HUMAN RESOURCES AND MOBBING IN BUSINESSES

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ABSTRACT

The aim of this study is to determine the relationship between human resources and mobbing in enterprises and to determine the perceptions of HR practices on mobbing. The study was conducted with the relational survey model, one of the quantitative research methods. The population of the study consisted of 320 people working in the private sector in TRNC and the sample consisted of 222 people who could be reached and answered the questionnaires at the level that could be used. In the study, socio-demographic information form, Human Resources Practices Scale and Mobbing (Psychological Violence) Scale were used to collect data. The data were analysed using SPSS 28.00 statistical analysis software. Frequency, mean, standard deviation statistics were used.

At the end of this research, it is seen that the HR practices perception scores of male participants are higher than female participants. It should be noted that the relationship is also significant. It is also seen that it does not affect the perceptions of HR practices. It is seen that the marital status variable does not affect the perceptions of HR practices. When the arithmetic averages are analysed, it is seen that the scores of single participants are higher than the scores of married participants with a small difference. In the study, it was observed that gender variable did not affect mobbing perception. When the airtmatic averages are analysed, it is seen that the mobbing perception of female participants is higher than that of male participants. It is seen that the perception of mobbing does not change according to the age of the participants; therefore, the mobbing perception of all age groups is similar to each other.It is seen that HR practice perceptions have a statistically positive effect on mobbing perception. In this case, it can be said that HR practices have a positive effect on the perception of mobbing applied in the organisation.

Keywords: Business, Human Resources, Mobbing

1. Introduction

1.1. Problem status

Human resources (HR) departments play a strategic role in companies. In line with its strategic role; it is important to take decisions together with top management and direct management in the workplace, to determine the needs of the department management and to be in constant communication with top management and direct management (Yinal and Banje, F2023). Due to this role, HR departments are expected to align business strategies with HR strategies, support line management and senior management in this direction, and bring added value to business operations (Vardarlıer & Canol, 2017). In this context, most of the issues related to employees are among the duties of the HR department. One of these tasks is the prevention of some negative situations that occur or may occur in the workplace. Among these negative situations, mobbing, which has recently been on the agenda, is expressed as emotional assault (Çopur, 2017).Mobbing can be confused with conflict at the beginning of working life. Some workplace jealousies can also be considered as mobbing. Employees express a warning from a supervisor or a conflict or incident with a colleague as violence and treat it as violence. However, it must be consistent in order to be called mobbing (Akman, 2014). Mobbing can have a negative impact on organisations in terms of efficiency, productivity and job satisfaction of employees. Employees' reluctance to work due to low job satisfaction limits employee creativity (Yılmaz & Kaymaz, 2014). As a result of workplace rebellion, employees' attention is distracted from the goals of the organisation and the importance of their own duties. In addition to the employees who are exposed to mobbing, as a natural consequence, those who witness the events in the process experience a significant decrease in their trust in the organisation, thinking that they will also face violence. events, their commitment to the organisation and their commitment to work. While

harmony among the employees of the organisation who are subjected to violence is weakened, an environment of complete distrust prevails (Tetik, 2010). In the fight against mobbing, the personnel management of organisations, i.e. HR department, has important duties. Human resources management, which is the backbone of companies, should be the first unit to identify abusive behaviours. In this framework, the problem situation of the study was determined as "what are the duties of human resources management regarding mobbing in enterprises?".

1.2. Aim of the research

The aim of this study is to determine the relationship between human resources and mobbing in enterprises and to determine the perceptions of HR practices on mobbing. The sub-objectives of the research are as follows:
- Do the participants' perceptions of human resources practices differ significantly according to their socio-demographic characteristics?
- Do the participants' perceptions of mobbing differ significantly according to their socio-demographic characteristics?

1.3. Importance of research

Human resources management in businesses is of great importance to ensure that employees work efficiently and happily. Mobbing, i.e. psychological harassment, is an important issue in terms of human resources management in enterprises because it can negatively affect employees' psychological health and work performance by affecting the working environment. Mobbing, i.e. psychological harassment, is an important issue in terms of human resources management in enterprises because it can negatively affect employees' psychological health and work performance by affecting the working environment. Human resources management in enterprises should take preventive measures for the prevention of mobbing and the safety, health and welfare of employees. In order to prevent mobbing, a transparent policy and procedures should be established in enterprises, a safe environment should be provided for employees to report mobbing behaviours, and mobbing behaviours should be responded seriously and quickly.

Prevention of mobbing in enterprises will contribute to the success of the enterprise by increasing employee happiness and job performance. Therefore, human resources management in enterprises should endeavour to prevent mobbing and provide a good working environment for employees. In this sense, this study is considered to be important in terms of contributing to the literature.

1.4. Limitation
 This research is limited to the sources used in the study.
1.5. Description
124Human resource management: Strategic value for businesses is a set of management processes that include many practices such as recruitment, selection and placement, training, evaluation, rewarding, rewarding, increasing performance, managing human relations and providing communication to achieve goals (Çetin, Elmalı, Arslan, 2019).

Mobbing: In any community living together or in a common place, if they consciously/intentionally choose one of them as a victim because of certain differences, they start to see him/her as incompetent, gradually become increasingly incompetent, and with their annoying behaviours, a person is defined as the process of making him/her an incompetent, unsuitable, unhappy, problematic person (Dökmen, 2005; Tınaz, 2006).

2. Theoretical Framework
2.1. Human Resources Concept
Human resource management as a discipline is developing rapidly. Although it is claimed that HRM and classical HRM are materially similar or identical, the concept of HRM encompasses the purpose, work and functions of HRM and the wider field. Since scientists have different views on human resource management, there is no consensus on the subject. One of the main reasons for this is that the boundaries between HR and HRM cannot be drawn exactly (Aykaç, 1999).

 Human resource management is the business function that helps the company to apply organisational tools such as production, marketing and finance to the company, which assess and respond to the company's individual needs and provide incentive working conditions to get very good results from the employee. In particular, production management is about goods or services, financial management is about money and personnel management is about people. Human resources are the people working in the organisation who add value to the organisation with their knowledge and skills. Effective human management is a very complex process (Çetin, Elmalı, & Arslan, 2017).

The main purpose of human resource management is to enable people to create benefits together to achieve organisational goals. Leaders carry out their activities through others. Managers at different levels deal with human resources. Human resource management is the effective use of personnel resources to improve organisational performance. Such a situation requires a strategic approach to staffing. It aims to reveal the factors affecting employees, what employees should do in the current situation and what they should do in the future. In order to ensure the effectiveness of the organisation, attention should be paid to all the issues mentioned and their interactions should be considered (Aksan, 2022).

2.2. Human Resources Management (HRM) and Applications

Companies trying to survive in a rapidly differentiating competitive environment try to manage situations such as ensuring customer satisfaction, increasing profit margins and improving quality. For this purpose, companies try to manage their human resources effectively, accurately and efficiently (Barutçugil, 2004). Human resource management is seen as a key unit in the proper management of employees' skills, abilities, qualifications and attitudes in achieving the objectives of the organisation. In this sense, business management supports innovation, knowledge management skills and staff learning by planning and directing HR practices in this direction. HR practices therefore have critical value in the knowledge economy (Aydem, Mutlu, & Katırcıoğlu, 2019). In this context, it is possible to summarise HR practices as follows:

Human Resource Planning: HRM practices provide systems for an organisation to collect, store, update and easily access information about the current knowledge, competencies, skills and abilities of its employees. In this way, an easy and fast flow of information can be provided between organisational units (Doğan, 2011).

Selection and Recruitment: It is seen that the most important resource that increases the effectiveness and quality of the organisation and enables it to adapt to changes is human. In this context, the HR department has a critical importance in ensuring the recruitment and continuity of personnel according to the sufficient number and quality of the organisation and in determining the right strategies for the organisation to achieve its goals (Barutçugil, 2004).

Training and Development: Training and development includes the processes that provide the desired change in the skills, knowledge, attitudes and behaviours of employees (Sabuncuoğlu, 2008). In order for the training to be beneficial to the employee and then to the organisation, first of all, the correct training needs analysis should be made. Because the training programmes implemented according to the needs ensure that the skills and behaviours of the employees are compatible with the organisation.

Performance Management: Performance management system is the process of modelling the objectives to be achieved in organisations and the performance expected from employees for this purpose, and directing, developing and guiding employees in a way to increase their loyalty and productivity in this context (Barutçugil, 2004).

Remuneration management and rewarding: Remuneration is a non-monetary contribution and/or monetary value received by the physical or mental effort of work in exchange for a product or service provided and is determined by the governing bodies of organisations (Olanrewaju et al., 2020).

Career Management: Career management, which is generally managed by corporate HR departments, can be defined as processes such as synchronising HR practices with the business system, sharing career information, informing employees about the conditions of career stages, advising and guiding subordinates, evaluating employee performance and implementing career development training practices (Kahraman & Fındıklı, 2018).

Digital Work Environment: As companies are digitising as a whole, HR is leading the digital organisation. In addition to the digitalisation of personal platforms, this means digital workplaces and a digital workforce, as well as the implementation of technology that changes the way people work and interact at work (Deloitte, 2017). Such practices force companies to completely change the language of digital communication and working methods, leading to an increase in competence and enhancing the development of the existing workforce in this direction.

2.3. Mobbing Concept and Scope

Mobbing is derived from the word "mob" as a concept, and the word mob is derived from the Latin word "mobile emphasis", which is defined as "unstable crowd". In English, mob refers to an irregular crowd or gang group that uses violence and pressure against the law (Lokmanoğlu, 2019).

The concept of mobbing has recently started to be included in Turkish academic literature. It has been translated into Turkish as anxiety, emotional harassment, threat, psychological terror, intimidation, mental violence, moral and emotional harassment, bullying or workplace bullying. The term was first used by Konrad Lorenz in the 1960s to "describe the abuse used by birds to intimidate, upset and frighten stronger and lonely birds inside and outside the flock" (Yıldırım & Ekinci, 2019).

Leymann (1996) examined adult behaviour since 1982 and focused on so-called difficult people in the business world. It has been determined that these so-called difficult people are not genetically such and their behaviours change due to the corporate culture and environment. With these studies, the concept of mobbing has been investigated not only in terms of children and animals but also in terms of adults and business life. Leymann emphasised that bullying, which he also called professional terrorism, is a hostile behaviour directed at another person by one or more people, and noted that people who cannot get help and are vulnerable are open to intimidation policy.

Mobbing is defined as "intimidation or psychological terror resulting from systematic hostile and unethical behaviour of one or more persons against another person or persons" (Çobanoğlu, 2005). In this Leymann statement, it is understood that the systematic characterisation of immoral acts against the victim and acts of violence against the same victim by a specific person is routine, not of short duration and lasts for at least six months (Karakaş, 2010).

2.4. Stages of Mobbing
There is a five-stage process related to mobbing (Baykal, 2014; Yılmaz & Kaymaz, 2014);
First stage; Victims are prevented from expressing themselves, interrupted and ignored in meetings, insulted and slandered, successes are ignored and failures are exaggerated, privacy is constantly criticised and threatened by phone or verbally.

Second stage: Attack on social relations; relations with the victim of violence are minimal, complaint channels are limited, they are isolated from other employees, and those who try to establish close relations with the victim feel themselves at risk of becoming a victim of violence and the victim is neglected; they are treated as if they do not exist, their rights and personality are not respected.

Third stage - Attack on reputation; a campaign of slander is launched against the victims, unfounded reports, ridicule, belittling achievements and attributing success to external factors, rumours about their mental health, that they are "dangerous", about their political or religious status. beliefs are ridiculed. Their beliefs and values are verbally and physically attacked, they are accused of short-sightedness and lack of vision, and their views are ignored.

Fourth stage - Attack on the quality of life and work; their primary responsibilities and authorities are limited, they are deprived of their rights, they are forced to take all their rights through the judiciary, the implementation of decisions in their favour is deliberately delayed, they are given tasks that exceed their abilities. it negatively affects their self-confidence, they are forced to leave.

Fifth stage - Assault affecting health; the victim is forced to perform a physically difficult task; if the victim is a woman, it may refer to verbal or actual sexual harassment.

2.5. Parties to Mobbing
In business life, everyone can suddenly become a party to mobbing. A person may be a victim because he/she is a victim of another violence, or he/she may participate in the process as a bystander. There are three parties to a mobbing action (Palabıyık, 2018; Ekinci, 2022):

Mobbing Perpetrator: The person who applies mobbing is called the perpetrator (aggressor, bully). This person can be a civil servant or an employee, as well as an employer, official or supervisor. In other words, the status of the person is not important. Also, the number of people involved in this process is not important. The mobber can be one person, or it can be more than one person, or it can be all employees of the whole department or group. In this case, the bullying is usually initiated by one person and then others join the bullying.

1. Victim of mobbing: A person who is mistreated by a bully is called a victim of violence (mobbing victim). Leymann made a general definition of this subject. For him, a victim is anyone who feels like a victim. Victims are generally honest and reliable people who do their job well, do not compromise their working principles, and are identified with their work. Regardless of the hierarchy, any employee in the

workplace can be a victim. The victim of mobbing can be one or more persons. The common point of all international research is that there are many more victims of violence and harassment.

2. Mobbing Monitor: People who do not directly participate in the ongoing mobbing processes but observe the mobbing process and experience its reflections are called mobbing bystanders (witness, spectator). These people are considered as eyewitnesses from the moment they become aware of mental harassment in the work environment. The mobbing bystanders may be the victim's own colleagues or the victim's supervisor, employer or employer's representative. In other words, anyone other than the perpetrator and the victim can be a bystander to workplace violence.

2.6. The Role of Human Resources Department in Combating Mobbing

In the literature, researchers have tried to express the role and importance of the HR department in the company in the same way. The importance of the strategic nature of the department is shown by the fact that the HR department, alone or in co-operation with direct managers, is primarily responsible for making political decisions regarding HR management (Özçelik, 2006). Every manager and every employee can be a "mobbing preventer". In order to protect companies, it is necessary to avoid mobbing in companies by combining the strategic role and the goals of the company and the staff in a single goal. Because the conflict between HR goals and business goals is a potential threat for violence. A direct manager can put pressure on the staff in order to protect the interests of the company and therefore, it is inevitable that the motivation and cohesion of the employees will further decrease if they cannot achieve their goals. The important point here is that HR roles should not be seen as independent of each other. Human resources can also intervene in the process in the change role (Vardarlıer & Canol, 2017).

3. METHOD
3.1. Research Model
The study was conducted with the relational survey model, one of the quantitative research methods. Relational survey model is a model used to search and retrieve related data in a database (Büyüköztürk, 2012).

3.2. Universe and Sample
The population of the study consisted of 320 people working in the private sector in TRNC and the sample consisted of 222 people who could be reached and answered the questionnaires at a level that could be used.

3.3. Data Collection Tools
The data were collected by sending questionnaires by e-mail. A total of 310 questionnaires were sent, and incorrect, incomplete or non-returned questionnaires were eliminated. Finally, 222 questionnaires could be evaluated after the questionnaire control. In the study, socio-demographic information form, Human Resource Practices Scale and Mobbing (Psychological Violence) Scale were used to collect data.

Human Resources Practices Scale The Human Resources Practices Scale taken from Yıldırım (2013) was used. The scale was prepared in 5-point Likert type. The main dimension of the scale was found to be reliable with a Cronbach Alpha value of 0.965.

Secondly, the Mobbing (Psychological Violence) Scale developed by Leymann (1996) and adapted from Ehi (2011) was used. The Cronbach Alpha value of the scale was found to be highly reliable at the level of 0.783.

3.3. Data Analysis
The data were analysed using SPSS 28.00 statistical analysis programme. Frequency, mean, standard deviation statistics were used.

4. Findings
4.1. Demographic Information
Table 1 shows the demographic information of the participants:
Table 1. Information on Participants

		N	%
Gender	Woman	145	60,9
	Man	75	31,5
Age	20-30 age	68	28,6
	31-35 age	52	21,8

	36-40 age	47	19,7
	41-45 age	32	13,4
	46 age and older	21	8,8
Marital status	Married	89	37,4
	Single	131	55,0
Education status	High School	39	16,4
	Associate Degree	84	35,3
	Licence	60	25,2
	PhD	37	15,5
	Total	220	92,4

When Table 1 was analysed, it was seen that 60,9% of the participants were female and 75% were male. When the age distribution is analysed, it is seen that 28.6% of the participants are between 20-30 years old, 21.8% of them are between 31-35 years old, 19.7% of them are between 36-40 years old, 13.4% of them are between 41-45 years old and 8.8% of them are between 46 years old and above. 55% of the participants are single and 37.5% are married. It is seen that 35.3% of the participants have associate degree, 25.2% have bachelor's degree, 16.4% have high school degree and 15.5% have doctorate degree.

4.2. Findings Related to Participants' Perceptions of Human Resources Practices According to Socio-Demographic Characteristics
Table 2 shows the results of the analyses on the participants' perceptions of HR practices according to their gender:
Table 2. T-Test on Participants' Perceptions of Human Resources Practices According to Gender

	N	$\overline{X}$	Ss	f	p.
Woman	145	107,7379	16,60615	0,061	0,005
Man	75	113,8933	16,61941		

p=0,005

When Table 2 is analysed, it is seen that gender variable affects HR practice perceptions (p=0,005). In this case, it is seen that male participants ($\overline{X}$ = 113,8933) have higher HR practices perception scores than female participants ($\overline{X}$ = 107,7379). It should be noted that the relationship is also significant.

Table 3 shows the results of the analyses on the participants' perceptions of HR practices according to their age:
Table 3. ANOVA Test on Participants' Perceptions of Human Resources Practices According to Age

	N	$\overline{X}$	Ss	For average %95 Confidence Interval Lower Limit	Upper limit	Minimum	Maximum	F	p.
20-30 age	68	111,0294	15,79530	107,2061	114,8527	82,00	158,00		
31-35 age	52	111,7308	17,45259	106,8719	116,5896	76,00	147,00		
36-40 age	47	108,9149	16,14046	104,1759	113,6539	78,00	140,00	0,830	0,507
41-45 age	32	105,4375	14,97080	100,0399	110,8351	82,00	136,00		
46 age and above	21	110,0476	22,24517	99,9217	120,1735	77,00	152,00		

p>0,05

When Table 3 is analysed, it is seen that the age variable does not affect the perceptions of HR practices (p>0,05). However, it should be noted that the 31-35 age group ($\overline{X}$ = 111,7308) scored higher than the other age groups with a slight difference in arithmetic averages.

Table 4 shows the results of the analyses on the perceptions of HR practices according to the marital status of the participants.

Table 4. T-Test on Participants' Perceptions of Human Resources Practices According to Marital Status

	N	$\overline{X}$	Ss	f	p.
Married	89	109,6629	17,61968	1,908	0,169
Single	131	109,9542	16,33725		

p>0,05

When the results of the analyses are evaluated, it is seen that the marital status variable does not affect the perceptions of HR practices (p>0,05). When the arithmetic averages are analysed, it is seen that the scores of single participants ($\overline{X}$ = 109,9542) are higher than the scores of married participants ($\overline{X}$ = 109,6629) with a slight difference. In this case, it is possible to say that the HR practice perceptions of married and single participants are similar to each other.

Table 5 shows the results of the analyses on the participants' perceptions of HR practices according to their level of education:

Table 5. ANOVA Test on Participants' Perceptions of Human Resources Practices According to Education Level

	N	$\overline{X}$	Ss	For average %95 Confidence Interval Lower Limit	Upper Limit	Minimum	Maximum	F	p.
High School	39	108,9487	17,21069	103,3697	114,5278	76,00	140,00		
Associate Degree	84	110,6905	17,67442	106,8549	114,5261	77,00	152,00	0,208	0,891
Licence	60	110,1333	15,95807	106,0109	114,2557	79,00	138,00		
PhD	37	108,3514	16,35919	102,8969	113,8058	81,00	158,00		

p>0,05

When Table 5 is analysed, it is seen that the education level variable does not affect the HR practice perceptions (p>0,05); therefore, the HR practice perceptions of each education level are similar to each other. When the arithmetic averages are analysed, it is seen that associate degree graduates ($\overline{X}$ =110,6905) have higher scores than other education levels. Basically, this may be due to the higher number of associate degree graduates.

4.3. Findings Regarding Mobbing Perceptions of Participants According to Socio-Demographic Characteristics
Table 6 shows the results of the analyses on the mobbing perceptions of the participants according to their gender:

Table 6. T-Test for Participants' Perceptions of Mobbing According to Gender

	N	$\overline{X}$	Ss	f	p.
Woman	145	116,6552	12,09762	0,267	0,606
Man	75	115,8267	12,50013		

p>0,05

As a result of the analysis, it was seen that gender variable did not affect mobbing perception (p>0,05). Considering the airtmatic averages, it is seen that the mobbing perception of female participants ($\overline{X}$ = 116,6552) is higher than that of male participants ($\overline{X}$ = 115,8267).

Table 7 shows the results of the analyses on the mobbing perceptions of the participants according to their age:
Table 7. ANOVA Test for Participants' Perceptions of Mobbing According to Age

	N	$\overline{X}$	Ss	For average %95 Confidence Interval Lower Limit	Upper Limit	Minimum	Maximum	f	p.
20-30 age	68	115,6912	12,76803	112,6007	118,7817	85,00	144,00	2,619	0,036
31-35 age	52	112,7115	11,90376	109,3975	116,0256	81,00	140,00		

36-40 age	47	117,7021	12,58003	114,0085	121,3958	92,00	144,00
41-45 age	32	118,3750	11,01831	114,4025	122,3475	94,00	141,00
46 age and above	21	121,6190	9,90190	117,1118	126,1263	100,00	140,00

p>0,05

When Table 7 is analysed, it is seen that the perception of mobbing does not change according to the age of the participants (p>0,05); therefore, the mobbing perception of all age groups is similar to each other. When the arithmetic averages are analysed, it is seen that the age group of 46 and over ($\overline{X}$ = 121,6190) has a higher score than the others.

Table 8 shows the results of the analyses on the mobbing perceptions of the participants according to their marital status:

Table 8. T-Test for Participants' Perceptions of Mobbing According to Marital Status

	N	$\overline{X}$	Ss	f	p.
Married	89	116,7978	12,28375		
Single	131	131,0840	12,20532	0,012	0,00

p=0,00

When Table 8 is analysed, it is seen that mobbing perception of the participants differed according to marital status (p=0,00). Accordingly, it is seen that the mobbing perceptions of single participants ($\overline{X}$ = 131,0840) are higher than married participants.

Table 9 shows the results of the analyses on the mobbing perceptions of the participants according to their educational status.

Table 9. ANOVA Test for Participants' Perceptions of Mobbing According to Educational Background

	N	$\overline{X}$	Ss	For average %95 Confidence Interval Lower Limit	Upper Limit	Minimum	Maximum	F	p.
High School	39	114,3590	10,71764	110,8847	117,8332	94,00	140,00		
Associate Degree	84	116,7619	12,04471	114,1480	119,3758	92,00	141,00	0,618	0,604
Licence	60	117,5833	13,24386	114,1621	121,0046	81,00	144,00		
PhD	37	115,6486	12,51492	111,4760	119,8213	88,00	144,00		

p>0,05

When Table 9 is analysed, it is seen that educational status does not affect mobbing perception (p>0,05). In this case, it is possible to say that the mobbing perceptions of the participants with different educational status are similar to each other. When the arithmetic averages are analysed, it is seen that bachelor's degree graduates ($\overline{X}$ = 117,5833) have higher scores than the others.

3. Findings on the Relationship between Human Resources Practices and Mobbing PerceptionTablo
1. 10 shows the results of the analyses on the relationship between HR practices and mobbing perception:
2. Table 10. Correlation Analysis between Human Resources Practices and Mobbing Perception

		Mobbing Perception
Perceptions of Human Resources Practices	r	,076
	p.	0,00*

When the results of the analysis are analysed, it is seen that the perception of HR practices has a statistically positive effect on the perception of mobbing (r= ,076; p=0,00). In this case, it can be said that HR practices have a positive effect on the perception of mobbing applied in the organisation.

CONCLUSIONS AND SUGGESTIONS

As a result of this research, it is seen that the HR practices perception scores of male participants are higher than female participants. It should be noted that the relationship is also significant. It is also seen that it does not affect the perceptions of HR practices. It is seen that marital status variable does not affect HR practice perceptions. When the arithmetic averages are analysed, it is seen that the scores of single participants are higher than the scores of married participants with a small difference. In this case, it is possible to say that the HR practice perceptions of married and single participants are similar to each other. It is seen that the education level variable does not affect the HR practice perceptions; therefore, the HR practice perceptions of each education level are similar to each other. When the arithmetic averages are analysed, it is seen that associate degree graduates have higher scores than other education levels. Basically, this may be due to the higher number of associate degree graduates.

In the study, it was observed that gender variable did not affect mobbing perception. When the airtmatic averages are analysed, it is seen that the mobbing perception of female participants is higher than that of male participants. It is seen that the perception of mobbing does not change according to the age of the participants; therefore, the mobbing perception of all age groups is similar to each other. When the arithmetic averages are analysed, it is seen that the age group of 46 and over has a higher score than the others.

It is seen that the perception of mobbing differs according to the marital status of the participants. Accordingly, it is seen that the mobbing perceptions of single participants are higher than married participants. In addition, it is possible to say that the mobbing perceptions of the participants with different educational status are similar to each other. When the arithmetic averages are analysed, it is seen that bachelor's degree graduates have higher scores than the others.

Finally, it is seen that HR practice perceptions have a statistically positive effect on mobbing perception. In this case, it can be said that HR practices have a positive effect on the perception of mobbing applied in the organisation. At the end of the research, the following recommendations were developed:
The study was conducted quantitatively and within a specific sample. Future studies can be conducted as mixed or qualitative; in different sample segments.
- It is suggested that demographic variables should be diversified in future studies.
- The human resources department should play an active role in the workplace to help prevent and address mobbing cases. This ensures that employees work in a healthy and safe working environment and increases motivation and productivity in the workplace.

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