

## Health Professionals and Mobbing

### Sağlık Çalışanları ve Mobbing

Fedayi Yağar<sup>1</sup> , Sema Dökme<sup>2</sup> 

<sup>1</sup>Kahramanmaraş Sütçü İmam Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, Sağlık Yönetimi Bölümü, Kahramanmaraş  
<sup>2</sup>Kapadokya Üniversitesi, Sağlık Meslek Yüksekokulu, Tıbbi Dokümantasyon ve Sekreterlik Bölümü, Nevşehir

### ABSTRACT

**AIM:** This study was conducted to evaluate research articles related to mobbing on healthcare professionals in Turkey using the content analysis method.

**METHOD:** National and international scientific articles published between the years 2009, and 2018 were searched using PubMed, Science Direct and Google Academic databases between 04.01.2018, and 06.01.2018. When searching, the key-words 'mobbing in hospitals', 'mobbing in health institutions', 'health professionals and mobbing', 'physicians and mobbing', 'nurses and mobbing' were used. In this context, it was decided that 56 research articles could be used in the study by taking various restrictions into consideration.

**RESULTS:** It was detected that public institutions were more frequently included in the research study. In terms of the research design, almost all studies were carried out using quantitative research methodology. It was observed that nurses constitute the most studied occupational group in these studies. It was determined that there were very few studies conducted especially with physicians and administrative staff in these studies. It was determined that there were very few studies conducted especially with physicians and administrative staff.

**CONCLUSION:** It was observed in the studies that usually women were mostly exposed to mobbing, rate of verbal violence was quite high, communication of the employees were prevented in particular, most frequently managers exerted mobbing behaviour, the most effective cause of mobbing is the lack of a safe workplace environment, and that most of the victimized employees want to resign. It is believed that this study will contribute to the literature by providing a general perspective about the subject.

**Keywords:** Mobbing, healthcare professionals, content analysis

### ÖZ

**AMAÇ:** Bu çalışmada, Türkiye'de sağlık çalışanları üzerinde mobbing ile ilgili yapılan araştırma makaleleri içerik analizi ile değerlendirilmeye çalışılmıştır.

**YÖNTEM:** 01.04.2018-01.06.2018 tarihleri arasında Pub Med, Science Direct ve Google Akademik veri tabanları kullanılarak 2009-2018 yılları arasında yayımlanan ulusal ve uluslararası bilimsel makaleler taranmıştır. Arama yapılırken, "hastanelerde mobbing, sağlık kuruluşlarında mobbing, sağlık çalışanları ve mobbing, hekimler ve mobbing ve hemşireler ve mobbing" anahtar kelimeleri kullanılmıştır. Bu kapsamda, çeşitli kısıtlamalarda dikkate alınarak 56 araştırma makalesinin çalışmada kullanılabileceğine karar verilmiştir.

**BULGULAR:** Çalışmada, kamu kuruluşlarının daha çok araştırma kapsamına alındığı saptanmıştır. Araştırma türü açısından bakıldığında, neredeyse tamamında nicel araştırma yöntemlerinin kullanıldığı belirlenmiştir. Çalışmalarda en çok yer alan grubun hemşireler olduğu görülmüştür. Özellikle hekimler ve idari personel üzerinde yapılan çalışmaların çok az olduğu belirlenmiştir.

**SONUÇ:** Çalışmalarda en fazla kadınların mobbinge maruz kaldığı, sözel şiddetin çok fazla olduğu ve özellikle de çalışanların iletişimlerinin engellendiği, en fazla yöneticilerin mobbing yaptığı, güvenli iş ortamının olmamasının en çok etkileyen neden olduğu ve sonuç olarak da kişilerin en çok işten ayrılmak istedikleri gözlemlenmiştir. Konu ile ilgili genel bir bakış açısı sağlaması nedeniyle çalışmanın literatüre katkı sağlayacağı öngörülmüştür.

**Anahtar kelimeler:** Mobbing, sağlık çalışanları, içerik analizi

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**İletişim / Corresponding author:** Fedayi Yağar, Kahramanmaraş Sütçü İmam Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, Sağlık Yönetimi Bölümü, Kahramanmaraş, Türkiye

**E-posta / E-mail:** fedayiyagar@hotmail.com

**Yazarların ORCID bilgileri:**

F.Y. 0000-0002-3436-6583, S.D. 0000-0003-0298-7534

## INTRODUCTION

The concept of mobbing is defined by Leymann (1990) as “psychological harassment” or “conflict with others,” emphasizing the injustice to employees caused by these unfair behaviors carried out systematically. Similarly, in a study conducted at the Swedish iron and steel plants at the time, it has been stated that such actions were carried out frequently (almost daily) for a long time (at least six months) and that this caused a significant psychological and social collapse in the workers. As can be seen from the example, the “negative treatment” and “constantly repeating” nature of such behaviors plays an important role in explaining the concept of mobbing. According to Branch et al. (2012), negative treatment relates to the emergence and perception of inappropriate, negative or irrational behaviors. The subjective perception about exposure to mobbing makes it impossible to reach an absolute agreement on mobbing. Moreover, with the advances in technology, the techniques used by the perpetrators (such as cybermobbing) have also changed. Herein, three important factors should be taken into consideration in order to be able to take legal action regarding mobbing. These include the impact on the victim regardless of the intentions of the bully, whether the impact was harmful, and persistence of the mobbing behavior (Polat and Pakiř, 2012). In this regard, with the support of the International Labor Organization (ILO), mobbing is considered a crime, particularly in the Scandinavian countries such as Sweden, Finland and Denmark as well as in many countries such as Germany, France and Italy (Tinaz, 2006).

In a comprehensive study conducted by Hubert and Veldhoven (2001) in the Netherlands, risky sectors have been determined by interviewing people working in 11 different industries, and it has been stated that the health sector is also among the riskiest sectors. Similarly, this fact also appears to be valid in Turkey. In a study conducted by the Turkish Medical Association (2013), it was stated that violence in health sector has become quite an important problem especially after the implementation of the health transformation program. In this respect, it is emphasized that relevant committees should be established in health institutions, regulations should be enacted for health workers in the private sector, the society should be informed about the concepts of the “rights and responsibilities,” and healthcare professionals should be informed in medical education about the occupational hazard and risk concepts.

In this study, the research on mobbing related to healthcare professionals is taken into consideration, and a general framework is provided for the mobbing, which has become a major issue for healthcare professionals in Turkey.

## METHOD

**Aim and Type of Research:** This study aims to evaluate research articles related to mobbing on healthcare professionals in Turkey using content analysis. Content analysis is a systematic and reproducible technique that can be used to reduce many concepts presented in studies into a category with less content using specific codings (Stemler, 2001). The main purpose of this method is to combine similar concepts within a specific theme and to interpret them in a way that the reader can understand (Akaydın and Çeçen, 2015). With such an approach in qualitative studies, it is aimed to emphasize holistic data in detail (Yağar and Dökme, 2018).

### **The scope of the study and Sampling**

The scope of the study includes 56 research articles related to mobbing on healthcare professionals published in English, and Turkish in Turkey between the years 2009, and 2018.

### **Data Collection Instructions**

In this study, document analysis method was used. With this method, relevant studies are examined in a specific context and associated with each other in order to obtain a holistic picture (Şimşek, 2009). In this context, national and international scientific articles published between 2009-2018 were screened using PubMed, Science Direct and Google Scholar databases between April 1st, 2018 and June 1st, 2018.

In this regard, 72 studies published in different journals were selected. Then, these studies were analyzed according to some search criteria (limitations). Studies conducted on mobbing on healthcare professionals were the main selection criterion. Similarly, other important criteria were the language of the article written in Turkish or English, availability of the full text, and the publication date between 2009 and 2018. As a result of these criteria, 56 research articles were selected to be used in the study (Appendix 1).

### **Data Analysis**

The data obtained as a result of the content analysis from the articles were analyzed using the SPSS package program. Within the scope of the study, descriptive statistical methods (frequency and percentage) were used in the study and the results were presented in tables.

## Research Limitations

Articles such as congress presentations, master's and doctoral thesis, articles published in print (excl. online journals or review articles) were excluded. In addition, exclusion of articles published before 2009, inclusion of the studies written only in English and Turkish are the other important limitations of the study.

## RESULTS

In this section, the studies were first examined structurally. Accordingly, the studies were classified according to the study location, research language, research design and sampling, and presented in Table 1 below.

**Table 1: Structural Classification of the Studies (N:56)**

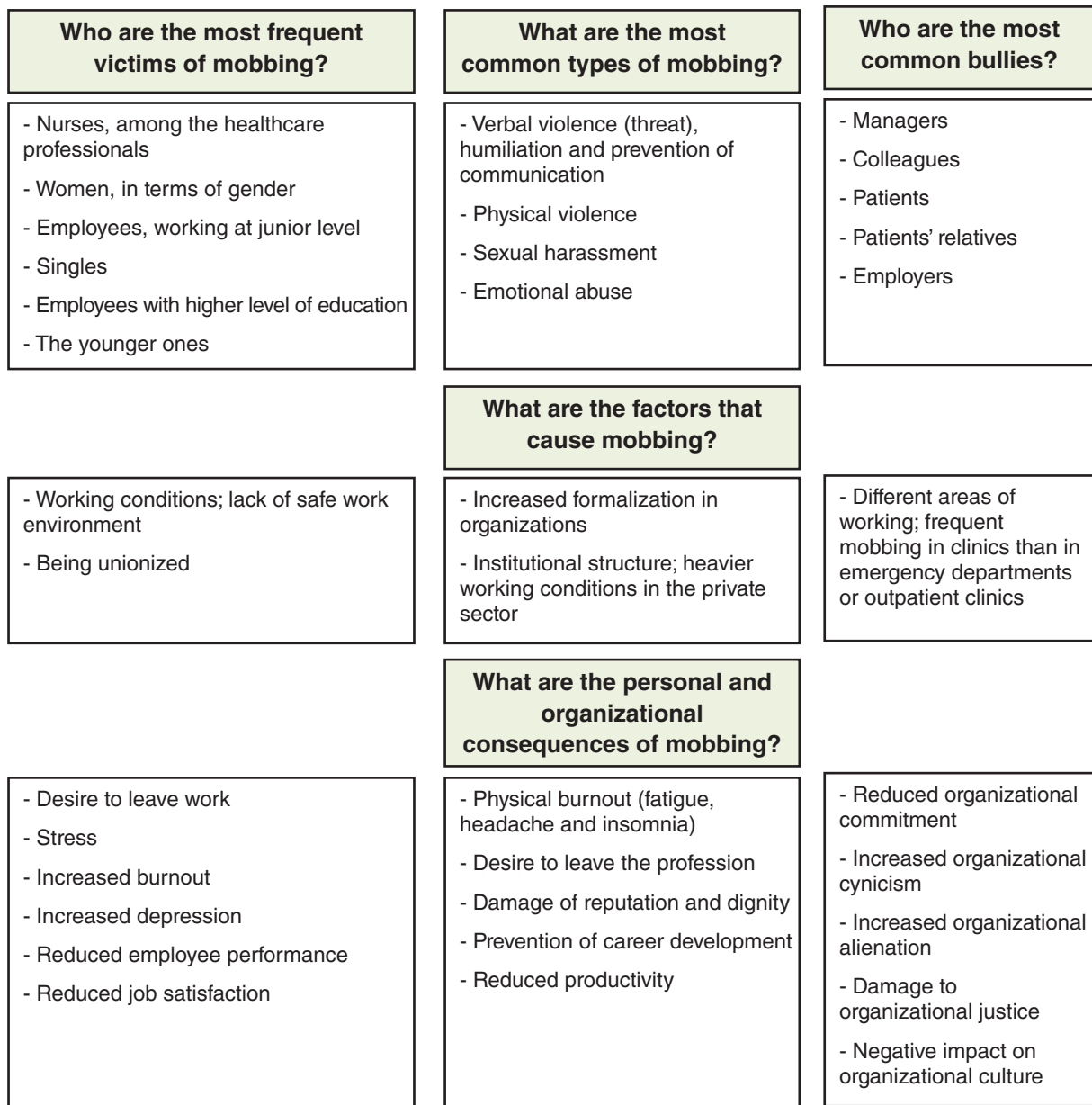
	n	%
<b>Institutional Structure</b>		
Public	35	62.50
Private	4	7.14
General (Public and Private)	17	30.36
<b>Type of Research</b>		
Quantitative	53	94.64
Qualitative	3	5.36
<b>Sampling</b>		
Nurse	20	35.71
Physicians	3	5.36
Administrative Personnel	4	7.14
Physical Therapist	1	1.79
General (Health Workers)	28	50.0
<b>Written Languages</b>		
Turkish	35	62.50
English	21	37.50
<b>Years</b>		
2009	3	5.36
2010	3	5.36
2011	6	10.71
2012	4	7.14
2013	4	7.14
2014	10	17.86
2015	6	10.71
2016	8	14.29
2017	12	21.43
Total	56	100.0

As seen in Table 1, almost all of the studies (92.86%) have used data from public institutions considering that the general section also includes public institutions. It was observed that 62.50% of the studies were written in Turkish and 37.50% in English. In terms of the types of research, it was observed that quantitative research methods were used in almost all studies (94.64%).

Studies were also examined regarding the type of healthcare professionals studied (Table 1). In this context, the category of general healthcare professionals mostly (86%) included nurses,

The distribution of the studies according to the years is shown in Table 1 above. It was determined that the highest number of studies was published in 2017 (21.43%) and in 2014 (17.86%). Similarly, studies were examined according to the place of study and it was observed that the data were obtained from 33 different provinces. Mostly cases of mobbing in Ankara, Istanbul and İzmir were analyzed.

Secondly, the points emphasized frequently in the studies were discussed in this section and a process related to mobbing was determined. Here, the victims who have been mostly exposed to mobbing and the bullies were determined in the first stage of the process, the reasons were discussed in the second stage, and the results were addressed in the third stage as shown in Figure 1 below. Figure 1 was created based on the findings of the research articles reviewed.



**Figure 1: Process of Exposure to Mobbing in Healthcare Professionals**

Figure 1 depicts the process of exposure to mobbing among healthcare professionals based on the basic findings of the studies reviewed. In this context, the most frequent victims of mobbing (nurses, singles and younger ones), the most common types of mobbing (verbal and physical violence), the most common bullies (managers, colleagues and patients), factors causing mobbing (business conditions, organizational structure and unionization), personal and organizational consequences after mobbing (quitting the job, stress, burnout, organizational commitment and organizational justice) were examined.

## DISCUSSION

In this study, studies related to mobbing on healthcare professionals in Turkey were analyzed to establish a general framework on the findings obtained.

When the literature is examined, it is seen that comprehensive studies about mobbing have been conducted. For example, 79 studies have been examined in a systematic review by Bambi et al. (2018), and it has been emphasized that the employees resigned due to mobbing. Similarly, individuals who had been exposed to mobbing had more absenteeism. In the systematic review by Leisy and Ahmad (2016), 62 studies were taken into consideration and it has been emphasized that the managers were most common bullies and that mobbing increased work stress. In the literature review by Samsudin et al. (2018) encompassing 18 studies it was emphasized that mobbing reduces the level of job satisfaction and increases burnout. In the study conducted by Lanctot and Guay (2014), 68 research articles were examined by the systematic analysis method and it was stated that mobbing usually caused stress, depression, anger and fear. In general, the findings of these studies and the findings of our study were found to be similar, supporting the literature.

Similar results were also obtained when studies were examined on the country basis. For example, in a study conducted by Zachariadou et al. (2018) in Greece, it was stated that mostly the women had been exposed to mobbing. In a study conducted in Portugal by Norton et al. (2017), nurses were stated to be the most common victims of mobbing. In the study conducted by Somani et al. (2015) in Pakistan, it was emphasized that most of the bullies were senior nurses and that those with less experience had been exposed to mobbing more. A study carried out by Tong et al. (2017) in Switzerland reported that mobbing adversely affects team work and safe work environment. In a study by Kowalczyk et al. (2011) conducted in Poland, it was stated that colleagues were the most common bullies and that nursing staff was mostly exposed to mobbing among other occupational groups.. Montes et al. (2013) conducted a study concerning mobbing in European Union countries, and emphasized that mobbing created a significant stress on the employees and adversely affected the satisfaction level of the employees. Findings obtained from different countries were found to be similar to the findings of the study we conducted using the data from Turkey. In our study, it was observed that women were the most common victims of mobbing, and verbal violence was quite common, and especially the rapport between employees was found to be blocked. Besides, managers were the most common bullies, and the most effective cause of mobbing was the lack of a safe work environment , so consequently employees usually want to quit the job.

Significant findings were also obtained in the structural examination. For example, it was noteworthy that mostly the public institutions have been included in the research (62.50%). Considering that studies with general coverage also includes public institutions, this ratio becomes 93% approximately. Similarly, in terms of the research design, almost all studies were found to be conducted with quantitative research methodology. It was observed that most of the studies has been conducted with nurses (35.71%). Considering that studies with general coverage also includes nurses, this mobbing rate increases to 86% approximately. It has been determined that very few studies conducted especially with physicians (5.36%) and administrative personnel (7.14%).

## CONCLUSION and RECOMMENDATIONS

It has been observed in the studies that usually women are exposed to mobbing, rate of verbal violence is quite high, communication of the employees are prevented in particular, managers exert bullying more frequently, the most effective cause of mobbing is the lack of a safe work environment, and that most of the victimized employees want to resign. It is believed that the study will contribute to the literature since no comprehensive study has been conducted previously on the conditions of healthcare professionals, who have been exposed to mobbing in Turkey. In order to make more comprehensive evaluations, it has been recommended that studies conducted in private institutions and specific studies on physicians and administrative staff should be increased. It has been also proposed that qualitative research methods should be used more frequently in order to reach different results.

**Appendix 1: Articles Used in Content Analysis**

Author(s)	Year	Title	Journal	Volume (Issue)	Page
Akar, N.	2013	The Relationships among Perceived Job Stressors, Workplace Bullying and Job Stress in the Health Care Services in Turkey: A Structural Equation Modelling (SEM) Approach	International Journal of Humanities and Social Science	3(14)	248-257
Akca, N., Yılmaz, A. ve Işık, Ö.	2014	Sağlık Çalışanlarına Uygulanan Şiddet: Özel Bir Tıp Merkezi Örneği	Ankara Sağlık Hizmetleri Dergisi	13(1)	1-11
Akpınar, E.N.	2017	Halkla İlişkiler Çalışanlarının Mobbing Algıları: Yaygınlık, Türleri, Nedenleri ve Mücadele Yöntemleri	Harran Education Journal	2(1)	1-13
Aksakal, F.N., Karaşahin, E.F., Dikmen, A., Avcı, E. ve Özkan, S.	2015	Workplace Physical Violence, Verbal Violence, and Mobbing Experienced by Nurses at A University Hospital	Turkish Journal of Medical Sciences	45	1360-1368
Aksoy, C.C., Taşpınar, B., Okur, İ., Kurt, G. ve Taşpınar, F.	2017	Fizyoterapistlerde Mobbing Maruziyeti ve İş Üretkenliğinin İncelenmesi	Ardhan Menderes Üniversitesi Sağlık Bilimleri Fakültesi Dergisi	1(1)	20-27
Aksu, T. ve Akyol, A.	2009	Yoğun Bakım Hemşirelerinin Duygusal Tacizden Etkilenme Durumlarının İncelenmesi	Yoğun Bakım Hemşireliği Dergisi	-	69-76
Ayakkış, D. ve Arslantaş, H.	2017	Hemşirelikte Meslektaş Şiddeti: Kesitsel Bir Çalışma	Psikiyatri Hemşireliği Dergisi	9(1)	36-44
Aytaç, S., Dursun, S. and Akalp, G.	2016	Workplace Violence And Effects On Turnover Intention And Job Commitment: A Pilot Study Among Healthcare Workers in Turkey	European Scientific Journal	-	458-465
Barakçı, E. and Günüşen, N.	2014	Influence of Workplace Bullying on Turkish Nurses' Psychological Distress and Nurses' Reactions to Bullying	Journal of Transcultural Nursing	-	1-6
Bedük, A. ve Yıldız, E.	2016	Mobbing (Psikolojik Şiddet) ve Örgütsel Bağlılık İlişkisi: Hastane Çalışanlarına Yönelik Bir Uygulama	KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi	18(31)	77-87
Biçkıcı, F.	2012	Sağlık Çalışanlarına Yönelik Şiddet ve Neden Olan Faktörler: Bir Devlet Hastanesi Örneği	Sağlıkta Performans ve Kalite Dergisi	-	43-56
Bülbül, P., Ünal, E., Bozaykut, T., Korkmaz, M. ve Yücel, S.A.	2013	Sağlık Çalışanlarında Mobbing: Kamu ve Özel Sağlık Kurum Çalışanlarının Karşılaştırılması: Türkiye Örneği	Uluslararası Hakemli Akademik Spor Sağlık ve Tıp Bilimleri Dergisi	3(7)	1-23
Büyükdıyn, E., Şantaş, G. ve Kaya, S.	2017	Sekreterlerin Yıdirmaya Maruz Kalma Düzeyleri: Bir Üniversite Hastanesi Örneği	Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi	19(2)	725-741
Çalış, M. ve Tokat, B.	2013	Örgüt Yapısı ve Mobbing İlişkisinin Özel Hastanelerde İncelenmesi: Giresun İli Örneği	Ankara Üniversitesi SBF Dergisi	68(4)	103-120
Çamcı, O. ve Yasemin, K.	2011	Kocaeli'de Sağlık Çalışanlarına Yönelik İşyeri Şiddetinin Belirlenmesi	Psikiyatri Hemşireliği Dergisi	2(1)	9-16
Çınar, O.	2015	The Relationships between Mobbing, Organizational Citizenship Behaviour and Turnover Intention: A Survey Study in Erzurum/Turkey	Journal of Global Strategic Management	9(1)	87-98
Demir, G., Bulucu, G., Özcan, A., Yılmaz, D. ve Şen, H.	2014	Hemşirelerin Mobbinge Uğrama Durumlarının Belirlenmesi	Düzce Üniversitesi Sağlık Bilimleri Enstitüsü Dergisi	4(1)	1-5
Demirci, K., Öztel, D. ve Girgin, B.	2009	Beş Faktör Kişilik Modelinin İşyerinde Duygusal Tacize (Mobbing) Etkileri – Hastane İşletmelerinde Bir Uygulama	Journal of Azerbaijani Studies	-	13-38
Dikmetaş, E., Top, M. ve Ergin, G.	2011	Asistan Hekimlerin Tükenmişlik ve Mobbing Düzeylerinin İncelenmesi	Türk Psikiyatri Dergisi	22	1-15
Dursun, S.	2012	İşyeri Şiddetinin Çalışanların Tükenmişlik Düzeyi Üzerine Etkisi: Sağlık Sektöründe Bir Uygulama	Çalışma İlişkileri Dergisi	3(1)	103-113
Duru, P., Ocaktan, M., Çelen, Ü. ve Orsal, Ö.	2017	The Effect of Workplace Bullying Perception on Psychological Symptoms: A Structural Equation Approach	Safety and Health at Work	-	1-6
Efe, S. and Ayaz, S.	2010	Mobbing Against Nurses in the Workplace in Turkey	International Nursing Review	-	328-334
Ekiçi, D. and Beder, A.	2014	The Effects of Workplace Bullying on Physicians and Nurses	Australian Journal of Advanced Nursing	31(4)	24-33
Goris, S., Ceyhan, Ö., Taşçı, S., Sunğur, G., Tekinsoy, P. and Çelinkaya, F.	2016	Mobbing Against Nurses in Turkey: How Does It Affect Job Satisfaction?	International Journal of Caring Sciences	9(3)	810-818
Gül, H. ve Ağıröz, A.	2011	Mobbing ve Örgütsel Sinizm Arasındaki İlişkiler: Hemşireler Üzerinde Bir Uygulama	Afyon Kocatepe Üniversitesi İİBF Dergisi	13(2)	27-47
Güney, U., Oltuğlu, H., Aylaz, R., Çalışkan, Z. ve Tuncay, S.	2016	Hemşirelerin Mobbing Davranışlarına Maruz Kalma Durumlarının Belirlenmesi	İnönü Üniversitesi Sağlık Bilimleri Dergisi	5(2)	12-18
Güven, Ş., Özcan, A. ve Kartal, B.	2012	Neveşehir İl Merkezinde Kamuya Bağlı Sağlık Kuruluşlarında Çalışan Ebe ve Hemşirelerin Mobbinge Uğrama Durumları	Balikesir Sağlık Bilimleri Dergisi	1(3)	117-123
Kahriman, İ.	2014	Hemşirelerin Sözel ve Fiziksel Şiddete Maruz Kalma Durumlarının Belirlenmesi	Psikiyatri Hemşireliği Dergisi	5(2)	77-83
Karakaş, H.	2011	Hemşirelerde Kurum ve Yönetimin Etkisine Bağlı Olarak Yaşanan Mobbing Davranışları	Akademik Araştırmalar ve Çalışmalar Dergisi	3(5)	83-102

**Appendix 1: (devam)**

Author(s)	Year	Title	Journal	Volume (Issue)	Page
Karaoğlu, F. ve Akbaş, S.	2010	İşyerinde Psikolojik Şiddet ve İş Tatmini ilişkisi	Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi	24(3)	139-161
Karsavuran, S. ve Kaya, S.	2015	The Relationship Between Burnout and Mobbing Among Hospital Managers	Nursing Ethics	-	1-12
Karsavuran, S.	2014	Sağlık Sektöründe Mobbing: Hastane Yöneticileri Üzerinde Bir Uygulama	Mustafa Kemal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi	11(26)	271-296
Kaya, A., Karadayı, B., Koluşayın, M., Aslan, N. ve Orta, G.	2014	Violence in the Health Sector and Its Properties: A Questionnaire Toward Physician Working in the Emergency Departments	The Journal of Academic Emergency Medicine Research	13	124-130
Kılıç, İ., Saraçlı, S., Doğan, İ. ve Pelit, E.	2017	Mobbing Perception and the Related Factors in Nurses	International Journal of Health Sciences & Research	7(5)	183-191
Kılıç, N., Kanbay, Y., Işık, E., Dağ, M., Aslan, Ö. ve İhtimali, F.	2017	Hastane İşletmelerinde Mobbingin Örgütsel Yabancılaşma Üzerine Etkisi: Afyonkarahisar'da Bir Uygulama	İşletme Araştırmaları Dergisi	9(4)	734-747
Kılıç, T., Çiftçi, F. ve Şener, Ş.	2016	Sağlık Çalışanlarında Mobbing Algısı ve İş Doyumunun Belirlenmesi	Sağlık ve Hemşirelik Yönetimi Dergisi	2(3)	65-72
Kılıç, N. ve Töl, H.	2017	Sağlık Çalışanlarında Mobbing Algısı ve İş Doyumunun Belirlenmesi	F.N. Hemş. Dergisi	25(1)	31-40
Kılıçaslan, S. ve Kaya, A.	2017	Mobbingin Örgütsel Sınızm Üzerinde Etkisi: Hemşireler Üzerinde Bir Uygulama	Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü Dergisi	25	9-25
Kokalan, Ö. ve Tigröl, E.	2013	Mobbing in Turkish Health Institutions	Qual. Quant.	-	1-12
Korkmaz, M., Kılıç, B., Yücel, A.S., Atalay, A., Akbulut, A. ve Gürkan, A.	2015	Analysis of the Influence of Mobbing and Violence Acts on the Safety of Workers	Ethno. Med.	9(2)	151-172
Kulakçı, H., Ayıldız, T., Veren, F., Kallıncı, N. ve Topan, A.	2015	Zonculuk İli Merkezi Kamu Hastanelerinde Çalışan Ebe ve Hemşirelerin Mobbing ve Tükenmişlik Düzeylerinin ve Bunları Etkileyen Faktörlerin Değerlendirilmesi	Hemşirelikte Eğitim ve Araştırma Dergisi	12(2)	133-141
Mele, E. and Sökmen, A.	2016	The Influence of Workplace Bullying on Employee's Job Performance, Job Satisfaction and Turnover Intention in a Newly Established Private Hospital	International Review of Management and Business Research	5(1)	65-79
Nart, S.	2014	İş Ortamında Şiddet, Tükenmişlik ve İş Tatmini ilişkileri: Sağlık Çalışanları Üzerinde Bir Araştırma	Yönelim ve Ekonomi Araştırmaları Dergisi	23	248-268
Özcan, N. ve Bilgin, H.	2010	Yoğun Bakım Hemşirelerine Yönelik Psikolojik Şiddet: Niteliksel Bir Çalışma	Yoğun Bakım Hemşireliği Dergisi	14(2)	45-54
Seyrek, H. and Ekici, D.	2017	Nurses' Perception of Organisational Justice and its Effect on Bullying Behaviour in the Hospitals of Turkey	Hospital Practices and Research	2(3)	72-78
Şahin, B., Çetin, M., Çimen, M. and Yıldırım, N.	2012	Assessment of Turkish Junior Male Physicians' Exposure to Mobbing Behaviour	Public Health	53	357-366
Şahin, B. ve Dündar, T.	2011	Sağlık Sektöründe Etik İklim ve Yıldıma (Mobbing) Davranışları Arasındaki İlişkinin İncelenmesi	Ankara Üniversitesi SBF Dergisi	66(1)	129-159
Terzioğlu, F., Temel, S. and Şahan, F.	2016	Factors Affecting Performance and Productivity of Nurses: Professional Attitude, Organisational Justice, Organisational Culture and Mobbing	Journal of Nursing Management	-	1-10
Turaç, İ. ve Şahin, B.	2014	Mobbings Maruz Kalma Durumunun Belirlenmesi: Hemşireler Üzerine Bir Çalışma	Eskişehir Osmangazi Üniversitesi Sosyal Bilimler Dergisi	15(1)	87-112
Turkan, A. ve Kılıç, İ.	2015	The Effect of Mobbing on Burnout Syndrome at Workplace: An Application on Health Staff in Turkey	İşletme Araştırmaları Dergisi	7(3)	7-21
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