Psychologıcal Vıolence In Busıness Lıfe
(Mobbıng- Psychologıcal Vıolence)

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ABSTRACT: *It can be said that "Mobbing" or as its alias, "psychological violence" is a phenomenon that has been extensively studied in academic studies and the press recently. The psychological violence occurring in business life as an trauma experience, emerged as an important factor which has created negative emotions such as anxiety, depression, stres, guilt and anger and in the lives of individuals who adapt to working life. As the number of research conducted on mobbing (psychological violence), felt damaging effects on individuals, has proliferated day to day in all areas of social life and working life, the researches emerged on the awareness of the issue and methods to fight mobbing is increasingly becoming important in many countries,*
In this study, addressed the causes, results, the process of formation, development, stage and researches on the consequences of psychological violence faced by workers in the work place, examined perspectives, revised results and findings which emerged in researches carried out on the subject and it was intended to the solutions against mobbingstruggle in business life.
Key Words: *Business Life, Mobbing, Psychological Violence*

I.   MOBBING (PSYCHOLOGICAL VIOLENCE) CONCEPT AND HISTORICAL PROCESS

The word "mobbing" (psychological violence) is derived from "mobile vulgus" which means "undecided crowd" in Latin meaning (Davenport et al., 2003: 3). Many scientists from different countries have described the mobbing (psychological violence). In particular, Austrian scientist Konrad Lorenz used the term mobbing (psychological violence) in the 1960s to describe the behavior animals use in order to protect themselves from a hunting enemy or stranger (Lorenz, 1963 Act., Davenport, 2003: 3). According to the German psychologist Harald Ege, who has been mostly studying on psychological harassment at workplaces as similar to this definition, mobbing is an English term used by biologists in the 19th century to describe the behavior of birds flying around an attacker in order to protect their nest (Tınaz, 2006: 10). Heinz Leymann (1990: 120), the founder of the international Anti-mobbing movement (psychological violence), refers to mobbing (psychological violence) as "They are systematic, hostile and unethical practices by one or more people towards another person". Psychological harassment (mobbing) in business life as a concept can be said to be an approach that negatively affects the relationships among people in business life. It can be seen that mobbing (psychological violence) damages not only the person who applied but also the socio-cultural structure to which the person is attached and it can be seen in every area of the society. As a result of many researches, it is emerged that that managers don't believe mobbing (psychological violence) existing in the organization, they do not want to deal with the problem, they prefer to silence their employees, make them scapegoat and the leader lacks emotional intelligence and lacks thought in the organization speed up the mobbing (psychological violence).

II.   THE AIM AND MODEL OF THE RESEARCH

This study is based on the identification of mobbing behaviors of which are frequently encountered in the workplace and the formation, the causes and effects of mobbing (psychological violence). This is the main purpose of the research. In addition, the development process in publications of the mobbing phenomenon encountered in the workplace in the study is examined, the conceptual framework of the mobbing is drawn, the formation process of mobbing (psychological violence); reasons for emergence; the effects on socio-cultural life, victims and organizations are discussed, key elements that are important in fighting mobbing (psychological violence) are mentioned and researches carried out in the world countries and Turkey are mentioned. The study was conducted according to the general screening model. The screening model is a research approach aimed at describing a situation which still exists or existed in the past as it exists. It is tried to be defined an event, an individual or an object that is subject to research, as if it is within its own conditions. General screening models are screening arrangements on a group, sample or sample taken from all or the universe in order to arrive at a general judgment about the universe in a phase consisting of a large number of elements (Karasar, 2005: 116).

III. THE STUDIES REGARDING THE SUBJECT IN THE WORLD AND TURKEY

The concept of mobbing (psychological violence) attracted attention in Europe in the '80s. First of all, sexual harassment in the workplace, then racial discrimination and the victims seeking right efforts ensured some legal sanctions. In the studies conducted towards the end of the 1980s, it was generally mentioned the mobbing (psychological violence) experienced in the schools and then it was noticed that the mobibbing (psychological violence) has been in the workplaces (Toker, 2008: 16).

In 1988, British journalist Andrea Adams brought public attention to the subject of mobbing by bringing about a mobbing (psychological violence) incident in Britain in the BBC programs. Adams shared his work on mobbing (psychological violence) with his readers in his book entitled "Bullying at Work: How to Confront and Overcome" published in 1992. The reflection of the mobbing phenomenon to the media has been through this book. The case then became a frequent subject of radio and television programs. Adams used "bullying", which he thought corresponded to the term mobbing, to mean "" finding fault constantly" and "humiliation of the individual" (Crawford, 1997: 220; Davenport et al., 2003: 5; Adams, 1992: 38). After Adams's death in 1997, a foundation was established with the name "Trust" to help victims of mobbing (psychological violence) in their workplaces. The purpose of this foundation is to investigate the general purpose mobbing size and the harassed mail sent via electronic media (Davenport et al., 2003: 5).

Psychologist Michael H. Harrison says that in a survey of 9,000 public employees in the United States, 42% of female and 15% of men employees were exposed to mobbing in the last two years, which amounts to 180 million dollars in lost time and productivity. According to the 2001 estimates, the cost of stress and stress-related diseases which are the results of the organizational mobbing is determined to be 12 billion pounds per year for industry and taxpayers (Tutar, 2004: 118).

In Turkey, various articles, books are written and translated on mobbing (psychological abuse). The first book published in Turkey as a translation of mobbing (psychological violence) is a book written by Osman Cem Önertoy entitled "Mobbing: Emotional Abuse in the American Workplace." Later on, Hasan Tutar (2004), Şaban Çobanoğlu (2005) and Pınar Tınaz (2006) who have been working on psychological abuse mobbing have published books. Tinaz, known for his research on mobbing in Turkey, suggests that mobbing is a repetitive attack or a form of psychological terrorism by employees or employers in the workplace. Mobbing (psychological violence) tells people, organizations and society to practices that harm society, have a criminal element in their behavior and are dangerous. According to Tinaz, the purpose of mobbing is to intimidate and harass an individual chosen as a victim by psychological harassment and psychological terror. As a result, the most injured mobbing (psychological violence) victim is the individual and the institution he works with (Tinaz, 2006: 153). Tanoglu found that 15.8% of academicians were exposed to intimidation in his research, which he carried out in 2006 by taking academicians working in Turkey as a sample group. Research on mobbing (psychological violence) shows that mobbing, especially in the public sector, refers to the fact that bureaucrats are more dense and more widely practiced in countries where women are discriminated.

Björkqvist, Österman and Hjelt-Back (1994) also found that women in general are more exposed to "mobbing" than men and that they are more likely to experience the psychological effects of "mobbing". The fact that women in workplaces are more affected by psychological harassment than men is more prominent in research conducted abroad. In the majority of surveys conducted, countries with patriarchal socio-cultural structures are more likely to be exposed to psychological violence because of the majority of male managers in their workplaces (Kelly, 2006: 7). In Turkey, it has been determined that both sexes have been subjected to psychological abuse against each other. In particular, victims in the sample group of investigations have generally stated that they have been subjected to mobbing (psychological violence) by a man.

Arpacioglu stated that 69% of men and 84% of women applied mobbing (psychological violence) to women in mobbing research conducted in 2003. Koçak and Hayran investigated the mobbing exposure rates of women in their workplaces in 2011 and found that 50% in the industrial sector, 44.2% in the health sector, 38% in the financial sector, 27% in the education sector of the women are exposed to mobbing.

In 2008, Fettahlıoğlu worked with 197 academic staff from Faculty of Economics and Administrative Sciences, Dokuz Eylül University (DEÜ) and Faculty of Economics and Administrative Sciences, Kahramanmaraş Sütçü İmam University (KSÜ) between 15.07.2008 - 15.08.2008 on " Psychological Violence in Organizations (Mobbing): An Application in Universities ". In the related study, it was stated that 84 (54%) of the personnel working at Faculty of Economics and Administrative Sciences, DEÜ and 20 (59%) of the personnel working at Faculty of Economics and Administrative Sciences, KSÜ were exposed to psychological aggression. According to the results of the research, the most psychological intimidation was exposed to the research assistants and academic staff with administrative duty, It was determined that the personnel having the title Assoc. Dr. was exposed to the least psychological intimidation. Moreover, it is stated that female personnel are more affected by psychological intimidation behaviors than men and that they are experiencing more problems.

As a general overview of the researches, it can be seen that any person of any sex can apply and be exposed to mobbing (psychological violence) as well as the fact that more women are exposed to mobbing (psychological violence) from the majority of male managers due to the socio-cultural structure of the workplaces in patriarchal societies and in every sector, mobbing (psychological violence) is widespread. In researches on psychological harassment in the workplace, the most important reasons for mobbing existence are the selection of erroneous staff and the hiring process, the employment of periodical workers, and the ruthless competition among the individuals in order to get the career steps in the workplace (Tınaz, 2006: 115).

MOBBING AS A VIOLENCE OF BUSINESS (PSYCHOLOGICAL VIOLENCE)

Psychological harassment (mobbing (psychological violence)); is an immoral, offensive, insulting act, particularly in the working environment, where one or more people are forced to systematically press on a particular person for a long time to break away from work. Mobbing (psychological violence) is an emotional attack. Mobbing is about making the victim an unresolved destination.Rumors aiming to distract the target person from the business environment and behaviors aimed at destroying the reputation of the victim in the organization and obstructing its success bring mobbing to the scene. It starts with the person being the target of disrespectful and harmful behavior.It is the compulsion of a person to take him out of his business by creating an aggressive environment in ways such as gathering other people around his or her own relatives or against another person and constantly taking malicious acts, hinting, ridiculing and damaging the person (Davenport, Swartz and Elliott, 2003: 15).

As a new concept, Mobbing (psychological violence) emerged in business life in recent years; describes a dimension that negatively affects the relationships among people in organizations. Mobbing is a phenomenon that can be seen in all organizations that describe the harmful behaviors of the person to his/her own organization and society. In other words, mobbing (psychological violence) is the fastest growing and fastest acting form of violence in the workplace. Mobbing is a malicious act that aims to exclude a person from the workplace through unfair accusations, humiliations, emotional distress or psychological violence (Davenport, Swartz and Elliott, 2003: 22).

The concept of mobbing at work (psychological violence) was first described by Heinz Leymann, a German psychologist of working-employment who lived in Sweden at the end of the 1980s (Tınaz, 2006: 1). In particular, it is accepted that the decrease of the quality of the social life in the workplace which the economic expansion and change experienced in the society after the 1970s and that excessive competition, understanding of competing at low costs by maintaining profit margins as a result of profit understanding cause the behavior patterns in the form of psycho-violence (Kök, 2006: 161).

One of the most important differences from other forms of violence in the workplace is that it always has a dynamic structure that can develop and change over time (Soares, 2002). The organization in which mobbing (psychological violence) behaviors are observed can be seen a closed organizational climate which is dominated by intense fear culture, dull and discolored relations, constant stress, gossip, disinformation and non-democratic attitudes (Yaman, 2009: .71). Ølafsson; Jóhannsdóttir in their research in 2004; Psychological violence behaviors that have the greatest frequency in the workplace; is observed as "giving the responsibilities that are not his/her own tasks and the responsibilities he/she can not afford at the time." In general, those who apply mobbing at work places; It can be said that they try to make their own norms as an organizational policy, they are prejudiced and emotional, malevolent and they are generally self-centered, hard-working and inflexible under threat (Tutar, 2004: 48-49).

Reasons for Mobbing (Psychological Violence) as Work Life Violence

Leymann, researching mobbing (psychological violence), generally sees four main reasons for people's mobbing practices (Davenport et al., 2003: 38). First of these reasons; forcing to accept a group rule the victim who will be exposed the mobbing. These people believe that a group can only be fused and strong in the presence of a certain uniformity. For this reason, group norms are seen as rules that need to be obeyed.

The second is that the person who is exposed to mobbing likes hostility. People are doing mobbing (psychological violence) to get rid of people they do not like. It does not matter at which level of the organization as a hierarchy the victim is. Only it can be realized with the effect of the dissatisfaction of the mobbing practitioner. The third reason is due to being in search of pleasure due to distress at a level that can be defined as a disease. The main aim of the person who apply for mobbing is to persecute the victim and to be happy with what is happening. The last of the reasons for mobbing emerges with reinforcement of prejudices: People who apply for mobbing (psychological violence) are able to apply mobbing (psychological violence) against members of groups that are different from themselves because they are members of a certain social, racial or ethnic group within the society. This situation, which can be evaluated as one of the causes of mobbing, can also be called discrimination in society (Davenport et al., 2003; 38). It is not possible to see the causes of mobbing (psychological violence) as just four steps in this way. With the results of different researches, it has

been said that the causes of development in organizations of mobbing (psychological violence) are due to personality characteristics or organizational traits.

While some researchers accept the organizational theory that explains the formation of mobbing (psychological violence) with organizational and managerial factors, some agree that it is necessary to explain the formation of mobbing (psychological violence) with personality theory. Accordingly, by accepting personality theory, the formation of mobbing in workplaces is explained by the personality and psychology of the mobbing victim and the person applying mobbing. In general, it is impossible to say that personalities cause to the victimization of mobbing because in the studies about the causes of mobbing, the studies on the personalities of the victims are not conducted before the mobbing (psychological violence) is applied. Leymann argues that people can not have an idea that the personalities of the victims cause to mobbing (psychological violence), since there is no research to determine how their personalities are before mobbing (psychological violence) (Davenport et al., 2003: 50-51). However, different researchers and writers who are interested in mobbing (psychological violence) reasons put forward various opinions about the personality, psychology and conditions of the victim.

For this reason, there was no consensus on personality characteristics that cause person who is exposed to mobbing (psychological violence) the psychological violence to be exposed. Some researchers have stated in their research that workers in mobbing are made up of people who don't seek their rights and who remain silent. In general, researchers have found that people exposed to mobbing (psychological violence) are self-confident, withdrawn and unable to provide conflict management. Demonstrating personality structures as causes of the exposure of people who are self-conscious, shy, unable to search for their rights to mobbing (psychological violence), in different studies it has been suggested that some mobbing victims are targeted because of their high self-esteem and the equipment they have (Davenport 2003: 490). According to Davenport, people who work with high self-esteem, come up with new ideas, are expected to be productive and to rise in business life are more likely to be exposed to mobbing (psychological violence) because they are viewed as threats by managers as hierarchies (Davenport et al., 2003: 52). This view is supported by Baykal and defends that in the workplace, creative people can be targets for mobbing (psychological violence) as they develop new ideas and projects (Baykal, 2005: 12).

The factors that cause the beginning of mobbing (psychological violence) should not be based solely on the personality of the victim of mobbing (psychological violence). Leymann notes that the lack of certain situations that people want to exist in themselves and the bad behavior of others in the name of eliminating these deficiencies bring about the beginning process of mobbing (psychological violence) related to the initiation process,

According to Leeymann, the sense of insecurity and fear that some feel regarding the their own place will be taken from the their hands are leading them to shrink and humiliate one another (Davenport et al., 2003: 38). Einarsen refers to the reasons for applying mobbing of people applying mobbing (psychological violence); as competition for status and job position, having feelings of jealousy, being aggressive (Einarsen, 1999: 20).

The Effects of Mobbing (Psychological Violence) Behaviors on Business Performance

The most obvious effect of mobbing (psychological violence) on the victim is the performance effect in the workplace. Victims of mobbing during the process feel themselves alone and desperate (Davenport et al., 2003: 63). Thus, health problems occur, victims' job performance and job satisfaction decrease, their confidence decreases and even their career planning may change. In fact, it is acceptable for these people to be absent from work because of physical and psychological problems (Tinaz, 2006b: 24). While Davenport classifies mobbing (psychological violence) behaviors according to their impacts, Davenport determines the mobbing in the context of that "concentration disorders and escape from work" experienced at the second level are negative effects on work performance of mobbing and he thinks that it takes place in the process normally (2003: 68-69). It can be said that victims of mobbing (psychological violence) think that they will be exposed to psychological violence again and they plan the resign from the work or business change because of decreasing their performances at workplaces.

It is observed that victims of mobbing (psychological violence), even if they are competent at work, because of the mobbing effect which exposes them live the lack of self-confidence, lack of work motivation, are forgetfulness, irregularity and uneasiness. In this case it is observed that it affects personal work performance.It can be said that mobbing which threatens the mental and physical health of the employees in the workplace, indirectly damages the organization where the said acts take place. It is possible to say that in the universities where mobbing is especially present, there is no ethical understanding and instructors who are exposed to mobbing (psychological violence) are forced to resign and the trained human power is lost. In a study in which universities were selected as a sample group, it was seen that excessive stress, low work efficiency had an effect on mobing performance (Cassell, 2011: 37).

In general, when describing mobbing and rating mobbing, researchers working on mobbing (psychological violence) have tried to define mobbing in three dimensions according to the effects on people, taking into account the severity, duration, frequency, psychology of the persons, growing conditions, past experiences and general conditions. In the first stage, the victim who is exposed to mobbing (psychological violence) resists or looks for a way to get rid of mobbing. In the second stage of mobbing, it was observed that the victim could not cope with mobbing (psychological violence) and therefore had temporary or prolonged mental and / or physical illnesses and could not adapt to work life. In the third stage, victims of mobbing have become unable to work in the working environment and severe psychological and physiological health problems have been observed on them.

It is observed that the working environment in which mobbing is applied is affected badly by mobbing, especially in higher education institutions, there is a loss of performance and job satisfaction due to the applied mobbing among the faculty members, besides the students are negatively affected and also the educational environment is harmed.

THE METHODS OF COPING WITH MOBBING (PSYCHOLOGICAL VIOLENCE) BEHAVIORS IN WORK LIFE

It can be thought that mobbing (psychological violence) is being applied to a person in the workplace and brings about negative consequences on him/her. However, the mobbing phenomenon should not be perceived only as a difficulty for the person and his business life. This person can see great losses both in business life and in private life due to mobbing (psychological violence). A person who is suffering from mobbing can not leave the stress in the workplace and go to home. The effects of mobbing, which started after he/she got out of his/her work, continue in his/her private life. For this reason, people fight mobbling not only to try to get peace in business life, but also to protect their private life. On the other hand, mobbing (psychological violence) causes damage to the health, psychology, honor, pride, social life, economic condition.of the targeted victim.

The victim's social environment as well as the victim is indirectly affected by the fact that the victim lives.The institutions and colleagues that the victim works with are harmed even if they are not the same size like victim. For this reason, a concept like mobbing (psychological violence) should not be allowed to turn a person's life into a nightmare.

The victim exhibits three kinds of behavior in the mobbing (psychological violence). These (Tutar, 2011: 2):

Indulgencing to mobbing: Understanding mobbing behaviors varies according to the frequency and severity of mobbing repetition. If mobbing (psychological violence) does not create stress and any discomfort to the person, understanding can be shown that conflict can not grow even further. However, if mobbing (psychological violence) is getting more and more intense, it should not be used to be understanding. However, these can vary from person to person. The strenght to stress varies according to each individual.

Fighting against that: The mobbing practitioner may go even further if the victim seals himself and pulls on one side. So the victim should get support around him before he is alone. They should determine the right strategy for the war against. The victim should not do this behavior to the person who applies mobbing them (psychological violence) because people who practice mobbing (psychological violence) choose unethical, unfair methods. If he does, he may end up being wrong, whether he/she is right. Because if it is already considered that the victim is exposed to mobbing (psychological violence) because of his/her honesty, hard work, good intentions, perseverance, he/she must not respond to the war against them.

Retreating: This method is an inadvertently chosen way if there is too much power difference between victim and aggressor applying mobbing (psychological violence). Some of them can not find their own fighting power and can not respond because of their personality. In this case it can be left behind without fighting. Not always, but in some cases something can be won without fighting.

If a person thinks he or she is suffering from mobbing (psychological violence) at work and becomes certain that he or she is increasingly targeted, he must first believe that he does not deserve psychological violence. He/she should then write down the words and behaviors that have been made to him during mobbing (psychological violence) in order not to forget. If there are witnesses besides mobbing (psychological violence) events, they should not forget them. Because later they may be asked to support them, to record the living, to testify orally. It can be said that if the victim's family and surroundings are aware what the victim has lived, it will help the victim to overcome this situation with less physical and psychological harm.

To prevent mobbing (psychological violence), it should be focused on the symptoms the victims are experiencing and the events should be well observed. The victim who is exposed to mobbing (psychological violence) must say to mobbing practitioner that he/she is uncomfortable with this situation and objected to it to fight against mobbing (psychological violence). The presence of a co-worker who is safe and able to testify if necessary will facilitate his/her work. He/she should record the meaningless orders and practices that the attacker wants to do in writing and report the attacker to the authorized person at the first opportunity if it comes

to a size that can not be resolved by talking. For all these reasons, it can not be said that the fighting of the victim to mobbing (psychological violence) is only enough. The situation you're in can not only affect his life. At the same time, other people may be informed on this issue, considering the risk of mobbing (psychological violence) for the others in the future, it can be expected to provide support in the fight against mobbing (psychological violence).

Mobbing (psychological violence) is not seen as a phenomenon that can only be managed by one's individual struggle. As the experiences of the person exposed to mobbing (psychological violence) psychologically affect him/her in the negative direction, other colleagues are also affected negatively.

Later, employees can make mistakes with the concern that "I" may be a victim. This also significantly affects the efficiency of the work, the work performance of the person and the organization.

Mobbing (psychological violence) is a phenomenon that can occur in every workplace. Institutions can be said to ignore these behaviors, and if they ignore or even provoke, the victim will feel helpless and alone. Institutions may need to apply the following methods to apply mobbing (psychological violence) preventive sanctions (Çobanoğlu, 2005: 117-118):

- The vision and mission of the organization should be explained clearly to all employees. Duties and responsibilities of employees should be clearly defined.
- A corporate culture should be established. Employees should work faithfully in their work life and work.
- The organization should feel that it values its employees.
- Individuals should be given certain areas of freedom (autonomy) related to the work they are doing.
- Employees should receive appreciation, justice, praise, trust and encouragement from top management
- Employees should be informed from business meetings, trainings or academic activities in the worklife.
- Employees as managers should be trained in business culture, business ethics, communication issues. If the managers are equal and just, if they have leadership qualities, then mobbing behavior can be controlled. -
- Employees should know that their organization is behind them if they are working properly and honestly.

The biggest responsibility in combating psychological harassment takes state institutions. Mobbing (psychological violence) acts must first be explicitly reflected in the law as a crime and then it should be requested not to do such behavior from the organizations and persons. If legal mobbing (psychological violence) does not reflect on the law as a crime, these behaviors will find the environment to continue (Toreno, 2003: 54). In addition to these, organizations can create an Ombudsman institution to fight and prevent mobbing (psychological violence). The Ombudsman is considered as an audit institutionin in solving complaints of victims who are negatively affected from bad management practices such as mobbing (psychological violence) and in bringing forward the erroneous and incomplete applications of the administration to the public opinion (Şafaklı, 2009: 163). The presence of an Ombudsman in the workplace helps to improve the relationship between employees and managers and can help prevent negative behaviors such as the mobbing (psychological violence) style.

IV. RESULT

Today, mobbing (psychological violence) is one of the important problems affecting the health and performance of a person in business life. The concept of mobbing includes the meanings of all forms of maltreatment, threats, violence, and humiliation that are systematically applied to individuals (victims), superiors, equal workers or subordinates in the workplace. Although many different concepts have been used to describe this phenomenon (intimidation, bullying, emotional harassment, etc.), the causes of existence, the effects on the victim and the process of formation are almost identical. In recent years, events and cases, especially reflected in the press, have raised awareness among employees on one side, while increasing the interest of researchers regargding the subject on the other side.

Psychological violence in business life (mobbing) is a fundamental organizational question that arises as a result of union of all the psychological factors that causes tension and conflict climate in the organization, disrupts organization health and affects the performance of employees' work in the negative. If this situation continues for a long time, it is inevitable to push the individual out of organization and working life. Psychological violence in workplaces (mobbing (psychological violence)) as a result of many research findings and conclusions that have been examined reveals the interaction with multiple causes at the same time. In the mentioned interaction, the causes in each case can be realized in a different order or order. Personality characteristics, for example, in a mobbing (psychological violence) event may trigger, while in another event competition may be a triggering factor. In some causes of mobbing (psychological violence), other causes with triggering reason can contribute to that violence continues.

Based on the findings of investigations related to the subject in the literature, it is found that the most effective factors in the victims' mobbing (psychological violence) experiences are that they are competent in their fields, that they are psychologically affected by mobbing (psychological violence) and that they have

experienced psychomatical disorders and this situation also affects business performances in the negative direction and they do not have enough information about coping with mobbing and therefore they can not cope with mobbing (psychological violence). It can be said that people exposed to mobbing as a result of mobbing (psychological violence) generally experience stress, change their career planning, and even want to resign from their work. Mobbing (psychological violence) lowers the quality of working life and causes an unhealthy organizational structure by causing financial and emotional damage in the organization.

The most important issue to be aware of the identify and the reasons for psychological violence is that it is known that the problem is a process that can not be explained on the basis of a single cause. It is important to become aware of Mobbing (psychological violence) -psychological aggression which can cause serious negative consequences in individual, organizational and even social level, determine its causes and develop measures for the peace of the society.

It has been observed that mobbing is a phenomenon that is seen in all sectors but is more common in centrist and title-oriented organizations based on the command-chain. Psychological violence at work is seen as an implicit social danger with deep and severe effects on the mental health of victims if victims can not fight mobbing. The aim of social policy in civilized societies is not only to create personal employment, but to ensure that the individual works in a healthy, safe and fair workplace and working environment that is beneficial to human dignity. For this reason, increased psychological violence in the workplace, among employees or between employers and employees, poses a risk that is not clearly visible in terms of occupational health and safety. It is difficult for the individual to be able to struggle alone and with fear and anxiety in the face of this helplessness. The greatest responsibility takes to the state. In this context, it is important that mobbing (psychological violence) behaviors, which can turn into psychological torture, take place in the Turkish Penal Code. In addition, taking the necessary precautions in the framework of Disciplinary Regulation of the Higher Education Institutions Administrators, Instructors and Officers and preventing mobbing practitioners from taking the managerial position will be another step to contribute. Peaceful working lives and peaceful societies create peaceful individuals. It should not be forgotten that it is possible with peaceful employees to be successful and creative in business environments.

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