THE EFFECT OF MOBBING ON EMPLOYEE PERFORMANCE IN WORK LIFE

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ABSTRACT
This study, which examines the effect of mobbing on employee performance in working life, was conducted using the relational screening model, one of the quantitative research methods. The universe of the study consists of personnel working in banks in TRNC. 120 employees were included in the study. The scale method was used to collect data in the study. The scale form used in data collection consists of 3 parts. In the first part, there are questions to determine demographic characteristics (gender, age, marital status and professional seniority). In the second part, questions about mobbing behaviors and in the third part, questions about employee performance are included. When the results of the analysis conducted in this study, which examines the effect of mobbing on employee performance in working life, are examined by gender, "restriction of self-disclosure and communication opportunities" and "attack on quality of life and professional status". It was observed that there was a relationship between the dimensions of ". Accordingly, it was seen that male participants scored higher than female participants in terms of both self-disclosure and restriction of communication opportunities, as well as in terms of quality of life and assault on professional status. It is seen that there is a relationship between marital status and attacks on social relations and attacks on health. According to this, it was seen that the scores of the married participants in the dimensions of attack on social relations and health were higher than the single participants. It was observed that there was a relationship between professional seniority and social relations, social reputation and attack dimensions. There was also a relationship between professional seniority and employee performance. According to this, it was seen that the performance of those with a professional seniority of 1-5 years, 6-10 years and 15 years or more was higher than those with less than 1 year of professional seniority.
Keywords: Mobbing, Performance, Employee Performance.

1. Introduction
1.1. Problem status
Mobbing is a continuous and repetitive aggressive behavior that is systematically applied to people in a working environment (Çavuş, 2009) . Such behavior can damage a person's reputation, create psychological stress, and adversely affect work performance. Mobbing creates intense stress in people who are exposed to it. Being constantly exposed to aggressive behavior can cause psychological problems such as anxiety, depression, and sleep problems. In this case, the concentration and motivation of the person decreases, he has difficulty in performing work-related tasks and his productivity decreases (Yıldız et al., 2018) .

Mobbing damages one's self-confidence. The person exposed to aggressive behavior may lose faith in their own abilities. Loss of self-confidence negatively impacts job performance and can lead to a person being less entrepreneurial, risk-averse, and acting out of fear of failure. Mobbing can lead the person to move away from the working environment (Mercanlıoğlu, 2010) . The person may exhibit behaviors such as changing jobs, not requesting a promotion, not fulfilling their duties in order to avoid aggressive behaviors. This can reduce work performance and create job dissatisfaction (Göymen, 2020) .

In a work environment where mobbing is common, communication and cooperation between people can become difficult. Mobbing victims may avoid interacting with other employees or may have trust problems. This situation can negatively affect teamwork, reduce information sharing and lead to failure in projects that require cooperation (Cevher & Öztürk, 2015) . As a result, mobbing can negatively affect work performance. Effects such as psychological stress, loss of self-confidence, thoughts of being away from work, and communication problems can reduce a person's productivity and cause a decrease in work performance. For this reason, it is important to prevent mobbing and provide support to victims in work environments (Karcioğlu & Çelik, 2012) .

1.2. Purpose of the research
The aim of this study is to investigate the effect of mobbing on poor performance in working life. The sub-objectives of the research are as follows:
- Is there a relationship between gender, exposure to mobbing and employee performance?
- Is there a relationship between age, exposure to mobbing and employee performance?

- marital status, exposure to mobbing and employee performance?
- Is there a relationship between professional seniority and exposure to mobbing and employee performance?
- Is there a relationship between exposure to mobbing and employee performance?

1.3. Importance of research
This study, which investigates the negative effects of mobbing on work performance, will raise awareness on this issue. Employers, managers and other employees learn about the effects of mobbing. This information helps them understand the existence and severity of mobbing so they are more sensitive to developing prevention and intervention strategies. In addition, it is thought that this study will encourage the development of policies and rules against mobbing in workplaces. Policies that emphasize that mobbing is unacceptable and should be prevented make employees feel safe and help keep the work environment healthy and productive.

1.4. Limitations
Research;
- Resources used
- scale questions
- The scale was limited to the number of participants to which it was applied.

1.5. Definitions
Mobbing: It is the continuous and repetitive aggressive behaviors applied systematically towards people in a working environment (Çavuş, 2009) .
Performance: It refers to how effectively a person or a system performs or successfully completes a particular task or job. (Tuncer, 2013).

2. Theoretical Framework
2.1. Definition and Scope of Mobbing
Mobbing refers to repetitive aggressive behaviors that are constantly and systematically applied to a person in the work environment. These aggressive behaviors aim to damage the reputation of the person, create psychological stress and create a negative atmosphere in the working environment (Tınaz, 2006) .

Mobbing usually takes place within a power imbalance or hierarchy relationship. The victim of mobbing can often be a person of a lower position or status and is exposed to aggressive behavior. Mobbing can take place in more indirect and covert ways rather than overt attacks such as direct verbal or physical assault on a person. For example, behaviors such as constant criticism, belittling, humiliation, spreading gossip, isolation, excessive control, arbitrary changes in duties, and mocking are examples of mobbing (Barón et al., 2003) .

Mobbing can have many detrimental effects at both the individual and organizational level. Mobbing victims may encounter problems such as psychological stress, anxiety, depression, sleep problems, loss of self-confidence and lack of motivation. In addition, work performance may decrease, job satisfaction may decrease, the thought of being away from work may occur, and physical health problems may occur (Carlson et al., 2018) .

The scope of mobbing can be seen in many different industries and business settings. Mobbing cases are widely reported in areas such as education, health, public and private sectors. Mobbing can occur among employees at any level and in any position (Branch et al., 2013) . In addition, there may be situations where mobbing is applied not only by colleagues but also by managers or superiors (Carvajal & Dávila, 2013) .

The severity and effects of mobbing can vary in each case and can be extremely harmful to victims. Therefore, prevention of mobbing, raising awareness and providing support to victims are important issues (Yeşilada, 2023) .

2.1.1. Mobbing Behaviors Typology
Mobbing behaviors can include different types and examples. Below are some of the typical behaviors of mobbing (Oflaz and Polat, 2023; Bönceoğlu et al., 2023) :
- Verbal Harassment: Verbal attacks such as constant criticism, humiliation, humiliation, insult, exposure to curses can be a part of mobbing.
- Social Isolation: Social isolation can be achieved through behaviors such as excluding the employee, keeping them out, depriving them of interaction with other employees, and not being allowed to meetings.
- Gossip and Slander: Spreading unfounded rumors about the employee, deliberately spreading false information, gossip and slander behaviors aimed at damaging the reputation of the person can be given as examples of mobbing.

- Arbitrary Changes in Tasks: The performance of the employee may be adversely affected by constantly changing the duties of the employee, assigning meaningless and inappropriate tasks, and deliberately changing responsibilities.
- Systematic Criticism: Focusing on the mistakes of the employee, emphasizing and ignoring his successes, being constantly exposed to negative criticism rather than constructive criticism can be given as examples of mobbing behaviors.
- Threats and Blackmail: It can be a part of mobbing when the employee's job security is damaged, threats such as promotion or wage increase, and blackmailing by using personal or sensitive information.
- Physical Harassment: Behaviors such as physical attacks, pushing, punching, which are rare but considered as a type of mobbing, may also take place.

These behaviors are just some of the common types of mobbing. Mobbing behaviors may vary depending on corporate culture, workplace relations, management style and other factors. What is important is that such behavior occurs systematically and repetitively among employees. In order to have a broader understanding of the definition and scope of mobbing, mobbing scales and assessment tools developed by experts and researchers are also available (Dikmen & Dikmen, 2023) .

2.1.2. Causes of Mobbing
The causes of mobbing can be complex and depend on a wide variety of factors. Mobbing usually occurs as a result of some negative dynamics present in the work environment. Below are some of the common causes of mobbing (Rüzgar, 2023; Karcioğlu and Çelik, 2012; Ertürk, 2013) :

Power Imbalance: Mobbing usually takes place within a power imbalance or hierarchy relationship. The victim of mobbing can often be a person of a lower position or status and is exposed to aggressive behavior. The strong party may exhibit mobbing behaviors by abusing their power.

Competition: Intense competition in the work environment can contribute to the emergence of mobbing. Feelings of jealousy and hostility can arise among employees competing for job positions, promotion opportunities, or other resources . This competitive environment may pave the way for the emergence of mobbing behaviors.

Communication Problems: Lack of effective communication and disagreements can be among the causes of mobbing. Inadequate communication can lead to misunderstandings, conflicts and tensions. In this case, hostility and aggression may increase among employees and may lead to mobbing behaviors.
Inadequate Leadership: Poor or bad leadership can be effective in the emergence of mobbing. Leaders' lack of fairness, lack of support, lack of supervision of employees, or abuse of power may contribute to the spread and perpetuation of mobbing.

Organizational Culture: Mobbing can occur as a result of organizational culture. The prevalence of negative values such as aggression, competitiveness or intolerance in organizations may lead to the spread of mobbing. In addition, a culture that encourages or tolerates mobbing may contribute to the perpetuation of mobbing behaviors.

Personal Factors: Some of the causes of mobbing may also depend on individual characteristics and behaviors. For example, some employees may have controlling or aggressive personality traits. These personality traits can cause mobbing behaviors to emerge and target other employees.

2.2. Performance
Performance refers to how effectively a person or a system performs or successfully completes a particular task or job. Job performance is generally associated with factors such as reaching set goals, completing tasks at work, working efficiently, achieving quality results, using talents, and meeting expected standards (Öztek, 2005) .

Performance in the business environment refers to the extent to which employees perform their duties effectively and efficiently. Performance can be evaluated quantitatively and qualitatively (Minister & Kelleroğlu, 2003) . While quantitative performance expresses how much work the employee has done or achieved certain goals in a certain period of time, qualitative performance indicates how well the employee does the job and how well he meets the expected standards (Yelboğa, 2006) .

Performance can also refer to the extent to which a system, an organization, or a machine performs its function. For example, it is based on factors such as the performance, speed, processing capacity, and data processing capabilities of a computer (Çelik & Çıra, 2013) . In general, performance refers to the extent to which a person or a system performs a particular task successfully and how effectively it is.

2.2.1. Factors Affecting Performance

Performance is an employee's ability and level of success to perform job duties. Many factors can affect employee performance. Some important factors affecting performance (Işığıçok, 2008; Bayram, 2006; Özer, 2009) :

Talent and Skill: The talents, knowledge and skills of the employee directly affect the performance. Having the abilities and skills required by the job is essential to performing tasks effectively.

Motivation: Motivation refers to the employee's level of interest, energy, and commitment to the job. High motivation can positively affect the employee's performance. Motivated employees put more effort, focus on goals, and achieve better results.

Working Environment: A good working environment is an important factor affecting the performance of employees. A supportive work environment allows for the development of cooperation, communication, teamwork and positive relationships. Conversely, a negative work environment can lead to problems such as stress, tension and lack of motivation.

Management and Leadership: Good management and leadership greatly affects the performance of employees. A good leader guides and supports employees, provides feedback and increases motivation. Good management practices enable employees to develop their skills and optimize their performance.

Job Relevance: Job relevance relates to the compatibility of the employee's abilities and interests with the job duties. Employees with high job relevance can perform their jobs more effectively and perform better.

Feedback and Improvement: Regular and constructive feedback helps employees improve their performance. Feedback can increase employee motivation by highlighting their strengths and help them improve performance by identifying areas for improvement.

2.2.2. Performance Evaluation

Performance appraisal is the process of evaluating an employee's job performance and providing feedback. Performance appraisal helps employers measure employee performance, identify their strengths and identify areas for improvement. In addition, it provides support for employees to achieve goals and promotes performance (Ferecov, 2015) . Performance appraisal generally includes the following steps (Minister & Kelleroğlu, 2003; Eraslan & Algün, 2005) :

Goal Setting: In the performance evaluation process, the employee's business goals are determined. These goals form the basis for measuring the employee's performance.

Determination of Performance Measures: Performance measures are the scales, standards or criteria used to evaluate the performance of the employee. These criteria are used to evaluate how effectively the employee is performing his duties.

Data Collection: In the performance appraisal process, data about the employee's performance is collected. This data can be obtained from different sources such as observation, feedback, performance metrics or performance evaluation tools.

Performance Evaluation: Using the collected data, the performance of the employee is evaluated. Evaluation involves identifying the employee's strengths and areas of improvement by comparing them with performance measures.

Providing Feedback: The performance appraisal process includes providing feedback to the employee. Feedback highlights strengths and areas for improvement regarding the employee's performance. This feedback increases employee motivation and provides guidance to improve performance.

Performance Development Plan: As a result of the performance evaluation, a performance improvement plan is created for the development areas of the employee. This plan includes goals for employee development, training or support activities, and follow-up processes.

The performance appraisal process is an important tool for managing the performance of employees, providing feedback and supporting their development. However, objectivity, honesty, consistency and effective communication are essential for a successful performance appraisal process.

2.3. The Relationship Between Mobbing and Performance
There is a negative relationship between mobbing and performance (Karaca, 2023) . Mobbing can negatively affect the psychological and physical health of the employee and cause poor performance (Careless, 2023) . The effects of mobbing on performance can be as follows (Moç and Erçetin, 2023; Solmaz, 2023) :
Psychological Stress: People exposed to mobbing are under constant stress. Exposure to aggressive behavior can lead to psychological problems such as anxiety, depression, and sleep disorders. In this case, the concentration of the employee decreases, his motivation decreases, and his ability to perform work-related tasks decreases. Psychological stress is a factor that negatively affects performance.

Loss of Self-Confidence: Mobbing damages one's self-confidence. The employee who is constantly criticized, belittled or humiliated may lose faith in their own abilities. Loss of self-confidence may cause the employee to avoid taking risks, refrain from putting forward new ideas, and avoid taking an entrepreneurial attitude. This negatively affects work performance.

Decreased Motivation: Mobbing can negatively affect the motivation of the employee. An employee who is exposed to aggressive behavior may lose interest and energy in the job. Lack of motivation makes it difficult to carry out work efficiently and reduces performance.

Communication and Cooperation Problems: Mobbing can negatively affect communication between employees. Employees who are victims of mobbing may avoid interacting with other employees or asking for help. This undermines important elements such as teamwork, collaboration and knowledge sharing and affects performance.

Idea of Disengagement from Work: Employees who are exposed to mobbing may have the thought of withdrawing from work. Being exposed to constant attacks can increase job dissatisfaction and cause employee reactions such as changing jobs or quitting the job. The thought of leaving work can negatively affect performance and commitment.

3. METHOD
3.1. Research Model
This study was conducted using the relational survey model, one of the quantitative research methods. Quantitative research is a research method that is carried out through the collection, analysis and interpretation of numerical data. Quantitative research aims to obtain objective results by analyzing data with statistical methods (Büyüköztürk et al., 2008) . The relational screening model is a model used as a research method. This model is used to identify and analyze relationships between variables. The relational screening model is a frequently used method for quantitative research (Creswell, 2017) .

3.2. Universe and Sample
The universe of the study consists of personnel working in banks in TRNC. The sample was created with the convenience sampling method. Convenience sampling method is an easy and accessible method for selecting participants in a study. In this method, researchers use the easiest and most practical method to select participants and generally do not make random selections (Büyüköztürk et al., 2008) . Based on this situation, 120 employees were included in the study.

3.2. Data Collection Tools
The scale method was used to collect data in the study. The scale form used in data collection consists of 3 parts. In the first part, there are questions to determine demographic characteristics (gender, age, marital status and professional seniority). In the second part, questions about mobbing behaviors and in the third part, questions about employee performance are included.

In the study, the mobbing and performance scale applied in the study conducted by Chorbacioglu (2018) was used. As the mobbing scale, Leymann's "Psychological Violence Inventory (LIPT)", which consists of 45 types of mobbing behaviors, was used. In this scale, mobbing is examined in five dimensions. These dimensions are; "Restriction of self-disclosure and communication opportunities" (1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11), "Attack on social relations" (12, 13, 14, 15, 16), " Attack on social reputation"(17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31), "Attack on quality of life and professional status" (32, 33, 34) , 35, 36, 37, 38, 39, 40), "Direct attack on health"(41 , 42, 43, 44, 45). The original source of LIPT is in German. The Turkish translation of the questionnaire was used in the book "Mobbing Emotional Harassment in the Workplace" by Önertoy (Davenport et al., 2003). There are 7 questions to measure their performance. A 5-point Likert scale was used for the statements in the questionnaire and the participants were asked to indicate their level of participation in the judgments. On a Likert-type scale; 1= Strongly Disagree, 2= Disagree, 3= Undecided, 4=Agree, 5= Strongly Agree. In previous studies,

the Cronbach's alpha internal consistency coefficient of the mobbing scale was found to be 0.93. For the performance scale; A value of 0.80 was found and both scales were found to be reliable (Öneği, 2014; Çetin, 2015)

3.3. Analysis of Data
SPSS 26.0 for package program was used in the analysis of the data obtained as a result of the research. Descriptive analyzes for survey questions consisting of two categories are shown with numbers and percentages. For comparison analysis between categorical variables, Chi-Square Test when Chi-Square condition is appropriate; In cases where it is not appropriate, ANOVA Test was used. Statistical significance level was accepted as $p < 0.05$.

4. Findings
4.1. Demographic Information of Participants
Table 1. Percentage and Frequency Values of Demographic Information of Participants

		F	%
Gender	Woman	44	36.7
	Male	76	63.3
Age	20-30 years	50	41.7
	31-42 years	45	37.5
	age 43 and over	25	20.8
marital status	Married	85	70.8
	Single	35	29.2
professional seniority	less than 1 year	10	8.3
	1-5 Years	40	33.3
	6-10 Years	30	25.0
	11-15 Years	20	16.7
	more than 15 years	20	16.7
	total	120	100.0

When Table 1 is examined, it is seen that 63.3% of the participants are male and 36.7% are female. Considering the age distribution of the participants, it is seen that 41.7% are in the 20-30 age range, 37.5% are in the 31-42 age range, and 20.8% are 43 and over.

4.2. Mobbing Exposure and Employee Performance Values of Participants
Table 2 , the mean and standard deviation values of the participants' mobbing exposure and performance levels are given.
Table 2. Distribution of Mobbing Exposure and Performance Levels of Participants

	Minimum	Maximum	$\overline{X}$	ss .
Restriction of Self-Expression and Communication Opportunities	40.00	54.00	48.5500	3.74132
Attack on Social Relationships	10.00	21.00	16,4417	2,59863
Attack on Social Reputation	45.00	66.00	53,5167	5,22596
Attack on Quality of Life and Occupational Status	32.00	43.00	38,1750	3,16404
Direct Attack on Health	10.00	20.00	16,1667	2,21277
Employee Performance	19.00	28.00	23,5417	2,45599

the most Social Reputation Attack with an average value of $\overline{X}= 53.5167$. The employee performance value was determined as $\overline{X}= 23.5417$.

4.3. The Relationship Between Demographic Variables, Mobbing Exposure, and Employee Performance
The results of the analysis conducted to determine the relationship between gender, exposure to mobbing and employee performance are given in Table 3.

Table 3. Comparison of Mobbing Exposure and Employee Performance by Gender

Scale Dimensions	Gender	n	Median (IQR)	Group Comparison
Restriction of Self-Expression and Communication Opportunities	Woman	44	46.45 (4.33)	Z= 20,107; **p=0.000**
	Male	76	49.76 (2.71)	
Attack on Social Relationships	Woman	44	14.34 (2.15)	Z= 0.000; p=0.987
	Male	76	17.65 (1,990)	
Attack on Social Reputation	Woman	44	51.09 (5.04)	Z= 2.363; p=0.127
	Male	76	54.92 (4.82)	
Attack on Quality of Life and Occupational Status	Woman	44	35.86 (3.44)	Z= 21.29 **p=0.000**
	Male	76	39.51 (2.03)	
Direct Attack on Health	Woman	44	14.70 (2.01)	Z= 0.018; p=0.892
	Male	76	17.01 (1.85)	
Employee Performance	Woman	44	22.45 (2.50)	Z= 3.132; p=0.079
	Male	76	24.17 (2.21)	

p<0.005

When the results of the analysis were examined, it was seen that there was a relationship between gender and the dimensions of "restriction of self-expression and communication opportunities" and "attack on quality of life and professional status" (p<0.005). Accordingly, it was seen that male participants scored higher than female participants in terms of both self-disclosure and restriction of communication opportunities, as well as in terms of quality of life and assault on professional status.

Table 4 shows the results of the analysis to determine the relationship between age, exposure to mobbing and employee performance.

Table 4. Comparison of Mobbing Exposure and Employee Performance by Age

Scale Dimensions	Age	n	Median (IQR)	Group Comparison
Restriction of Self-Expression and Communication Opportunities	20-30 years	50	49.12 (3.40)	x^2= 2.61; p=0.077
	31-42 years	45	47.55 (3.99)	
	age 43 and over	25	49.2 (3.67)	
Attack on Social Relationships	20-30 years	50	15.36 (2.89)	x^2= 8.89; **p=0.000**
	31-42 years	45	17.00 (2.18)	
	age 43 and over	25	17.60 (1.77)	
Attack on Social Reputation	20-30 years	50	51.24 (4.26)	x^2= 22.71 ; **p=0.000**
	31-42 years	45	53.22 (4.38)	
	age 43 and over	25	58.60 (5.00)	
Attack on Quality of Life and Occupational Status	20-30 years	50	38.40 (3.08)	x^2= 2.30; p=0.104
	31-42 years	45	37.44 (2.98)	
	age 43 and over	25	39.04 (3.46)	
Direct Attack on Health	20-30 years	50	15.18 (2.47)	x^2= 10.50, **p=0.000**
	31-42 years	45	16.66 (1.78)	
	age 43 and over	25	17.24 (1.50)	
Employee Performance	20-30 years	50	23.30 (2.02)	x^2= 0.674; p=0.501
	31-42 years	45	23.55 (2.61)	
	age 43 and over	25	24.00 (2.94)	

p<0.005

As a result of the analysis, it was observed that there was a relationship between age and attacks on social relations, social reputation and health (p<0.005). Accordingly, it was seen that the scores of the participants in the 43 and over age group in the dimensions of attack on social relations, social reputation and health were higher than those in the other age groups. In this case, it can be said that as age increases, attacks on social relations, social reputation and health also increase.

Table 5 shows the results of the analysis to determine the relationship between marital status, exposure to mobbing and employee performance.

Table 5. Comparison of Mobbing Exposure and Employee Performance by Marital Status

Scale Dimensions	marital status	n	Median (IQR)	Group Comparison
Restriction of Self-Expression and Communication Opportunities	Married	85	47.82 (3.94)	$x^2 = 5.66$; p=0.019
	Single	35	50.31 (2.43)	
Attack on Social Relationships	Married	85	17,047 (2.01)	$x^2 = 11.41$; **p=0.001**
	Single	35	14.97 (3.23)	
Attack on Social Reputation	Married	85	53.67 (5.13)	$x^2 = 0.755$; p=0.386
	Single	35	53.14 (5.51)	
Attack on Quality of Life and Occupational Status	Married	85	37.91 (3.25)	$x^2 = 0.187$; p=0.665
	Single	35	38.80 (2.86)	
Direct Attack on Health	Married	85	16.72 (1.64)	$x^2 = 16.87$; **p=0.000**
	Single	35	14.80 (2.78)	
Employee Performance	Married	85	23.49 (2.45)	$x^2 = 0.019$; p=0.889
	Single	35	23.65 (2.48)	

p<0.005

When Table 5 is examined, it is seen that there is a relationship between marital status and attacks on social relations and attacks on health (p<0.05). According to this, it was seen that the scores of the married participants in the dimensions of attack on social relations and health were higher than the single participants.
Table 6 contains the results of the analysis to determine the relationship between professional seniority, exposure to mobbing and employee performance.

Table 6. Comparison of Mobbing Exposure and Employee Performance by Professional Seniority

Scale Dimensions	Age	n	Median (IQR)	Group Comparison
Restriction of Self-Expression and Communication Opportunities	less than 1 year	10	48.00 (0.000)	$x^2 = 2.24$; p= 0.069
	1-5 Years	40	49.40 (3.76)	
	6-10 Years	30	48.66(3.55)	
	11-15 Years	20	46.50 (4.00)	
	more than 15 years	20	49.00 (4.10)	
Attack on Social Relationships	less than 1 year	10	12.00 (2.10)	$x^2 = 16.29$; **p=0.000**
	1-5 Years	40	16.20 (2.43)	
	6-10 Years	30	16.50 (2.25)	
	11-15 Years	20	18.50 (1.70)	
	more than 15 years	20	17.00 (1.45)	
Attack on Social Reputation	less than 1 year	10	45.00 (0.00)	
	1-5 Years	40	52.80(3.22)	

	6-10 Years	30	54.16 (3.68)	$x^2 = 20.99$; **p=0.000**
	11-15 Years	20	52.75 (5.09)	
	more than 15 years	20	59.00 (5.54)	
Attack on Quality of Life and Occupational Status	less than 1 year	10	36.00 (1.05)	
	1-5 Years	40	39.00(3.13)	
	6-10 Years	30	38.16 (2.78)	$x^2 = 2.92$; p= 0.024
	11-15 Years	20	37.00 (3.07)	
	more than 15 years	20	38.80 (3.86)	
Direct Attack on Health	less than 1 year	10	11.50(1.58)	
	1-5 Years	40	16.10 (1.66)	
	6-10 Years	30	16,166 (1.80)	$x^2 = 29.12$; **p=0.000**
	11-15 Years	20	18.00 (1.25)	
	more than 15 years	20	16.80 (1.36)	
Employee Performance	less than 1 year	10	20.50 (1.58)	
	1-5 Years	40	24.00 (1.43)	
	6-10 Years	30	24.00 (2.03)	$x^2 = 5.61$; **p=0.000**
	11-15 Years	20	23.00 (2.99)	
	more than 15 years	20	24.00 (3.30)	

p<0.005

When Table 6 was examined, it was seen that there was a relationship between professional seniority and social relations, social reputation and aggression (p<0.005). According to this, the scores of direct attacks on social relations and health of those with professional seniority between 11-15 years are; Those with a professional seniority of 6-10 years also scored higher than the others in the dimension of attacking social reputation. There was also a relationship between professional seniority and employee performance (p<0.005). According to this, it was seen that the performance of those with a professional seniority of 1-5 years, 6-10 years and 15 years or more was higher than those with less than 1 year of professional seniority.

CONCLUSION AND RECOMMENDATIONS
Examining the results of the analysis conducted in this study, in which the effect of mobbing on employee performance in working life was examined, it was seen that there was a relationship between gender and the dimensions of "restriction of self-disclosure and communication opportunities" and "attack on quality of life and professional status". Accordingly, it was seen that male participants scored higher than female participants in terms of both self-disclosure and restriction of communication opportunities, as well as in terms of quality of life and assault on professional status.

As a result of the analysis, it was seen that there was a relationship between age and the dimensions of attack on social relations, social reputation and health. Accordingly, it was seen that the scores of the participants in the 43 and over age group in the dimensions of attack on social relations, social reputation and health were higher than those in the other age groups. In this case, it can be said that as age increases, attacks on social relations, social reputation and health also increase. It is seen that there is a relationship between marital status and attacks on social relations and attacks on health. According to this, it was seen that the scores of the married participants in the dimensions of attack on social relations and health were higher than the single participants. It was observed that there was a relationship between professional seniority and social relations, social reputation and attack dimensions. According to this, the scores of direct attacks on social relations and health of those with professional seniority between 11-15 years are; Those with a professional seniority of 6-10 years also scored higher than the others in the dimension of attacking social reputation. There was also a relationship between professional seniority and employee performance. According to this, it was seen that the performance of those with a professional seniority of 1-5 years, 6-10 years and 15 years or more was higher than those with less than 1 year of professional seniority.

Mobbing occurs as a result of continuous and repetitive psychological, emotional or physical harassment to which employees are exposed. This type of mobbing can have negative effects on the health, motivation and performance

of employees. Here are some suggestions to reduce the effect of mobbing on employee performance in working life:

Awareness should be created: Understanding the symptoms and effects of mobbing helps employees to gain awareness on this issue. Companies can increase this awareness by organizing trainings and awareness programs on mobbing for their employees.

Open communication should be encouraged: It is important to provide an open and healthy communication environment in the workplace. Employees should be encouraged to report mobbing situations to their superiors or human resources department. In addition, by encouraging teamwork and solidarity among employees, mobbing can be prevented.

Mobbing policies should be developed: Companies should adopt a clear policy stating that mobbing is unacceptable and will have serious consequences. A zero-tolerance policy against mobbing should include measures and processes to protect employees. It is also important to provide support to victims of mobbing and to investigate cases effectively.

Workload must be balanced: Excessive workload can increase stress and mobbing that employees may be exposed to. Companies must effectively manage resources and provide support as needed to balance the workload of employees. It is also important to encourage employees to balance work and private life.

Training and development opportunities should be provided: Developing the skills and competencies of the employees makes them feel stronger in the work environment. By providing training and development opportunities to employees, companies can reduce the effects of mobbing and increase employee performance.

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