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THE ROLE OF MOBBING IN PUBLIC WORKPLACES ON UNIONS

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Abstract: Mobbing, which is defined as annoying, immoral and systematic harassment of a person or persons working in the workplace, points to an important problem in terms of working life today. Unions, which play important roles in improving the working environment of their members, are expected to take an active role in a serious problem such as mobbing. The aim of this study is to reveal the role of authorized trade unions in the Turkish Republic of Northern Cyprus (TRNC) public workplaces in preventing mobbing. For this purpose, interviews were made with seven union executives authorized in the public sector, the thematic map was prepared for the mobbing phenomenon by subjecting the data to thematic analysis and the findings were discussed.

Keywords: Mobbing, Public, Union, TRNC.

INTRODUCTION

Mobbing is the harassment of another person and / or people with disturbing, immoral and systematic words and behaviors (Çubukçu, Girmen and Dönmez, 2015). In other words, it is the exclusion, verbal or physical harassment of a person or a few people in the workplace by excluding, verbally or physically harassing, intimidating and harassing someone they declare as an undesirable person. (Zapf and Einarsen, 2005). There is a general unrest in workplaces where mobbing is applied (Duffy and Sperry, 2007). Mobbing harms both employees and the business. Psychological problems occur in the mobbing person, who cannot focus on her job, she starts to withdraw from the social environment and family and withdraws. The person does not want to continue working and this situation can lead to serious problems. The organization is also affected by this situation of its employees, and the overall productivity within the

organization decreases, labor force and economic losses begin (Tatar and Yüksel, 2019; Branch, Ramsay and Barker, 2013; Graw and Manser, 2007, Girardi et al., 2007). For this reason, detecting the presence of mobbing in a workplace and taking measures to eliminate mobbing are of great importance to create an effective and productive work environment. Mobbing at workplaces is a violation of employees' rights (Yüçetürk and Öke, 2005). Unions which were established to protect and improve the rights and interests of workers, perform important duties such as working under the healthiest conditions, ensuring occupational safety and protecting all kinds of rights at the workplace. For this reason, unions have important responsibilities in combating and preventing mobbing, a practice that harms both individuals and businesses (Özdemir, 2015; Stefanović, 2012; Yüçetürk, 2012).

When the literature on mobbing is examined, it is understood that there is a clear awareness about the development of interventions and preventive measures based on scientific research on mobbing in developed countries and that the problem is tried to be solved with a number of measures. However, limited research has been done on mobbing in developing countries and it is seen as a neglected subject (Picakciefte et al., 2017; Hacıcaferoğlu, 2015; Korhan et al., 2014). In this context, the question of how effective the unions are in mobbing comes to mind in the Turkish Republic of Northern Cyprus (TRNC), which is one of the countries where mobbing is not legally recognized. In this studies, it has been tried to discover how well the mobbing phenomenon is known in the unions in the TRNC and how effective they are in the fight. For this purpose, meetings were held with the executives of large unions organized in the TRNC and the general profile on mobbing was revealed. In this context, the study is considered to be important in terms of determining the phenomenon of mobbing in the TRNC, guiding the future studies and setting an example for other countries and / or environments where similar situations are experienced. The research basically consists of five chapters. Following the introduction, in the second part, the phenomenon of mobbing and the actions of the unions on mobbing was examined and the literature part of the study was created. The method of the research is explained in the third chapter, and the results of the interviews with the union executives are presented in the fourth chapter. In the last part, the findings were discussed and managerial suggestions were made.

THEORETICAL FRAMEWORK

Concept of Mobbing

Leyman (1996), defined mobbing as “a kind of psychological terror directed by one or more. “Individuals systematically and immorally against another individual”. In this context, antiproduction negative behaviors in the workplace must meet two important criteria in order to qualify as mobbing: (1) These behaviors should have a certain frequency (one or more weeks) and (2) must continue for a long period (six months or more). Instead of the concept of mobbing, it is seen that different expressions are used in some studies (Ertureten, Cemalcilar and Aycan, 2013; Yüçetürk and Öke, 2005). While the concept of "bullying" is used to express many behaviors called mobbing behaviors in the UK and some English speaking countries, in the USA the term "bullying" is mostly used to express violence among children in schools; “Workplace bullying” was preferred to express the violence among employees in the workplace. It is seen that both terms are used interchangeably in the literature (Bartlett and Bartlett, 2011; Hogh, Mikkelsen and Hansen, 2011; Crawshaw, 2009). As a result of the detailed

literature review by Einarsen and his friends (2003), he states that the term "mobbing" is used in countries such as Germany, the Netherlands, Sweden and some Mediterranean countries in English speaking countries, the expression "workplace bullying" is preferred. However, as a result, both expressions are seen as terms that indicate the same event and are used interchangeably (Duffy, 2009). Leymann uses the expression "bullying" for behaviors involving physical violence among children and adolescents at schools; He used the term "mobbing" to express attitudes that occur more systematically and consciously in the workplace and rarely include physical violence (Aksakal et al., 2015; Leymann, 1996). The Turkish Language Institution in Turkey in return for mobbing concept of "harassed" has been suggested that the word and it defines harassment as "intimidation, exclusion, discredit by targeting a specific person in the workplaces, schools, etc. communities, systematically blocking their work and causing them to be uneasy" (Serin, Balkan and Dogan, 2014). Within the scope of this research, the term "mobbing" adopted in the international literature was preferred. The person who suffers the greatest damage during the mobbing process in the workplace is the individual (Arnautović, 2013). The effects of deliberate and systematic repetitive mobbing on the individual emerge as accumulated over time and cause serious economic and social damages (Tetik, 2010). Studies show that workplace mobbing can lead to post-traumatic stress and even suicide (Leymann and Gustafsson, 1996; Balducci, Fraccaroli and Schaufeli, 2011; Nielsen et al., 2015). For this reason, studies should be carried out to determine the presence of mobbing at workplaces and to take preventive measures. The loss of a regular income as a result of the expenditures made for the treatment of deteriorating mental and physical health and the individual's leaving the job is the economic dimension of the losses (Tatar and Yüksel, 2019). In addition to this, psychological and physiological effects such as depression, anxiety, distraction, headache and back pain, insomnia, gastrointestinal disorders, anorexia, weakness, tremors and sweating in the hands, loss of self-confidence and self-esteem, irritability and excessive sensitivity are observed (De Pedro et al., 2008; Tetik, 2010). The psychological problems of individuals exposed to mobbing affect not only the individual but also the performance of the organization. People exposed to mobbing start to work slower and less carelessly. The person avoids being physically in the organization, so behaviors such as taking leave, not coming to work or coming in late start to become frequent (Jackson, Clare and Mannix, 2002; Davenport, Schwartz and Eliot, 1999). In this context, the organization loses its workforce. In addition, the victim feels uncomfortable with being connected to the organization morally and her organizational commitment weakens first, and then it may turn into an antipathy towards the organization. Not only the employees exposed to mobbing, but also the employees who witnessed the events in the process may lose their trust in the organization thinking that they will be exposed to mobbing one day (Şahin, 2015; Tetik, 2010). This situation may negatively affect the external image of the organization and prevent qualified personnel from coming to the organization.

Strategies of Mobbing

Psychological harassment in the workplace is applied to the victim through various strategies. These strategies can generally be divided into six categories: organizational arrangements, social abstraction, verbal assault, private life attack, rumor spreading and physical attack (Fornés, et al., 2011). Organizational arrangements are carried out by assigning more duties and responsibilities to the victim than he / she can

do, and being crushed under the job or humiliated by assigning tasks that are much lower than what he / she has to do. Sometimes, it is tried to be made guilty by giving illegal duties (Yüçetürk, 2012). Social abstraction is the disconnection of communication between the person being mobbed and other people, the individual being treated as if she is not there, her thoughts being ignored and not taken into account in any way. Verbal assault is when the mobbed person is constantly subjected to derogatory words, criticism, and even cursing. The victim is accused of failure, carelessness, and even this may progress to insulting the individual's mental health. The person may be exposed to threats such as losing her job, oust, an investigation will be launched against her (Keim and McDermott, 2010; Mayhew and Chappell, 2007). Attack on private life is an attempt to humiliate the individual by ridding the person's appearance, speech, style, clothing style, ideological life, methods of using leisure time, family, color, race, etc. (Mikkelsen & Einarsen, 2002). Rumor spreading is a mobbing strategy made by showing an unreal situation about the individual and reflecting it to people. The spreading of the rumor that she would resign even though she would not resign, and the fact that an investigation was initiated against her even though it was not true is an example of this. Finally, physical attack is the strategy in which threats are made to carry out these attacks rather than contact attacks (Zapf, Knorz and Kulla, 1996). In addition to these, attacks such as sexual suggestions or suggestions, table and door kicking, wall punching can be seen (Yüçetürk, 2012).

Risk factors in mobbing

Although the risk factors for mobbing in the workplace differ from institution to institution, these factors can be generally the sector, gender, age, marital status, education level, organizational climate and cultural factors (Hubert and Van Veldhoven, 2001). The results of the studies on gender differences in the subject of being mobbed in working life differ. According to the research conducted by Leymann, 55% of women are exposed to mobbing practices, while 45% of men are exposed to such practices. However, he also emphasized that the difference between this is not statistically significant (Leymann, 1996). Whichever gender is dominant in an organization, the gender that is mobbing or exposed to mobbing also varies in parallel (Girardi et al., 2007). The findings of a study conducted in the USA revealed that 69% of men and 31% of women practice mobbing (Workplace Bullying Institute, 2014). In the study conducted by Leymann regarding the effect of age factor on exposure to mobbing practices, it was not found statistically significant in terms of age (Leymann, 1996). Some studies have shown that generally under the age of 25 and older people can be exposed to mobbing practices more than other age groups. The fact that young people are inexperienced and the elderly are approaching the end of their professional careers may be effective in this regard (Góralewska-Słońska, 2019; Tomić, 2012). Some studies have shown that the sector being worked on can be effective on mobbing practices. According to the results of the 2005 European Study Survey, while mobbing is 6% in the public sector, it is 4% in the private sector. In addition, it is more likely to be exposed to mobbing in sectors such as health services, public sector, social services, banking, insurance and education (Kök, Bursalı and Eroğlu, 2014). Organizational culture is also among the risk factors that cause mobbing. The values and norms in the work environment determine how mobbing is made meaningful in the organization, what will be called mobbing and whether mobbing will be considered as a problem (Montalbán and Durán, 2005). Similarly, the possibility of mobbing increases in organizations whose

grievance mechanisms do not function well, the rights of individuals are ignored or employees are not treated equally. Such organizational cultural environments offer an enabling environment for mobbing actions (Akar, Anafarta and Sarvan, 2011). In some studies, it has been revealed that there is no significant relationship between mobbing and marital status, but women are generally more exposed than men (Quine, 2003). In addition, it was observed that those with a low education level were exposed to mobbing more than those with a higher education level, but as the education level increased, the perception of mobbing also increased (Oravec, 2012). In this context, people with high levels in terms of education, success, performance or career are in the risk group that can be exposed to mobbing practices, as they can be perceived as a risk for their colleagues (Coskuner et al., 2017).

Mobbing In Public Sector

Many research findings in the public sector show that mobbing is quite common in public institutions (Venetoklis and Kettunen, 2016; Vickers, 2010; Shallcross, Sheehan and Ramsay, 2008). Mobbing in public is more common than private sector, the most important reason for this is the lack of "private ownership" in the public. According to the authors, when the company owner encounters a mobbing incident in the private sector, The can make very sudden and definite decisions in order to correct the incident and to maintain the motivation of the individuals in the working environment. Salin (2006) compared private sector and public employees in his study and found that private sector employees have more belief in mobbing than public employees in the ability of their businesses to solve the problem. Nguyen et al. (2017), in their research on 274 public employees, found that there is moderate mobbing in public institutions. The authors state that mobbing negatively affects employees' commitment to work. Karatza et al. (2017), in their study on 841 nurses working in five different public hospitals in Greece, stated that one third of the participants were exposed to mobbing in the last six months. Venetoklis and Kettunen (2016) in line with their research with 1072 public employees in 12 different ministries in Finland, it shows that approximately 20% of the participants were exposed to mobbing related to their duties and 11% related to individual issues and 60% of the victims stated that this situation did not improve in the last 12 months. The authors stated that lower-level workers and women were much more likely to be victims of mobbing. Notelaers and De Witte (2003) report that 16% of the employees were mobbed in their research on the employees of local government institutions in Belgium. Alterman et al. (2013), in their examination based on the 2010 National Health Interview Survey data in the United States, emphasizes that one of the three most important problems among public employees is mobbing with 14%, and this percentage is the highest rate among 20 different sectors in which the study was conducted. Hallberg and Strandmark (2006), state that in one-on-one interviews with 20 different mobbing victims in Sweden, the most important problem is that the mobbing victim feels "stigmatized". The victims stated that the more mobbing continued, the harder it was to change the situation, and after a while, they felt stigmatized due to the rumors that spread and experienced psychological trauma. Strandmark and Hallberg (2007), in another study they conducted with the same data, used the embedded theory approach and revealed how the mobbing process started and progressed in public institutions and how the victim is stigmatized as an undesirable person in the workplace within the framework of a theoretical model they created. When the research findings in Turkey, it is understood that mobbing is a serious

problem in the public sector in Turkey. Cemaloğlu and Ertürk (2007) collected data from 347 teachers working in Ankara and revealed that mobbing is an important problem among teachers in their study, in which they examined the mobbing acts that teachers were exposed to in terms of gender. In the literature review, there was no published research finding that examines mobbing in the TRNC public sector. However, when the findings evaluated in the world and in Turkey, It can be said that mobbing can also be an important source of problems for the TRNC public sector. At this point, it is thought that public unions have serious responsibilities for the prevention of mobbing.

Unions and Mobbing

Unions are organizations that are generally associated with beyond the boundaries of an enterprise, established to protect or improve the social and economic status of their members through collective action (Andrae and Beckman, 2013). At one point, they are independent associations of employees created to advance and defend their members (Stefanović, 2012). Basically, it has two main objectives: protecting its members and trying to improve the pay and working conditions of its members. The first is to protect the safety and health of the employees from all kinds of risks due to their work, in other words, to legally guarantee the employees; The second includes efforts to improve the wages and working conditions of its members (University and College Union, 2008). For these purposes, unions negotiate with third parties on behalf of their members, provide information, advice and guidance to their members about work-related problems, they provide consultancy services to their members, including education, provide insurance, financial services and legal consultancy, negotiate with employers to get a better salary for their members, and try to draw attention to these issues by organizing campaigns on specific issues such as low pay, discrimination or bullying (National Labor Relations Board, 2020). As is the case with many issues, the mobbing in workplace has been a topic that has been drawn attention recently.

Studies have shown that workplace mobbing in EU countries varies from country to country, but this has reached a serious level of 15%. For this reason, some EU countries needed legal regulations and some collective bargaining agreements in the fight against mobbing. For example, in Luxembourg, the Confederation of Independent Trade Unions of Luxembourg prepared a booklet to inform the workers about mobbing, conducted secret meetings with them, organized seminars and provided support and assistance. In the fight against mobbing, legal regulations have been preferred instead of collective bargaining agreements and laws have been enacted for this. In this context, the German Union of Trade Unions has provided significant support to the formation of this awareness in the country with its studies on mobbing victims (Karaca, 2009). In Sweden, harassment in the workplace is defined as a crime with the Occupational Safety and Worker Health law published in 1994. (Guerrero, 2004). In addition to physical violence, psychological violence was also included in the Occupational Safety and Worker Health Law, which entered into force in Finland in 2000. (Yränheikki and Savolainen, 2000). Measures related to psychological disturbances arising as a result of mobbing were also added to the draft law prepared in Denmark in 2004 (Widerszal-Bazyl, Zołnierczyk-Zreda and Jain, 2008). Recent years, unions and confederations in Turkey, are preparing various publications about mobbing, it put material related to collective bargaining and the training they provide information about bullying. In addition, mobbing cases have started to be filed through unions (Yüçetürk, 2012). With the cooperation of Confederation of Turkish Trade Unions, Confederation of Turkish

Real Trade Unions, Confederation of Progressive Trade Unions of Turkey and Confederation Employer Associations of Turkey, the Ministry of Labor and Social Security organized training seminars to raise awareness and raise awareness on "Mobbing in the Workplace" (ÇASGEM, 2012). However, the results of a study revealed that union executives were aware of the phenomenon of mobbing, but their knowledge was incomplete and insufficient (Özdemir, 2015). Looking at the situation in the TRNC, it is seen that employees, whether in the public or private sector, have the right to collective bargaining and all kinds of strike rights in order to protect and improve their economic and social conditions in their relations with the employer, and in this context, unions have strong sanctions (Ioannou and Sonan, 2017). The strong position of the unions in business and social life makes them an important actor in improving working conditions and preventing negative behaviors such as mobbing. It is seen that the phenomenon of mobbing, which has not been legally recognized in the TRNC, is more recent as a concept and the unions have started to be sensitive about this issue for the last five years (Erdogan and Yildirim, 2019).

METHODOLOGY

Model of Research

Within the scope of the study, intertwined single case pattern, one of qualitative research designs, was used. The stages of the case study need to be designed carefully and in detail. In this context, it is a method that requires technical research knowledge (Yıldırım and Şimşek, 2006).

Purpose of Research

The aim of the research is to examine the phenomenon of mobbing in TRNC public workplaces and to determine the awareness level of unions on mobbing. Within the scope of the research, the concept of mobbing, which is considered to be a part of business life in different countries, and which is normalized in business life, was discussed and awareness, precautions and strategies against the concept of mobbing applied in workplaces throughout the TRNC were emphasized. The characteristics of the target audience of people who practice mobbing have been tried to be determined. This study provides striking clues about unions' support for mobbing and their ability to resolve grievances.

Problem of Research

The general question of the research is "Is there awareness of the practices of mobbing in the workplaces of the union managers organized in the TRNC public workplaces?" determined as. Within the scope of this problem, the following sub-problems have emerged: Do union managers have knowledge of the situation in the workplaces and the employees having relevant information about mobbing? What are the causes of mobbing at work? With which strategies are mobbing acts experienced in the workplace? What are the consequences of mobbing actions? What kinds of activities are carried out by the union of management to prevent mobbing acts?

Working group

The working group of the research consists of the senior executives of 7 public unions in the TRNC. Within this working group, importance was attached to choosing unions that protect the rights of employees from different business lines. The unions established for people working in the public sector, civil servants, workers, telecommunications, guards and health workers have created diversity within this working group. The work started with the necessary permissions from the participants who contributed to the study. Maximum diversity was taken into account in the selection of the sample, so that what kind of common points or differences exist between different situations (Yıldırım and Şimşek, 2006), as a result, a concept map was tried to be created.

Data Collection Tool and Data Collection

Based on the basic research question and the purpose of the study, a semi-structured interview form was developed as a data collection tool in the light of the findings of Yüçetürk's (2012) study 'The Role of Trade Unions in Preventing Mobbing at Workplaces: A Qualitative Research', which contributes to the domestic literature. The questions of the developed interview form are in parallel with the sub-problems of the research. The following questions stand out in the semi-structured interview form conducted by Yüçetürk (2012).

- As union managers, do you have enough information on whether there is mobbing in workplaces? In this context, what are the knowledge levels of your employees about mobbing?
- What are the causes of mobbing at workplaces?
- What strategies are used for the lightning attacks in the workplaces?
- Who are at higher risk?
- How do mobbing acts affect employees and the workplace?
- What kind of work do you do to prevent mobbing acts by the union you are managing?

Credibility and consistency is an important step in qualitative research, for this reason, while creating the questionnaire, the open-ended question form created as a result of the field literature was controlled by an academic expert in the field and a pilot study was conducted. No intervention was made to the participants in the study group to increase credibility. Confirmation meetings were formed by sending the relevant speech texts to the participants and during the analysis of the study, importance was given to the fact that the code and the theme can be confirmed by taking expert opinions. Research data were collected through interviews with top executives working in unions. Before the meeting, appointments were made from the participants and questions were sent via e-mail.

All interviews were recorded. Throughout the interviews, it was confirmed that confidentiality principles will be respected. The interviews were conducted using the reflective listening technique and while the conversations were encouraging, there was neutrality. The research has not been reliable due to its qualitative nature. Instead, emphasis was placed on consistency, which is one of the concepts on which reliability focuses. This consistency has been applied in the creation of data collection tools, data collection and analysis stages. It was aimed to strengthen the transferability of the

research by making use of purposeful sampling and participants' situations in the analysis of the data.

Used Data Analysis Method

Thematic analysis" method, one of the qualitative data analysis methods, was used in the study. Thematic analysis is the identification, analysis and reporting of themes or patterns in the qualitative data set (Braun and Clarke, 2006). In the simplest sense, it is organizing and presenting the current data set with much richer content (Castleberry and Nolen, 2018). The most successful and interesting aspect of thematic analysis is that new structures can be discovered in disconnected and meaningless data heaps that have intense content, especially interview minutes (Alhojailan, 2012). Thematic analysis was seen as a separate method (Holloway and Todres, 2003) and sometimes a tool that can be used in different methods rather than a method (Boyatzis, 1998). However, the strong infrastructure it offers shows that it would be more appropriate to consider thematic analysis as a separate method (Braun and Clarke, 2006). Therefore, thematic analysis is not a part of content analysis, another qualitative research method, but a method different from it.

In this context, the most important difference of thematic analysis from content analysis is that it makes qualitative data more qualitative rather than digitizing (Belotto, 2018). In content analysis, mostly qualitative data set is tried to be digitized with numbers and percentages. However, this effort brings with it the risk that the themes may not be fully seen. In thematic analysis, instead of dealing with numbers and percentages, thematic maps are tried to be revealed. In this study, instead of trying to digitize the answers given by the participants to the questions, a thematic map of the mobbing phenomenon in public institutions was tried to be revealed. In order to see the whole regarding the analysis of the data more easily, tabulation has been used. The table includes sub-problems, themes and the codes obtained from the interviews.

FINDINGS

The sound recordings obtained within the scope of the research were analyzed by transferring them to prose. Within the scope of thematic analysis, 5 themes were obtained by considering the sub-problems of the study. Sub-problems, themes and sub-themes, codes are presented in tables. Under each theme, there is a table for that theme.

Theme 1: BEFORE MOBBING

‘When the answers given by the union managers to the question of whether there have been acts of lightning in the workplaces, whether the employees have sufficient knowledge about mobbing’, it is seen that the main themes of the definition of mobbing, its existence, the knowledge level of the employees and the awareness of the unions have emerged. It is seen that the codes obtained in this context are also shaped in this direction.

Sub- Problem	Theme- Sub-Themes	Codes
1. "Do the union managers have any information about mobbing in the workplaces and about the status of employees having enough information about mobbing?"	Theme 1: Before Mobbing 1.1.1. Definition of Mobbing 1.1.2. Presence of Mobbing 1.1.3 Employee Awareness of Mobbing 1.1.4. Awareness of Unions on Mobbing	It is psychological pressure It is psychological abuse It is intimidation Is to restrict Complaints Events of intimidation Education inspectors Defense Areas of expertise Act consciously Unions to be strong Feeling that they stand up for their rights Experienced troubles Seminars Awareness Active efforts

Sub Theme: 1.1.1. Definition of Mobbing

It is seen that the definition in general is insufficient and mobbing is tried to be explained with pressure and psychological harassment. Only one participant used the term mobbing and only one participant pointed out that it should be continuous.

(Public P2): When asked how do you define mobbing, "Mobbing; *"It is the psychological pressure that a supervisor exerts on his lower-status employee using his office."*

(Public P3): *"It is psychological harassment and it is continuous."*

(Education P1): *"It is pressure, it is intimidation. It is to restrict freedom of thought. The boss's effort to do what he wants is also a mobbing."*

(Health P1): *"Psychological problems faced by our employees at workplaces."*

Sub Theme: 1.1.2. Presence of Mobbing

When asked about the public presence of mobbing, it is seen that all of the participants agree on the existence of mobbing, and some have witnessed this situation.

(Public P1): To the question of whether there is mobbing in the public, *"Mobbing has existed since the existence of human beings. There were some negativities experienced in the workplaces, but since there is no definition of mobbing in our country, this problem could not be named. He commented on the TRNC in general such as it is also a fact that there is mobbing in both private and state institutions and its dimensions are very high."*

(Public P3): *"We have started to receive many complaints about mobbing incidents, especially in the last 5 years, and in line with these complaints, we have accelerated our work on mobbing."*

(Education P1): *"During my teaching years, by the school principal; When I was doing class in class, the board eraser ended, although I wanted the eraser I needed, it was not given to me, all other classes were given textbooks, only the books of my class were not"*

given, and I would have to go and buy the books from the ministry, a letter was written to the ministry that I did not obey orders, and my statements were taken by the continuing education inspectors. I was mobbed by my manager for 1.5 years".

(Health P1): "As a union manager, I would like to tell about a mobbing incident that has been experienced for the last 3-4 months. A female member has been exposed to mobbing by her superior for a long time. Our members are given jobs outside of their field of expertise, and this event is repeated constantly. Our member rejects the works by saying "I do not understand or do not do" but persistently continues to apply the same. The chief increased the severity of mobbing by sending our member to a room other than her area of expertise. Defense was requested from our member who refused this change and was sent to another workplace without waiting. As a union, we are trying to send our member to the place where he was working".

Sub Theme: 1.1.3. Employee Awareness of Mobbing

All of the participants are of the opinion that the knowledge level of the employees about mobbing is low and they cannot name the problems they experience.

(Public P1): When asked whether the employees have enough knowledge about mobbing, "Employees could not name the problems they experienced in their workplaces because they did not know and could not define the concept of mobbing. The education levels of our members have increased in recent years, many of them are doing their second university or master's degree, act consciously, and the fact that their unions are strong and they feel that they are defending the rights of those who are exposed to injustice encourage them too".

(Public P2): "Although there is serious mobbing in the public, employees cannot identify because they do not know the exact equivalent of mobbing. Mobbing awareness has increased among employees for the last three years. Our members frequently call the union and ask whether their experiences are mobbing or not, and if it is, what can be done".

(Public P3): "I don't think they all know, there are employees who ask our members what it is when we talk about mobbing during their workplace visits."

(Education P1): "Until recent years, teachers were not even aware that the problem experienced in their workplaces was mobbing, as they did not have much knowledge about mobbing. When the awareness of mobbing started, complaints increased".

(Guardian P1): "Most of our members or public officials do not know much about intimidation. He cannot define his experience as intimidation. For this reason, I think that not all actions are transferred to us".

(Health P1): "Employees do not know very much what mobbing is. they just convey their troubles".

Sub Theme: 1.1.4. Awareness of the Unions on Mobbing

Unions' awareness of mobbing has increased over the past few years. All of the participants state that unions have increased their awareness level through various courses and seminars especially in the recent period.

(Public P1): "Thanks to the initiatives of our union and the seminars it has done, awareness on mobbing has been created in recent years".

(Public P2): As a trade unionist, do you know the concept of mobbing? "I answered such as, Since I worked in NGO before going public, I had an awareness of mobbing; only after I went public, I got more information thanks to the active efforts of our female friends who are struggling with mobbing".

(Public P3): "We are the only trade union dealing with mobbing in the TRNC. In the last 5 years, we have given our members three seminars on mobbing. As three professional trade unionists, we also attended the specialty courses organized by the Mobbingder. Our aim is to decide which of some of the problems experienced in workplaces are mobbing and to distinguish them".

(Education P1): "Organized by the women in the training of a series of trade unions in Turkey occurred in 2010 my first awareness seminar on mobbing. I learned what is mobbing and what is not mobbing as a result of the examples given in that training".

(Guardian P1): As a trade unionist, I am very aware of mobbing. Because my union introduced the TRNC to the concept of mobbing and pioneered by raising awareness on this issue. It keeps its members informed by conducting seminars.

Theme 2: MOBBING PROCESS

The theme of the mobbing process was evaluated in terms of two different sub-problems and sub-themes and codes were created. Answers are sought for the main problems of "What are the causes of mobbing acts in the workplace?" And "What strategies are used to mobbing in the workplace?" Within the scope of the table created, the codes of the theme indicate the general lines of the subject.

Sub Problem	Theme- Sub Themes	Codes
2. "What are the causes of mobbing acts in the workplace?" 3. " What strategies are used to mobbing in the workplace?"	Theme 2: Process of Mobbing 2.2.1. Personality 2.2.2. Structure of Organization 2.2.3. Insufficiency of Manager 2.2.4. Cultural Structure 2.2.5. Legal Gap	Very successful Well trained Sociable and bright person Successful people Different than others Need to be filed Employment Party memberships Status diversity Gap of Management Patriarchal cultural values Burnout
	2.3.1. Organizational Arrangements 2.3.2. Social Abstraction 2.3.3. Verbal Assault 2.3.4. Special Survival Attack 2.3.5. Spreading Rumors	Never give a job Overwork Querying the report Intimidating Pacify Discredit Blocking communication channels Mobbing applied to subordinates

"When their answers to the question, *What are the reasons for mobbing acts in the workplace?*", It is seen that the main themes of the mobbing victim's personality, the structure of the organization, the inadequacy of the managers, the cultural structure and the legal gap are revealed.

Sub Theme: 2.2.1. Personality

Participants indicate that individuals who are particularly successful, have a bright future and stand out in the group are more victims of mobbing. However, it has

been stated that in some cases, weak individuals who remain in the background may also be exposed to mobbing.

(Public P1): When asked about the reasons related to the victim and who are at risk in mobbing, *“when I look at and examine the mobbing complaints I have received, I observe that the mobbing victim is a very successful, well-educated, knowledgeable, brilliant, initiative person. Successful people are viewed as potential risks and competitors by their colleagues and supervisors. If that person is successful, they will prevent me from rising, thinking that they can block my way, and they engage in an act of mobbing. Bright, promising, hardworking, equipped, leaders, prominent people are at risk”* answered in the form.

(Public P2): *“People who are steadfast, different from others in their environment, knowledgeable and equipped, and who are not silent against injustices are candidates for mobbing victims. Sometimes, we observe that very mediocre and weak people are also mobbed. Women are most at risk.”*

(Public P3): *“People who go out of the box, that is, who are described as pointed and extreme, are marginalized by the society. So these people are labeled. Unfortunately, these teachings are also reflected in workplaces. Men and women are most at risk of mobbing as they are seen as easy bite. Successful and hardworking people are also in the risk group.”*

(Education P1): *“People with different personalities, those who need to be rasped, principled people, those who stand upright, those who are different from the majority, who may be at risk are at risk.”*

(Phone P1): *“People who stand out in the group of friends, who are heard, who come to the leading position, and employees who stand out with their knowledge are potentially victims.”*

(Guardian P1): *“In the public sector, employees are in constant competition for promotion and office. For this reason, educated, well-equipped, hard-working, bright people are at great risk of being mobbed.”*

(Health P1): *“Women are more at risk. Because it is seen as an easy bite, considering that women are weak. Disliked people can also be targets.”*

Sub Theme: 2.2.2. Structure of Organization

The structure, functioning, established culture of the organization and the physical environment in which the work is performed have been expressed as an important mobbing factor. The participants agree that the institutional structure is a major factor in the formation of mobbing, by mentioning many features of the organizational structure.

(Public P1): When asked what are the reasons for mobbing in public, *“Political appointments are not made fairly, there are various statuses of employment in public institutions (permanent civil servants, temporary workers, temporary civil servants, disabled employment, those coming from bankrupt banks, etc.), issues such as employees doing the same job not getting the same salaries cause a conflict between employees”*. They explained that the employment in the public sector is based on party membership rather than qualifications, the diversity of status is high and the superiors disrupt the functioning of the public by saying that everyone does everything, which has led to an increase in mobbing.

(Public P3): *“Object to the usual and accepted culture of the institution is also a reason for mobbing. The person who complains is not loved, wanted, and branded as a rebel”*.

(Guardian P1): When asked what are your views on the reasons related to the institutional environment, *"The physical structures of some institutions have great effects on mobbing. For example, as a guard, I think the physical conditions of the central prison spontaneously create a natural mobbing"*. Of the central prison; he drew attention to the physical environment by saying that the outer walls are high, the working environment is closed to the outside, being constantly at risk by working in the same environment with criminals, and feeling the hierarchy at the top of the line among the employees.

(Health P1): *"The biggest reason is the seat fight. It is a War of Power"*.

Sub Theme: 2.2.3. Insufficiency of Manager

The lack of competence of the managers or the absence of a suitable manager for the current position was also mentioned as an important mobbing factor.

(Public P2): When asked what are the reasons for mobbing in the public, *"management gap, ignorance, uncertainties, system disorder, inadequacy of administrators. Employees act like each other's competitors in order to get promotions. Having personal grudges can also be added to them"*.

(Education P1): *"It is the politicians appointing people who do not deserve it. Imagine that while there are 25-year employees in an organization, they bring 7-year-old employees to you as a manager"*. No employee will accept such a situation. Generally, managers are not familiar with office affairs. They keep the employee under constant pressure in order to prevent their incompetence and to carry out the office work. When they lose control, they also practice mobbing "

(Phone P1): *"Employees mostly complain about their superiors. Complained people are generally superiors who came to a place with their uncle and uncle"*.

Sub Theme: 2.2.4. Cultural Structure

Participants stated that social culture is also an important variable that causes mobbing. It has been stated that "patriarchal" cultural values such as keeping the young silent, accepting the man as the head of the house, and seeing the woman in secondary roles, especially when talking big, laid the groundwork for the formation of mobbing.

(Public P2): *"I would like to give an example. A woman who has become a manager in the upper level of the state is humiliated, her reputation is damaged by the men, especially by saying "this is a woman, she cannot understand" just because of her gender. This is subordinates mobbing to the superior. The incident in this example is not a coincidence, the teachings of the society reveal the patriarchal view of women"*.

(Public P3): *"The culture of the society, the patriarchal structure, the physical and cultural structure of the workplace, the personal characteristics of the victim and the practitioner all have a great impact on the formation of mobbing. There are some common and unlearned patterns in society. I can give many examples, such as when talking big, little is quiet, you are satisfied with what you find, the head of the house is the father, the dough of the female hand does not interfere with the male business"*.

(Education P1): *"There are certain patterns in our profession. Society has created a certain model for the teaching profession. If you are within this pattern and pattern, you will be seen as normal and respected by society. However, when you go beyond these patterns; You are thrown out of the system as a rebel, fierce, disobedient, different person. Teachers thrown out of the system are potential victims of mobbing. "*

(Phone P1): *"The patriarchal structure creates a great pressure on the general public. It is expected that a woman should always respect her husband, be respectful to the father, against magic, and remain silent when she speaks. Society does not adopt people who speak up. So adopted in society; to remain silent, to be silent, not to see or hear. The same expectations continue in public institutions. "*

(Health P1): "Mobbing is applied mostly to women."

Sub Theme: 2.2.5. Legal Gap

As an important source of mobbing, a legal hole has often been cited. The fact that mobbing has not yet been defined in the laws of the country has been pointed out as an important deficiency.

(Public P2): *"Due to the fact that there is no exact equivalent of mobbing in our laws, it has not been able to carry an event that one of our union members has experienced to a legal dimension. The mobbing victim was also in a state of exhaustion and withdrew from the case saying that he had no strength to continue".*

When the answers they gave to the question of *"What strategies are used for mobbing acts in the workplace"*, it is seen that organizational arrangements, social abstraction, verbal attack, attack on private life and spreading rumors emerged as the main themes of mobbing strategies.

Sub Theme: 2.3.1. Organizational Arrangements

Participants stated that mobbing can be applied to the victims through organizational arrangements such as not giving work, giving excessive work, constantly questioning their job or changing their place of duty.

(Public P1): *"... not employing a person, sledding or giving too much work and getting bored ..."*

(Public P2): *"When employees ask for leave, why? What are you gonna do? "Difficulties are raised, they are not sent to courses and seminars, their reports are questioned, they are not given work, their place of duty is changed, there are efforts to intimidate the employee by overburdening".*

(Public P3): *"Such actions are mostly done from top to bottom. I have also observed types such as not allowing, questioning the report, and shouting".*

(Phone P1): *"Bringing the employee to the point of being incompetent and not knowing about his / her profession, making mistakes by increasing the workload, dismissing from a job he is an expert in, assigning him to another duty, changing the room and disorganizing the team."*

(Guardian P1): *"It is to ignore a person by not giving a job suitable for his education and position or to ignore him, to pacify him and to devalue him. It is the burden of work from the other side that the person cannot handle despite knowing his qualifications and strengths".*

(Health P1): *"Employees are pressured to leave the institution. Amir is constantly dealing with the employee. A meaningless and unjustified assignment is changed. The victim is marked even if he comes to work five minutes late. In particular, acts of intimidation are carried out by putting them under heavy workload, not giving work or giving unfamiliar jobs".*

Sub Theme: 2.3.2. Social Abstraction

Participants stated that another mobbing method involves social abstraction actions such as isolating the person from the group, discrediting, reducing communication opportunities or hiding information.

(Public P1): *"Trying to exclude may be in the form of discrediting".*

(Public P2): *"Internet access is blocked, information is stored, telephone communication is blocked".*

(Public P3): *"In the public sector, not giving a job, ignoring, pretending to be absent are the most common types of mobbing".*

Sub Theme: 2.3.3. Verbal Assault

It was stated that the victims were also subject to mobbing through verbal assault in some cases.

(Public P3): *"I have observed such types as not allowing, questioning the report, and shouting".*

(Health P1): *"Employees are pressured to leave the institution. Chief is constantly dealing with the employee. He is insulting."*

Sub Theme: 2.3.4. Special Survival Attack

It has been stated that another mobbing method can be realized with applications for the private life of the individual.

(Education P1): *"Let me give another example 'one of our very successful teachers had hearing loss in her ears and had to wear a device. The principal did not take the teacher's word and insistently requested a report for hearing loss in her ears. Despite bringing the report, the principal commissioned the victim to give music lessons. To the teacher who wants to be assigned to another task because of the hearing problem in his ears, If you can't, go to another school, saying, 'Embarrassed, humiliated and damaged her reputation in everybody in the teachers' room. He hurt the teacher incredibly by saying "what should we do, their ears do not hear" to the parents who came. "*

Sub Theme: 2.3.5. Spreading Rumors

Participants stated that another tactic of mobbing practitioners is spreading gossip, nicknames or spreading rumors that would damage the reputation of the victim.

(Public P1): *She drew attention to the mobbing applied to the assistant by saying that "lies about ... can be in the form of spreading false rumors or nicknames." In addition, "Sometimes mobbing is applied from employees to their superiors. Hastily appointed supervisors are not digested by the employee. Thus, the employee does not work, does not shake that supervisor, does not help, and they constantly gossip about his supervisor that he does not know a job or is insufficient." He gave an example of mobbing applied against the supervisor.*

Their answers to the question of "What kind of consequences are mobbing actions" reveal two main themes: negative consequences for the employee and the organization.

Theme 3: AFTER MOBBING

The post-mobbing period has been handled within the framework of two different sub-problems and themed. Codes and sub-themes were created within the scope of these themes. Themes have been arranged and tabulated in line with the "What kind of consequences of mobbing actions?" And "What kinds of activities are carried out by the union of management to prevent mobbing actions?".

Sub Problem	Theme- Sub Themes	Codes
<p>4. "What kind of consequences of mobbing actions?"</p> <p>5. "What kinds of activities are carried out by the union of management to prevent mobbing actions?"</p>	<p>Theme 3: AFTER MOBBING</p> <p>3.4.1. Results for the Employee</p> <p>3.4.2. Results for the Institution</p>	<p>Psychology deteriorates</p> <p>Burnout syndrome</p> <p>Unrest</p> <p>Stress</p> <p>Intolerance</p> <p>Distractibility</p> <p>Aggressive attitudes</p> <p>Offended and breaks</p> <p>Communication breaks</p> <p>Slowdown in government affairs</p> <p>Unrest in the work environment</p>
	<p>3.5.1. Mediation</p> <p>3.5.2. Legal Studies</p> <p>3.5.3. Making Difference</p>	<p>Listening to members</p> <p>Oral and written transcription</p> <p>Psychological support</p> <p>Mobbing becomes a law</p> <p>Seminars</p>

"What kind of consequences do mobbing actions have?" Their answers to the question reveal two sub-themes: negative consequences for the employee and the organization.

Sub Theme: 3.4.1 Results for the Employee

It was frequently stated that the psychology of the victim is adversely affected as the most important problem for the employee and that many psycho-social problems occur over time.

(Public P1): *"The mental structure, social status, friendship and family relations of employees who experience mobbing are adversely affected, they become inefficient at work, get colder from work over time, do not want to go to work, have a headache, demoralization, psychology deteriorates."*

(Public P2): *"His/her psychology deteriorates, he goes into burnout syndrome, The unrest in the workplace reflects on the family and children, the enthusiasm to work is discouraged, the actions of not coming to work and bringing reports increase"*.

(Public P3): *"They cannot show enough attention to their job and private life. Because they have to go to work, they get stressed and their health deteriorates. They increase its error. The act of absenteeism increases. Their reports increase. They cut off communication with their environment and closes in. Situations such as projecting his anger on uninterested people, intolerance and intolerance occur "*.

(Phone P1): *"Those who are targeted by actions lose their self-confidence. It consumes one's energy. The person feels useless and inadequate. It brings the person to the point of breaking away from life. The person's motivation is falling. This decreases both its own efficiency and the efficiency of the institution. "*

(Guardian P1): *"It destroys employee's all the motivation, attention, enthusiasm to work, the act of creating benefit and efficiency."*

(Health P1): *"He does not enjoy what he does. He goes to work because he has to. Employees are distracted. He cannot communicate well. It is felt that it is constantly followed and always under control. Nervous and aggressive attitudes occur. "*

Sub Theme: 3.4.2. Results for the Institution

It has been a common opinion of the participants that mobbing has negative effects on the public, that the negative impact of the individual disrupts the working

climate in that group after a while and that an unproductive environment has formed over time.

(Public P1): *"In the state, things are continuous and a whole. State affairs are carried out by employees. They are forced to work in a tense environment due to mobbing in their workplaces, resentment and breakdowns occur, which creates disconnection between employees and causes government affairs to slow down and become cumbersome."*

(Public P2): *"The mobbing experienced by the employee does not only wear out himself but also affects his flatmates. Unrest and tension in the workplace reduces the productivity of both the employee and the workplace."*

(Education P1): *"While I was teaching, I became a victim of mobbing; I was constantly on tenterhooks, I would wait tense and alert. The mobbing I experienced as a teacher was directly reflected on the children".* For this reason, I would reckon with myself, I would have a conscience and always tried to calm myself by saying that there is no fault of children in the classroom. "

(Phone P1): *"Motivation is dropping. This decreases both its own efficiency and the efficiency of the institution. Peace and tranquility is lost in the workplace."*

(Guardian P1): *"The act of mobbing begins primarily personally, then disturbs the peace of the working environment, reduces its productivity, reflects on the family, and finally costs the society in general".*

The answers they gave to the question *"What kind of works are done by the union of which they are managing to prevent mobbing"*, It reveals the main themes such as mediation, legal studies and awareness raising.

Sub Theme: 3.5.1 Mediation

Most of the participating union executives stated that they listen to the mobbing victim employee and mediate with the person they have problems with to solve the problem.

(Public P2): *"Our members complain that I am being mobbed and expect a solution from us. In such cases, we first listen to our member, then talk to the practitioner and finally get the opinion of the employees in the circle "*

(Public P3): *"We relax by listening to our mobbing member. To solve the problems of our members who have problems, we go and meet with their supervisors. These can be school principals, national education directors, and department managers. Sometimes we can get results from these interviews. Sometimes we can't because we cannot prove that it is mobbing. We provide legal support when our members ask."*

(Phone P1): *"Our union stands firmly as a power behind its members who are exposed to mobbing. Feeling the strength of the union, the employee feels safe. In the mobbing complaints we receive, we have efforts to decipher the mobbing practitioner verbally and in writing, to condemn, to act, to meet with the manager, by saying that we will take legal action."*

(Health P1): *"We provide financial and moral support to our mobbing member. We listen to him to relax. We make some suggestions. We recommend that he get psychological support."*

Sub Theme: 3.5.2. Legal Studies

All participating union executives agree that there is a legal deficiency in the country regarding mobbing. Participants stated that they can actively participate in all kinds of legal regulation works.

(Public P1): *"Mobbing is not defined as a concept in laws. This needs to be done urgently. Here, the task falls on us unions, our efforts are in that direction "*

(Public P2): *"There is no definition of mobbing in our current laws, but we expect mobbing to be included in the" Public Servants Reform Law ", which is currently being discussed in the parliament".*

(Education P1): *"Our biggest goal is to put the definition of mobbing into the law. In our opinion, this will be an important and big step. "*

Sub Theme: 3.5.3. Making Difference

Participating union executives stated that unions have been working hard to raise awareness on the prevention of mobbing, especially recently. However, it is stated that time is needed for this awareness to occur.

(Public P1): *"By bringing a teacher specialized in mobbing to Cyprus, We held seminars and conferences on "What is Mobbing, How to Prove it?", "Methods of Coping with Mobbing" and "What are the Rights of Employees on Mobbing". Our aim is to inform our members and increase their awareness ".*

(Public P2): *"Mobbing is a very new concept for both us and our members. The phenomenon of mobbing, which has been talked about in the last 3 years, is unfortunately not a topic on the main agenda of unions. Unions have difficulties to identify, despite dozens of public incidents. They cannot say this is mobbing. Because they do not know enough about the subject. Serious training is needed on mobbing ".*

(Public P3): *"Our union defined" mobbing ", which is an unknown concept 5 years ago. It has increased awareness by organizing seminars for our members. Mobbing has sent three executives to educate experts in education to Turkey. The aim is to be able to diagnose the incidents in the workplaces".*

(Education P1): *"Our union held a seminar on 'What is violence' in the Teachers' Academy and examined mobbing under it. Our union, which is a member of the Gender Equality Platform, works on violence and argues that there is violence in its mobbing. There has not been any research on mobbing to date ".*

DISCUSSION AND CONCLUSION

Evaluation of the findings

The purpose of this study is to reveal the level of the unions in the TRNC regarding mobbing, and to reveal what kind of support activities the unions can carry out to prevent mobbing. Although the research focuses on a local sample in terms of scope, it aimed to bring suggestions that could be useful for different countries and business lines in the context of the methods and findings. When the findings were discussed in line with this goal, a conceptual map presented at the end of the section emerged. When the participants were asked about the definition of mobbing, it was seen that their expressions were insufficient for definition. While making a definition, the concept has been tried to be explained with the term psychological harassment and pressure. Only one union used the term of intimidation. While only one participant stated that mobbing is a continuous situation, two participants stated that mobbing was the pressure applied by the superiors to their subordinates. Only one participant stated that mobbing did not recognize status, gender and age, and none of the participants could make the exact definition stated in the literature. This result reveals that the definition of mobbing is not yet known in the context of union administrators. These results obtained, there is insufficient awareness about bullying of trade unions in Turkey are consistent with the findings reputation. When the participants were asked whether there was public mobbing, it was seen that all participants agreed on the existence of mobbing, and three of the participants confirmed this with the events they

witnessed and experienced. In addition, one participant stated that because the definition of mobbing is unknown, the name of the situation cannot be mentioned, but it is very common in both private and public institutions. This situation, confirmed by all the participants, shows that mobbing is an important problem in the TRNC public sector, and is similar to the findings of many studies conducted in other countries (for instance, Nguyen et al., 2017; Venetoklis and Kettunen, 2016; Karaca, 2009 ; Guerrero, 2004).

When asked about the level of knowledge of the employees about mobbing, all the participants are of the opinion that the employees do not know the definition of mobbing sufficiently and cannot describe the situation experienced. Three participants stated that their knowledge on this issue had started to develop in the last few years and that the complaints received increased with the increase of awareness. These findings show that both union managers and public employees do not have sufficient knowledge about the definition of mobbing. When asked about the awareness of the unions on mobbing, all unions stated that they are aware of this issue and that awareness has increased in recent years. In addition, one participant stated with his own experience that the unions did not have any activity on mobbing until the last three years. Most of the participants stated that they attended seminars and trainings on mobbing. The fact that two separate participants stated that they were only interested in and struggled with mobbing shows that they could not adequately master the activities of other unions and that communication between unions was inadequate. When the answers given by the participants to the question of what the causes of mobbing acts in the workplace are examined, it is seen that the main themes of the mobbing victim's personality, the structure of the organization, the inadequacy of the managers, the cultural structure and the legal gap are revealed. Accordingly, it was stated that bright, hardworking, prominent people, knowledgeable and equipped, people who are not silent against injustices, people who stand out in the group of friends, who are heard and who come to the leading position, employees who stand out with their knowledge are more at risk of being a victim in business life. However, the opposite of this situation has also remained in the background and it has been stated that weak individuals may have a higher risk of becoming victims. Especially the fact that women are weaker than men, it is thought to cause women to be more at risk. These findings are consistent with the premises revealing the mobbing stated by Samnani and Singh (2012) in their review study. The authors divided the antecedents of mobbing as personal characteristics, demographic factors, group factors, organizational causes and social culture in general. This distinction overlaps with research findings but it is seen that especially the legal gap issue is less prominent in the international literature, but this situation is frequently mentioned as an important deficiency in the TRNC. Participants' views on the effect of organizational structure on mobbing differ. An union executive drew attention to the fact that the employment in the public sector is based on party membership rather than qualifications, the diversity of status is high and the supervisors disrupt the functioning of the public by saying that everyone does everything, and that the employees in undeserved positions increase the risk. The other two union executives stated that acts contrary to the established culture of the organization created a mobbing risk. According to the statement of a union executive, the physical conditions of the environment may be the main factor, while another manager stated that the biggest reason is the power struggle. These findings reveal that the institutional structure is an important factor in the emergence of mobbing.

Union executives consider the inadequacy of managers as another reason for mobbing. Because all three union executives think that the election of those who are in

power by politicians from among those who do not deserve that position is an important reason for mobbing. These people who come to the administration can apply mobbing to their subordinates because they are found odd by other employees and because these executives are inadequate to do their jobs. All union executives agree that culture is effective on mobbing risk. It is thought that women are at more risk, especially because the Turkish Cypriot Community has a "patriarchal" structure. These ideas are also supported by examples such as while the grown-ups are talking, the little ones are silent, you will be satisfied with what you find, the head of the house is the father, women do not interfere with men. Again, all union executives think that individuals' risk of being victimized increases if they go beyond the lines determined by the society. It is also known by the unions that mobbing has no equivalent in the laws in the TRNC. One of the participants expressed a grievance created by the deficiency in this subject by also stating. Thus, the legal gap is seen as an important problem area.

When the answers given to the question of what strategies are used for mobbing acts in the workplace, it is seen that organizational arrangements, social abstraction, verbal attack, attack on private life and spreading rumors are the main themes of mobbing strategies. Among the mobbing strategies, organizational arrangements include behaviors such as not giving a job, giving too much work, not being sent to courses and seminars, questioning reports, changing the place of duty and shouting. In addition, behaviors such as putting the employee to the point of being incompetent and not knowing about his / her profession and making mistakes by increasing the workload have been observed by the union executive. According to the participants, mobbing practitioners try to isolate the victim socially with behaviors such as excluding, discrediting, blocking internet access, hiding information, blocking phone communication, not giving work, ignoring. In addition, verbal attacks such as shouting and pressure to leave the institution and insults can be made. An executive tried to explain the attacks of mobbing practitioners on private life with examples. Again, mobbing practitioners practice mobbing in ways such as spreading false gossip, nicknames, spreading rumors about the victim with speeches such as that the victim does not know the job, and is inadequate. The answers given by the participants to the question of what kind of consequences the mobbing acts have reveals two main themes: negative consequences for the employee and the organization. All of the participants agree that mobbing has serious negative effects on victim psychology. Accordingly, the mental structure, social status, friendship and family relations of the employees are negatively affected, their productivity and motivation in the workplace decreases, and over time, there is an increase in leave and reports, with the reluctance to go to work. In addition, headaches and health problems are beginning to appear. The person cuts off his / her communication with his / her environment, becomes withdrawn, and situations such as projecting his anger on uninterested people, and intolerance arise.

Considering the opinions of the participants regarding the effects of mobbing on the organization, all unions stated that this situation directly or indirectly disturbs not only the individual but also the peace in the whole working environment, creates tension among the employees, decreases the productivity, motivation and quality of the work, and therefore this situation actually reflects on the whole society. A participant from education unions stated that she struggled hard not to reflect this situation to her students and not to disturb the general peace of the environment when she lived as a teacher. The answers given to the question of what kind of activities they are doing to prevent mobbing by the union they manage reveal the main themes of mediation, legal studies and awareness raising. Most of the participants stated that they listened to their

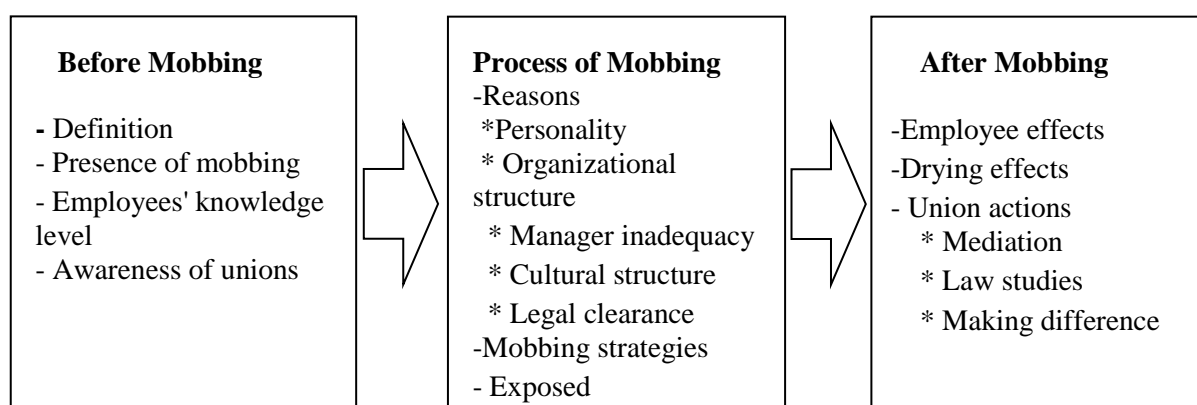
members who were exposed to mobbing and that they mediated by talking with the practitioner to find a solution to this situation. In addition, there are union executives who stated that they are in activities such as deciphering the mobbing practitioner verbally and in writing, condemning, taking action, meeting with the executive, and saying that they will seek legal remedies. However, while some of these unions carried the mobbing incidents to a legal dimension, a union executive stated that this situation was not carried to the legal dimension.

Most of the participating unions are aware that the term mobbing is not legally recognized and therefore there is a loophole in the law. Expressing the necessity of entering into the laws, the unions stated that they are ready to do their part in this matter. In addition, a public union expressed its expectation that mobbing should be included in the "Public Servants Reform Law", (Beisner, Shors and Miller; 2004) which was recently made and is now waiting to be discussed in parliament. It is seen that unions are more or less engaged in raising awareness about mobbing. However, due to the fact that these activities have been carried out in the last 5 years, it is possible to conclude that awareness has gradually developed and is still not at a sufficient level. Some unions have organized trainings, seminars and conferences to raise awareness and awareness of their members, awareness.

CONCLUSION

When the answers given by the participants were examined, it was seen that the mobbing phenomenon in the TRNC public institutions can be thematically mapped in three basic processes: pre-mobbing, mobbing process and post-mobbing, as shown in Figure-1.

Figure 1. Thematic Map of the Mobbing Case in TRNC Public Institutions



The prominent themes before mobbing are the definition and existence of mobbing, the knowledge level of the employees about mobbing and the awareness level of the unions about mobbing. In the process of mobbing, the themes of why mobbing is applied, the mobbing strategies applied and the individual characteristics of those exposed to mobbing come to the fore. Finally, after mobbing, it is seen that there are three different themes regarding the negative effects of mobbing on the individual and the institution and the actions of the unions in preventing mobbing. In the context of these three main themes, it is seen that unions play an important role in preventing mobbing in public workplaces. First of all, it is necessary to focus more on awareness

studies so that both union managers and public employees can form a consensus on what is mobbing. It is clear that there are serious deficiencies in all public employees regarding the definition of mobbing. Another issue that arises before mobbing is the difficulty of detecting the presence of mobbing. Due to the existence of different culturally oppressed groups (gender, age, personality traits, etc.), the fear of employees who are exposed to mobbing, and the insufficient knowledge of the way to follow when exposed to mobbing, Even if many employees are exposed to mobbing, they cannot express this clearly. It seems an obligation for trade unions to reveal particularly mobbing acts and to establish mechanisms to provide legal and psychological support to members.

The most critical issue that unions should take initiative during and after the mobbing process is to create political pressure on legal regulations that will eliminate legal gaps. Although all kinds of training and awareness are created on mobbing, it is clear that mobbing cannot be effectively fought without legal regulations. This research has some limitations besides its important findings. The first of these is that the findings revealed are limited to the thoughts and experiences of the interviewed union executives. However, if the mobbing victims are discussed in future studies, the thoughts of the union executives and the experiences of the mobbing victims can be compared. Another limitation is that the study focused only on public unions. If private sector unions are also included in the research to be conducted in the future, more inclusive studies can be conducted in the form of public-private comparison. Finally, it is understood that law-based research is needed to better understand the phenomenon of mobbing in the public sector in the TRNC. In particular, there is a need for studies on the position of existing laws on mobbing and what kind of regulations that can be made in the laws can reduce mobbing in the public.

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