A RESEARCH ON THE RELATIONSHIP BETWEEN MOBBING APPLICATIONS AND MOTIVATION IN HEALTHCARE INSTITUTIONS[1]

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ÖZ

Mobbing olgusunun temel bileşeni, hedef alınan kişinin duygusal ve psikolojik sağlığını derinden etkilemek ve onu saf dışı etmektir. Dünyanın hemen her yerindeki örgütlerde görülen mobbing olgusuna ilişkin çalışanlara ve yöneticilere ışık tutması amacıyla hazırlanan bu çalışmada sağlık kurumlarında mobbing uygulamaları ile motivasyon arasındaki ilişkinin incelenmektedir. Bu amaç doğrultusunda üç ana hipotez belirlenmiştir. Hipotezleri test etmek için İstanbul ilinde bir kamu hastanesinin doktor hemşire ve idari personelden oluşan çalışanlarına anket uygulanmıştır. Elde edilen verilerin istatistiki analizi SPSS programı ile yapılmış olup değişkenler arasındaki farklılık ve ilişkinin ortaya çıkarılmasında ise faktör, güvenilirlik, korelasyon, frekans dökümü, ANOVA analizlerinden yararlanılmıştır. Analizler sonucunda elde edilen bulgular sağlık kurumlarında mobbing uygulamaları ile motivasyon arasında anlamlı bir ilişki olduğunu göstermektedir. Araştırma sonuçlarına göre mobbing davranışlarında meydana gelen artışların çalışan motivasyonunu olumsuz etkilediği ortaya çıkmaktadır.

Anahtar Kelimeler: Mobbing, Motivasyon, Psikolojik Taciz, Sağlık Kurumları

ABSTRACT

Principal component of mobbing is to deeply affect emotional and psychological health of the target person and put them out of action. In this study prepared in order to enlighten the employees and the managers in regard to mobbing that is seen in almost all organizations in the world, the relationship between mobbing applications and motivation in healthcare institutions is examined. To this end, three main hypotheses are determined. In order to test the hypotheses, a poll is conducted to the employees that consist of doctor, nurse and administrative staff of a public hospital in Istanbul. Statistical analysis of the data obtained is done with SPSS program, and in order to reveal the difference and relationship between the variables factor, reliability, correlation, frequency, ANOVA analyses are used. The findings obtained at the end of the analyses indicate that there is a significant relationship between mobbing applications and motivation in healthcare institutions. According to the research results, it is revealed that the increase occurring in mobbing behaviors affect the employee motivation negatively.

KeyWords: Mobbing, Motivation, Psychological Harassment, Healthcare Institutions

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1. INTRODUCTION

Being a concept that is encountered in different sectors in all around the world, mobbing, as well as having several different definitions, is generally defined as "psychological terror that is committed by one or several persons to another person in a hostile manner and with immoral methods systematically" and appears as a concept that also carries the meanings such as opposing someone and carrying out emotional attack.

Principal component of mobbing is to deeply affect emotional and psychological health of the target person and put them out of action. Typical reaction of the person who is mobbed is to be isolated from society. This is because the person does not understand what happened to them, how and why happened.

In business life the concept of mobbing comprise meanings that define the behaviors such as humiliation, threat and any type of abuse done against individuals by their superiors, colleagues or subordinates systematically at the workplaces. This phenomenon affecting many more numbers of employees than thought, being better understood each passing day gives great damage both to individuals, organizations, society and to national economy. However, the pain it causes in individuals, human erosion and the wound received by the quality of life come before economic effects. Furthermore, during mobbing the working group is also affected along with the target. In workplaces the competition between employees, injustice in getting promotion and reward distribution, imbalances in delegation of authority and responsibility, and conflicts bring out mobbing in organizations and lead to motivation loss.

In organizations, employees can be proud of being a member of the organization, be disposed to work in line with the organizational objectives, acquire the mental, psychological and physical energy that will make this desire efficient, and maintain a positive attitude toward the scope of work and work environment thanks to motivation. However, one of the main losses in individuals due to mobbing is motivation loss and unless this condition is handled, a great number of human resources that consist of intellectuals and broad-visioned persons who are mobbed are lost. In this context, the research aims to examine the relationships between mobbing applications and motivation. Besides, this study also aims to shed light on the employees and managers in regard to understand the concept of mobbing better and more accurately and to what kind of effects mobbing has on the employee motivation.

2. MOBBING CONCEPT AND ITS DEFINITION

It is seen that the mobbing concept was first used by English Biologists in the 19th century to describe the behaviors of birds flying around an attacker to protect their nest. Later, in the 1960s, the scientist Konrad Lorenz, who studies animal behaviors, used the concept of mobbing to describe the situation in which small groups of animals (birds) attack and expel a stronger and solitary animal (fox) in a collective manner (Tınaz, 2006:11).

Swedish scientist Peter-Paul Heinemann, who used mobbing concept to describe a way of interaction among people for the first time, used the concept to define harmful and aggressive behaviors of small groups of children against one weak child (Tınaz, Bayram and Ergin, 2008:4).

Mobbing concept in business life, however, was used by Swedish Psychologist Heinz Leymann in 1980s. Leymann, as well as revealing the existence of mobbing behavior in workplace, discussed the special qualities of the behavior, its appearance, who are affected by the violence committed the most and the potential psychological outcomes (Leymann, 1990:120).

As a result of Leymann's studies in Sweden and Germany, in the first report he published in 1984, "mobbing" concept covered the emotional harassment and assaults at workplaces and gained a quality in the sense that it is understood today.

In 1988 British journalist Andrea Adams became one of the first names to attract the attention of public to the phenomenon of mobbing with the programs she prepared for BBC. In her book,

Bullying At Work:How to Confront and Overcome published in 1992, she used the term "bullying" (Davenport, Schwartz and Elliott, 2003:5). In 1996, British Researcher Tim Field, on the other hand, prepared a handbook on determination and management of attackers at workplaces and used the word "bullying" instead of "mobbing" (Tınaz, 2006:14).

Marie-France Hirigoyen who first defined the term in France in 1998 defined the concept of mobbing with the French words ''harcelement-moral'' (moral harassment) (Tınaz et. al, 2008:8). Again in the same year Duncan Chappell and Vittorio Di Martino prepared a report titled "Violance At Work" in which behaviors of violence in the scope of mobbing actions are discussed. This report was published by International Labor Organization (ILO) in the same year (Yılmaz, Özler, and Mercan, 2008:337).

The United States, however, became acquainted with the term mobbing thanks to Noa Davenport who met Leymann when he carried out studies in Europe in 1999. The book published in USA with the name *Mobbing: Emotional Abuse in the American Workplace* by Davenport, Schwarts and Elliot is published with the translation *Mobbing İşyerinde Duygusal Taciz* by Osman Cem Önertoy in Turkey.

The first publishing on mobbing in Turkey include '*Mobbing: İşyerinde Duygusal Saldırı ve Mücadele Yöntemleri*' by Şaban Çobanoğlu in 2005 and *Mobbing: İşyerinde Psikolojik Taciz* by Pınar Tınaz in 2006 in addition to the book by Davenport et al. in 2003. Later in 2008 Tınaz along with Fuat Bayram and Hediye published a new book with the title *Çalışma Psikolojisi ve Hukuki Boyutlarıyla İşyerinde Psikolojik Taciz (Mobbing)* clarifying the term with its legal dimensions.

2.1. Definition of the Mobbing Concept

Derived from the Latin words "mobile vulgus", the word "mob" means a tumultuous crowd committing illegal violence in English. The verb form "mobbing" for the root "mob" means psychological violence, siege, harassment, disturbance or annoying (Avery,1995:629).

Heinz Leymann who used the mobbing concept in business life for the first time defined the term as "*psychological terror that is committed by one or several persons to another person in a hostile manner and with immoral methods systematically*" (Davenport, 2003:4).

It is known that the term "bullying" is also used in order to describe many behaviors that are referred to as mobbing in England. In order to state the distinctive feature, the places where bullying occurs are indicated as ''bullying at school", bullying at workplace". The British Journalist Andrea Adams uses the term "bullying" as "*continuously criticizing and humiliating the individuals*" and defines it as "*the undesired, humiliating, and aggressive behaviors against one or a group of employees; typically unpredictable, unfair, usually negative, bad intentions and actions against personal or professional performance and harassing the power or position leading to loss of confidence in the target by creating anxiety and damaging their physical and mental health*" (Tınaz et al, 2008:5). The British Researcher Tim Field, while defining the phenomenon as "*a continuous and insistent attack against the self-confidence and self-respect of the victim*", explains the underlying reason of the behavior as the desire to dominate, surpass and eliminate; and the quality of the attacker as the complete denial of any kind of responsibility related to the emerging results (Yaman, 2009:23).

Davenport et al., on the other hand, define the phenomenon as "*an emotional attack that starts with the person being the target of the disrespectful and harmful behavior*". According to them mobbing means a person gathering other people with or without their own free will against another person and forcing the victim for dismissal by creating an aggressive environment by continuously doing malicious acts, hint, humiliation and destroying their social reputation (Davenport, 2003:14).

Tınaz finds it right to define the term with several words instead of only one word and finds the phrase "psychological harassment" acceptable instead of the verb defined in the scope of mobbing

concept. Moreover, she defines "psychological harassment" phenomenon as "*a harassment that is shown with depreciatory, humiliating, exclusionary, ignoring, stinging words against the target person or such implicative behaviors, in other words, that aims to break down their psychology in the first step*" (Tınaz, 2006:18).

Çobanoğlu, however, defines mobbing concept as "*creating systematic pressures on a person or persons at the workplace and consuming their performance and strength with illegal approaches and forcing them for dismissal*" (Çobanoğlu, 2005:21).

Today psychological harassment is a phenomenon that occurs in any culture, any workplace and any communication pattern regardless of gender and hierarchical difference. However, it should be noted that the word "mobbing" adapted to many foreign languages is just a term that refers to psychological harassment at workplaces. Regardless of the way of exhibiting the act, the aim is to somehow expel the person from that workplace. In this study, the concept will be discussed with the word "mobbing" that refers to psychological harassment at workplaces.

3. MOTIVATION CONCEPT AND ITS DEFINITION

Human is a living being having a complex feature intrinsically. As a result of this complex structure, human behaviors also show diversity. The behaviors steering the lives of individuals have been examined by behavioral scientists and some studies have been conducted to regulate the behaviors in order to achieve the society goals and to solve the related problems.

The concept of motivation as a psychological power that steers the human behaviors and triggers them in several ways is derived from the English and French word "motive" and means the power that prompts a person for a certain aim. On the other hand, motivation derived from the main term "motive" is the total of the efforts shown to continuously trigger one or more than one person to a certain direction (Eren, 2003:554).Motivation briefly means prompting a person to work, trigger and encourage them for work.

As a process motivation can be defined as the person being influenced (stimulated) and the person taking action (behavior) by creating a working environment in which the needs of the organization and individuals are met with satisfaction (Koçel, 2003:638).

In organizations motivation, however, is the process of stimulating the individual by creating an environment to satisfy their needs, influencing and encouraging them. Acknowledging the opinion that there is a discrepancy between human needs and organizational needs in the organization, the importance of motivation as a management function has increased. Besides the desire and goals that affect and steer the individual's behaviors, there are also some external elements such as environmental conditions, personal impressions, social habits and attitudes (Eren, 2003:555). As long as the individual cannot fulfill their desire and needs, an internal disharmony may appear. The motives that determine the desire and needs of the individual are personal and they may change direction, fall into a decline or increase with the effect of social environment and culture in time. In addition to motives, incentive tools have also an effect on direction of the individual's behaviors. These tools that help the individual reach their goals, also enable them to adopt the organizational goals and condense their activities to this end (Uras, 1987:80). As a result motivation comprise various internal and external causes that urge the individuals to the behavior, determine the severity and energy level of these behaviors, give a certain direction to and maintain the behaviors, and their operation mechanism.

4.METHOD

4.1.Aim of the Research

In today's information society in which continuous development and change are experienced, the importance of human relationships in organizations has much more increased. Thus, in order to use the existing human resource effectively and efficiently, the personnel having social

relationships and communication qualifications apart from the technical equipment come into prominence. In our era mobbing appears as one of the biggest threats to human resources and a type of harassment that lead people to burnout in both psychological and physical terms, wear them out, put pressure on them, terrorize them, and a quite widespread workplace syndrome. The phenomenon of mobbing observed in almost every organization in the world has become a very important research and study subject.

The aim of this study is to examine the relationships between mobbing applications and motivation encountered by the employees who are composed of doctor, nurse and administrative staff working in health sector. The hypotheses developed to this end are as follows;

H_1: There is a significant relationship between mobbing applications and hygiene factors of motivation.

H_2: There is a significant relationship between mobbing applications and growth factors of motivation.

H_3: There is a significant relationship between mobbing applications and motivation factors.

4.2. Limitations of the Research

There are some methodological limitations that prevent generalizability of the study results. This study is conducted on a hospital that operates in Istanbul and around. However, reaching more homogeneous sample population countrywide will provide more generalizable results. While the results are evaluated, the possibility of the variables, socioeconomic conditions and culture, to affect these results should also be considered. This is because this study may give more different results in different cultural or different socioeconomic conditions. Finally, the analyses to be conducted here are based on the data obtained from 100 participants; the fact that a larger sample population will provide more accurate results should be considered.

4.3. Research Method

This relationship is prepared in accordance with correlational survey model. Correlational survey model is a research method that aims to determine the presence and/or degree of a common change between two or more variables. Therefore, in this study the presence and degree of the change in the mobbing applications and motivation levels are examined.

The study population is composed of the employees of a public hospital operating in Istanbul. In order to represent this population, health personnel of 150 persons working in the public hospital is aimed as the sample.

A survey form is developed as data collection tool. In the first part of the survey that consists of three parts, 6 questions of participants' demographic features are included. There are a total of 43 questions, 21 questions of mobbing behaviors in the second part and 16 questions comprising the employees' opinions for motivation levels in the third part of the survey. Five likert scale is used for the answers of the questions in the second and third parts of the survey. The survey is sent to a group of healthcare professionals of 150 persons via email and face to face interview. Return for 110 surveys is provided, but some surveys are excluded since the answers are not complete enough to be analyzed and the remaining 100 surveys are included in statistical evaluation. This indicates that the return rate of the surveys is about 67%. The data obtained are evaluated using SPSS program. To test the relationships between the variables factor, reliability, correlation, frequency, ANOVA analyses are used. The first part of the survey measures demographic variables, wherein these variables are listed as age, marital status, education level, position in the institution and term of employment. The second part of the survey is composed of the mobbing scale formed by the researcher using the mobbing behaviors that Heinz Leymann developed in five categories (Davenport et al., 2003). The third part of the survey is composed of the motivation scale formed and translated from English to Turkish by the researcher using the motivation factor

that Frederick Herzberg developed in three categories (Herzberg, Mausner and Snyderman, 1993; Lundberg, Gudmundson and Andersson, 2009).

Mobbing scale is composed of a five-factor structure including attacks on communication, attacks on social relationships, attacks on social image, attacks on professional life and quality of private status and attacks on health. In the motivation scale, however, three-factor questions including hygiene, growth and motivation take place.

4.4. Research Findings

In this part analyses to evaluate the data obtained in line with the aim of the study are done and interpretations of analysis results are included. The features of the demographic factors of research participants are given in Table 1.

Table 1. Demographic Findings of the Research Participants

Demographic Factors		Frequency (f)	Percent (%)	Cumulative Percent (%)
Age	21-25 age	18	18.0	18.0
	26-30 age	30	30.0	48.0
	31-35 age	26	26.0	74.0
	36-40 age	15	15.0	89.0
	41-45 age	7.	17.0	96.0
	46-50 age	4.	4.0	100.0
	Total	100	100.0	
Gender	Male	40	40.0	40.0
	Female	60	60.0	100.0
	Total	100	100.0	
Occupation	Physician	19	19.0	19.0
	Nurse	20	20.0	39.0
	Health Technician	7	7.0	46.0
	Administrati ve staff	54	54.0	100.0
	Total	100	100.0	
Level of Education	High School	30	30.0	30.0
	Associate's Degree	31	31.0	61.0
	Bachelor's Degree	16	16.0	77.0
	Master's Degree	5	5.0	82.0
	PhD	18	18.0	100.0
	Total	100	100.0	
Term of Employment	1-5 years	60	60.0	60.0
	6-10 years	17	17.0	77.0
	11-15 years	6	6.0	83.0
	16-20 years	7	7.0	90.0
	21 years and above	10	10.0	100.0
	Total	100	100	
Marital Status	Married	41	41.0	41.0
	Single	59	59.0	100.0
	Total	100	100.0	

Descriptive statistics of gender, education level, age range, occupation, marital status and term of employment of 100 research participants are examined and the results are summarized in Table 1.Females constitute 60% and males constitute 40% of the participants. Participants' education level indicates that 30% are hold high school degree, 31% associate's degree, 16% bachelor's degree, 5% of Master's Degree, and 18% of PhD degree. Age ranges of the research participants reveal that 18% are between the age range of 21-25, 30% between 26-30, 26% between 31-35, 15% between 36-40, 7% between 41-45, and 4% between 46-50. Of all the participants' occupations, 19% are physicians, 20% are nurses, 7% are health technicians and 54% are administrative staff. Review of their term of employment demonstrate that 60% of them worked for 1-5 years, 17% for 6-10 years, 6% for 11-15 years, 7% for 16-20 years and 10% for 21 years and above. Their marital status indicate that 41% of them are married while 59% are single.

4.5. Explanatory Factor Analysis Results of Research Scales

Factor distribution obtained as a result of explanatory factor analysis of mobbing scale is included in Table 2. Factor analysis of the scale indicates that it has a five-factor structure. Looking at the factor loads of the variables, it is seen that they fulfilled the idea that they have to be bigger than 0.500 specified in the related area literature (Fornell and Larcker, 1981). As a result of this analysis, the variables are grouped under five factors including "attacks on communication", "attacks on social relationships", "attacks on social image", "attacks on professional life and quality of private status" and "attacks on health".

Table 2. Mobbing Scale Factor Analysis Results

Questions	Factor 1 Attacks on Communication	Factor 2 Attacks on Social Relationships	Factor 3 Attacks on Social Image	Factor 4 Attacks on Professional and Private Life	Factor 5 Attacks on Health
I am frequently interrupted.	,755				
I am obstructed to express myself.	,847				
The decisions and suggestions I give are criticized and rejected.	,822				
The work I do is regarded as invaluable and unnecessary, and underestimated.	,771				
I am threatened and warned verbally.	,826				
I am ignored and treated as I do not exist.		,878			
My colleagues are prevented to talk to me.		,878			
I am accused of the issues I am not related to.			,744		
The work I do and its outcomes are continuously criticized/found wrong.			,813		
I am assigned duties that damage my self-respect, and I am forced to do them.			,831		
There are unfounded allegations about me.			,869		
My honesty and reliability are questioned.			,791		
My private life is humiliated.			,630		
My performance is underestimated.				,790	
I am assigned duties below my talent.				,815	
I am not given the chance to show myself.				,859	
Only I am held responsible for the negative results of the works done collectively.				,710	
In every work my professional competency is questioned.				,649	
I am forced to quit or change the job.				,740	
I am forced to do works for which I am not strong enough.					,879
I am threatened with physical violence.					,879

Explanatory factor analysis results of motivation scale are shown in Table 3. Factor distributions remaining after the elimination of problem articles of the survey are given. The analysis reveals that the variables constitute a three-factor structure and factor loads are above 0.500. All the questions of the scale that constitutes a three-factor structure including hygiene factors, growth factors and motivation factors measure different variables. Therefore, all the questions are appropriate to measure the variables specified in the research model.

Table 3. Motivation Scale Factor Analysis Results

Questions	Factor 1 Hygiene Factors	Factor 2 Growth Factors	Factor 3 Motivation Factors
The wage is an important factor for me to be successful.	,879		
Reward system is important to be successful in my job.	,912		
Meeting new people when I start a new work increase my motivation for work.	,700		
I think I have enough responsibility in relation to my work.		,700	
I think I have a level of knowledge enough to make a decision on my own about my work.		,767	
I share my ideas and opinions about my work with others.		,798	
I believe that my ideas and opinions will be listened to by others.		,787	
I believe that I have the vocational education required by my work.		,776	

I believe that I have the knowledge, talent and qualifications required by my work.	,861	
In the workplace, necessary vocational training and activities including conference and seminary are held.	,512	
I believe that I obtain the information necessary to perform my duty in the workplace.	,669	
I believe that I have the vision and mission to achieve my workplace goals.	,707	
I believe that my works are adequately appreciated by the senior management.		,815
I believe that my works are adequately appreciated by the lower management.		,903
I believe that my works are adequately appreciated by my colleagues.		,788
I believe that I have enough motivation to do my work.		,790

4.6. Validity and Reliability Analysis Results of Research Scales

In Table 4, reliability of multiple choice questions, variable correlations and descriptive statistics for the scales are presented. Correlation analysis results indicate that there is a correlational and significant relationship between mobbing behaviors and motivation factors. Table 4 also demonstrates that all reliability estimates comprising Cronbach Alfa coefficients, standard deviation and average variance of each variable are above the limits suggested by Nunnally (1978) and Fornell and Larcker (1981). After the completion of these tests, it is concluded that validity and reliability values of research scales are adequate for measurement.

Table 4. Validity and Reliability Coefficients

	Variables	1	2	3	4	5	6	7	8
1	Attacks on Communication	(,862)							
2	Attacks on Social Relationships	,629**	(,700)						
3	Attacks on Social Image	,769**	,674**	(,872)					
4	Attacks on Professional and Private Life	,628**	,507**	,721**	(,872)				
5	Attacks on Health	,517**	,458**	,664**	,557**	(,703)			
6	Hygiene Factors	,097	,076	,150	,149	-,021	(,779)		
7	Growth Factors	-,103	-,146	-,134	-,84	-,131	,533**	(,886)	
8	Motivation Factors	-,373**	-,266**	-,319**	-,418**	-,232*	,183	,606**	(,841)
	Average	2,5440	2,0300	2,1300	2,4567	1,7950	3,8500	3,9376	2,9925
	Standard Deviation	1,09289	1,04161	,97746	,98690	,94038	1,08388	,8587	1,05496
	Cronbach Alfa	,820	,800	,790	,810	,780	,830	,840	,820

*p<0.05, **p<0.01

4.7. Analysis Results of Research Hypothesis Tests

In this study, to test the significance of the differences between the averages, one-way analysis of variance (ANOVA) is done. Firstly, considering the sample, in parallel to the change of motivation factors in mobbing variable, the distribution they exhibit thereon is examined. To this end, the averages are compared.ANOVA analysis results in Table 5 demonstrate that in regard to the relationships between mobbing behaviors and motivation hygiene factors, there is not any significant relationship between type I, II, III and IV mobbing behaviors and motivation hygiene factors while there is a significant relationship between type V mobbing behaviors and motivation hygiene factors (p: 0.046 < 0.05) The findings indicate that type I, II, III and IV mobbing behaviors is not an important variable in determination or explanation of hygiene factor while type V mobbing behaviors affect the employee motivation in terms of hygiene factors. According to these findings, H_1 hypothesis is partly supported.

Table 5. Comparison of the Relationships between Hygiene Factor and Mobbing Behaviors

	Source of Variation	Sum of Squares	Sd.	Average of Squares	F	P
I: Attacks on Communication	Between-groups	17.004	12	1.417	1.218	.284
	Within-groups	101.243	87	1.164		
	Total	118.246	99			
II: Attacks on Social Relationships	Between-groups	18.433	12	1.536	1.502	.139
	Within-groups	88.977	87	1.023		
	Total	107.410	99			
III: Attacks on Social Image	Between-groups	14.985	12	1.249	1.365	.198
	Within-groups	79.603	87	.915		
	Total	94.588	99			
IV: Attacks on Professional and Private Life	Between-groups	15.228	12	1.269	1.360	.201
	Within-groups	81.195	87	.933	81.195	
	Total	96.423	99			
V: Attacks on Health	Between-groups	17.632	12	1.469	1.828	.046*
	Within-groups	69.916	87	.804		
	Total	87.548	99			

ANOVA analysis results in Table 6 demonstrate that in regard to the relationships between mobbing behaviors and motivation growth factors, there is not any significant relationship between type I, II, III and IV mobbing behaviors and motivation growth factors while there is a significant relationship between type V mobbing behaviors and motivation growth factors (p: $0.019 < 0.05$) The findings indicate that type I, II, III and IV mobbing behaviors is not an important variable in determination or explanation of growth factor while type V mobbing behaviors affect the employee motivation in terms of growth factors. According to these findings, H_2 hypothesis is partly supported.

Table 6. Comparison of the Relationships between Growth Factor and Mobbing Behaviors

	Source of Variation	Sum of Squares	Sd.	Average of Squares	F	P
I: Attacks on Communication	Between-groups	24,536	24	1,022	,818	,703
	Within-groups	93,710	75	1,249		
	Total	118,246	99			
II: Attacks on Social Relationships	Between-groups	24,562	24	1,023	,926	,568
	Within-groups	82,848	75	1,105		
	Total	107,410	99			
III: Attacks on Social Image	Between-groups	22,006	24	,917	,947	,541
	Within-groups	72,582	75	,968		
	Total	94,588	99			
IV: Attacks on Professional and Private Life	Between-groups	28,149	24	1,173	1,288	,202
	Within-groups	68,274	75	,910		
	Total	96,423	99			
V: Attacks on Health	Between-groups	33,115	24	1,380	1,901	,019*
	Within-groups	54,433	75	,726		
	Total	87,548	99			

ANOVA analysis results in Table 7 demonstrate that in reviewing the relationships between mobbing behaviors and motivation factor, there is a significant relationship between type I mobbing behaviors (p: 002 < 0.05), type II mobbing behaviors (p: 030 < 0.05), type III mobbing behaviors (p: 019 < 0.05), type IV mobbing behaviors (p: 005 < 0.05), and type V mobbing behaviors (p: 047 < 0.05) and motivation factor. The findings indicate that type I, II, III, IV and V mobbing behaviors affect the employee motivation. According to these findings, H_3 hypothesis is supported.

Table 7. Comparison of the Relationships between Motivation Factor and Mobbing Behaviors

	Source of Variation	Sum of Squares	Sd.	Average of Squares	F	P
I: Attacks on Communication	Between-groups	40,070	16	2,504	2,659	,002
	Within-groups	78,177	83	,942		
	Total	118,246	99			
II: Attacks on Social Relationships	Between-groups	28,985	16	1,812	1,917	,030
	Within-groups	78,425	83	,945		
	Total	107,410	99			
III: Attacks on Social Image	Between-groups	26,721	16	1,670	2,042	,019
	Within-groups	67,867	83	,818		
	Total	94,588	99			
IV: Attacks on Professional and Private Life	Between-groups	30,829	16	1,927	2,438	,005
	Within-groups	65,595	83	,790		
	Total	96,423	99			
V: Attacks on Health	Between-groups	22,438	16	1,402	1,788	,047
	Within-groups	65,110	83	,784		
	Total	87,548	99			

In the Table 8 Hypothesis Test Results, the findings of research hypotheses are given together. The Table demonstrate that reviewing the relationship between mobbing and hygiene factors, there is a significant relationship between "attacks on health" dimension of mobbing and hygiene factors; reviewing the relationship between mobbing and growth factors, there is similarly a significant relationship between "attacks on health" dimension of mobbing and growth factors. Besides, in regard to the review of the relationship between mobbing and motivation factors, there is a significant relationship between "attacks on communication", "attacks on social relationships", "attacks on social image", "attacks on professional and private life", "attacks on health" dimensions of mobbing and motivation factor.

Table 8. Hypothesis Test Results

Hypotheses	Path	Path Value	Result
H_1	**Mobbing Behaviors → Hygiene Factors**		
H_{1A}	Attacks on Communication→ Hygiene Factors	,284	Partly supported
H_{1B}	Attacks on Social Relationships→ Hygiene Factors	,139	
H_{1C}	Attacks on Social Image→ Hygiene Factors	,198	
H_{1D}	Attacks on Professional and Private Life→ Hygiene Factors	,201	
H_{1E}	Attacks on Health→ Hygiene Factors	,046*	
H_2	**Mobbing Behaviors → Growth Factors**		
H_{2A}	Attacks on Communication→ Growth Factors	,703	Partly supported
H_{2B}	Attacks on Social Relationships→ Growth Factors	,568	
H_{2C}	Attacks on Social Image→ Growth Factors	,541	
H_{2D}	Attacks on Professional and Private Life→ Growth Factors	,202	
H_{2E}	Attacks on Health→ Growth Factors	,019*	
H_3	**Mobbing Behaviors → Motivation Factors**		
H_{3A}	Attacks on Communication→ Motivation Factors	,002*	Supported
H_{3B}	Attacks on Social Relationships→ Motivation Factors	,030*	
H_{3C}	Attacks on Social Image→ Motivation Factors	,019*	
H_{3D}	Attacks on Professional and Private Life→ Motivation Factors	,005*	
H_{3E}	Attacks on Health→ Motivation Factors	,047*	

5. CONCLUSION AND DISCUSSION

Mobbing means a person or a group forcing other people with or without their own free will against another person for dismissal by creating an aggressive environment by continuously doing malicious acts, hint, humiliation and destroying their social reputation.

In regard to determine the relationship between mobbing applications and motivation and find out what kind of effects mobbing has on the employee motivation in healthcare institutions, in this study that aims to shed light on the employees and managers, a survey study was conducted to determine the relationship between the variables. With the use of the data obtained in the survey study, the relationship between mobbing behaviors and motivation was tested. The analysis found that there is a significant relationship between mobbing applications and motivation. The direction of the relationship between mobbing and motivation revealed that the increases taking place in mobbing behaviors negatively affect the employee motivation.

Analysis results found that there is a significant difference between type I mobbing applications that appear as "attacks on communication", type II mobbing applications as "attacks on social relationships", type II mobbing applications as "attacks on social image", type IV mobbing applications as "attacks on professional life and quality of private status", and type V mobbing applications as "attacks on health" andmotivation. The analysis revealed that the increases taking place in mobbing behaviors negatively affected the employee motivation to perform their work. Moreover, there is a significant difference between type V mobbing applications that appear as "attacks on health" and hygiene dimensions and growth dimensions of motivation.

The analysis concluded that the increases taking place in mobbing behaviors that appear as "attacks on health" negatively affect the hygiene dimensions of motivation factor which plays an effective role for the employee to be successful in their work and the growth dimensions of motivation factor which has an effective role for the employee to trust in themselves, their work, authority and skill, idea and thoughts, professional competence, knowledge and qualification.

As a result, this study revealed that mobbing applications that appear as attacks on communication, social relationship and social image, quality of professional and private life and also health negatively affect the employee motivation. The study is important in terms of understanding the concept of mobbing better and more accurately and of increasing awareness.

Mobbing, among the most important reasons for loss of motivation on individuals and many more negative conditions and thus for organizational unproductivity and ineffectiveness, persists to be a psychological way that exists in all public and private institutions in Turkey and in the world. However, apart from numerous negative conditions and many immeasurable costs, especially in the present day where human capital has gained importance, of awareness societies needs to be raised in regard to the fact that mobbing is an unacceptable behavior.

With respect to raising awareness of business world and public about mobbing, government agencies, labor unions and employers' associations, nongovernmental organizations and especially media have great responsibility. Authorities such as medical, psychological, legal, union or corporate counseling to consult in relation to psychological harassment complaints need to exist. Besides, that psychological harassment is a crime need to be clearly stated in business contracts. In business life, rules have to be clear.

In order to struggle with mobbing that damages business enterprises, organization and human resources at a great pace each passing day it is necessary to create a civilized workplace culture where respect to human honor is fundamental. This is beyond any doubt an important indication that business culture will turn into a reflection of a social culture where all the individuals are appreciated and respected. All people have the right to be respected and supported in order to guarantee their prestige and honor. In such an environment, mobbing is improbable; even if it occurs it will be overcome before spreading. While mobbing is discussed as a workplace health problem, the emphasis should be put on the pain that the individual suffers, human erosion and the corrosion of values within organizations rather than the economic loss, labor loss, and the harm it causes to experience and labor.

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