



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

**TURKEY**

**CATEGORY 3: MOBBING COMPLAINTS WITH A PARTICULAR FOCUS ON GENDER**

**ANNEX 2 TO EXECUTIVE SUMMARY REPORT:**

**PRE-STUDY WORKSHOP EVALUATION REPORT**

**Complaints with a Particular Focus on Gender**

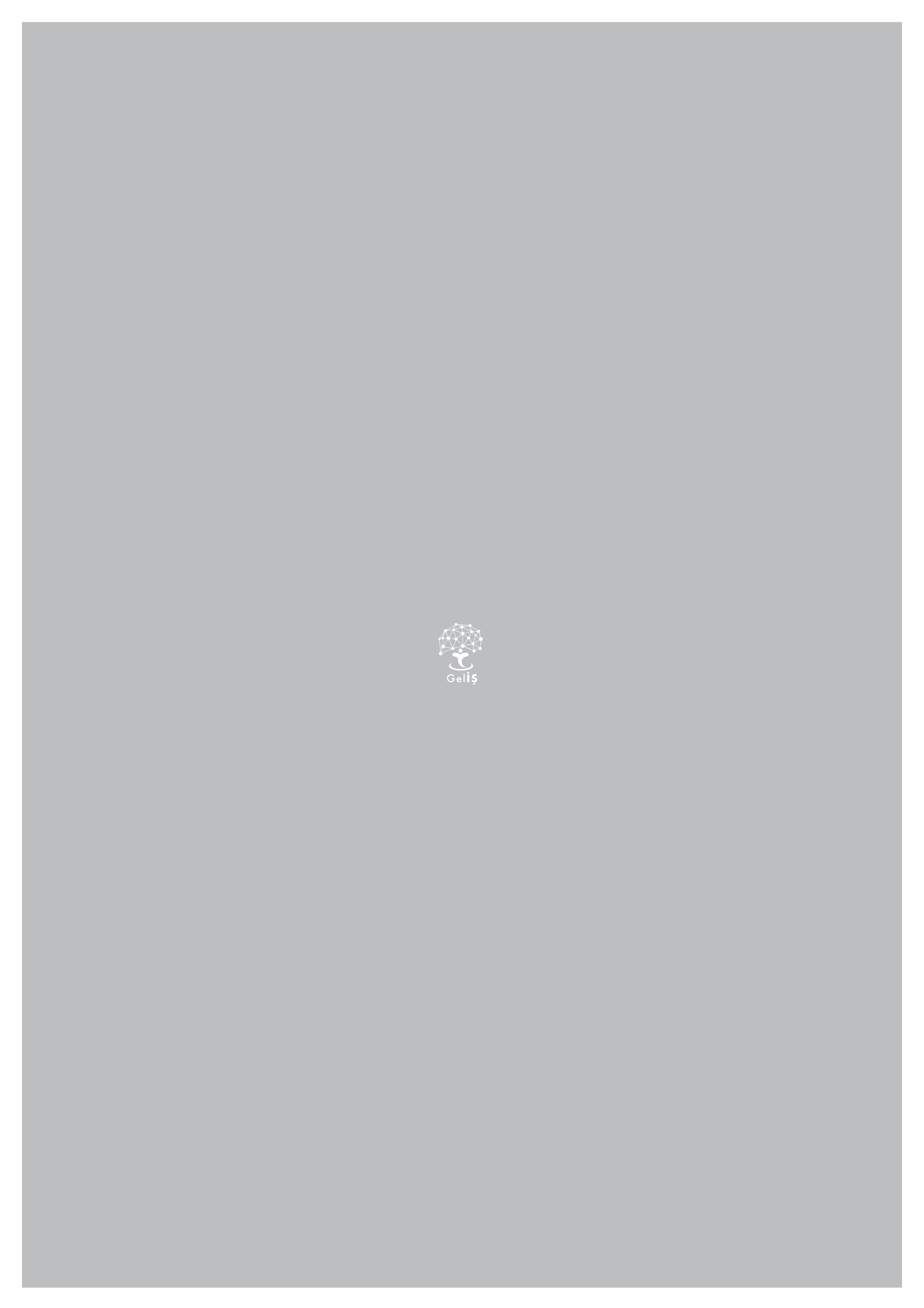
****

Table of Contents

[1. INTRODUCTION 4](#_Toc110849453)

[2. CONTEXT 4](#_Toc110849454)

[*3.* BACKGROUND 5](#_Toc110849455)

[4. AGENDA 5](#_Toc110849456)

[5. STRUCTURE OF WORKSHOP 7](#_Toc110849457)

[6. ATTENDANCE 7](#_Toc110849458)

[7. PRESENTATIONS 8](#_Toc110849459)

[7.1 Introduction by MoLSS 8](#_Toc110849460)

[7.2 Overview of the Project 8](#_Toc110849461)

[7.3 Summary of Desk Research 9](#_Toc110849462)

[7.4 Presentation of National Laws Regarding Mobbing 9](#_Toc110849463)

[7.5 Presentation of Findings from Stakeholder Meetings 10](#_Toc110849464)

[7.6 Research Questions and Research Matrix 11](#_Toc110849465)

[8. KEY ISSUES RAISED DURING DISCUSSIONS 12](#_Toc110849466)

[8.1 Group 1: Inter-Institutional Cooperation and Data Sharing: Key Issues Evaluated by Participants 12](#_Toc110849467)

[8.2 Group 2: Perception of Mobbing: Key Issues Evaluated by Participants 13](#_Toc110849468)

[8.3 Group 3: Indicators: Key Issues Evaluated by Participants 14](#_Toc110849469)

[9. SUMMARY OF POLICY RECOMMENDATIONS BASED ON PARTICIPANTS EVALUATIONS 15](#_Toc110849470)

[10. CONCLUSION 17](#_Toc110849471)

**CATEGORY OF INTERVENTION 4: COORDINATION AND COOPERATION MECHANISMS**

**INTERVENTION 12: WORKSHOPS FOR STUDIES**

**SUB-INTERVENTION 12.3: PRE-STUDY WORKSHOP FOR MOBBING COMPLAINTS WITH A PARTICULAR FOCUS ON GENDER**

**WORKSHOP REPORT**

# INTRODUCTION

This Report summarises proceedings during a Pre-Study Workshop on Mobbing Complaints held in March 2022. The Report contains, as Annexes, all the PPT presentations which were delivered during the Workshop, gives an overview of the main points raised during discussions, and sets out the policy recommendations which were put forward by participating stakeholders.

# CONTEXT

The Project’s Terms of Reference (ToR) has set the following task for TAT in the delivery of Intervention 12**:**

*8 workshops will be organised in Ankara to discuss for studies which will be conducted under Category III: Scientific & Technical Studies with the participation of relevant public institutions, academicians, NGOs, social partners, professional organisations, representatives of private sector. 2 workshops will be organised for each study. (4 pre-study workshops and 4 post-study workshops) 50 participants will attend to each workshop and will last one day. 5 participants out of 50 will be outside of Ankara. 10 staff of the Operation Beneficiary will participate to each workshop.*

Sub-Intervention 12.3 relates to the Pre-Study Workshop on Mobbing Complaints. The Project’s ToR for Mobbing Complaints (Intervention 10) is as follows:

*In addition to the Operation Beneficiary, the Presidency of the Republic of Turkey Directorate of Communications and Human Rights and Equality Institution of Turkey 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.*

# BACKGROUND

As can be seen in the ToR requirements for Intervention 12, the original concept was for the Pre-Study Workshops to be held as in-person events in Ankara. At the beginning of the Project, TAT planned to deliver these Workshops online, owing to pandemic restrictions then in place. With the easing of these restrictions, an in-person event became a possibility, although TAT argued that there remained merit in conducting the Workshops online as this would allow greater participation from the pilot provinces than would be possible were the Workshops to be held in-person in Ankara. This argument was accepted by the Operational Beneficiary and by the Contracting Authority and confirmed by Administrative Order No.2.

# AGENDA

The Agenda for the Workshop was developed by TAT in discussion with its experts, and was then submitted for comment and approval to the Operational Beneficiary. The agreed Agenda for the Workshop was:

**Intervention 12.3: Pre-Study Workshop on**

**Mobbing Complaints with a Particular Focus on Gender (Int.10)**

|  |  |
| --- | --- |
| **Date** | 10 March 2022 – Time 10:30 – 16:00 |
| **Participants** | * Presidency of the Republic of Turkey, Directorate of Communication (CIMER) * Ombudsman’s Office * Ministry of Labour and Social Services (DG Labour, Labour Inspection Board, Work Life Contact Center ALO 170) * Provincial Directorates of ISKUR * The Ministry of Interior (DG of Security) * Ministry of Justice (DG for Legal Affairs, DG of Judicial Registry and Statistics) * Bar associations (Adana, Ankara, Bursa, İstanbul İzmir) * Human Rights and Equality Institutions of Turkey * The Ministry of Family * Ministry of Industry and Technology (Development Agencies - Adana, Ankara, Bursa, İstanbul İzmir) * Ministry of National Education * TİSK * TÜRK- İŞ * HAK-İŞ * DİSK * MEMUR-SEN * KESK * KAMU-SEN * Higher Education Council (YÖK) * Academics * NGOs including Mobbing Training Assistance and Research Association (MEYAD) and Anti-Mobbing Association. * Informatics Association of Turkey (TBD) |
| **Objective of the meeting** | The objectives of the Pre-Study Workshop are:   1. To introduce the project and its purposes and the scope of the study on employment of People 2. To present findings from the Desk Research Reviews; 3. To present findings from stakeholder meetings; 4. Discussions on defining mobbing and mobbing in the workplace with a focus on gender; 5. Discussions on understanding role and mandate of different institutions in dealing with mobbing cases; 6. Discussion on existing mechanisms for complaints and appeal; 7. Discussions on Social and legal aspects of mobbing in Turkey; 8. Presentation of methodology for study; |
| **Zoom link** |  |

**AGENDA**

|  |  |  |
| --- | --- | --- |
| Time | Subject | Responsibility |
| 10:30-10:11 | Opening Speech | MoLSS / DG / Department of Employment Policies |
| 11:00-11:30 | Introduction of the project and its purposes and links with mobbing. RCA conclusions | Michael Chambers (Team Leader, FoW Project) |
| 11:30-12:30 | Presentations   * Presentation of international legislation and best practices from the desk review; * Presentation of national laws; * Presentation of findings from stakeholder meetings; * Research questions and research matrix; General methodology of study. | Sandra Bustamante (Employment Expert, FoW Project),  Mehlika Yaycı (Legal Expert, FoW Project)  Özlem Boztaş (Gender Expert, FoW Project)  Ahmet Gül (Research Expert, FoW Project) |
| 12:30-14:00 | Lunch Break |  |
| 14:00-15:30 | Presentations and discussions (cont.)  Group 1: National mechanism, roles and mandates of institutions  Group 2: Perception of mobbing  Group 3: Data collection | Ahmet Gül & Ozlem Boztas  Özlem Boztaş  Mehlika Yaycı,  Ahmet Gül |
| 15:30-16:00 | Presentation of the results of group discussions  Wrap up and closing remarks | Ahmet Gül  Ozlem Boztas  Mehlika Yaycı  Michael Chambers |

# STRUCTURE OF WORKSHOP

The 1-day Workshop was, broadly, divided into 2 halves: the morning session comprised a series presentations from MoLSS, TAT and TAT’s experts aimed at establishing a Turkish and international context for subsequent stakeholder discussions on the issue of mobbing; the afternoon session was focused on stakeholder discussions, held in 3 ‘break-out rooms’, with each room discussing a specific topic in line with the Agenda – feedback from each room was delivered immediately prior to the final wrap-up session.

This structure seemed to work successfully. The afternoon attendance was equal to the morning’s, indicating that stakeholder interest had been maintained, and discussions in the break-out rooms proved to be lively. A significant number of interesting insights emerged, together with a range of possible policy recommendations: these are summarized in Sections 8 and 9 below.

# ATTENDANCE

The Operational Beneficiary issued official invitations to a wide range of relevant stakeholders to participate in the Workshop. This resulted in the following attendance:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Total Attendance** | **Public Sector** | **Private Sector** | **NGOs, etc.** | **From Outside Ankara** | ***TAT*** |
| 57 | 38 | 0 | 9 | 11 | 10 |

The officially confirmed participant list of the workshop is presented in Annex 1 together with a screenshot.

# PRESENTATIONS

In line with the Agenda, a number of speeches and presentations were given:

## 7.1 Introduction by MoLSS

There was no PPT presentation, but Ms. Ceylan Çifçi (Labour Expert, DG Labour) emphasized MoLSS’s commitment to supporting a decent future of work for Turkey. The FoW Project had been designed to play an important role in supporting MoLSS’s efforts in this regard, and was one of two elements currently in operation (the second, a major grant scheme administered by MoLSS had also begun). The reduction/elimination of mobbing from the workplace was an essential element of developing a sense of decency at work.

## 7.2 Overview of the Project

Mr. Michael Chambers, FoW Project Team Leader, delivered a PPT presentation (see Annex 2) which explained the structure of the Project and provided the context for the Pre-Study Workshop. With regard to mobbing complaints, he said that TAT had conducted a preliminary Root Cause Analysis (RCA), based on 3 simple questions:

* What happened?
* Why did it happen?
* How can a recurrence be prevented?

This methodology would permeate through the subsequent studies into the subject.

TAT’s earlier work in this field had raised a number of key issues which he hoped would set the scene for stakeholder discussions during the Workshop and the Studies:

* ‘Mobbing’ was not clearly defined – but remained an understandable barrier to decent work.
* Applying RCA questions to each situation will allow better/stronger/new policies to be developed to combat mobbing and promote decent work.
* An emphasis on information-gathering and information-sharing - by and between appropriate institutions and stakeholders – will facilitate evidence-based policies.

## 7.3 Summary of Desk Research

Ms. Sandra Bustamante presented a brief summary of the exhaustive desk research which TAT had carried out, examining mobbing in the light of Turkish and international legislation, directives and policies (see Annex 3).

The desk research had highlighted the following areas for consideration during the field studies and stakeholder meetings:

* Legislation needed to prevent Mobbing.
* Use of Data per gender, age and sector.
* The need for studies to address conceptual, definitional, and measurement issues.
* Training needed to prevent the Mobbing
* Recommendations for the institutions and companies, in the prevention and solution of Mobbing Cases

These issues would be pursued during the course of the Workshop.

## 7.4 Presentation of National Laws Regarding Mobbing

Ms. Mehlika Yaycı made a presentation in the context of the definition of mobbing made under the settled case-law by the Supreme Court and the currently valid provisions in Turkish legislation for the prevention of mobbing (see Annex 4).

She said that, there is not a specific law on mobbing in Turkey; however, some articles of existing laws are interpreted broadly to provide protection in this area. Especially, Article 10 of the Turkish Republic Constitution and Article 5 of the Turkish Labour Law No. 4857 emphasizes equality and prohibits all forms of discrimination, including labor rights.

Basis legal provisions regarding mobbing are presented as follows:

* The Constitution of Turkey: Articles 10, 12, 17, 24, 25, 49 and 50.
* LabourLaw No. 4857:Articles 5 and 24/II/(b)
* Law of Obligations No. 6098: Article 417
* The Trade Unions and Collective Bargaining Law No. 6356: Article 25

Within the scope of the presentation, it was also stated that the mobbing phenomenon and the issue of combating mobbing were handled with some administrative regulations over time:

* The Prime Ministry Circular No. 2011/2 on Preventing Psychological Harassment (Mobbing) in Workplaces
* MoLSS Informative guidelines on psychological mobbing;
* MoLSS National Employment Strategy (2014-2023) Action Plans (2017-2019).

In addition, it is stated that the protection against discrimination in Turkey was strengthened with the Law No. 6701 on Human Rights and Equality Institution.

Consequently, it is clear that there is a need for a specific legal regulation that defines mobbing and its elements in working life and includes the necessary measures and sanctions to prevent mobbing at every stage. Mobbing, by its nature, is difficult to prove and has various negative effects on individuals, their families, and also on the economy; therefore, due care should be taken to make concrete regulations both in legal and administrative terms.

## 7.5 Presentation of Findings from Stakeholder Meetings

The second presentation of the workshop (see Annex 5) focused on the findings from the stakeholder meetings which were organized in December 2021 with 5 institutions including the Ombudsman Institution, Presidency of Communication (CIMER), MoLSS Press and Public Relations Consultancy, MoLSS Press and Public Relations Consultancy, and Human Rights and Equality Institution of Turkey. During the stakeholders’ interviews, a structured questionnaire was used to focus on important issues around mobbing: these included the following:

* Definition of mobbing and legislation;
* Existing complaint mechanisms;
* Data collection and information sharing;
* Awareness and training activities in the fight against mobbing;
* Cooperation between public institutions and NGOs;
* Underlying causes and relationship to gender;
* Measures and recommendations to be taken in the fight against mobbing; were among the focus areas during stakeholder meetings.

Based on the results from stakeholder meetings, it was concluded that the main issue is the lack of an agreed and common understanding on the definition of mobbing. A second issue is related to the current data collection mechanisms. Although each institution collects their own data, there is no common database and data sharing among the institutions, which prevents the development of evidence-based policies for fighting against mobbing. Data desegregation by gender, age, sector, and similar parameters would increase the effect of policy recommendations. All institutions during the interviews agreed that awareness raising and training activities must be implemented to create awareness among the public and among the employers and institutions on mobbing behaviour and the methods for its prevention.

Another important finding from the stakeholder meetings was related to the root causes of mobbing and gender aspect of mobbing. Although there is not sufficient data on the gender aspect of mobbing, it can be suggested that gender of the person affects the mobbing behaviour and also the reaction to mobbing. There is a need for gender desegregated data on mobbing cases for an evidence-based policy recommendation.

Finally, the participant institutions and organization in the stakeholder meetings listed several policy recommendations for an effective fight against mobbing. These include;

* There is a need for clear definitions and sanctions.
* Awareness raising and training programs are needed.
* Independent council on mobbing is needed.
* There is a need for improving data collection and sharing.
* Gender desegregated data and data desegregation by other parameters.

## 7.6 Research Questions and Research Matrix

**Table 1: Research Matrix**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Main Research topics according to the Research Objectives** | **Main purposes** | **Questions/Objectives** | **Data Collection Tools/Methods** | **Analysis and evaluation** |
| Institutions’ records of mobbing complaints(Annex 1) | This stage is a previous diagnosis that presents the current state of mobbing and their visible causes helping the OB to draft relevant regulations and/or policies | The main objectives of this section are to examine the studies conducted for the study and to reveal the available data. | Desk  research | Qualitative assessment methods were used |
| Academic and scientific studies in this field(Annex 1) |
| Good practices on Mobbing in other countries(Annex 1) |
| Interviews and Meetings(Annex 2) | Parallel to the desk study, TAT suggests conduct interviews with the officials of the institutions which receive mobbing complaints | The questions used in this section are given in Appendix 1. | In-depth  Interview  method | Qualitative assessment methods were used |
| Conducting face to face interviews with women employees and/or employers(Annex 3) | With the aim of strengthening the findings which are going to be revealed in the desk study phase, a field study process is also going to be performed to transform those findings of desk study into a data-driven and evidence-based policy making justification within the scope of this intervention. | The questions used in this section are given in Appendix 2. | Quantitative  interview  form | Qualitative and quantitative evaluation methods were used |
| PRE – STUDY WORKSHOP(Annex 4) | This pre- workshop aims to be a platform for receiving guidance and suggestions from stakeholders | The main purpose of this section is to strengthen the policy development report by taking suggestions from the participants. | Focus group  meeting | Qualitative assessment methods were used |

# KEY ISSUES RAISED DURING DISCUSSIONS

In the afternoon session of the workshop, the participants were divided into three groups to discuss three different topics related to mobbing policies in Turkey.

* Group 1: Inter-Institutional cooperation and data sharing
* Group 2: Perception of Mobbing
* Group 3: Indicators

Each group was moderated by an expert, who guided the participants though focus questions and took notes during discussions.

## 8.1 Group 1: Inter-Institutional Cooperation and Data Sharing: Key Issues Evaluated by Participants

The main issues evaluated in this group are summarized below:

1. Mobbing is a very important phenomenon which has many economic, social, and psychological consequences at individual and community level. Thus, it might be included in the Criminal Law with heavy sanctions.
2. There is a need to conduct an impact analysis for Prime Ministry Circular No. 2011/2. The Circular foresees important tasks to be carried out by the employers and the impact analysis should indicate if the employers have undertaken these tasks so far.
3. There is a need to prepare a specific legislation on mobbing. Preventive measures might be developed and defined clearly in such a legislation.
4. Data collection and sharing is very important tool for effective fight against mobbing. As such, sectoral measures can be taken by careful analysis of sectoral data on mobbing. A mobbing mapping study can be developed to present mobbing data per sector, business, province, region, gender, age, etc. This would feed into policies and programs for prevention of mobbing.
5. ILO Convention No. 190 is an important tool for prevention of mobbing so it is suggested to be signed.
6. Women may refrain for reporting mobbing cases due to many issues including gender inequalities. Thus, their access to complaint mechanisms might be increased and they might be supported with special tools and programs.
7. Awareness raising and information programs might be carried out for increasing public awareness on complain mechanisms, sanctions, and methods for fighting against mobbing.
8. Training seminars might be implemented at workplaces at regular intervals (every three or five years).
9. There are many publications and reports by NGOs which are available at their websites. These reports might be shared among public institutions and also could be disseminated among the public.

## 8.2 Group 2: Perception of Mobbing: Key Issues Evaluated by Participants

In this group, the participants focused on the concept and types of mobbing as well as the existing legal sanctions and genitive effects of mobbing.

The main issues evaluated in this group are summarized below:

1. While defining the Psychological Harassment (Mobbing), it might be stated that it can be directed not only to "one person" but "to more than one person". “Intention”, “systematic application” and “frequency” might be among the elements.
2. People's awareness might be increased with correct definitions and elements of what mobbing is. As a matter of fact, mobbing is an abstract phenomenon and there is a need to distinguish whether the issue that people complain about is caused by the character of the person, conflict or really mobbing. In most of the complaints made to ALO ​​170, it has been determined that the complainants define mobbing themselves and they complain about the issues that are not actually mobbing.
3. Participants suggested that mobbing complaints are reported by men more than women. However, studies have shown that women are subjected to psychological harassment due to gender inequality. The reason why women do not report their complaints may be due to cultural, economic and social reasons. Confidentiality, non-disclosure and privacy are important in the complaint process and data collection.
4. In many cases, senior managers exhibit mobbing behavior against their juniors. But there are also cases for the reverse situation in which junior employee tries to underestimate the authority of a senior manager. This might be also considered under mobbing perception.
5. In accordance with the hierarchy of norms, there is a need that a separate law and main rules might be determined, and then administrative regulations might be made on a sectoral or professional basis for practices.
6. It was emphasized that the workplaces may make transparent arrangements for their workers and create a commission, and that union representatives might also take part in this commission.
7. There are various effects of mobbing at individual, community and economic levels. At individual level, the health and wellbeing of the person who is exposed to mobbing can be affected. At community level, the family is negatively affected and there can be social unrest. The productivity is reduced and there can be economic consequences.
8. Data analysis need to be standardized, data analysis might be done on the basis of professions rather than sectors, minimizing the groups in data analysis gives more accurate results. Public sector might be examined as well as the private sector, as the education sector, where mobbing cases are most common, is the largest.
9. Mobbing can also occur in the form of giving more workload to one or some workers. In addition, it has been stated that mobbing is more common in sectors with performance pressure and productivity concerns (such as banking).
10. Gender roles also create cases of mobbing. A woman can be absent from the workplace due to care work and domestic responsibilities, which raises psychological pressure from the senior managers and colleagues and result in career pitfalls for women.
11. Labor inspectors impose sanctions on workplaces within the scope of Article 5 of the Labor Law, but this sanction is not a deterrent (397 TL per person for the year 2022), there is a need to have more deterrent sanctions.
12. The participants say that during the Covid 19 pandemic process, it was stated that mobbing was applied to the workers with the Provisional Article 10 of the Labor Law, indefinite unpaid leave was applied, and this situation was abused by the employers, some workers were deliberately left unemployed, and this had serious psychological and economic damages.

## 8.3 Group 3: Indicators: Key Issues Evaluated by Participants

In this group, the participants focused on the indicators that should be used for a standard data recording and registration of mobbing cases. The main issues evaluated in this group are summarized below:

1. It is suggested that the registration form to be prepared might be differentiated according to demographic characteristics, sector and business branches.
2. There is a need that measurement can be made with questions that will exemplify their experiences at work. (Have you been made to feel inadequate at work?
3. Turkish norms might be used to develop a scale for measuring mobbing in Turkey.
4. An umbrella organization is needed to coordinate the works. `The Council for Fighting against Mobbing` is suggested for this task.
5. It is important to receive individual applications through a standard form via a common registration database. Then, these applications can be grouped and thus mobbing cases can be separated.
6. The Bar Associations might be included among the stakeholders.
7. It was suggested that the private businesses which perform mobbing can be disclosed to the public as a sanction.
8. Similar to above suggestion, the good practices can be rewarded. For instance, businesses that have not experienced any work accidents in the last 3 years are rewarded with a SSI premium discount. A similar rewarding scheme can be implemented for mobbing-free enterprises.
9. There should be a separate and specific legislation on mobbing.
10. Impact assessment is a must for detecting the impact of legislation and policies in preventing mobbing cases.
11. `A Mobbing Mapping` study can be developed to indicate mobbing cases on a map by province, district, gender, age, sector, business branch, etc.
12. The mobbing measurement tool could be developed in accordance with Turkish norms by making its validity and reliability.

# SUMMARY OF POLICY RECOMMENDATIONS BASED ON PARTICIPANTS EVALUATIONS

Based on the suggestions from the discussions during the workshop and also the discussions from stakeholder’s meetings and preliminary desk study, a number of key policy suggestions can be made. For ease of reading, these suggestions are tabulated below. The policy recommendations are grouped into four main areas; legislation, data collection, awareness raising, and coordination/cooperation.

|  |  |  |
| --- | --- | --- |
| **Policy area** | **Recommendations** | **Key parties involved** |
| Legislation | The lack of a common understating on mobbing definition creates ambiguities in handling with mobbing complaints. Although the cases of Supreme Court are used as examples for mobbing definitions, there is a need to a **specific legislation** on mobbing, which would provide a clear definition on mobbing and stipulate preventive and protective measures against mobbing. The existing sanctions seems not to be sufficient for prevention of mobbing. International conventions should guide the national legislation. | Ministry of Justice  MoLSS |
| Data collection | There is a need to develop effective policies in the absence of **disaggregated and representative data** on mobbing at national and sectoral level. Gender-sensitive policies also require gender disaggregated data. The responsible institutions might work together to create a **common database** for recording mobbing complaints and the data should be shared among relevant institutions in accordance with the protection of personal data law. A **mapping study** could guide the policies and programmes with evidence from sectors, regions, and businesses.  For effective measurement of mobbing, clear and appropriate **indicators** might be chosen and monitored at regular intervals. A standard and validated scale to be developed may be applied at national level at regular intervals. | MoLSS  Ombudsman  CIMER  TIHEK  Ministry of Justice  TurkStat |
| Awareness raising | **Awareness raising** among the employees and employers is an important tool for prevention of mobbing and fight against it. Regular **training programmes** could be coordinated both at public institutions and private sector and an awareness raising campaign might be implemented through social media or other communication tools. | MoLSS in cooperation with other stakeholders |
| Coordination and cooperation | Fight against mobbing requires effective cooperation and coordination among all stakeholders. In particular, NGOs and Bar Associations could be included in cooperation mechanisms since they have important data from the field. **Council for Fighting against Mobbing** could coordinate the studies and activities and ensure regular and effective communication among the parties. | MoLSS |
|  |  |  |

# CONCLUSION

The event allowed TAT Experts to present a summary of work undertaken to date, to explain the objectives of the research to be carried out, and enabled participants to give their opinions in the three break-out groups and in plenary. The conclusions and policy recommendations that have emerged grace to the participants’ suggestions will help to focus aspects of the field survey and will feature in the eventual Recommendations Report.

**FoW TAT**

**March 2022**

**Attachments:**

**Annex 1: Attendance List + Screenshot**

**Annex 2: Project Overview (PPT)**

**Annex 3: Summary of Desk Research (PPT)**

**Annex 4: National Laws relating to Mobbing (PPT)**

**Annex 5: Summary of Findings from Stakeholder Meetings (PPT)**

**Appendix 1:**

1. What do you think are the factors that prepare the mobbing process in institutions/organizations? What are the causes and triggers of mobbing?

2. Since when do you think the concept of mobbing has gained intensity? Do you think that mobbing existed before the concept of mobbing emerged?

3. What type of mobbing do you think is mostly used in institutions/organizations? (Assigning work outside the job description, changing the place of duty without reason or without sufficient reason, instituting an inquiry without reason, giving a written warning for fabricated reasons, refusal of annual leave or excuse leave without reason, etc.)

4. Have there been any mobbing reports in your institution? If so, what kind of solutions did you come up with, what measures did you take afterward?

5. In your opinion, what kind of struggle should be preferred by those who are faced with a behavior that can be considered as mobbing? Can a guide on the stages of combating mobbing be developed?

6. Do you think different mobbing is applied to women and men employees? What are the mobbing methods applied to men? What are the mobbing methods applied to women?

7. Should commissions be established for mobbing in institutions/organizations?

8. Do you think mobbing is a crime? Are there any punishments and/or sanctions given to those who practice mobbing?

9. Should there be training-seminars on mobbing in institutions/organizations?

10. Do you think the regulations regarding mobbing within the Turkish Legal System are sufficient to prevent mobbing? What measures should be taken? What kind of legislative work should be done?

11. Is there a mechanism to follow up on the complaints you receive? If your answer is yes, what are the main consequences of mobbing according to your data?

12. What are the negative effects of mobbing on workplaces in case of mobbing?

13. Which sector do you think is most affected by workplace mobbing?

14. Do you think that NGOs agree on the issue of mobbing? What contribution should NGOs make?

15. What are your views on the work of international organizations on mobbing?

16. Have there been any changes in mobbing practices due to current advanced technologies in institutions/organizations as a result of developing technology and changing working styles?

17. Do you think that raising awareness through social media, public service announcements and print media will be effective in raising mobbing awareness? What do you think these awareness activities should be?

18. Which institutions are you in contact with for mobbing practiced in different institutions/organizations?

19. What kind of precautions should be taken in case of mobbing? What should be done in the future regarding mobbing?

**Appendix 2:**

**GELECEĞİN İYİ İŞLER YAKLAŞIMINI CİNSİYET EŞİTLİĞİ ODAKLI KURUMLARLA DESTEKLEMEYE YÖNELİK TEKNİK YARDIM PROJESİ**

**MOBBING INT 10**

ÇALIŞAN

|  |  |  |  |
| --- | --- | --- | --- |
| A1 | Sektör | 1 | Hizmet |
| 2 | İmalat |
| 3 | Diğer (Açıklayınız) |

|  |  |  |  |
| --- | --- | --- | --- |
| A2 | Cinsiyet | 1 | Kadın |
| 2 | Erkek |

|  |  |  |
| --- | --- | --- |
| A3 | Yaş |  |

|  |  |  |  |
| --- | --- | --- | --- |
| A4 | Eğitim Durumu | 1 | İlk öğretim |
| 2 | Orta Öğretim |
| 3 | Lisans |
| 4 | Lisans üstü |

|  |  |  |  |
| --- | --- | --- | --- |
| A5 | Medeni Durum | 1 | Evli |
| 2 | Bekar |
| 3 | Dul/eşindenden ayrılmış |

|  |  |  |  |
| --- | --- | --- | --- |
| A6 | İşyerinizde çalışma Süreniz | 1 | 0 5 Yıl |
| 2 | 6 10 Yıl |
|  | 11 Yıl + |

|  |  |  |  |
| --- | --- | --- | --- |
| A7 | İşyerinizdeki görevinizi belirtiniz | 1 | Genel Müdür / Koordinatör |
| 2 | Şef / Müdür / Proje yöneticisi |
| 3 | İşçi /idari Eleman /Teknik Eleman/Uzman |
| 4 | Diğer Belirtiniz…………………… |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| A8 | İşyerinizdeki Personel Sayısı | 1 | Kadın |  |
| 2 | Erkek |  |
| 88 | Bilmiyorum |  |

B- SORULAR

|  |  |  |
| --- | --- | --- |
| B1 | “Mobbing” kavramını nasıl tanımlıyorsunuz? |  |

|  |  |  |  |
| --- | --- | --- | --- |
| B2 | İş yerinizde kadın çalışanların genellikle erkek çalışanlara göre daha düşük düzeyde beceri gerektiren görevler aldığını düşünüyormusunuz? | 1 | Evet |
| 2 | Kısmen |
| 3 | Hayır |

|  |  |  |  |
| --- | --- | --- | --- |
| B3 | İşyerlerinde Mobbing/Psikolojik şiddet davranışlarının olduğunu düşünüyor musunuz?  (Birden çok seçenek işaretleyebilirsiniz) | 1 | Evet kendim Mobbinge/Psikolojik şiddet maruz kaldım |
| 2 | Evet ben bir başkasının uğradığı Mobbing/Psikolojik şiddete şahit oldum |
| 3 | Ben şahit olmadım ancak çevremden duydum |
| 4 | Hayır böyle bir olay yaşamadım/şahit olmadım /duymadım |

|  |  |  |  |
| --- | --- | --- | --- |
| B4 | İş yerlerinde Mobbing/ Psikolojik şiddet davranışlarına maruz kalınmasının/kalmanızın nedenleri neler olabilir?  (Birden çok seçenek işaretleyebilirsiniz) | 1 | İşyerimin kurumsal yapıya sahip olmaması |
| 2 | Yönetim tarzı ve yöneticilerin yetersizliği |
| 3 | İşyerinde iletişim eksikliği |
| 4 | Çalışanlar arasındaki dayanışma eksikliği |
| 5 | İnsan kaynakları yönetiminin etkin çalışmaması |
| 6 | Mobbing/Psikolojik şiddeti önleyici tedbirlerin olmayışı yada eksik olması |
| 7 | Mobbing/Psikolojik şiddetin ne olduğunun bilinmemesi |
| 8 | Bilmiyorum |
| 9 | Diğer (Açıklayınız) |

|  |  |  |  |
| --- | --- | --- | --- |
| B5 | İş yerinizde Mobbing/ Psikolojik şiddet davranışına uğradığınızda/uğrasanız Mobbing davranışına karşı neler yapmayı düşünürsünüz?  (Birden çok seçenek işaretleyebilirsiniz) | 1 | İş verenimin her hangi bir çözüm üreteceğini düşünmediğim için bir şey yapmam |
| 2 | Mobbing/ Psikolojik şiddet davranışını gerçekleştirenlerle görüşerek çözümlemeye uğraşırım |
| 3 | İş verenime sözlü olarak bilgi veririm |
| 4 | İş verenime yazılı olarak bilgi veririm |
| 5 | Yasal Mercilere başvurarak hukuki yola yönelirim |
| 6 | İş yerimden bir süre uzaklaşırım (Rapor-İzin vb.) |
| 7 | İş yerimden istifa etmeyi düşünürüm |
| 8 | Ne yapacağım konusunda fikrim yok |
| 9 | Diğer (Açıklayınız) |

|  |  |  |  |
| --- | --- | --- | --- |
| B6 | İş yerinizde Mobbing/ Psikolojik şiddet olaylarına karşı iş vereniniz/ yöneticinin tutum ve davranışları ne olurdu/oldu? | 1 | Herhangi bir uygulamada bulunulmazdı/bulunulmadı |
| 2 | Çözüm üretici uygulamalar yapılırdı/ yapıldı |
| 3 | Yasal işlem başlatılırdı/başlattıldı |
| 4 | Mobbing/ Psikolojik şiddet uygulayan kişinin iş akti fesh edilirdi/edildi |
| 5 | Diğer (Açıklayınız) |

|  |  |  |  |
| --- | --- | --- | --- |
| B7 | İş yerinizde Mobbing/ Psikolojik şiddet olayları karşısında çalışan personelin tutum ve davranışları ne olurdu/oldu? | 1 | Hiç birşey olmamış gibi davranılırdı/davranıldı |
| 2 | Çözüm üretici uygulamalar için destek verilirdi/verildi |
| 3 | Gizli gizli destek verilirdi/verildi |
| 4 | Diğer (Açıklayınız) |

C – Aşağıdaki mobbing/psikolojik istismar biçimlerinden hangisi aleyhinize kullanılmıştır?

Lütfen Her Maddede Yer Alan ve Davranışın Kimler Tarafından Gerçekleştirildiğini, “Aktör” alanına/Davranışların Sıklık Derecesini ise Davranış sıklığı alanına aşağıdaki seçeneklere uygun olarak yazınız

Aktör: 1 Patronlar veya süpervizörler- 2 İş Arkadaşı- 3 Astlar

Davranış sıklığı: 0 Hiçbir zaman - 1 Yılda birkaç kez veya daha az - 2 Ayda bir veya daha az - 3 Ayda birkaç kez- 4 Haftada bir kez - 5 Haftada birkaç kez - 6 Her gün

|  |  |  |
| --- | --- | --- |
| Davranış | Davranış Sıklığı | Aktör |
| C1.Amirim onunla iletişim kurma, konuşma veya onunla görüşme olanaklarımı kısıtlıyor. |  |  |
| C2.Görmezden gelindim, dışlandım beni görmüyormuş gibi yaptı veya "görünmez" hale getirildim. |  |  |
| C3. Sürekli olarak sözüm kesiliyor, kendimi ifade etmemi engelliyor |  |  |
| C4.Beni ilkelerime veya ahlakıma aykırı işler yapmaya zorlanıyorum |  |  |
| C5.Çalışmalarım haksız veya önyargılı bir şekilde değerlendiriliyor |  |  |
| C6. Kendi inisiyatifimle bile yapacak bir işim kalmadı |  |  |
| C7. Bana saçma veya anlamsız görevler veya işler verildi |  |  |
| C8. Mesleki kapasitemin veya yetkinliklerimin altında görevler veya işler bana verildi |  |  |
| C9. Bana herhangi bir değeri veya ilgisi olmayan rutin görevler veya görevler verildi |  |  |
| C10. Dayanılmaz bir iş yüküyle kötü niyetli bir şekilde yüklendim |  |  |
| C11.Fiziksel bütünlüğümü veya sağlığımı kasten tehlikeye atan görevler verildi |  |  |
| C12.İşimi güvenli bir şekilde yürütmek için gerekli güvenlik önlemlerini almam engelleniyor |  |  |
| C13. Masraflar bana maddi zarar vermek amacıyla yapılıyor |  |  |
| C14.Meslektaşlarımın veya iş arkadaşlarımın benimle konuşması yasaktır |  |  |
| C15. Ne yaparsam yapayım işim hafife alınıyor ve baltalanıyor |  |  |
| C16. Beni haksız yere uyumsuzluklar, hatalar, başarısızlıklar ile suçluyorlar |  |  |
| C17.Yaptığım her şey veya işimde aldığım herhangi bir karar için eleştirilir ve kınanırım |  |  |
| C18.Diğer meslektaşlarımın veya üçüncü tarafların önünde toplum içinde aşağılandım, küçümsendim veya küçük düşürüldüm |  |  |
| C19.Disiplin araçlarının kullanımıyla tehdit ediliyorum (sözleşmenin feshi, disiplin işlemleri, işten çıkarma, transfer vb.) |  |  |
| C20. İşimde söylediklerimin veya yaptıklarımın kötü niyetli veya yanlış beyan olduğu söyleniyor |  |  |
| C21. Özel hayatımın bazı yönleri hakkında sert ve haksız eleştiriler alıyorum. |  |  |
| C22.Sözlü veya göz korkutucu hareketlerle tehditler alıyorum |  |  |
| C23. Evimde yazılı olarak veya telefonla tehditler alıyorum |  |  |
| C24.Bana bağırır veya sesini beni korkutabilecek şekilde yükseltir |  |  |
| C25. Hakkımda kötü niyetli bir şekilde söylentiler ve iftiralar uydurup yayarlar. |  |  |
| C26. İşimi yapmak için gerekli veya gerekli olan bilgilerden yoksunum |  |  |
| C27. Bana makul olmayan son teslim tarihleri ​​veya iş yükleri verildi |  |  |
| C28. Profesyonel çabamı sürekli olarak küçümsüyorlar |  |  |
| C29. Doğrudan veya dolaylı cinsel yaklaşımlara veya tekliflere maruz kalıyorum |  |  |

|  |  |  |
| --- | --- | --- |
| Davranış | Davranış Sıklığı | Aktör |
| C30.Son 6 ay boyunca, sürekli olarak yukarıdaki psikolojik istismar biçimlerinden en az herhangi birinin kurbanı oldunuz mu? (haftada bir kereden daha sık) |  |  |

GELECEĞİN İYİ İŞLER YAKLAŞIMINI CİNSİYET EŞİTLİĞİ ODAKLI KURUMLARLA DESTEKLEMEYE YÖNELİK TEKNİK YARDIM PROJESİ

MOBBING INT 10

İŞVEREN

|  |  |  |  |
| --- | --- | --- | --- |
| A1 | Sektör | 1 | Bilişim |
| 2 | Eğitim |
| 3 | Enerji |
| 4 | Finans ve Banka |
| 5 | Sağlık |
| 6 | Diğer (Açıklayınız) |

|  |  |  |  |
| --- | --- | --- | --- |
| A2 | Cinsiyet | 1 | Kadın |
| 2 | Erkek |

|  |  |  |
| --- | --- | --- |
| A3 | Yaş |  |

|  |  |  |  |
| --- | --- | --- | --- |
| A4 | Eğitim Durumu | 1 | İlk öğretim |
| 2 | Orta Öğretim |
| 3 | Lisans |
| 4 | Lisans üstü |

|  |  |  |  |
| --- | --- | --- | --- |
| A6 | Sektörde çalışma Süreniz | 1 | 0 5 Yıl |
| 2 | 6 10 Yıl |
|  | 11 Yıl + |

|  |  |  |  |
| --- | --- | --- | --- |
| A7 | İşyerinizdeki görevinizi belirtiniz | 1 | İş yeri sahibi |
| 2 | Genel Müdür / Koordinatör |
| 3 | Şef / Müdür / Proje yöneticisi |
| 4 | Diğer Belirtiniz |

|  |  |  |  |
| --- | --- | --- | --- |
| A8 | İşyerinizdeki Personel Sayısı | 1 | Kadın |
| 2 | Erkek |
| 99 | Bilmiyorum |

B- SORULAR

|  |  |  |
| --- | --- | --- |
| B1 | “Mobbing” kavramını nasıl tanımlıyorsunuz? |  |

|  |  |  |  |
| --- | --- | --- | --- |
| B2 | Sizce bir eyleme mobbing denmesi için hangi unsurlar oluşmalıdır? | 1 | İşyeri içinde gerçekleşmesi |
| 2 | Sürekli bir eylem olması |
| 3 | Sistemli bir şekilde gerçekleşmesi |
| 4 | Bilinçli bir eylem olarak yapılması |
| 5 | Baskı amacıyla yapılması |
| 6 | Mobbing gören kişide performans düşüklüğü olması |
| 7 | İşyerinde uzaklaştırma amacıyla yapılması |
| 88 | Diğer (Açıklayınız) |
| 99 | Bilmiyorum |

|  |  |  |  |
| --- | --- | --- | --- |
| B3 | İşyerlerinde Mobbing davranışlarının olduğunu düşünüyor musunuz? | 1 | Evet |
| 2 | Bazı işyerlerinde olduğunu düşünüyorum |
| 3 | Hayır |

|  |  |  |  |
| --- | --- | --- | --- |
| B4 | Sizce Mobbing başlıca nedenleri nelerdir? (Birden çok seçenek) | 1 | İşyerlerinde iletişim eksikliği |
| 2 | Mobbing/Psikolojik şiddeti önleyici tedbirlerin olmayışı/eksik olması |
| 3 | Etik değerlerin olmayışı |
| 4 | Görevsel ve işlevsel üstünlük |
| 5 | Yönetimsel sorunlar |
| 6 | İş yoğunluğu sonucu stres |
| 7 | İşletmenin varoluş amaçlarının çalışanlar tarafından doğru kavranamaması |
| 8 | Çalışanların işletmenin gerekliliği olan teknolojik şartlara ayak uyduramaması |
| 88 | Diğer (Açıklayınız) |
| 99 | Bilmiyorum |

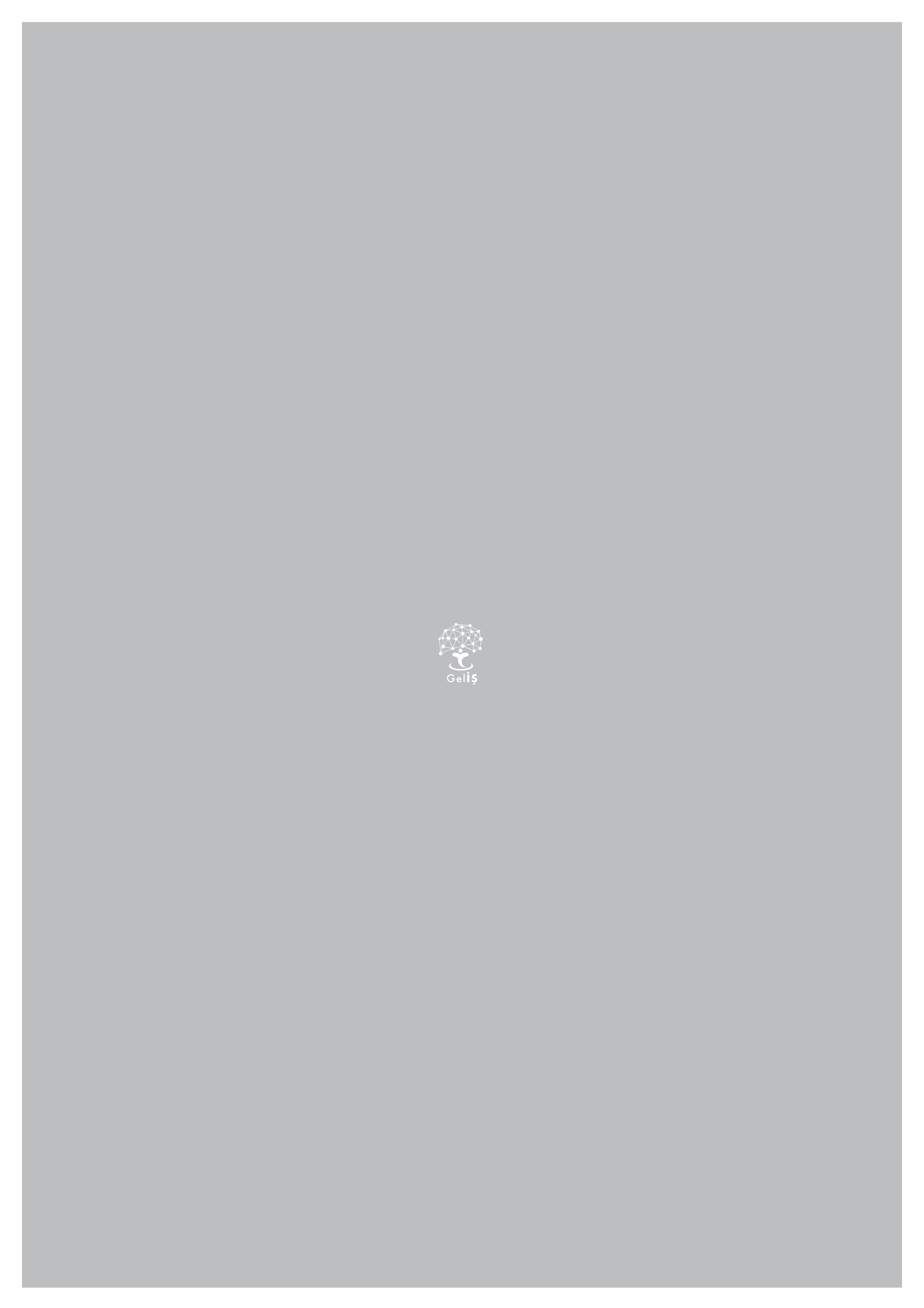
|  |  |  |  |
| --- | --- | --- | --- |
| B5 | Sizce olası bir Mobbing durumunda mobbingin işyerleri üzerindeki olumsuz etkileri nelerdir? (Birden çok seçenek) | 1 | İşyeri ve çalışanının verimliliğinin düşmesi |
| 2 | Artan çalışan devamsızlığı ve izinlerin artış göstermesi |
| 3 | İşyerinin yasal harcamaları |
| 4 | İşi kalitesinin düşmesi |
| 5 | İşyerinin marka itibarını kaybetmesi |
| 6 | Çalışanların güveninin, emeğini ve sadakatinin azaltılması |
| 7 | İstifaların artması |
| 8 | Çalışan-çalışan ve çalışan-yönetici ilişkilerinin bozulması |
| 88 | Diğer (Açıklayınız) |
| 99 | Bilmiyorum |

|  |  |  |  |
| --- | --- | --- | --- |
| B6 | İş yerinizde olası bir mobbing/psikolojik şiddet davranışlarına karşı ne gibi tedbirler alısınız? (Birden çok seçenek) | 1 | Mobbing oluşmamsı için mobbing hakkında eğitim semirleri vermek |
| 2 | Mobbing/ Psikolojik şiddet davranışını gerçekleştirenlerle görüşemeler yaparak çözüm üretmek |
| 3 | Mobbing gerçekleştiren kişiye sözlü uyarı vermek |
| 4 | Mobbing gerçekleştiren kişiye yazılı olarak bilgi verdim |
| 5 | İş akdini sonlandırmak |
| 6 | Yasal Mercilere başvurmak |
| 88 | Diğer (Açıklayınız) |
| 99 | Bilmiyorum |

|  |  |  |  |
| --- | --- | --- | --- |
| B7 | Son yıllarda kültürel değişimlerin bir sonucu olarak mobing vakaların arttığını düşünüyor musunuz? | 1 | Evet çok arttı |
| 2 | Evet biraz arttı |
| 3 | Aynı kaldı |
| 4 | Hayır artmadı |
| 88 | Diğer (Açıklayınız) |
| 99 | Bilmiyorum |

|  |  |  |
| --- | --- | --- |
| B8 | Sizce Mobbing vakalarının oluşmaması için ilerleyen süreçte işyerlerinde neler yapılmalıdır? |  |

|  |  |  |
| --- | --- | --- |
| B9 | Sizce Mobbing vakalarının oluşmaması için ilerleyen süreçte devlet tarafından neler yapılmalıdır? |  |

****



This publication was produced with the financial support of the European Union and the Republic of Turkey. Its contents are the sole responsibility of the consortium led by WEglobal A.Ş. in consortium with WEglobal Italy, Archidata Srl, and Federation of Trentina Cooperatives (FTC) and do not necessarily reflect the views of the European Union and the Republic of Turkey.