

## MOBBING EXPERIENCES OF WOMEN EMPLOYEES IN THE WORKPLACE: A QUALITATIVE STUDY ON THE PERCEPTIONS OF MOBBING THAT WOMEN EMPLOYEES ARE EXPOSED TO IN THE TRNC

Melek ARİFOĞLU

Akdeniz Karpaz University, Graduate Studies, Master Program  
[mefuat@hotmail.com](mailto:mefuat@hotmail.com)

Hüseyin OLGAN

Akdeniz Karpaz University, Graduate Studies, Master Program  
[olgan.gondeya@gmail.com](mailto:olgan.gondeya@gmail.com)

Assist. Prof. Dr. Azmiye YINAL

Akdeniz Karpaz University, Graduate Studies, Master Program  
[azmiye.yinal@akun.edu.tr](mailto:azmiye.yinal@akun.edu.tr)

### ABSTRACT

The aim of this study is to determine the realization forms of mobbing events that women are exposed to, by whom the mobbing is carried out and the effects of the event on the mobbing victim; At the same time, it is the examination of mobbing perceptions of female employees who are victims of mobbing in the workplace. In the study, qualitative research method was preferred in order to capture the details of mobbing incidents, which are thought to be relatively difficult to statistic within the framework of quantitative research, and to determine mobbing perceptions by enabling mobbing victims to convey their experiences with their own words. In this context, 23 female employees who have different positions and seniority in various sectors in the town of Nicosia in the Turkish Republic of Northern Cyprus and who stated that they are victims of mobbing in the workplace were selected by snowball sampling method and semi-structured interviews were conducted with these female employees. Afterwards, the interview records were analyzed in detail and the codes, categories and themes were determined; Accordingly, the similar and divergent aspects of mobbing experiences, the effects they experienced and mobbing perceptions of female employees participating in the research were interpreted by revealing. According to the findings obtained within the scope of the research, mobbing for office workers emerges as a very common problem that can lead to serious negative consequences. Mobbing, which is a type of psychological violence or bullying that is carried out systematically and for months and in some cases for years, in order to incapacitate the person in the workplace or to force him to leave the job; It can reduce employee performance by destroying employee motivation and health, lead to loss of productivity and resources in the workplace, create a toxic atmosphere within the organization, cause the organization and/or organizational managers to lose their reputation, and cause qualified employees to leave the job. In the research, the findings that the protective, preventive and deterrent mechanisms against mobbing are often ignored by mobbing perpetrators were also noteworthy. On the other hand, although the positions of the perpetrators who apply mobbing to the interviewees vary and the perpetrators are not always managers, all of the victims clearly stated that they think that the managers of the workplace where they work are responsible for preventing mobbing. Accordingly, the overlapping aspects of the findings with the upper-level theory were also tried to be interpreted.

**Keywords:** mobbing in the workplace, female employees, mobbing perception, mobbing effects

### 1. Introduction

Human relations, ways of doing business and lifestyles change within the framework of current opportunities and constraints. In this respect, as technology develops, there may be situations where human contact decreases in some workplaces, and although concepts such as "dark factories" and "remote working" are becoming more and more common in global business circles, especially after the Covid19 pandemic; In the business world, it is out of the question to completely cut off human relations. Therefore, as in every situation in which human has played a leading role throughout history, no matter how much technology develops in business environments, there may be situations where conflict is inevitable due to the existence of the human factor. However, there is a situation that distinguishes itself from interpersonal conflict, which is a part of human nature, which is mobbing behavior. Mobbing, which is a systematic intimidation behavior unlike the usual conflict situation between people; It is a problem that lasts for a large period of time spanning months or even years, causing many negative effects, especially stress, and increasing the intention to leave (Baillien, Escartin, Gross, & Zapf, 2017).

Mobbing experiences of female employees in the workplace is a common problem worldwide. Mobbing is the practice of systematic, persistent and malicious behavior towards a person. These behaviors are carried out in order to damage the reputation of the person and cause psychological or emotional pain (Burns, 2022). Women

may be more prone to mobbing in the workplace, and some studies show that women are more exposed to mobbing. Female employees may be exposed to workplace mobbing because they may be targeted because of their gender, role or hierarchical position. Forms of mobbing can include constant criticism, belittling, humiliation, spreading gossip, ostracism, abuse and harassment. Such behaviors may negatively affect the self-confidence, motivation and work performance of employees (Yinal, Kalkan, & Çakici, 2022).

**The Concept of Mobbing** Whenever people who are social beings are in contact, there is a possibility of conflict between them, this is a part of human nature. These disputes can be resolved between the parties as well as; it can grow to the point of fighting, violence or breaking the relationship between the parties (Aquino, 2000). Legislators around the world have defined certain behaviors as crimes in the legal framework against the harm of the parties or the violation of rights in cases of disagreements (Hasekioğlu and Karadaş, 2022). Although the deterrent effect of the penal provisions in the legislation for violent behavior, which has been considered a crime for decades, is the subject of another discussion; It is thought that it is obvious that the fact that they are accepted as a crime in the social memory facilitates the detection of these behaviors. On the other hand, due to the fact that psychological violence, especially types of psychological violence such as bullying and mobbing, are relatively difficult to detect and prove; While there is not always a definition and punishment in the legislation, it can be said that it is relatively new to be perceived by the society as a crime or at least as a type of behavior that causes significant negativities. In this context, it is important to examine the literary process from separating mobbing from normal human conflict situations and defining it as a systematic bullying and intimidation behavior (Yinal & Banje, 2023).

Mobbing can cause both physical and psychological health problems. Aggrieved workers may experience physical and psychological symptoms such as stress, anxiety, depression, sleep problems and stomach problems (Köprü, 2022). In addition, results such as job dissatisfaction, loss of motivation, desire to leave the job and loss of professional reputation may occur. Many studies have been conducted on the effects of mobbing and the experiences of female employees. However, it should not be forgotten that mobbing and gender inequality may show local and sectoral differences. For this reason, it is important to consult local surveys, surveys or official reports to get up-to-date information about mobbing perceptions and experiences of female employees in the TRNC (Öksüzöğlü and Şeşen, 2018).

Although we do not have specific data on the mobbing experiences of female employees in the Turkish Republic of Northern Cyprus (TRNC), it is known that mobbing is a common problem among female employees in general. Women may have certain factors that put them at risk of being exposed to workplace mobbing. Female employees may be targeted because of their gender, gender roles or balance of power. Mobbing can occur in the form of constant criticism, ridicule, belittling, humiliation, spreading gossip, exclusion from work and even sexual harassment. Such behaviors may negatively affect women's self-confidence, motivation and job performance (Yinal, Kalkan, & Çakici, 2022).

Mobbing can negatively affect the physical and psychological health of female employees. It can lead to health problems such as stress, anxiety, depression, sleep problems, stomach ailments. In addition, results such as job dissatisfaction, loss of motivation, desire to leave the job and loss of professional reputation may occur. It is important that you examine the studies carried out by official institutions, research institutions, women's rights organizations or universities in the TRNC in order to reach definitive data on the mobbing experiences of female employees in the workplace. Such resources can provide more detailed information about mobbing perceptions, experiences and gender inequality in the workplace of female employees in the TRNC (Öksüzöğlü, Kilili, & Cizrelioğullari, 2020).

Assuming that, in general, where there is a tort committed by an offender and a victim adversely affected by it, the perpetrator has more power or advantage than the victim; In workplace mobbing cases, it can be thought that the perpetrator is generally in a higher position than the victim in the organizational hierarchy, and some studies show that mobbing applied to subordinates by superiors is the most common type of mobbing (Burton & Hoobler, 2006); However, studies conducted especially in the 2000s reveal that employees in almost every position in any organization can be victims of mobbing, even if they are managers. Mobbing behavior can be applied by managers to employees at lower levels, as well as mixed situations where it occurs between peers at the same level, mobbing against managers of lower levels, or employees at different hierarchical levels come together and mobbing other employees (Glambeek, Einarsen, & Notelaers, 2020).

These are referred to as "downward" when applied to their subordinates by the manager, "horizontal" when applied by people at the same hierarchical level, "upward" when applied by subordinates to people in higher

positions, and "inter-level" mobbing when employees at different levels group and mobbing other employees. (Birknerová, Zbihlejšová, & Droppa, 2021).

It is beneficial to examine the nature of mobbing behaviors that female employees are exposed to, to determine the motivations of the perpetrators, and to investigate whether the gender of the victim plays a role in the emerging mobbing behavior. Similarly, it is thought that determining which gender members are exposed to mobbing more frequently among the same number of male and female employees in a research group may be instructive. In this framework, in this period when gender roles came to the fore and the state of women's existence in social life and business world, as they should be, was discussed; Since it was concluded that there is a need to increase the number of studies investigating the mobbing behaviors that female workers are exposed to in Turkey and to diversify the scope of mobbing studies currently conducted mainly on health workers, with different focus groups, this study, which examines the forms of mobbing and its effects on the victim, has a special focus on female workers (Seçgin, Arslan and Tari Selçuk, 2022).

In order to determine the effects of mobbing experiences on the victim, and to enable mobbing victims to express their experiences in their own words without being bound by a certain standard, qualitative research method was preferred instead of quantitative research within the framework of this research. Moreover, since it is aimed to investigate the mobbing experiences of female employees in Nicosia; Considering the female population working in Nicosia, it was thought that qualitative research would be more appropriate, considering that the population of the research would be too large if quantitative research was preferred. Accordingly, semi-structured interviews were conducted with female employees working in different positions in various sectors and who stated that they were systematically exposed to mobbing for at least 3 months in the workplace, in line with the definition of mobbing in the literature, by snowball sampling method. The data collected accordingly; tried to be classified by separating them into themes, categories and codes, and a descriptive analysis was made according to this categorization. From the findings obtained in this framework, the mobbing forms that the victims are exposed to were tried to be categorized in terms of both the direction of mobbing and the mobbing methods applied, the effects of mobbing victims as a result of their experiences were examined and the perceptions of the victims about mobbing were also examined and interpreted.

As a result of the research, within the framework of the research conducted in Nicosia, it has been seen that mobbing is a very common problem for female employees in business life, which is normalized from time to time and can lead to negative consequences for both the victim and the workplace. It was also noted that while women who were more quiet, who were seen as "toothless", especially those working at lower levels, were the victims of mobbing, the cases were generally the downward mobbing applied to the subordinates by the managers. While effects such as loss of motivation, loneliness, alienation from work, and sometimes unhappiness that can reach depression are experienced by almost every victim; in some cases the effects have even been so severe as to cause physical illness. Although sexual harassment is a different subject from mobbing; Based on the findings, it is thought that the mobbing that took place can be accepted as the leading indicator of the sexual harassment that follows from place to place. However, according to the opinions of the women participating in the research, it has been determined that there is no consensus that female employees may be victims of mobbing more, and that the views that mobbing can be applied regardless of gender are quite common.

### **1.1. Purpose of the research**

The primary aim of this research, which focuses on female employees selected from various sectors and exposed to mobbing in their workplaces, in order to ensure the validity criteria of the snowball sampling method in the district of Nicosia; The aim is to reveal the effects of mobbing on the victims by taking into account the details of the mobbing that the employees in question are exposed to in the workplace, such as the way it occurs, the people who apply it, and the organizational environment in which it takes place. The second aim of the research is to determine the perceptions and views of these female employees who are victims of mobbing in the workplace.

### **1.2. Variables of the Study**

Accordingly, the research has one independent and two dependent variables. The independent variable can be named as the mobbing experienced by female employees working in Nicosia. Dependent variables were determined as the effects experienced by the victims as a result of this mobbing and the perceptions of the victims about mobbing.

### **1.3. Research Questions**

The research questions sought to be answered in the research conducted with these variables are as follows:

1. By whom and what types of mobbing are women employees most exposed to in Nicosia?
2. What are the personal and professional effects of being exposed to mobbing on female employees in Nicosia?
3. What are the perceptions of female employees who have been exposed to mobbing in Nicosia?
4. Do female employees who have been victims of mobbing in Nicosia associate their mobbing experiences with their gender?

## 2. Method

### 2.1. Creating the Sample

#### 2.1.1. Sample type

Following the preparation of the interview questions, a female employee working in the district of Nicosia, who was known to have been systematically exposed to mobbing for at least 3 months in accordance with the minimum mobbing period, which is understood to be the most widely accepted in the national and international literature, was reached and thanks to her guidance, that is snowball. With the sampling method, a group of 23 women who were exposed to mobbing at their workplaces in Nicosia for at least 3 months was formed by finding 42 other female employees who were victims of mobbing in the workplace in Nicosia.

#### 2.1.2. Advantages of snowball sampling

The reason for choosing the snowball sample is the thought that although some people may have left the workplace where they were mobbed, some employees who are victims of mobbing may still be working in the workplaces where they are exposed to mobbing, so they may hesitate to openly declare their experiences in order to avoid problems in the workplace. The snowball sampling method enabled people who are known to have experienced mobbing more easily to persuade others who they know to have experienced similar experiences to participate in the research. Moreover, among female employees whose mobbing experience is uncertain, the burden of searching for suitable individuals to be included in the sample is eliminated and resources, especially time, can be used efficiently for research.

#### 2.1.3. Disadvantages of snowball sampling

The apparent disadvantage of the snowball sampling method is that it is an improbable sampling type. Therefore, the selected sample group may consist of people with similar characteristics or the results obtained may be biased (Sadler, Lee, Lim, & Fullerton, 2010). In order to prevent this handicap, efforts were made to form the group as much as possible from women from different professions and workplaces. At this point, we had the impression that it is more difficult to find a female employee who works in Nicosia and is not a victim of mobbing, than it is to find a female employee who is exposed to mobbing; therefore, it is useful to note that there is not much difficulty in keeping the sample as diverse as possible.

### 2.2. Sample characteristics

Among the women included in the sample determined by the snowball sampling method, 11 out of 23 (46.6%) graduate education graduates, 11 out of 23 (46.6%) undergraduate degrees, 1 out of 23 (6%) is a high school graduate. The average age of women aged between 24 and 41 was calculated as 30.4. The average of 63 years of seniority for women, whose years of seniority ranged from 2 to 21, was calculated as 9.1. 4 out of 23 participants (26.6%) are in positions with their subordinates at their workplaces. Of the women included in the sample, 11 out of 23 (73.3%) worked in more than one workplace; 5 of them stated that they experienced mobbing in more than one workplace. Accordingly, the distribution of mobbing experiences among the sectors within the total work experience of the participants is as follows: 40% of the participants were mobbed while working in non-governmental organizations in Nicosia, 20% in the finance sector, 13.3% in the consultancy sector, 13.3% in the media sector, 13.3% secretaries, 6.6% public, 6.6% media, 6.6% informatics, 6.6% energy, 6.6% medical technology, and 6.6% were exposed to mobbing in the clinical research sector.

## 3. FINDINGS

### 3.1. General Results

Table 1: Demographic Information of the Participants and the Sectors They Experienced Mobbing

| Demographic Information of the Participants and the Sectors They Experienced Mobbing |     |                 |                  |
|--|-----|-----------------|------------------|
| Participant  | Age | Education level | Sector(s) Mobbed |
| K1   | 27  | High school     | Public           |
| K2   | 31  | Degree          | Media            |

|            |    |         |  |
|------------|----|---------|--|
| <b>K3</b>  | 30 | Degree  | Non-governmental organisation          |
| <b>K4</b>  | 24 | Licence | Secretary                              |
| <b>K5</b>  | 41 | Degree  | Media                                  |
| <b>K6</b>  | 29 | Degree  | Non-governmental organisation          |
| <b>K7</b>  | 31 | Licence | Informatics/Civil Society Organization |
| <b>K8</b>  | 31 | Licence | cashier                                |
| <b>K9</b>  | 31 | Licence | Non-governmental organisation          |
| <b>K10</b> | 32 | Degree  | ClinicSecretary                        |
| <b>K11</b> | 28 | Licence | MedicalTechnology                      |
| <b>K12</b> | 26 | Licence | consultancy                            |
| <b>K13</b> | 31 | Degree  | Energy                                 |
| <b>K14</b> | 33 | Licence | finance                                |
| <b>K15</b> | 32 | Degree  | finance                                |
| <b>K16</b> | 34 | Licence | Secretary                              |
| <b>K17</b> | 32 | Licence | Public                                 |
| <b>K18</b> | 28 | Licence | Advisor                                |
| <b>K19</b> | 31 | Degree  | Non-governmental organisation          |
| <b>K20</b> | 31 | Degree  | Secretary                              |
| <b>K21</b> | 31 | Degree  | Public                                 |
| <b>K22</b> | 32 | Degree  | Cashier                                |
| <b>K23</b> | 28 | Licence | Secretary                              |

In the semi-structured interviews conducted with 23 female employees aged between 24 and 41 in different positions and professions, working in jobs in different sectors and victims of mobbing; It was observed that 11 of the participating women were graduates, 11 of them were undergraduates and 1 of them were high school graduates, almost all of them were exposed to mobbing more at the beginning of their careers, and 5 of them were victims of mobbing while working in organizations operating for the benefit of civil society.

### 3.2. Findings on mobbing methods

In the qualitative research conducted on the sample of female employees in Nicosia, the findings about mobbing experiences, which is the independent variable of the research; As far as it was determined in the literature review, the most common mobbing forms were classified according to their methods in order to help understand the mobbing methods frequently seen in the relevant sample. The findings obtained from the mobbing experiences shared by the participants in this context were compiled under the relevant classifications according to the mobbing methods used.

#### 3.2.1. Findings on verbal mobbing methods

In the interviews, the participants were asked to describe their mobbing experiences with examples; Accordingly, among the findings obtained, mobbing was carried out orally; Findings covering methods such as using offensive expressions, mocking, slandering, gossiping about, insulting, and excessive criticism were compiled.

K4 described the mobbing applied to her using verbal methods with the following sentences: *“For example, at my first workplace, your behavior in the community is encouraged by a female president under the name of warning, your attitudes, your speeches, your actions, etc. You are constantly being restricted. Then, due to a development in my private life, due to a situation in my life, the comments of the employees there, who were all women, were like, “Oh, you’re not a very solid shoe”. Insults all day. In my next two jobs, they were different methods, but in the last one, there were insults, humiliations and verbal abuse, very clearly.”*

K14 exemplified the verbal mobbing methods applied to him as follows: “Now, my peer who is mobbing me, for example, when I try for something or make a presentation or something, he says, 'Good luck, but it won't happen'. Always negative, negative. Or, for example, he constantly gives me examples of being fired at work. I work closely with our general manager, there are situations where I get a job directly from him, my peer tells me things like, 'The closer you are to the sun, the faster you burn'.”

K8 gave an example of the verbal mobbing he was exposed to as follows: “You have to do the job perfectly, it doesn't support you either. What is expected of you is to do it perfectly. When he can't do it, he says 'You couldn't do something' in public, and he spreads it to everyone and takes his name out because he couldn't do it.”

### 3.2.2. Findings on mobbing methods related to duties and responsibilities

As another form of mobbing, giving jobs outside of the job description, determining a workload that is too high or below the capacity, forcing others to do their jobs, taking the jobs out of their hands and making them passive, over-controlling their jobs, preventing or disrupting their work, blocking the ways of promotion, blocking the work they do. Findings pointing to methods such as possessiveness were compiled.

K23 conveyed the mobbing he saw through his duties and responsibilities as follows: “Due to a development in my private life, my peers and managers organized against me and tried to force me out of work. Insults by day, business calls by night. They had reached the last point of cleaning the toilet. After that, in the second time, a male general secretary made requests from me about my life. Since this was not met there, unfortunately, nothing that should have been approved by me was approved. I couldn't produce work unless it was approved, I felt stuck and helpless unless I could produce work. As I felt helpless, I tried to try other ways, so I tried to get over the manager. That desperation eventually led to the termination of my employment contract there by them. I've always seen vertical mobbing there. In the third, both the managers and the team were a matched mobbing process. My jobs are being taken away from me, I am being confiscated, the responsibility of my team is being taken away from me. The managers do not communicate with me directly, the words come from other channels, the responsibility of my team is not given. I cannot go and account for the responsibility of my team.”

K18 described mobbing applied by methods such as devaluing their work or preventing them from doing business with these words: “I was exposed to mobbing by the same person on more than one issue. The smallest of these is that he talks about me sarcastically with the phrase 'the girl who tweeted' in order to devalue my work because I am in the communication team, to devalue me and my work within the organization. Something very ugly and unsuitable, not nice at all. Apart from that, he started calling his room and asking for account on matters that had nothing to do with him.”

K14 exemplified the mobbing he was exposed to regarding his duties and responsibilities as follows: “The workload and working hours started to become more than we talked about at the beginning, I had to do all the work by myself, and besides, all the work such as office cleaning, cooking, and garbage disposal was on me. Now I started to be unhappy and unproductive because I started doing jobs that were not in my job description. For example, when a guest came, I was asked to serve tea and coffee. None of this was in my job description. He put everything on me because I was the only one.”

K10 used the following statements about the mobbing applied to him over his duties and responsibilities: “My second workplace was an international company, my own manager was using me a lot of mobbing, he was giving me excessive work, he was shouting and calling. I tried so hard to get rid of it. Then a Spanish manager, who was the leader of another team at an event, liked me and wanted to join his team. The ones I was attached to also said ok. But then the woman who was my manager pulled me over and said, what do you think? Now you will do the job I gave you and you will do the job they gave you, I guess you can sleep here now, she said.

*I was going to have a heart attack, so I can't get rid of it. After that, when I was leaving work, he said to me, 'You couldn't come tight'. By tight he means to make me work 24/7*

### 3.2.3. Findings on mobbing methods in the form of interference with private life

In the interviews, questions were asked about the details of mobbing incidents, which were included in the intervention of the participants' private life, personal rights and personal time. At this point, according to the findings obtained from the answers given, the fact that all participants' private lives are ignored, especially by their managers, emerges very clearly. In this context; Findings regarding the types of mobbing, such as not respecting the personal time of the participants outside of working hours, being disturbed outside of working hours, not being allowed to use their rights such as breaks or leave, and making excessive comments about their private life, were compiled.

K5, on the other hand, expressed his mobbing experiences that interfered with his private life as follows: "The coincidental crossing of my private life at my first workplace with someone from someone else's past in the workplace caused the employees there to turn against me en masse, and they started to bother me with phone calls at night. In my last workplace, the boss thinks he owns everyone he gives money to. He calls whenever he wants, you have to pick up, it doesn't matter if you are not available at that time, you are asleep, you are drunk, you are sick."

K7 exemplifies mobbing that interferes with his private life, which actually falls within the limits of his sexism (and some of it is shared under that title): "I went back to the office after giving birth, there is nothing more than 'Moms don't have more than half of their minds, the best profession is actually motherhood, work motherhood. You can't run it at the same time, other women leave their 40-day-old child and start working', I don't know what. Without questioning anyone's living conditions, he constantly says that you are half-witted, no sir, your IQ is low, no, we give you this job, but you don't sleep at night. I can't sleep, what's wrong with you? The next day comes, he says, did you not sleep? What's it to you. I did not sleep and came and can do my job. If I can't come, I'll ask permission anyway. No, sir, we can't send you on a trip. Yes you can't, I have a small child, let's see. I listen to these words of God every day about motherhood, about the fact that mothers should work less and take care of their children."

### 3.2.4. Findings on mobbing methods related to communication and social environment

From the answers given by the participants, the findings regarding the forms of communication and the situations in which the social environment is used as a mobbing method were compiled. Accordingly, it is seen that the methods such as ignoring, ignoring or ignoring, hiding information, exclusion and manipulation, which are prominent in the answers given, can also be used by the perpetrators in the mobbing process.

K2, on the other hand, conveyed his experiences with these words: "My colleagues who competed with me often tried to deny my words. He constantly questions my knowledge of English and Turkish grammar, then realizes that he is wrong and breaks down. I say that my mother's side is Pakistani, I am talking about some information about Pakistan, it is said, 'come on, don't throw yourself away'. Open Google? Or I need to understand the logic of a business design, I question why, instead of telling me why, he goes and complains to the manager. Or, for example, when I asked a question, I couldn't get an answer, as if I didn't exist."

K12 expressed his experiences in this context with the following words: "For example, there are rumors to the senior management, I am trying to produce work, I can't talk to the general secretary, he has built a wall. There are rumors from other places that my team is unhappy, I am trying to catch up with them, and that was something else entirely. It was a point where it was said that the upper management built a wall, and allusions and gossip on the horizontal were the best form of communication. Communication was also my job there and such talk. At my last job, the boss ignores me when he feels like it."

K8 expressed his experience in this framework as follows: "He doesn't tell you to do something, he already expects you to do it. I'm new to work, I don't know how the procedure should work. The person above me comes and gets angry that you haven't done this yet. No giving me information, no instructions, no teaching me directions."

K19 shared her experience in this regard: "Not only did she belittle my work, she also did things that prevented her team from communicating with me, that is, she tried to exclude me."

### 3.2.5. Findings on gender-based mobbing methods

Findings in this direction were compiled from the answers given by the participants to the questions asked in order to determine how much of the mobbing experiences of the female employees participating in the research were directly related to their gender.

K20 described the mobbing incidents related to her gender with the following words: “He often said that the man they banned me from was manipulating women in particular. He was justifying it. It implied that women were more easily manipulated.”

K21 stated that she was mobbed over her gender as follows: “It was a workplace where I worked with my wife and had one-on-one contact with the boss. Some disturbing things happened, I felt that my limits were exceeded, and after that, when I tried to set my limit, mobbing started. For example, this boss was a very conservative person, he doesn't go to places where there is no harem or selamlık or something with his wife. Despite this, he tells me to work alone and takes me to a cafe outside the office so that we can work. These made me and my wife very uncomfortable and I drew a border. After that, extreme mobbing. The insults and scoldings are both about my work and about my personality. That's why I consider the feminine part of this job, because before that, my wife and I had no problems. In the meantime, mobbing began to be applied to my wife at the same time as me. I encountered such a situation in my first work experience and much later we realized that it was mobbing.”

K5 expressed her views on this subject as follows: “Unfortunately, being a woman and moreover, being an extroverted woman has a huge impact. If you are a little extroverted, cheerful, have high energy, drink alcohol, can exist in the environment, if your intellectual capacity is high, what we call attraction is a very abstract thing, but if you are high in their eyes, your professional identity disappears in front of them in 30 seconds. But I can't say if I wasn't a woman because I am whole and femininity is fundamentally related to my character, my perspective on life and everything. Therefore, I can't say if I wasn't a woman, but frankly, I would say if I wasn't me. When I think about the processes I've been through so much, I wish I could handle it more easily and keep it at a more business level. I think I could deal with mobbing more easily, but it was very, very difficult to deal with the harassment part. In this process, I saw the effect of being a woman much more. I guess it would be easier if we weren't women. To be honest, I think I would prefer not to be a woman in this geography anyway. In particular, I notice that female employees either do not realize that what they experience around them is mobbing or they have normalized it so much that someone had to come out and say the king is naked. This was very sad in every sense. It really came to the point of saying that what you are experiencing is not normal, you cannot normalize it. Everyone realizes this, but no one can express it that much, I understood it.”

### **Conclusion and Recommendation**

In the literature review, it has been seen that both qualitative and quantitative research techniques are preferred in researches on this subject around the world. Both of these have distinct benefits. Quantitative research allows to interpret statistical data and turn it into information by standardizing a large number of data. However, qualitative research is also considered more useful in revealing and analyzing the nuances of social situations that may not be reflected in statistics. In this study, it is aimed to investigate the mobbing experiences of female employees in the workplace, the feelings and events they experience, the consequences of mobbing for them and their perceptions about mobbing as people who have experienced all these. In this context, it has been decided that qualitative research is the more appropriate technique to measure the mobbing experiences and perceptions of female employees in the Nicosia district.

In the literature research, it has been revealed that the methods used as a method of mobbing are mostly used in Nicosia and many negative effects seen worldwide as a result of mobbing are clearly experienced by the women working in the district of Nicosia. All but one of the participants witnessed that other employees in their place were also victims of mobbing. During the research process, it was a matter of curiosity whether the employees abused the employers by accusing them of mobbing in non-mobbing situations. However, at the end of the study, it can be thought that this is not a very common situation, at least at this stage, especially considering that none of the interviewed employees took any action other than resignation. However, it is thought that this can be the subject of future research, and if mobbing prevention mechanisms can be developed on an institutional and national scale in the future, it will be beneficial when it comes to that point. Finally, the comments of some participants that mobbing themselves and others may not be aware of the mobbing they do sometimes seem interesting. Since mobbing is defined as a behavior with the intention of intimidation in the current literature and laws, it is thought that not evaluating the negative behaviors of people who are not aware that they are doing mobbing within the scope of mobbing may create a deficit. In this context, it is thought that it may be necessary to update the definitions of mobbing by doing more research on the perpetrators.



**References**

- Aquino, K. (2000). Structural and Individual Determinants of Workplace Victimization: The Effects of Hierarchical Status and Conflict Management Style. *Journal of Management*, 26(2), 171-193. doi:10.1177/014920630002600201
- Baillien, E., Escartín, J., Gross, C., & Zapf, D. (2017). Towards a conceptual and empirical differentiation between workplace bullying and interpersonal conflict. *European Journal of Work and Organizational Psychology*, 26(6), 870-881. doi:10.1080/1359432X.2017.1385601
- Birknerová, Z., Zbihlejšová, L., & Droppa, M. (2021). Assessment of Abusive Supervision – BOSS Methodology. *Journal of Business Economics and Management*, 22(1), 197-216. doi:https://doi.org/10.3846/jbem.2020.13552
- Burns, S. T. (2022). Workplace mistreatment for US women: best practices for counselors. *Humanities and Social Sciences Communications*, 9(131). doi:https://doi.org/10.1057/s41599-022-01154-z
- Burton, J. P., & Hoobler, J. M. (2006). Subordinate Self-esteem and Abusive Supervision. *Journal of Managerial Issues*, 18(3), 340-355. https://www.jstor.org/stable/40604544 Received from
- Glambek, M., Einarsen, S. V., & Notelaers, G. (2020). Workplace bullying as predicted by non-prototypicality, group identification and norms: A self-categorisation perspective. *Work and Stress*, 34(3), 279-299. doi:https://doi.org/10.1080/02678373.2020.1719554
- Gök, S., Karatuna, I., & Tınaz, P. (2022). The Psychological Harassment Scale at Work (İPTÖ) Regulation and Validity and Reliability Study of the Short Form. *Journal of Research in Business*, 7(1), 63-89. doi:10.54452/jrb.1029683
- Hasekioglu & Karadaş. (2022). Termination of Employment Contract Due to Mobbing. hk attorney.com:https://www.Hkattorney.com/tag/mobbing-case-winners/retrieved from
- Köprü, İ. (2022). Employee problems and mobbing in the context of gender inequality: The case of Kayseri media. Master Thesis. Kayseri: Erciyes University / Institute of Social Sciences / Department of Journalism.
- Öksüzoğlu, T. Ö., Kilili, R., & Cizreliogulları, M. N. (2020). The perspective of mobbing in public workplaces and trade unions in the Turkish Republic of Northern Cyprus. Train hyperlink. forward. arrow. singing. trade and ltd. sty..
- Öksüzoğlu, T., & Şenen, H. (2018). The phenomenon of mobbing in public workplaces in the Turkish Republic of Northern Cyprus: A qualitative research on the role of trade unions. *Journal of Public Administration*, 51(1), 133-166.
- Seçgin, L., Arslan, T., & Tarı Selçuk, K. (2022). Violence Against Women in the Last Five Years in Turkey: Impact of the COVID-19 Pandemic. *Humanistic Perspective - Journal of International Psychological Counseling and Guidance Researches*, 4(1), 28-43. doi:https://doi.org/10.47793/hp.1025470
- Yinal, A., Kalkan, F., & Cakici, M. (2022). A qualitative study on violence against women and the impact of printed media in the Turkish Republic of Northern Cyprus. *Alpha psychiatry*, 23(3), 128.
- Yinal, A., & Banje, F. U. (2023). Social Media Habits Of University Students And The Effects Of Media On Students. *The Online Journal of New Horizons in Education-April*, 13(2).