



**TECHNICAL ASSISTANCE FOR PROMOTING  
DECENT FUTURE OF WORK APPROACH WITH  
A FOCUS ON GENDER EQUALITY  
  
(TREESP1.3. FoW/P-01)**

**TÜRKIYE**

**CATEGORY 3: SCIENTIFIC AND TECHNICAL STUDIES**

**INTERVENTION 10: MOBBING COMPLAINTS WITH A PARTICULAR FOCUS ON GENDER**

**ANNEX 4 TO EXECUTIVE SUMMARY REPORT:**

**FIELD RESEARCH REPORT**

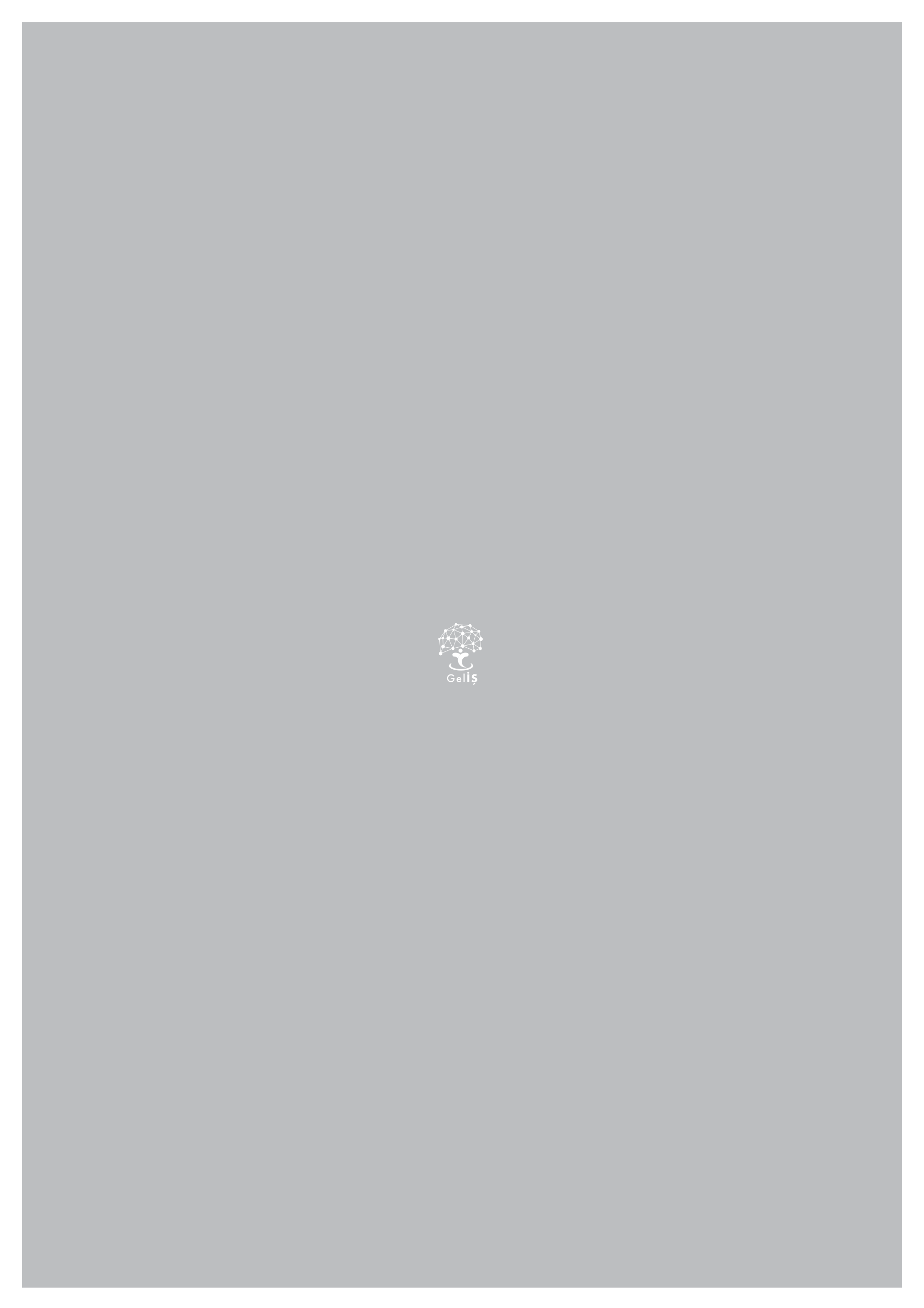
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LIST OF ABBREVIATIONS

|  |  |
| --- | --- |
| **Abbreviation** | **Meaning** |
| CEEP | European Centre of Employers and Enterprises |
| CEC | European Confederation of Managers |
| CHSCT | Hygiene, Safety and Working Conditions Committee |
| CIMER | Presidential Communication Centre |
| DWEA | Danish Working Environment Authority |
| ETUC | European Trade Union Confederation |
| EU | European Union |
| EF - PRIMA | European Framework for Psychosocial Risk Management |
| EUROCADRES | Trade Union voice of professionals and managers |
| HAK-IS | Confederation of Trades’ Unions |
| ILO | International Labour Office |
| INQA | New Quality of Work (Initiative Neue Qualität der Arbeit) |
| TAT | Technical Assistance Team |
| TIHEK | Human Rights and Equality Institution of Türkiye |
| TP | Technical Proposal |
| UEAPME | European Association of Craft, Small and Medium-sized Enterprises |
| WHO | World Health Organisation |

# INTRODUCTION

This Field Research Report presents the findings from a survey of over 100 people in Ankara conducted during March 2022. It forms an essential element of a broader study into mobbing complaints in Türkiye.

# CONTEXT

The project, Technical Assistance for Promoting Decent Future of Work Approach with a Focus on Gender Equality was given a Terms of Reference (ToR) which set the following task for the Technical Assistance Team (TAT):

*In addition to the Operation Beneficiary, the Presidency of the Republic of Türkiye Directorate of Communications and Human Rights and Equality Institution of Türkiye are also two institutions responsible for mobbing issue. In order to improve methods of data collection and statistics in mobbing cases, a desk study will be prepared by compiling official mobbing complaints and appeals received by abovementioned institutions for better understanding and implementation of the culture of decent work. Determination of relevant factors such as sector, age, sex, harassment, duration, physical and psychological consequences will be necessary to develop relevant policies. Examination of three institutions’ records; interviews with officials of three responsible institutions; desk study and 100 indicative face-to-face interviews with employers and/or employees (in Ankara) will be conducted for the subject research. A recommendation report which will include analysis of finding of the research will be drafted in English with executive Turkish summary and it will be used to draft relevant regulations and/or policies. The report should include diversification of province, gender, sector, age and title of people who are subjected to mobbing and so-called mobbing. It will be published on the official web site of the Operation Beneficiary.*

# METHODOLOGY

## 3.1 Overview

The field study was based on a semi-structured questionnaire containing 45 multiple-choice questions, one for employees and one for employers (see Annexes 1 and 2) which had been prepared and piloted in Ankara in February 2022. The field study itself took place in in March 2022 in Ankara. 109 employees and 39 employers from sectors such as manufacturing and services were interviewed, face-to-face, using the semi-structured questionnaire. Before distributing the questionnaires, respondents were given a brief explanation about the confidentiality and the procedure of the study, and were guaranteed anonymity. For each participant the procedure took approximately 20-25 minutes on average.

## 3.2 On Data Required

As it is mentioned in the ToR, the Presidency of the Republic of Türkiye Directorate of Communications, Human Rights and Equality Institution of Türkiye (TIHEK) and MoLSS – Department of Guidance and Inspection are institutions that receive mobbing complains. After the interviews maintained and for an official letter from the Ministry, information on three institutions’ records was required.

The information received from the institutions are the following:

## 3.3 MoLSS (Department of Guidance and Inspection) for the period 2018- 2022 (until 09/06/2022)

It is seen that 2,915 applications were made in this period with the claim of "Psychological Harassment" It is seen that 44.9% (1311) of these applications were included in the inspection program and 89.2% (1170) of those included in the program were concluded.

Administrative fines were imposed on a total of 81 employers, and the total administrative fine was determined to be 343,455 TL.

On the other hand, according to the data of the Ministry of Labor, it was observed that a total of 1207 applications were made in the records of 2021.

**Table 2: Table of distributions by mobbing parties**

|  |  |  |
| --- | --- | --- |
|  | **Number of Mobbing Complaints Received** | **%** |
| Total number of Mobbing applications | 1.207 | 100 |
| Number of mobbing done by women | 240 | 20 |
| Number of mobbing done by men | 432 | 36 |
| Number of mobbing unknown by whom | 535 | 44 |

Source: MoLSS (Department of Guidance and Inspection)

According to 2021 data, 20% of mobbing complaints made by women, 36% of mobbing complaints made by men, 44% of mobbing complaints by unknown person were recorded.

**Table 3: Table of acceptance rates of mobbing complaints**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Mobbing Complaints Received** | **Accept** | **Acceptance rate (%)** |
| Total number of Mobbing applications | 1.207 | 458 | 37.9 |
| Number of mobbing done by women | 240 | 152 | 63.3 |
| Number of mobbing done by men | 432 | 258 | 59.7 |
| Number of mobbing unknown by whom | 535 | 48 | 9.0 |

Source: MoLSS (Department of Guidance and Inspection)

While only 37.9% of the applications made with 1.207 mobbing complaints were accepted, this rate is 63.3% for mobbing made by women. Likewise, the acceptance rate of mobbing complaints made by men is 59.7%, and the acceptance rate is 9% in applications where it is not known by whom.

**Table 4. Mobbing complaints resolution rate table**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Accept** | **Concluding** | **Outcome rate**  **(%)** |
| Total number of Mobbing applications | 458 | 155 | 33.8 |
| Number of mobbing done by women | 152 | 41 | 27.0 |
| Number of mobbing done by men | 258 | 88 | 34.1 |
| Number of mobbing unknown by whom | 48 | 26 | 54.2 |

Source: MoLSS (Department of Guidance and Inspection

While it was seen that accepted mobbing complaints resulted in 33.8% in general, it was seen that 27% of mobbing incidents by women resulted, 34.1% of mobbing incidents by men resulted and 54.2% of mobbing incidents by unknown persons resulted.

**Table 5: Administrative fine application rates table for accepted and concluded mobbing incidents**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Accepted**  **Application** | **Concluding**  **Application** | **Given IPC**  **Application** | **% (within accepted**  **administrative fine**  **delivery rate)** | **Administrative Fine**  **Delivery rate**  **(Results**  **Administrative Fine in**  **Implementation Rate)** |
| Total number of Mobbing applications | 458 | 155 | 24 | 5.2 | 15.5 |
| Number of mobbing done by women | 152 | 41 | 3 | 2.0 | 7.3 |
| Number of mobbing done by men | 258 | 88 | 16 | 6.2 | 18.2 |
| Number of mobbing unknown by whom | 48 | 26 | 5 | 10.4 | 19.2 |

Source: MoLSS (Department of Guidance and Inspection)

While it is seen that an administrative fine is applied in 5.2% (24) of the mobbing incidents (458) whose applications are accepted and evaluated, it is seen that an administrative fine is applied in 15.5% of the mobbing incidents that resulted (155). On the other hand, administrative fines were imposed on 2% of mobbing incidents (152) committed and accepted by women, while administrative fines were imposed on 7.3% of the mobbing incidents concluded (41).

It is seen that 6.2% of the mobbing incidents by men (258) were applied IPC, and 18.2% of the resulting (88) mobbing incidents were applied IPC.

As can be seen from Table 4, IPC was applied in 10.4% of the mobbing incidents (48), whose origin was unknown, while IPC was applied in 19.2% of the resulting applications (26).

**Table 6: Table of distribution of mobbing applications by sectors**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Business line** | Total | % | Accept | % | Concluding | % | IPC Yes | % | I.PC Amount | % |
| Commerce, Office, Education And  Fine Arts | 341 | 28 | 110 | 24 | 42 | 27 | 7 | 17 | 10,665 | 6.2 |
| Metal | 113 | 9 | 52 | 11 | 18 | 12 | 3 | 17 | 876 | 0.5 |
| General Works | 103 | 9 | 42 | 9 | 9 | 6 | 1 | 11th | 396 | 0.2 |
| Health and Social Services | 93 | 8 | 28 | 6 | 8 | 5 | 1 | 13 | 292 | 0.2 |
| Accommodation and Entertainment Works | 83 | 7 | 36 | 8 | 10 | 6 | 1 | 10 | 292 | 0.2 |
| Transportation | 65 | 5 | 20 | 4 | 7 | 5 | 1 | 14 | 23,352 | 13.5 |
| Weaving, Apparel and Leather | 59 | 5 | 31 | 7 | 8 | 5 | 2 | 25 | 6.128 | 3,5 |
| Defense and Security | 51 | 4 | 16 | 3 | 9 | 6 | 0 | 0 | 0 | 0.0 |
| Petroleum, Chemical, Tire,  Plastic and Medicine | 50 | 4 | 26 | 6 | 13 | 8 | 2 | 15 | 56,864 | 32.9 |
| Food Industry | 48 | 4 | 24 | 5 | 6 | 4 | 0 | 0 | 0 | 0.0 |
| Communication | 32 | 3 | 11 | 2 | 0 | 0 | 0 | 0 | 0 | 0.0 |
| Ship Building and Sea Transportation,  Storage and Warehouse | 31 | 3 | 17 | 4 | 9 | 6 | 0 | 0 | 0 | 0.0 |
| Construction/ Build Sector | 28 | 2 | 9 | 2 | 2 | 1 | 0 | 0 | 0 | 0.0 |
| Bank, Finance and Insurance | 27 | 2 | 6 | 1 | 3 | 2 | 0 | 0 | 0 | 0.0 |
| Energy | 26 | 2 | 11 | 2 | 7 | 5 | 5 | 71 | 70,875 | 41.0 |
| Hunting, Fishing,  Agriculture and Forestry | 13 | 1 | 7 | 2 | 0 | 0 | 0 | 0 | 0 | 0.0 |
| Cement, Soil and Glass | 12 | 1 | 4 | 1 | 1 | 1 | 1 | 100 | 2,943 | 1.7 |
| Wood and Paper | 11 | 1 | 3 | 1 | 2 | 1 | 0 | 0 | 0 | 0.0 |
| Press, Publication and Journalism | 11 | 1 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0.0 |
| Mining and Quarry | 10 | 1 | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 0.0 |
| Total | 1,207 | 100 | 458 | 100 | 155 | 100 | 24 | 15 | 172,683 | 100.0 |

Source: MoLSS (Department of Guidance and Inspection)

When the distribution of mobbing applications by sectors is examined, it is seen that the highest mobbing event is in the "Trade, Office, Education and Fine Arts" sector, while it is seen as Metal, General works, Health and social services, accommodation and entertainment works. It is seen that the rates of acceptance and conclusion come to the fore in the same sectors.

According to the IPC issuance rates, 70.8% in the Energy sector; It is seen that IPC is given in 25% in the weaving, ready-made clothing and leather sector, 17% in the commerce, office, education and fine arts, 17% in the metal sector and 15% in the petroleum, chemical, rubber, plastic and pharmaceutical sectors.

The highest rate of fines in terms of amount is seen in the Energy sector (41%), while this rate is seen as (32.9%) in the petroleum, chemical, rubber, plastic and pharmaceutical sectors.

## 3.4 Information from TIHEK – the Human Rights and Equality Institution of Türkiye

The report received from the Human Rights and Equality Institution of Türkiye stated that with the Law No. 6701, published in the Official Gazette dated 20.04.2016 and numbered 29690, this institution was established and the Institution was authorized and tasked with the fight against discrimination, in addition to its duties as a national human rights institution and a national prevention mechanism.

The Report also stated that in Türkiye:

* The types of discrimination covered by this Law are as follows: a) Segregation; b) Ordering and implementing discrimination orders; c) Multiple discrimination; d) Direct discrimination; d) Indirect discrimination; e) Mobbing in the workplace; f) Failure to make reasonable adjustments; g) Harassment; h) Discrimination based on presumed grounds.
* Negative treatment of persons who initiate or participate in administrative or judicial processes in order to comply with the principle of equal treatment or to prevent discrimination, and their representatives, for this reason, constitutes discrimination.

As mentioned above, ***“intimidation in the workplace”*** isidentified as a form of discrimination. In subparagraph (g) of the first paragraph of Article 2 of the aforementioned Law, titled “*Definitions*”, it is stated that mobbing in the workplace refers to actions taken intentionally to alienate, exclude, and tire the person from their job, based on the discrimination grounds listed in the Law. In this context, mobbing applications in the workplace, which can be examined within the scope of TIHEK's mandate, must be related to the fundamentals listed in the Law; general mobbing allegations cannot be examined by the Institution. In addition, the Institution can take action ex officio without waiting for an application in case of alleged violations within its scope of duty. If the Authority determines that the prohibition of discrimination has been violated as a result of its examination of the applications and ex officio examinations, it imposes an administrative fine on the responsible natural or legal persons.

In Article 65 of the Regulation on the Procedures and Principles Regarding the Implementation of the Law on the Human Rights and Equality Institution of Türkiye, the types of decisions that can be made by the Institution as a result of the examination and investigation carried out within the scope of the application or ex officio examination are regulated as follows: a) Decision of Non-examination, b) Reasoned acceptance Decision of Ineligibility, c) Decision of Dispatch, d) Decision of Violation, e) Decision of Administrative Sanction, f) Decision of Reconciliation, g) Decision of Rejection, h) Decision of No Place for Decision.

The statistical data regarding the applications made to our institution within the scope of mobbing at the workplace are as follows:

**Table 7. Table showing the numerical data according to the decision types of the applications regarding the allegations of mobbing in the workplace (2019- 2022)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **2022** | **2021** | **2020** | **2019** |
| **Not Processed** | 1 | 1 | 3 | 12 |
| **Legal Guidance** | 4 | 15 | 2 |  |
| **Inadmissibility** | 11 | 5 |  | 3 |
| **Ongoing Review** | 9 | 6 | 11 |  |
| **Breach** | - | 1 | 1 |  |
| **No Violation** | 2 | 3 | 4 | 3 |
| **TOTAL** | **27** | **31** | **21** | **18** |

Source: TIHEK

The table showing the numerical data of the applications regarding the allegations of mobbing in the workplace according to the discrimination grounds.

**Note:** An application may contain more than one discrimination basis.

To understand the origin of the mobbing cases, the numerical data is presented in the following table showing the numerical data of the applications regarding the allegations of mobbing in the workplace according to the discrimination grounds, for the period 2019 – 2022

**Table 8. Applications regarding the allegations of mobbing in the workplace according to the discrimination grounds, for the period 2019 – 2022**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **2022** | **2021** | **2020** | **2019** |
| **Disability** | 7 | 6 | 2 | 1 |
| **Gender** | 1 | 6 | 3 | 3 |
| **Religion, faith** |  | 4 | 1 |  |
| **Health** | 6 | 11 |  |  |
| **Race and ethnicity** | 4 | 4 |  |  |
| **Philosophical and political issues** | 5 | 7 | 2 | 3 |
| **Age** | 1 | 1 | 1 |  |
| **Marital Status** |  |  | 1 |  |
| **No legal grounds** | 8 | 9 | 13 | 15 |
| **TOTAL** | 32 | 48 | 23 | 22 |

*Source: TAT with TIHEK information*

**Note:** An application may contain more than one discrimination basis.

3.4.1 Example Decisions

* In an application made to TİHEK, the applicant stated that she was working in a municipality and her contract was terminated on the grounds that there was no need for a staff, but the main reason was her pregnancy, she started a legal process against the termination notice, and continued to work with a stay of execution decision as a result of the lawsuit she filed, although she continued to work in places far from her place of duty in the next period. He claimed that he was appointed and that he was given jobs outside of his job description. As a result of the examination made about the application; Since the applicant was exposed to mobbing at the workplace on the basis of gender, it was decided that the prohibition of discrimination was violated and an administrative fine was imposed on the addressee municipality. (For the decision, see: [https://www.tihek.gov.tr/upload/file\_editor/2021/02/1612857117.pdf](about:blank) )
* In another application made to the Institution, a female applicant claimed that she was subjected to intimidation in the municipality where she was working under a contract during her pregnancy and after her request to use a maternity leave. In the examination carried out, the applicant was found to be justified and it was decided by the Human Rights and Equality Board of Türkiye that the applicant was exposed to mobbing in the workplace on the basis of gender. (To reach the decision: [https://www.tihek.gov.tr/upload/file\_editor/2022/01/1643635674.pdf](about:blank) )
  + 1. Other Studies
* Within the scope of informing the public and raising awareness, TİHEK carries out studies related to its duties. In this context, "Mobbing Awareness Survey in Public Institutions" was organized in March 2022. Within the scope of the survey; Considering the ALO 170 data, the institutions and organizations where the survey will be conducted were determined, the survey link was sent to all central and provincial organisations of the said institutions with official consent, and the participation of all personnel at all levels was requested. In the aforementioned survey, there were questions about the knowledge levels and awareness of public employees about Mobbing. It is planned to prepare an analysis report regarding the survey, which is thought to provide important data on the field; work on this is in progress.
* Public institutions and organisations, non-governmental organisations, trade unions, social and professional organisations, higher education institutions, press and public institutions, in order to discuss the problems and solution proposals on the issues related to the prohibition of discrimination within the framework of Article 22 of the Law No. 6701 and to exchange information and opinions on these issues. It is envisaged that the Consultation Commission will be formed with the participation of broadcasting organisations, researchers and other relevant persons, institutions and organizations. In this context, the Commission was formed in 2021 and its first meeting was held in November of the same year. The second meeting of the commission, which legally convenes every 6 months, was held in May 2022. One of the agendas of the meeting was about mobbing, and the members of the Commission shared their opinions and recommendations on this area; As a result of the meeting, it was decided to establish a subcommittee in the field of mobbing and to carry out studies in this area.

## 3.5 Analysis of Findings from Employee Face-to-Face Interviews

In this section of the report, we summarise the main findings from the field study conducted with 109 employees. The responses were collected through a structured questionnaire which can be found in Annex 1 (Questionnaire for Employees). The data derived from the responses was subjected to detailed analysis, using the SPSS package program. Dues to the relatively small sampling size, data analysis was limited to descriptive analysis (i.e. frequency distribution and summary statistics (mean, standard deviation or proportion). In order to assess the impact of socio-demographic and project variables, stratified analyses were performed (gender, age, education level). High-rated responses are then discussed in the text.

### 3.5.1. Demographic Information

Table 9 presents the overall distribution of demographic information collected from the respondents.

**Table 9: Distribution of demographic characteristics of the respondents**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | f[[1]](#footnote-1) | % |
| A1. Sector | Service sector | 74 | 67.9 |
| Manufacturing sector | 35 | 32.1 |
| Total | 109 | 100.0 |
| A2. Gender | Female | 52 | 47.7 |
| Male | 57 | 52.3 |
| Total | 109 | 100.0 |
| A4. Educational Status | primary school graduate | 11 | 10.1 |
| secondary school graduate | 28 | 25.7 |
| University graduate | 47 | 43.1 |
| Master degree | 23 | 21.1 |
| Total | 109 | 100.0 |
| A5. Marital status | Married | 48 | 44.0 |
| Single | 57 | 52.3 |
| Widowed/Divorced | 4 | 3.7 |
| Total | 109 | 100.0 |
| A6. How many years have you been working in this business? | 0-5 Year | 82 | 75.9 |
| 6-10 Year | 20 | 18.5 |
| 11 + Year | 6 | 5.6 |
| Total | 108 | 100.0 |
| A7. What is your role in this workplace? | White-Collar | 59 | 54.1 |
| Blue-Collar | 50 | 45.9 |
| Total | 109 | 100.0 |

Source: TAT Elaboration

As it is seen, 67.9% of respondents work in the service sector and 32.1% work in the manufacturing sector. 47.7% of respondents were women (52 respondents) and 52.3% were men (57 respondents). When the educational status of the participants is examined, it is seen that the highest rate (43.1%) is among university graduates, followed by secondary school graduates (25.7%).It was observed that 44% of the participants were married and 52.3% were single. The average age of the respondents was 31 (21 was the minimum age of the respondents and 55 was the maximum age).

The duration of working in their company is also reflected in the study. According to the results seen in the above table, 75.9% of the respondents have been working in their companies for the last 5 years, and 18.5% of them have been working for 6-10 years. When the status of the respondents in the workplace is examined, it is seen that 54.1% of them are white-collar workers and 45.9% are blue-collar workers.

### 3.5.2.Definition and Perception of Mobbing in the Workplace

In the first part of the questionnaire, the questions were designed to measure the level of mobbing perception among the respondents. In this first question, a list of potential behaviours which can be associated with mobbing were given to the respondents as seen in below table.

**Table 10. Definition and Perception of Mobbing in the Workplace**

|  |  |  |
| --- | --- | --- |
| **B1. How do you define `mobbing`** | n[[2]](#footnote-2) | % |
| Oppression and intimidation | 22 | 20.2 |
| Psychological violence and oppression | 15 | 13.8 |
| The employee is exposed to all kinds of pressure from his/her superior | 13 | 11.9 |
| Bad behaviour towards the worker | 11 | 10.1 |
| Hostility and pressure on someone in the workplace | 10 | 9.2 |
| Any systematic act that affects the morale and motivation of the employee, creates pressure on the employee and negatively affects employee’s mental wellbeing | 8 | 7.3 |
| Other | 22 | 27.3 |
| Total | 109 | 100 |

Source: TAT Elaboration

As seen, the respondents mostly see oppressive and intimidating behaviour in the workplace as a kind of mobbing behaviour. It is noteworthy to state that the `systematic and repetitive` nature of the mobbing behaviours as defined in the relevant legislation is not well known among the respondents. Only 7.3% of the respondents marked `**systematic acts**` in the survey. In overall, any hostile, intimidating oppressive acts, both physical and verbal, which affects the mental wellbeing of the employee are seen as mobbing behaviour.

### 3.5.3. Perceived Task Distribution in the Workplace by Gender

In the next question, the respondents were asked if they think the female employees in their workplace are given tasks that require less qualifications than male counterparts. In total, 17.4% said `yes`, 37.6% said `partially`, and 45% said `no` to this question.

**Table 11.** **Perceived Task Distribution in the Workplace by Gender**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | | **A2. Gender** | | | | | |
| **Women** | | **Men** | | **Total** | |
| **n** | **%** | **n** | **%** | **n** | **%** |
| B2. Do you think that female employees in your workplace generally take on tasks that require less skill than male employees? | Yes | 8 | 15.4 | 11 | 19.3 | 19 | 17.4 |
| Partially | 15 | 28.8 | 26 | 45.6 | 41 | 37.6 |
| No | 29 | 55.8 | 20 | 35.1 | 49 | 45.0 |
| Total | 52 | 100.0 | 57 | 100.0 | 109 | 100.0 |

Source: TAT Elaboration

However, looking at the gender distribution of the respondents for this question, the majority of women in the study (55.8%) do not think that women take tasks which require less skills than their male counterparts, while the majority of men in the study responded as `yes` or `partially` to this question (64.9%).

### 3.5.4. Level of mobbing experienced at the work place by gender

Question 3 aims at measuring the exposure to mobbing among the respondents. Below table indicates the percentages of exposure or witnessing to mobbing at the workplace.

**Table 12. Level of Mobbing Experienced in the Workplace by Gender**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **B3. Do you think there are mobbing/psychological violence behaviours in workplaces?** | | **A2. Gender** | | | |
| **Women** | | **Men** | |
| **n** | **%** | **n** | **%** |
|  | Yes, I was exposed to mobbing | 31 | 59.6 | 36 | 63.2 |
|  | Yes, I witnessed mobbing at the workplace | 31 | 59.6 | 34 | 59,6 |
|  | I did not witness myself but I have heard about such cases | 14 | 26.9 | 9 | 15.8 |
|  | No, I have not experienced/witnessed/heard of such an event | 6 | 11.5 | 4 | 7.0 |

Source: TAT Elaboration

In total, 61.5% of the participants stated that they were exposed to mobbing/psychological violence at the workplace. When the responses are analysed by gender, it is seen that 63.2% of men included in the study were exposed to mobbing themselves, while 59.6% of women were exposed to mobbing themselves. Only 9.2% of the respondents said they have not experienced, witnessed, or heard about any mobbing cases in their workplace. The findings suggest that mobbing behaviour is common in the studied sectors, however, the results do not suggest a statistically meaningful difference between male and female employees in terms of exposure to violence.

Looking at the age distribution among women and men, it is noteworthy to state that **single women and women** **between ages 30-39** constitute the majority among respondents who stated that they have been exposed to mobbing at the workplace (64.3% and 68% respectively). A statistically meaningful difference was not found between male and female respondents by marital status and age groups.

### 3.5.5. Perceived Causes of Mobbing in the Workplace

Question B4 asked the participants about the reasons for mobbing at the workplace. In the study, the respondent was asked about the underlying causes of mobbing at workplace. The options were listed as structural, personal, and social causes. Among the structural causes are; i) lack of measures to prevent mobbing (52.3%), ii) ineffective functioning of human resource management (28.4%); lack of institutional structure at the workplace (39.4%). Among the personal/individual causes are; i) management style and incompetence of managers (66.1%), ii) lack of information on mobbing (16.5%). Lastly, among the social causes are; i) lack of communication at the workplace (61.5%) and lack of solidarity among employees (45.9%).

**Figure 1. Perceived Causes of Mobbing in the Workplace**

Source: TAT Elaboration

When the responses to the question “B4. What could be the reasons for being exposed to mobbing/psychological violence in the workplace?”, the majority of the total respondents indicated `**management style and incompetence of the managers**` as the main cause for mobbing (66.1%) within the personal causes category. However, when gender distribution is analysed for this question, the majority of women think that the main reason for mobbing is structural; `**lack of measures to prevent mobbing**` (75%). For female respondents, the two other main causes are within the social category: `lack of communication` (69.2%) and `lack of solidarity at the workplace` (59.6%), while male respondents’ communication (54.4) and lack of institutional structure (35.1) are the other two main reasons. The findings suggest a gender-based difference for the perception of mobbing and the underlying causes between female and male employees.

### 3.5.6. Response to Mobbing Behaviour

The respondents were asked about their possible reaction towards mobbing. The responses can be categorised as i) internal referral to higher management (verbal information, 53.2%; written information, 19.3%; confronting the other person, 62.4); ii) passive behaviour (doing nothing (17.4%); getting away from the work place through medical reports or leave permit (8.3%), resigning (27.5%); iii) external referral (seeking legal remedies, 18.3%). As seen, when the total number of responses are analysed, majority of respondents stated that they “would try to solve the issue by confronting the other person who exhibits the mobbing behaviour” (68.4% among men and 55.8% among women). The second most frequent response is “providing verbal information to the senior management” (49.1% among men and 57.7% among women).

The below graph presents the gender distribution per each response indicating a gender-based difference in terms of the possible reaction towards the mobbing behaviour.

**Figure 2. Response to Mobbing Behaviour**

Source: TAT Elaboration

As seen, more women than men think that they would do nothing since they don’t think that the management would do anything to solve the issue (21.2% for women and 14% for men). This suggests that the level of trust among women towards an institutional solution is lower than men. In addition, women tend to be absent from the workplace due to mobbing more than men in the study. The ratio of those who state that “they would get away from the workplace by medical reports or permits” is higher among women (13.5%) than men (3.5%). It is also noteworthy to examine the ratio of respondents who would seek **legal remedies** externally. More women than men stated that they would seek legal remedies if they were exposed to mobbing (25% among women and 12.3% among men). This last finding is particularly important in terms of analysing the access to justice among women. The results from this study should be benchmarked against the statistics from judicial cases and complaint mechanisms for validation in a further study.

In the next question, the respondents were asked about the reaction of their managers towards a past or potential mobbing incident at the workplace. The results from the question also confirms the previous question in terms of the lack of trust among women towards institutional structures within the workplace. 61.5% of women in the study stated that their managers did not/would not do anything if they received/had received any mobbing complaints, while only 31.6% of men gave this same answer. It is seen that male respondents have more confidence in institutional structures within their companies than women. 61.4% of men stated that their managers would find a solution while only 34.6% of women stated that. Similarly, 50% of women in the study think that the other employees would remain silent towards a mobbing incident at the workplace while 40.4% of men think that other employees would support the solution process.

### 3.5.7. Exposure to Various Mobbing Behaviours among Employees

In section C of the questionnaire, the respondents were asked to indicate the type and frequency of various mobbing behaviour that they are exposed to in the workplace. The respondents were asked to indicate the frequency of exposed mobbing behaviour between 0-Never and 6-Everyday. When the responses are calculated as No-Never and Yes (frequency between 1-6), it is seen that 45.9% of the respondents stated that they have been exposed to **at least one** of the listed mobbing behaviours in their workplace in the last **6 months** with varied frequencies. Taking the highest frequencies as a systematic mobbing behaviour (once in a week or more), it is seen **that 8.3% of the respondents are exposed to systematic mobbing behaviour** in their workplace. The distribution of this ratio by gender suggest that women are exposed to systematic mobbing behaviour more than men involved in this study**. 13.4% of women in the study stated that they have been exposed to at least one of the listed mobbing behaviour in the last 6 months once a week or more, while the ratio of men is 3.6%. Women were exposed to systematic mobbing more than men.**

**Table 13. Frequency of Mobbing Exposure in the Last 6 months by Gender**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | | **A2. Gender** | | | | | |
| **Women** | | **Men** | | **Total** | |
| **n** | **%** | **n** | **%** | **n** | **%** |
| C30. Have you been exposed to at least one of the listed mobbing behaviour in the last 6 months (more than once a week)? | 0 – No/Never | 31 | 59.6 | 28 | 49.1 | 59 | 54.1 |
| 1 – A few times a year or less | 7 | 13.5 | 16 | 28.1 | 23 | 21.1 |
| 2 – Once in a month or less | 4 | 7.7 | 7 | 12.3 | 11 | 10.1 |
| 3 – A few times in a month | 3 | 5.8 | 4 | 7.0 | 7 | 6.4 |
| **4 – Once in a week** | 2 | **3.8** | 1 | **1.8** | 3 | 2.8 |
| **5 – Several times in a week** | 3 | **5.8** | 1 | **1.8** | 4 | 3.7 |
| **6 - Everyday** | 2 | **3.8** | 0 | **0.0** | 2 | 1.8 |
| Total | 52 | 100.0 | 57 | 100.0 | 109 | 100.0 |

Source: TAT Elaboration

Examining the type of exposed mobbing behaviour, it is seen that “**being ignored, alienated**” is the most common mobbing behaviour. 62.4% of the respondents have been exposed to this with various frequencies between 1-seldom to 6-everday. This is followed by “unfair assessment of the work done” (60.6%) and “absurd or meaningless tasks” (57.8%). More severe mobbing behaviour such as physical and verbal threats (3.7%) or sexual harassment (7.3%) was observed less in the study.

**Figure 3. Type of Exposed Mobbing Behaviours**

Source: TAT Elaboration

Finally, the perpetrators of mobbing behaviour are found to be supervisors (82%), followed by colleagues (10%) and subordinates (8%). Looking at gender distribution for this question, it is seen that when women are exposed to mobbing, it is mostly by **their boss/supervisors** while 13.8% of men who have been exposed to at least one of the listed mobbing behaviour in the last 6 months stated that the mobbing behaviour was performed by their **subordinates**. No women in the study stated any mobbing from their subordinates. Since gender of supervisors and subordinates were not indicated in the study, it is not possible to further explore the gender aspect of performed mobbing behaviour.

**Table 14. Perpetrators of Mobbing**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **The person who performs mobbing behaviour** | | **A2. Gender** | | | | | |
| **Women** | | **Men** | | **Total** | |
| **n** | **%** | **n** | **%** | **n** | **%** |
|  | 1 – Boss or supervisor | 19 | 90.5 | 22 | 75.9 | 41 | 82.0 |
| 2 – Colleague | 2 | 9.5 | 3 | 10.3 | 5 | 10.0 |
| 3 - Subordinates | 0 | 0.0 | 4 | 13.8 | 4 | 8.0 |
| Total | 21 | 100.0 | 29 | 100.0 | 50 | 100.0 |

Source: TAT Elaboration

In conclusion, the field study indicated that there is a lack of knowledge about the definition of mobbing and its **systematic**, **repetitive** aspect among the respondents. For an act to be considered as mobbing, it should be systematic and repetitive. Although 61.5% of the respondents stated that they are/were exposed to mobbing (59.6% among women and 63.2 among men), only 8.3% of the respondents (**13.4% among women and 3.6% among men**) stated that they have been exposed to systematic mobbing behaviour (frequency 4 and higher) in their workplace in the last 6 months.

## 3.6. Analysis of the Findings from Employer Face-to-Face Interviews

### 3.6.1. Demographic Information

The field study among the employers were conducted with 39 respondents (23 from service sector, 8 from manufacturing and 5 from other sectors). 66.7% of the employers interviewed are men and 33.3% are women. When the educational status of the participants is examined, it is seen that the highest rate (50%) is among university graduates, followed by secondary school graduates (27.8%). The questionnaire used is attached at Annex 2.

**Table 15: Distribution of Demographic Characteristics of Respondents**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | **n** | **%** |
| A2. Gender | Women | 12 | 33.3 |
| Men | 24 | 66.7 |
| Total | 36 | 100.0 |
| A4. Educational Status | Primary school graduate | 2 | 5.6 |
| Secondary school graduate | 10 | 27.8 |
| Graduated from a University | 18 | 50.0 |
| Master degree | 6 | 16.7 |
| Total | 36 | 100.0 |
| **A6. How many years have you been working in this business?** | 0 - 5 years | 7 | 19.4 |
| 6 - 10 years | 13 | 36.1 |
| 11 + years | 16 | 44.4 |
| Total | 36 | 100.0 |

Source: TAT Elaboration

The distribution among the respondents by their position at the work place is given below. As seen, the majority of the respondents are business owners (38.9%) followed by chief/manager/project manager (36.1%) and general managers (13.9%).

**Table 16. Position of respondents at workplace**

|  |  |  |  |
| --- | --- | --- | --- |
|  | | n | % |
| **A7. Specify your job in your workplace** | Other | 4 | 11.1 |
| Business owner | 14 | 38.9 |
| General Manager / Coordinator | 5 | 13.9 |
| Chief / Manager / Project manager | 13 | 36.1 |
| Total | 36 | 100. |
| Other | Academic Physician | 1 | 2.8 |
| Associate professor | 1 | 2.8 |
| Doctor | 1 | 2.8 |
| Construction engineer | 1 | 2.8 |
| Total | 4 | 100.0 |

Source: TAT Elaboration

### 3.6.2. Definition and Perception of Mobbing in the Workplace

In the first question, the respondents were asked to define mobbing in their own words. The majority defined mobbing as “pressure upon the employees by their superiors” (33.3%). When the respondents were asked about their opinion on the elements of mobbing to define an act as mobbing, the following responses were given.

**Figure 4. Perceived Elements of Mobbing**

Source: TAT Elaboration

As seen, “being oppressive” and “systematic” are considered as the main characteristics of any mobbing case, according to employers.

### 3.6.3. Perceived Level of Mobbing

When the respondents were asked if they thought there was mobbing at the workplaces, 19.4% stated that mobbing does not occur in their workplaces:

**Figure 5. Perceived Level of Mobbing**

Source: TAT Elaboration

### 3.6.4. Perceived Causes of Mobbing in the Workplace

When the respondents were asked about their opinion on the underlying causes of mobbing in the workplace, the following causes were indicated:

**Figure 6. Perceived Causes of Mobbing**

Source: TAT Elaboration

As seen in the above table, lack of preventive measures at the workplaces is seen as the main cause of mobbing (50%), followed by lack of communication (33.3%).

When the respondents were asked about their opinion on the negative effects of mobbing/psychological violence on workplaces in case of possible mobbing/psychological violence, the following responses were given.

**Table 17: Negative Effects of mobbing**

|  |  |  |
| --- | --- | --- |
|  | n | % |
| Decreased productivity of the workplace and its employees | 20 | 55.6 |
| Increased employee absenteeism and increased leaves | 14 | 38.9 |
| Legal expenses of the workplace | 10 | 27.8 |
| Decreased job quality | 21 | 58.3 |
| Loss of brand reputation of the workplace | 13 | 36.1 |
| Reducing employee trust, effort, and loyalty | 15 | 41.7 |
| Increased resignations | 14 | 38.9 |
| Deterioration of employee-employee and employee-manager relations | 14 | 38.9 |

Source: TAT Elaboration

As seen above, the majority of the respondents stated that the job quality (58.3%) and productivity at the work place (55.6%) is/would be negatively affected from mobbing.

Below are the results obtained from other questions are presented:

**Table 18. Measures/Policies Against Mobbing in the Workplace**

|  |  |  |
| --- | --- | --- |
|  | n | % |
| Giving training seminars on mobbing to prevent mobbing | 11 | 30.6 |
| Finding a solution by meeting with the perpetrator | 17 | 47.2 |
| Verbal warning to the perpetrator | 17 | 47.2 |
| Informing the perpetrator in writing | 11 | 30.6 |
| Termination of the employment contract of the perpetrator | 7 | 19.4 |
| Application to Legal Authorities | 3 | 8.3 |

Source: TAT Elaboration

It was seen that 19.4% of the respondents to the question of what measures/policies are there against possible mobbing in your workplace, answered "termination of the employment contract of the perpetrator". It is seen that 8.3% of them gave the answer "Apply to Legal Authorities". It is noteworthy to indicate that employers in the study do not think of legal remedies as a solution to end mobbing.

When asked whether mobbing cases have increased as a result of cultural changes in recent years, 38.9% of the participants answered "Yes, it has increased a lot". It is seen that 2.8% of them gave the answer "I don't know".

To the answer if they think women are considered a socially disadvantaged group and which are the reasons on that, the majority of the respondents (72.2%) think that women are disadvantaged in work life due to cultural and patriarchal prejudices, care responsibilities caused by gender inequalities, and the lack of work-life balance. Only 27.8% of the respondents stated that they do not think women as a disadvantaged group in the work life.

When the respondents were asked about the preventive protective measures against mobbing in the workplace, 10.2% think that legislation is important, 30.7 % training and awareness raising, 20.5% think it is a responsibility of employees to maintain their work performance and 38.6 % don't answer the question.

On the responsibility of the State, 62.1% advocated strict legislation and audits, 30.3% training/awareness and psychological support, and 7.6% did not answer the question.

Annex 1: Employee Questionnaire

Annex 2: Employer Questionnaire

**FoW TAT**

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1. f is a statistical value, a tool to help to understand a variance between two or more populations significantly different   [↑](#footnote-ref-1)
2. The symbol 'N' represents the total number of individuals or cases in the population. [↑](#footnote-ref-2)