has a wide range of applications for measuring, improving and guiding success and can be defined and evaluated in different ways in different contexts. In the broad field of Management, the use of terminology is a sensitive material because each term defines a specific concept and concepts can be developed according to their definitions and used in other fields (Öztaş and Gürcüoğlu, 2018).

Samsonowa (2012) argues that all the different definitions he had to examine in the performance measurement literature have a common feature; they are all related to two terms. These terms are effectiveness and efficiency. Achieving a level of activities and achievements that will be an indication of the level of attainment of a goal is efficiency, which is an indicator of the resources spent. In his study, he uses the term “performance” as the level/degree of achieving goals of an organization/department rather than individuals. Andersen and Fagerhaug (2002) acknowledge that it is sufficient to have reached a point where performance replaces productivity and that it generally covers a wide range of aspects of an organization, from legacy productivity to the ability to innovate. According to Krause (2005), performance means the degree to which an organization achieves or potentially achieves goals regarding its important characteristics for its relevant stakeholders.

3. METHOD

3.1. Research Method

This study was conducted using the scanning technique, one of the quantitative research methods. Survey research is usually conducted with larger samples and provides a broad perspective to understand the general views, interests, skills, abilities, or attitudes of the participants. This research method generally aims to collect information about a broad population, and data is often collected through techniques such as surveys or interviews. Participants are usually selected to be representative of the population so that generalizations can be made. Survey studies are useful for understanding general trends and the general situation on a topic. This type of research generally aims to obtain large data sets and generalize (Karasar, 2008).

3.2. Population and Sample

The population of the research consists of bank employees in TRNC. The sample of the study was selected by purposeful sampling method. Purposeful sampling method is the sampling of participants selected for a specific purpose during a research or investigation. This method allows researchers to focus their work on a specific goal or purpose. Depending on the goal or topic of study, researchers may focus on specific qualities, characteristics, or a specific sample group. For example, if a researcher wants to study employees in a certain sector, he can select a certain group of people who represent employees in this sector as a purposeful sample (Karasar, 2008). In this context, bank employees were included in the study. Between 01.09.2023 and 02.10.2022, 400 scale forms were distributed via Google Forms and feedback was received from 300 employees. Of the forms returned, the forms of 247 people were determined as the sample.

3.3. Data Collection Tools

in the research consists of three parts. The first part includes questions prepared by the researcher to determine the demographic characteristics of the participants. In the second part, the Psychological Violence Inventory (LIPT) was used. In the study conducted by Çorbacıoğlu (2018), two different surveys were used as mobbing and performance scales. Leymann's "Psychological Violence Inventory (LIPT)", which includes 45 different mobbing

behaviors, was preferred as the mobbing scale. In this scale, mobbing is examined in five different dimensions: "Restriction of self-expression and communication opportunities", "Attack on social relations", "Attack on social reputation", "Attack on quality of life and professional status" and "Direct attack on health". The original source of the survey is German, and its Turkish translation was taken from the book "Mobbing Emotional Harassment in the Workplace" by ÖnerToy (Davenport et al., 2003).

In the third part, Performance Scale was used. A 7-question scale was used to measure performance. A 5-point Likert scale was used for the statements in the survey form and participants were asked to determine their judgments. In this scale, evaluation was made between 1 "Strongly Disagree" and 5 "Strongly Agree". In previous studies, the internal consistency coefficient of the mobbing scale was found to be Cronbach's The alpha value was found to be 0.93 and the performance scale was found to be 0.80, and both scales were determined to be reliable.

Table 1. Reliability Analyzes for Scales

	Cronbach's Alpha	Article
Inventory of Psychological Severity (LIPT)	0.938	45
Performance scale	0.746	7

In this study, the Inventory of Psychological Severity (LIPT) Cronbach's Alpha value of 0.938 is quite reliable; The Cronbach's Alpha value of the performance scale was found to be reliable at 0.746.

3. 4. Analysis of Data

In the research, the reliability of the data obtained using SPSS 28 software was examined. T-Test, ANOVA and ANOVA Tukey tests were used to understand whether the scale scores differ according to demographic characteristics. T-Test was used to compare mean scores between two different groups, while ANOVA was used to compare means of more than one group. ANOVA Tukey test was used specifically to determine the differences between these groups. These statistical methods are frequently used to identify significant differences between groups in research or survey data.

4. FINDINGS

4.1. Demographic features

Demographic variables of the participants are given in Table 2.

Table 2. Percentage and Frequency Values of Demographic Information of Participants

		N	%
Gender	Woman	90	36.4
	Male	157	63.6
Age	20-30 years old	101	40.9
	31-42 years old	95	38.5
	age 43 and over	51	20.6
marital status	Married	175	70.9
	Single	72	29.1
professional seniority	Less than 1 year	21	8.5
	1-5 Years	80	32.4
	6-10 Years	62	25.1
	11-15 Years	44	17.8
	more than 15 years	40	16.2
	Total	247	100.0

When Table 2 is examined, it is seen that 63.6% of the participants are male and 36.4% are female. Considering the age distribution, 40.9% of the participants are 20-30 years old; It is seen that 38.5% are between the ages of 31-42 and 20.6% are between the ages of 43 and over. While 70.9% of the participants were married and 29.1% were single, 32.4% of the professional seniority distributions were 1-5 years, 25.1% were 6-10 years, and 17.8% were 11 years. -15 years, 16.2% are more than 15 years and 8.5% are less than 1 year.

4.2. Participants' Exposure to Mobbing and Performance Levels

the participants' exposure to mobbing and their performance perceptions is given in Table 3.

Table 3. Distribution of Participants' Exposure to Mobbing and Performance Perceptions

	Minimum	Maximum	\bar{X}	Ss .
Restriction of self-expression and communication opportunities	40.00	54.00	48.54	3,736
Attack on social relations	10.00	21.00	16.47	2,625
Attack on social reputation	45.00	66.00	53.50	5,221
Attack on quality of life and occupational status	32.00	43.00	38.16	3,157
Direct attack on health	10.00	20.00	16,19	2,239
Psychological Violence Inventory (General)	148.00	201.00	172.87	14,085
Performance Scale	19.00	28.00	23.54	2,457

When Table 3 is examined, it is seen that the Performance Scale total score is 23.54, while the Psychological Violence Inventory (General) score is 172.87. In this case, it can be said that the person's performance is low but the level of psychological violence is quite high. It was determined that the highest score among the sub-dimensions of the Psychological Violence Inventory belonged to the Attack on Social Reputation ($\bar{X} = 53.50$; $SD = 5.221$) and the lowest score belonged to the Direct Attack on Health dimension. This may indicate that aggressive behavior towards the person's social reputation is evident. It means that the person may have aggressive or harmful behavior in social relations, in society or in relationships with people around him. Additionally, the lowest score was found to belong to the Direct Attack on Health dimension. This may indicate that the person has fewer aggressive behaviors directly related to health or that the factors measured in this dimension are less decisive for the person.

4.3. The Relationship Between Demographic Variables and Exposure to Mobbing

In the study to test the hypothesis " H_1 : Exposure to mobbing differs according to gender" are given in Table 4.

Table 4. Comparison of Exposure to Mobbing by Gender

		N	\bar{X}	Ss .	f	p.
Restriction of self-expression and communication opportunities	Woman	90	46,40	4,315	44,028	0.000
	Male	157	49.77	2,688		
Attack on social relations	Woman	90	14.31	2,175	0.051	0.821
	Male	157	17.71	1,980		
Attack on social reputation	Woman	90	50.96	5.0267	5,222	0.023
	Male	157	54.95	4,768		
Attack on quality of life and occupational status	Woman	90	35.81	3,408	42,967	0.000
	Male	157	39.51	2,014		
Direct attack on health	Woman	90	14.66	2,049	0.007	0.932
	Male	157	17.06	1,845		
Psychological Violence Inventory (General)	Woman	90	162.15	13,146	13,877	0.000
	Male	157	179.01	10,487		

$p < 0.05$

When Table 4 is examined, it was determined that the dimensions of restriction of self-expression and communication opportunities, attack on social reputation, attack on quality of life and professional status, and Psychological Violence Inventory (General) showed significant differences according to gender ($p < 0.05$).

Accordingly, male participants received higher scores than females in the dimensions of restriction of self-expression and communication opportunities, attack on social reputation, attack on quality of life and professional status, and Psychological Violence Inventory (General). This may indicate that men may be more exposed to or are more exposed to the effects of such violence in dimensions such as restriction of self-expression and communication opportunities, attack on social reputation, attack on quality of life and professional status. In the study, the results of the ANOVA test performed to test the hypothesis "H₂: Exposure to mobbing varies according to age" and the ANOVA Tukey test results performed to determine which groups the difference is between are given in Table 5.

Table 5. Comparison of Exposure to Mobbing by Age

		N	\bar{X}	ss	f	p.	Difference
Restriction of self-expression and communication opportunities	20-30 years old	101	49.10	3,376	5,327	0.005	20-30 years old > 31-42 years old
	31-42 years old	95	47.57	3,998			
	age 43 and over	51	49.21	3,601			
Attack on social relations	20-30 years old	101	15.30	2,918	20,421	0.000	31-42 years old > 20-30 years old
	31-42 years old	95	17.08	2,171			
	age 43 and over	51	17.64	1,775			
Attack on social reputation	20-30 years old	101	51.17	4,271	46,846	0.000	43 years and above > 20-30 years; 31-42 years old
	31-42 years old	95	53.25	4,397			
	age 43 and over	51	58.56	4,904			
Attack on quality of life and occupational status	20-30 years old	101	38.36	3,071	4,661	0.010	43 and over > 31-42 years old
	31-42 years old	95	37.47	2,988			
	age 43 and over	51	39.05	3,402			
Direct attack on health	20-30 years old	101	15.12	2,500	23,900	0.000	31-42 years old > 20-30 years old
	31-42 years old	95	16.73	1,769			
	age 43 and over	51	17.27	1,497			
Psychological Violence Inventory (General)	20-30 years old	101	169.08	12,772	15,593	0.000	43 years and above > 20-30 years; 31-42 years old
	31-42 years old	95	172.12	13,855			
	age 43 and over	51	181.76	13,354			

p<0.05

When Table 5 is examined, it is seen that exposure to mobbing varies significantly according to age (p <0.05). According to this

- In the dimension of restricting self-expression and communication opportunities, participants between the ages of 20-30 are more likely than those between the ages of 31-42;
- In terms of attack on social relations, participants aged 31-42 are more likely than those aged 20-30, and participants aged 43 and over are more likely than those aged 20-30;
- In terms of attacks on social reputation, participants between the ages of 31-42 are more likely than those between the ages of 20-30, and participants aged 43 and over are more likely than those between the ages of 20-30 and 31-42;

- In terms of attack on quality of life and occupational status, participants aged 43 and over are more likely than those aged 31-42;
- In terms of direct attack on health, participants aged 31-42 are more likely than those aged 20-30, and participants aged 43 and over are more likely than those aged 20-30;
- In the Psychological Violence Inventory (General), it was observed that participants aged 43 and over scored higher than those aged 20-30 and 31-42.

The T-test results conducted in the study to test the hypothesis "H₃ : Exposure to mobbing varies according to marital status" are given in Table 6.

Table 6. Comparison of Exposure to Mobbing by Marital Status

		N	\bar{X}	Ss .	f	p.
Restriction of self-expression and communication opportunities	Married	175	47.81	3,938	11,484	0.001
	Single	72	50,31	2,419		
Attack on social relations	Married	175	17.09	2,015	26,433	0.000
	Single	72	14.97	3,271		
Attack on social reputation	Married	175	53.66	5,105	2,005	0.158
	Single	72	53.09	5,508		
Attack on quality of life and occupational status	Married	175	37.90	3,241	0.548	0.460
	Single	72	38.79	2,867		
Direct attack on health	Married	175	16.76	1,638	39,313	0.000
	Single	72	14.79	2,828		
Psychological Violence Inventory (General)	Married	175	173.24	13,607	5,430	0.021
	Single	72	171.97	15,247		

p<0.05

When Table 6 is examined, it is seen that the dimensions of Restriction of self-expression and communication opportunities, Attack on social relations, Direct attack on health and Psychological Violence Inventory (General) differ significantly according to marital status (p <0.05). Accordingly, while it was seen that single participants scored higher than married participants in the dimension of self-expression and restriction of communication opportunities; It was determined that married participants scored higher than single participants in the dimensions of attack on social relations, direct attack on health and Psychological Violence Inventory (General).

In the study, the results of the ANOVA test performed to test the hypothesis "H₄ : Exposure to mobbing varies according to professional seniority" and the ANOVA Tukey test results performed to determine which groups the difference is between are given in Table 7.

Table 7. Comparison of Exposure to Mobbing According to Professional Seniority

		N	\bar{X}	ss	f	p.	Difference
Restriction of self-expression and communication opportunities	Less than 1 year	21	48.00	0.000	4,959	0.001	1-5 years>11-15 years
	1-5 Years	80	49,40	3,743			
	6-10 Years	62	48.77	3,522			
	11-15 Years	44	46.50	3,950			
	more than 15 years	40	49.00	4,050			
	Less than 1 year	21	11.90	2,047	36,410	0.000	

Attack on social relations	1-5 Years	80	16.20	2,415			1-5 years > Less than 1 year
	6-10 Years	62	16.59	2,264			6-10 years > Less than 1 year
	11-15 Years	44	18.50	1,677			More than 15 years > Less than 1 year
	more than 15 years	40	17.00	1,432			
Attack on social reputation	Less than 1 year	21	45.00	0,000			6 -10 years > less than 1 year;
	1-5 Years	80	52.80	3,207			11-15 years > less than 1 year;
	6-10 Years	62	54.27	3,644			More than 15 years > Less than 1 year, 1-5 years, 6-10 years, 11-15 years
	11-15 Years	44	52.75	5,026	44,132	0.000	
	more than 15 years	40	59.00	5,472			
Attack on quality of life and occupational status	Less than 1 year	21	35.95	1,023			1-5 years > less than 1 year;
	1-5 Years	80	39.00	3,117			6-10 years > less than 1 year;
	6-10 Years	62	38.25	2,763			11-15 years >Less than 1 year;
	11-15 Years	44	37.00	3,034	6,412	0.000	More than 15 years > Less than 1 year
	more than 15 years	40	38.80	3,810			
Direct attack on health	Less than 1 year	21	11.42	1,535			1-5 years > less than 1 year;
	1-5 Years	80	16,10	1,650			6-10 years > less than 1 year;
	6-10 Years	62	16.24	1,807			11-15 years >Less than 1 year;
	11-15 Years	44	18.00	1,238	64,326	0.000	More than 15 years > Less than 1 year
	more than 15 years	40	16.80	1,343			
Psychological Violence Inventory (General)	Less than 1 year	21	152.28	4,605			1-5 years > less than 1 year;
	1-5 Years	80	173.50	10,314			6-10 years > less than 1 year;
	6-10 Years	62	174.14	13,332			11-15 years >Less than 1 year;
	11-15 Years	44	172.75	14,507	18,482	0.000	More than 15 years > Less than 1 year
	more than 15 years	40	180.60	14,906			

p<0.05

When Table 7 is examined, it is seen that exposure to mobbing differs significantly according to professional seniority (p<0.05). According to this:

- In the dimension of limitation of self-expression and communication opportunities, those with 1-5 years of professional seniority are more likely than those with 11-15 years of professional seniority.
- In terms of attack on social relations, those with 1-5 years of professional seniority are more likely than those with less than 1 year; Those with 6-10 years of professional seniority are those with less than 1 year, and those with more than 15 years of professional seniority are those with less than 1 year.
- In terms of attack on social reputation, those with 6-10 years, 11-15 years and more than 15 years of professional seniority are more likely to have a seniority than those with less than 1 year, and those with more than 15 years of professional seniority are more likely to have a professional seniority of 1-5 years, 6-10 years, and 11-15 years. from those with professional seniority.
- Of quality of life and attack on occupational status, direct attack on health and Psychological Violence Inventory (General).

4.4. The Relationship Between Demographic Variables and Employee Performance

The results of the analysis conducted to test the hypothesis "H₅ : Employee performance varies according to demographic characteristics" are given in Table 8.

Table 8. Comparison of Demographic Variables and Employee Performance

		N	\bar{X}	ss	f	p.	Difference
Gender	Woman	90	22.41	2,485	6,159	0.014	No difference
	Male	157	24.19	2,198			
Age	20-30 years old	101	23,28	2,006	1,444	0.239	No difference
	31-42 years old	95	23.56	2,628			
	age 43 and over	51	24.00	2,884			
marital status	Married	175	23.48	2,456	0.052	0.819	No difference
	Single	72	23.68	2,471			
professional seniority	Less than 1 year	21	20.57	1,535	11.62	0.000	1-5 years, 6, 10 years, 11-15 years, more than 15 years > Less than 1 year
	1-5 Years	80	24.00	1,423			
	6-10 Years	62	24.04	2,019			
	11-15 Years	44	23.00	2,949			
	more than 15 years	40	24.00	3,265			

p<0.05

When Table 8 is examined, it is seen that there is no relationship between employee performance and gender, age and marital status; There is a significant difference according to professional seniority (p<0.05). Accordingly, it was determined that the performance scores of those with 1-5 years, 6, 10 years, 11-15 years and more than 15 years of professional seniority were higher than those with less than 1 year of professional seniority.

4.5. The Relationship Between Exposure to Mobbing and Performance

"H₆ : There is a relationship between exposure to mabbing and performance" are given in Table 9.

Table 9. Correlation Analysis for the Relationship Between Exposure to Mobbing and Performance

	Restriction of self-expression and communication opportunities	Attack on social relations	Attack on social reputation	Attack on quality of life and occupational status	Direct attack on health	Psychological Violence Inventory (General)
r.	.615 **	.481 **	.798 **	.618 **	.517 **	.769 **
Performance p.	0.000	0.000	0.000	0.000	0.000	0.000

** . Correlation is significant at the 0.01 level

When Table 9 is examined, it is seen that there is a relationship between performance and the Psychological Violence Inventory and all its sub-dimensions. Accordingly, your performance; Restriction of self-expression and communication opportunities (r=.615; p=0.000), Attack on social reputation (r= .798; p=0.000); and Psychological Violence Inventory (General) (r=.769; p=0.000) dimensions are positive and strong; In the dimensions of quality of life and attack on professional status (r = .618; p = 0.000), attack on social relations (r = .481; p = 0.000) and direct attack on health (r = .571; p = 0.000), positive and moderate levels were observed. There is a relationship.

3.2.6. The Effect of Mobbing on Employee Performance

The results of the regression analysis conducted to test the hypothesis "H₇: Mabbing has an effect on employee performance" are given in Table 10.

Table 10. Regression Analysis on the Effect of Mobbing on Employee Performance

	Unstandardized Coefficients		Standardized Coefficients		p.
	β	Q. Error	β	t	
(Still)	-1,370	1,384		-0.990	0.323
Attack on social relations	-0.544	0.183	-0.581	-2.963	0.003
Attack on social reputation	-0.033	0.124	-0.070	-0.266	0.790
Attack on quality of life and occupational status	-0.470	0.235	-0.603	-2,000	0.047
Direct attack on health	0.207	0.189	0.188	1,094	0.275
Psychological Violence Inventory (General)	0.291	0.107	1,665	2,705	0.007

a. Dependent Variable: performance

When Table 10 is examined, aggression in social relations has a negative effect on performance ($\beta = -0.581$); It appears that the Psychological Violence Inventory has a positive effect on performance ($\beta = 1.665$). It was observed that other sub-dimensions had no effect on performance. This shows that the aggressive behavior that employees are exposed to in their social relationships may negatively affect their performance and that individuals who experience general psychological violence may show higher performance.

4. CONCLUSION AND RECOMMENDATIONS

As a result of the analysis, male participants generally received higher scores than females in these specific psychological violence dimensions. This situation shows that men may be more exposed to or are more exposed to the effects of such violence in dimensions such as restriction of self-expression and communication opportunities, attack on social reputation, attack on quality of life and professional status.

According to the research results, there are significant differences in various psychological violence dimensions between different age groups. It was determined that participants between the ages of 20-30 were more exposed to the dimension of restricting self-expression and communication opportunities than those between the ages of 31-42. It was observed that participants between the ages of 31-42 were more affected than those in other age groups in terms of attack on social relations and attack on social reputation. It was determined that participants aged 43 and over were more exposed to attacks on quality of life and occupational status than those aged 31-42.

In the study, it was observed that the dimensions of psychological violence differed according to marital status and that there were significant differences between married and single participants. In particular, it is seen that single participants received higher scores than married participants in the "Restriction of self-expression and communication opportunities" dimension, which means that single participants feel more restricted, or their communication opportunities are more blocked. On the other hand, it was stated that married participants scored higher than single participants in the dimensions of "Attack on social relations", "Direct attack on health" and "Psychological Violence Inventory (General)". This may indicate that married individuals are more affected by these specific psychological violence dimensions or are exposed to higher levels of violence.

The research reveals that exposure to mobbing varies according to professional seniority. This difference shows that there are clear differences between groups with professional seniority in various dimensions of psychological violence. In the "restriction of self-expression and communication opportunities" dimension, it was observed that those with 1-5 years of professional seniority were more affected than those with 11-15 years of professional seniority. In the "attack on social relations" dimension, those with 1-5 years of professional seniority were more affected than those with less than 1 year of seniority, while those with 6-10 years of professional seniority and more than 15 years of seniority were more affected than those with less than 1 year of seniority. has been found to be highly affected.

In the dimension of "attack on social reputation", those with 6-10 years, 11-15 years and more than 15 years of professional seniority are more likely to have professional seniority than those with less than 1 year of seniority and those with more than 15 years of seniority are more likely to have 1-5 years, 6-10 years of seniority. and it was observed that those with 11-15 years of professional seniority were more affected. In other dimensions, namely

"Attack on quality of life and occupational status", "Direct attack on health" and "Psychological Violence Inventory (General)", professional seniority of 1-5 years, 6-10 years, 11-15 years, and more than 15 years was also evaluated. It was determined that those with less than 1 year of seniority received higher scores than those with less than 1 year of seniority.

The study found that there was no relationship between employee performance and gender, age, and marital status, but professional seniority was a significant difference. It is stated that performance is not directly related to gender, age, and marital status, while it is emphasized that professional seniority has a significant effect on performance. It has been stated that the performance scores of employees with 1-5 years, 6-10 years, 11-15 years, and more than 15 years of professional seniority are higher than those with lower seniority, that is, those who have been at work for less than 1 year.

In the study, it was observed that there was a relationship between performance and the Psychological Violence Inventory and its sub-dimensions. There is a positive and strong relationship between performance and the dimensions of "Restriction of self-expression and communication opportunities", "Attack on social reputation" and "Psychological Violence Inventory (General)"; It has been determined that there is a positive and moderate relationship with performance in the dimensions of "Attack on quality of life and professional status", "Attack on social relations" and "Direct attack on health".

The research results show that different sub-dimensions of psychological violence have varying effects on employee performance. It has been determined that the "attack in social relations" dimension negatively affects performance. This shows that the aggressive behavior that employees are exposed to in their social relationships may negatively affect their performance. Another finding is that the "Psychological Severity Inventory" has a positive effect on performance. This indicates that general psychological violence has a positive relationship with employee performance. This result suggests that individuals who experience general psychological violence may show higher performance.

The following recommendations have been prepared in the light of the research findings:

- It is understood that psychological violence in the workplace varies depending on gender and age. In this context, gender and age-based training programs should be organized and awareness-raising activities should be carried out. Especially for male employees, programs to strengthen their communication skills and improve their emotional intelligence can be recommended.
- Significant differences have been observed in different dimensions of psychological violence between married and single individuals. This shows that marital status has an impact on the experience of psychological violence. Emotional support mechanisms should be established in workplaces, especially for married employees, and strategies for coping with marriage-related stress should be offered.
- It has been understood that exposure to mobbing varies according to professional seniority. In this regard, training should be organized for new employees and less senior employees to improve the work adaptation process and strengthen their stress coping and communication skills. At the same time, programs that will develop leadership skills for senior employees are important.
- Research results have shown that psychological violence dimensions affect performance at different levels. In this context, when developing strategies to increase performance in workplaces, the effects of assault and general psychological violence dimensions, especially in social relations, on job performance should be taken into consideration. Supporting policies should be created by taking these factors into account in performance management processes.
- Considering all these findings, comprehensive training and awareness-raising activities should be carried out to prevent psychological violence in workplaces. These trainings should raise awareness of the workforce about the symptoms of psychological violence and contribute to taking precautions to create a positive work environment.

These recommendations aim to help create a healthier and more supportive environment in workplaces by considering the effects of different dimensions of psychological violence on working life.

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