THE UNSEEN FACE OF MOBBING IN ORGANIZATIONS: REVERSE MOBBING[*]

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ABSTRACT

Mobbing is an act seen in the organizations where interaction among the individuals is rich and one that is prevalent but cannot be spotted externally. Although the common sense is that it is used by the strong against the week, in the organizations that have a hierarchical and autocratic structure it can be seen as the reverse mobbing that is done by the subordinate against the superior. Mobbing, that emerges with the combination of hierarchy with autocracy even more, is an important agent for the organization atmosphere.

The purpose of this study is to improve the concept of reverse mobbing and propound its interaction with mobbing. Accordingly, research has been conducted with the subordinate and the superior working in the X state agency. Differently from the mobbing research in the literature, this study focuses on the reverse mobbing by the subordinate against the superior, and emphasizes the significance of mobbing from the point of organizations, and puts forth the interaction of mobbing with reverse mobbing. Due to the fact that mobbing differs in organizations, sampling volume has been limited to the state agency chosen for the research. In the research the mobbing variable consisting of 5 factors in Leymann's mobbing typology has been associated with the reverse mobbing variable consisting of three factors in the same typology. The four main hypothesis and eight sub hypothesis generated by this method have been analysed by correlation, regression, and chi-square independence test analyses. The analyses have identified a significant relationship between mobbing and reverse mobbing. According to the findings, 'attacks to quality of life profession status' factor, among all mobbing factors, affects reverse mobbing the most.

Key Words: Mobbing, Reverse Mobbing, Psychological Abuse, Superior-Subordinate Hierarchy, Psychological Violence.

ÖRGÜTLERDE MOBBİNGİN GÖRÜNMEYEN YÜZÜ: TERS MOBBİNG

ÖZET

Mobbing, bireyler arası etkileşimin yoğun olduğu örgütlerde görülen, yaygın ancak genellikle dışarıdan farkedilemeyen bir eylemdir. Daha çok güçlünün zayıfa uyguladığı bir eylem gibi düşünülse de hiyerarşik ve otokratik yapıya sahip örgütlerde astların üstlerine karşı uyguladığı ters mobbing şeklinde de görülebilmektedir. Hiyerarşinin otokratik yapıyla birleşmesiyle birlikte daha da çok ortaya çıkan mobbing, örgüt atmosferi için önemli bir etkendir.

Bu çalışmanın amacı, ters mobbing kavramını geliştirerek, bu kavramın mobbing ile etkileşimini ortaya koymaktır. Bu amaca bağlı olarak, X kamu dairesinde çalışan astlara ve üstlere yönelik bir araştırma gerçekleştirilmiştir. Literatürde yer alan mobbing araştırmalarından farklı olarak bu çalışmada, astın üste uyguladığı ters mobbing üzerinde durulmuş, mobbingin örgütler açısından önemi vurgulanarak, mobbingin ters mobbing ile olan etkileşimi ortaya konulmuştur. Mobbingin örgütlere göre farklılık göstermesinden dolayı örneklem hacmi, araştırma için seçilen kamu dairesi ile kısıtlanmıştır. Araştırmada Leymann'ın mobbing tipolojisindeki beş faktörden oluşan mobbing değişkeni ile yine bu tipolojideki üç faktörden oluşan ters mobbing değişkeni ilişkilendirilmiştir. Bu yönteme göre oluşturulan dört ana hipotez ve sekiz alt hipotez; korelasyon, regresyon ve ki-kare bağımsızlık testi ile analiz edilmiştir. Analizler sonucunda mobbing ile ters mobbing arasında anlamlı bir ilişki bulunmuştur. Elde edilen bulgulara göre ters mobbingi, mobbing faktörleri arasında en fazla "yaşam kalitesine ve meslek durumuna yönelik saldırılar" faktörü etkilemektedir.

Anahtar Kelimeler: Mobbing, Ters Mobbing, Psikolojik Taciz, Ast-Üst Hiyerarşisi, Psikolojik Şiddet.

1. Introduction

Mobbing is an act that is frequently encountered in work life. Mobbing, that emerges with the combination of hierarchy with autocracy even more, is an important agent for the organization atmosphere. The psychological damage of mobbing on the employees is proved by scientific research. In the organizations that try to accomplish success and standard functioning depending on the levels of performance, motivation, commitment etc., the process created by the act of mobbing results in attitude and behaviour that might endanger objectives and aims.

Although mobbing, when considered on its own, appears like a conflict between individuals, when approached from the organizational point it reveals as an intraorganizational balance element that consists of subordinate and superior. Disturbance of the balance against the subordinate causes an on-going conflict, discomfort, climate disruption, exhaustion, and eventually emergence of an artificial feeling of quitting. Disturbance of the balance against the superior, however, leads to a process as distressful as the atmosphere the subordinate is exposed to. The act of psychological intimidation by one subordinate or subordinates as a group reduces the motivation, professional commitment, and awareness of responsibility of the employees

responsible for the management of the organization and spoils the functioning of the administrator rank. Especially, due to the fact that administrators who have the 'three-tiered approach' quality are not quite frequent in organizations, the consequences of this psychological harassment by the subordinate against the superior are rather severe for the organization. This psychological intimidation act of subordinate against the superior is defined in literature as 'reverse mobbing' which is less prevalent yet more dangerous than standard mobbing. Reverse mobbing is an act of intimidation by a subordinate or subordinates as a group against their superior through which the subordinate intends to impair the superior's hierarchical position instead of quitting as a consequence of mobbing towards them, deliberate psychological harassment resulting from personal conflict or political ploy.

The aim of this study is to propound the interaction between mobbing and reverse mobbing. In the scope of the study, research was conducted regarding the subordinate and superior in a state agency that has a hierarchical-autocratic structure. The interaction between the two concepts was evaluated by crossover analysis method. Differently from the mobbing research in the literature, this study focuses on the reverse mobbing by the subordinate against the superior, and emphasizes the significance of mobbing from the point of organizations, and puts forth the interaction of mobbing with reverse mobbing. This study is expected to provide a new view point to mobbing research, and help notice the importance of the effect of - bottom up - reverse mobbing as opposed to the one way analysis in research.

2. Mobbing in Organizations

In the literature, concepts like psychological harassment, psychological terror, and psychological intimidation is used along with the mobbing concept. The fact that mobbing is process based and the difficulty of proving it has led to the use of 'psychological' definition as well. By the psychological concept, a concrete understanding has been provided for the indemonstrable abstract effect on the victim. Mobbing, differs from the similar Bullying in that it doesn't involve physical violence (Hanley, 2003: 3) and that is has a group interaction feature (Duffy and Sperry, 2012: 69).

We can mention two pioneer researchers in defining the concept of mobbing. They are Kontrans Lorenz who studied animal behaviour and Heinz Leymann who studied mobbing in organizations for the first time. Leymann (1990) defined mobbing in working life (psychological terror) as the hostile and unethical communication by one or more than one person systematically. Leymann, in his study with Gustafsson (1996) indicated that mobbing is supposed to occur at least once in a week for minimum six months. Following Leymann's basic definition of mobbing, various researchers, extending the definition of mobbing, tried to state that mobbing carries consequences. Davenport et al. (2003) defined mobbing as the act of creating an offensive atmosphere and forcing the individual to quit his job by malicious acts, allusion, mockery, and attacking one's social reputation. According to Çobanoğlu (2005), on the other hand, mobbing is a process of killing the individuals' performance and endurance strength by causing pressure with unethical attitude that can result in desire to quit the job. Zapf (1999) stated that mobbing occurs as a result of the victim's behaviours and done by a group on a single individual. As seen in the various definitions in the literature mobbing is intended to be fitted in the frame of 'pushing the employee to quit job'. However, mobbing is not limited to pushing the employee to quit job (Tutar, 2004: 11). The act of mobbing, characterized as a process, involves impairment of health, personality disorder, and loss of workforce.

Rayner and Hoel's divide mobbing into five kinds. They are threat to professional status, threat to personal standing; isolation, overwork, and destabilization (Keashly, 2010: 11). Threat to Personal Status   involves behaviours such as attempting to constantly underestimating and undermining employee's labour, attempting to constantly disapprove and undermine the work

done, unnecessary criticism and surveillance, scolding in front of the colleagues, and using disciplinary procedures threateningly (Quine, 2001: 78), Threat To Personal Standing involves insult, yelling and offensive utterances, (Koiv, 2011: 95), Isolation involves hiding information, physical or social exclusion and hindering opportunities (Halaç and Bulut, 2010: 225), Over Work involves putting pressure to fulfil the job, setting impossible deadlines (McNamara, 2004: 6), Destabilization involves appointing meaningless tasks, constantly reminding mistakes, reducing responsibilities (Quine, 2001: 78).

Mobbing can be a threat for all of the workers in the organization. This brings along the problem of using mobbing against other workers. Such much so that as the concept of mobbing spreads, criticism arouses towards the frame of mobbing. Workers regarded their superiors' directions and orders as mobbing. Reflecting these short term directions that are essential for the organization to reach its targets and goals as if they are in the scope of mobbing makes it difficult to identify real mobbing behaviour.

3. The Impact and The Significance of Mobbing within The Organization

Mobbing is done by the administrators and the superiors in vertical organizations, in the horizontal organizations additionally by the equal position workers. Mobbing, which causes the relationships among the organization members and organizational functioning to impair (Pranjic et al., 2006: 751), is to be avoided due to its various hazardous effects like time loss, performance erosion, decrease in work quality and quantity, quitting job, new worker expenses, decline in efficiency (Özler and Mercan, 2009: 150).

Mobbing does not have a legal sanction in the Turkish Penal Code. This prevents the applications against mobbing from having a deterrent effect. The main reason why intimidation is used frequently in organizations is that the act cannot be proven by a written document because of its very nature. Especially in vertical hierarchical organizations, mobbing has been the most frequently used intimidation tool as it creates psychological pressure of getting fired.

There is a hierarchical conflict in the organizations where mobbing occurs. In the hierarchical-autocratic organizations in which authoritarian leaders are the majority, administrators define all the policies. The administrators' authority on the subordinate provides them with an inarguable position. They hold the power of awarding and punishing in their hands. In the organization environment where the administrators use this authority for mobbing, there exist some acts based on conflict such as unethical behaviour, strategy mistakes, tough moves, miscommunication, and role stealing. As a result of mobbing organizational image is affected along with the workers. Image is the most powerful element of reflection for an organization. Tarnished image affects not only the internal environment but also the external environment. Other workers might perceive this unrest among the individuals as a role model problem within the organization. Thus, employees of the organization go in a job quest for new working environments. Possible job changes as a result of these attitudes causes the organization to lose power, and its image to get tarnished by escape of personnel which already has by mobbing.

4. Reverse Mobbing Approach

Reverse mobbing is an act of intimidation done by one subordinate, or subordinates as a group against the superior; as a result of mobbing against themselves, personal conflicts, or politics, with which the subordinate aims to impair the superior's hierarchical position by purposeful psychological harassment rather than quitting their job. The behaviours included in mobbing, like attacks on reputation and reliability, targeting professional efficiency, are used effectively in reverse mobbing as well. Subordinate behaviour included in reverse mobbing depends on factors like political trickery, changing job position, bilateral relations. Especially in

state agencies, that the appointment requirements are subject to specific regulations leads the subordinate to use mobbing when they have a conscious desire to change the administrator. Zapf and Einarsen (2003) stated that mobbing victims are classified as 'not one of us' and 'one of them' by the ones doing mobbing. These concepts form the basis of reverse mobbing.

Among the type of people tend to mobbing; hypocrite, sneaky, coward and envious are the most suitable type of people for reverse mobbing. These mobbing type of people steal the work of others, and do everything they can to send away successful and opponent individuals. They cannot digest others' success, and they do mobbing to protect themselves. They use the mobbing weapon to ward off the successful person in the workplace.

Applications of mobbing manifest itself as sabotage, noncompliance with directions, purposeful mal functioning, and spreading groundless rumour. Namie and Namie (2002), divide these acts by subordinates into three; being chronicle, bottom-feeder and accidental. The bullying type that is the most consonant to reverse mobbing is bottom-feeders. Bottom-feeders are offensive and competitive in political work environments (Lynch, 2002: 13). Bursher and Pusnik (2003), however, concluded in their research that rivalry among the staff caused mobbing the most.

The difference between mobbing and reverse mobbing is stated most clearly by McGregor's X-Y theory. Mobbing can be reviewed in X theory, and reverse mobbing in Y theory. Factors like getting involved with administration, self-administration, psychological hegemony, active working structure constitutes the basis for the mobbing done by subordinate against the superior without examining its purpose. In Y theory, reflecting reverse mobbing, superior is always condemned. As to superiors' being exposed to mobbing, positive factors such as being successful, remarkable might come into play, as well as the negative factors such as being offensive, contemptuous, and oppressive. Effective leaders' impact on subordinates is quite high (Zenger and Folkman, 2002: 30). Subordinate who does reverse mobbing plants the idea that his superior is inadequate in his mind and tries to impose this idea on the other organization members. That the subordinate addresses to a higher rank superior, breaking the hierarchical structure is an attempt to persuade the other level units of the organization that the superior is inadequate and lacks authority. As a result of the subordinate's modelling the superior's role, superiors can develop behaviours like becoming introverted, self-questioning, anxiety and apprehension.

The main purpose of mobbing by the subordinate against the superior is to make the superior quits his position by intimidating and tarnishing his reputation. Especially continuous negative criticism against the superior by the other staff members creates a humiliation syndrome in the superior and leads him to adopt the idea that he is wrong. As a result of these acts which put the superior in an artificial state of mind, superior might go through a behaviour modification.

Another significant aspect of reverse mobbing is the effect of mobbing on reverse mobbing. Mobbing affects the victim in a way that leads to skipping workday, violence, sensitiveness, irritability (Davenport et al., 2003: 15). Subordinate, who is a victim of mobbing, holds the superior responsible for his current situation.

5. Mobbing – Research to Identify The Reverse Mobbing Interaction

5.1. The Aim and Significance of the Study

According to the research in Europe, the sector in which mobbing is the most prevalent among all sectors is 'the Public Sector' (Paoli and Merllie, 2000: 28). Due to the fact that the more hierarchical and autocratic structure of the public sector is a factor that increases the risk of mobbing (Meere, 2009: 9). The aim of this study, conducted in state agency, is to propound the relationship between mobbing and reverse mobbing.

The mobbing research in the literature is rather aimed at identifying the degree of mobbing in specific sectors. For example a research in Switzerland indicated that mobbing by the superior against the subordinate occurs at a rate of 50 %, whereas mobbing by the subordinate against the superior occurs at a rate of 13 %. However, in this study which deals with the mobbing done by the superior against the subordinate, the relationship between the subordinate and the superior was not examined.

This study is important as it examines the relationship between reverse mobbing, presented as a new concept, and mobbing, and the degree of their effect on each other and as it provides a different perspective for mobbing in organizations.

5.2. The Scope and the Limitations of the Study

The study involves the subordinate and superior working in the X state agency in Zonguldak. This study has a special implementation as to its structure. That's why implementation of the research is limited to one single workplace. The research has been conducted according to the following assumptions.

- It is assumed that all staff answered the questions they were posed in the manner that reflects the truth.

- It is assumed that all staff was objective upon evaluating their subordinate or superior.

- It is assumed that the relations of the whole staff are based on the inter organization atmosphere.

### 5.3. The Population and The Sampling of the Research

The organization members, working subjected to hierarchical bond, in the X state agency in Turkey constitute the population of the research. The organization members, working subjected to hierarchical bond, in the X state agency in Zonguldak, on the other hand, constitute the sampling of the research. In the research, the appropriate sampling method out of the non-random research methods was used. The research was conducted with 7 superiors, 60 subordinates, and 67 organization members in total.

5.4. Data Collection Method of the Research

Survey method is used in the research. Leymann's Typology of Mobbing was used for preparing the scale. The scale presented using five-point Likert items consists of 53 items in total. The variables in the scale were classified by coding system. The survey was conducted with the target group by face-to-face survey method.

5.5. The Model and the Hypothesis of the Research

The model of the research is experimental model. There are twelve variables in total in the research; two main independent variables, eight independent sub variables and two dependent variables.
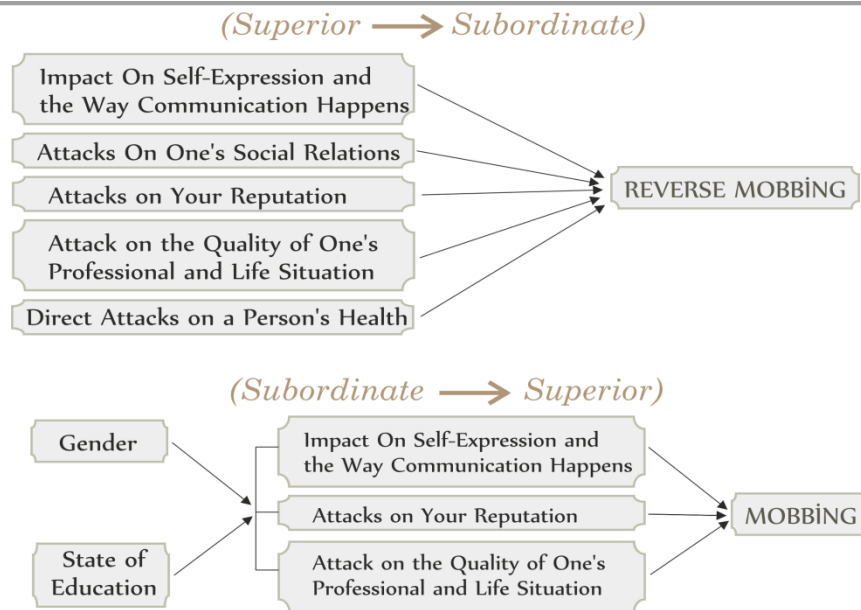
Fig. 1: *Conceptual Model of Research*

Main Hypothesis-1 H₁: <u>*There is a significant relationship between mobbing done by the superior against the subordinate and reverse mobbing done by the subordinate against the superior.*</u>

H₁ₐ: Impact on self-expression and the way communication happens, by the superior against the subordinate, increase reverse mobbing.

H₁ᵦ: Attacks by the superior on the subordinate's social relations increase reverse mobbing.

H₁ᵧ: Attacks by the superior on the subordinate's reputation increase reverse mobbing.

H₁ᵨ: Attacks by the superior on the quality of subordinate's professional and life situation increase reverse mobbing.

H₁ₑ: Attacks by the superior on the subordinate's health increase reverse mobbing.

Main Hypothesis-2 H₁: <u>*There is a significant relationship between the reverse mobbing done by the subordinate against the superior and mobbing done by the superior against the subordinate.*</u>

H₁f: Impact on self-expression and the way communication happens, by the subordinate against the superior, increase mobbing.

H₁g: Attacks by the subordinate on the superior's reputation increase mobbing.

H₁ₕ: Attacks by the subordinate on the quality of superior's professional and life situation increase mobbing.

H₁ₓ: <u>*The degree of mobbing done differs according to the organization member's gender.*</u>

H₁ᵧ: <u>*The degree of mobbing done differs according to organization member's educational background.*</u>

5.6. Data Analysis

In the study, SPSS 18.0 (Statistical Package for Social Sciences) programme was used for statistical analysis to evaluate the data acquired. For determining the reliability of the research data,

reliability analysis and KMO-Barlett test were performed. For defining the relations among the variables, the direction of the relation and the effect, Pearson correlation analysis, linear regression (2-tailed)[*], and Chi-Square Independence test were used.

5.6.1. Reliability Analysis and Appropriateness of Sample

Alpha coefficient (Cronbach's alpha) was used to test the reliability of the items used in the research. As a result of the reliability analysis of the scale, Cronbach's alpha was found α=0.968 (see Table 1). This value from the analysis shows that the scale has very high internal consistency.

Table 1: *Reliability Coefficient*

Cronbach's Alpha	Number of Items
0.968	53

Kaiser-Meyer-Olkin (KMO) value for appropriate sampling was found 0,759 (see Table 2). This value shows whether the partial correlation is low or not. As a result of the Barlett test significance was found 0.000. This value shows that the data has multivariate normal distribution.

Table 2: *KMO and Barlett Test*

Kaiser-Meyer-Olkin Measure Value		.759
Bartlett's Test of Sphericity	Approx. Chi-Square	261.194
	Degree of freedom	28
	Significance	0.000

0.759 value acquired from the KMO analysis shows that the date is appropriate for factor analysis and that the sample size is adequate as well.

5.6.2. Correlation Analysis

Pearson correlation coefficient (r) is used to measure the degree of linear relationship between two variables (Akgül and Çevik, 2005: 356)

5.6.2.1. Correlation analysis of Main Hypothesis 1 and Main Hypothesis 2

The results for the correlation analysis (Pearson correlation) of the dependent variable 'reverse mobbing' and the independent variable 'mobbing' in the research is as in the Table 3.

Table 3: *Correlation Table for Main Hypothesis*

		(1)	(2)
Reverse Mobbing (1)	Pearson Correlation	1	
	Sig. (2-tailed)		
Mobbing (2)	Pearson Correlation	0.468	1
	Sig. (2-tailed)	0.016	

According to Table 3 there is a midlevel positive significant relationship between the dependent variable reverse mobbing and independent variable mobbing   (r=.468). Reverse

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[*] ***It is unlikely for the layers used in the research to affect each other. In mobbing research, as one layer is enough for the act of psychological harassment act to occur, that two layers at the same time have an impact on mobbing or reverse mobbing is not considered significant. That's why 2-tailed regression analysis was used in the research.***

mobbing done by the subordinate against the superior has a midlevel direct impact on mobbing done by the superior against the subordinate.

5.6.2.2. Correlation Analysis for the Layers of Mobbing

The results for correlation analysis (Pearson correlation) of the relationship between the dependent variable (reverse mobbing) in the research and the independent variables (attacks on self-expression-communication, social relations, social status, quality of profession and life situation and health) are as in Table 4, below.

Table 4: *Correlation Table of Layers of Mobbing and Reverse Mobbing*

		(1)	(2)	(3)	(4)	(5)	(6)
Reverse Mobbing (1)	Pearson Correlation	1					
Self-expression Communication (2)	Pearson Correlation	0.400	1				
	Sig. (2-tailed)	0.035					
Social Relations (3)	Pearson Correlation	0.482	0.837	1			
	Sig. (2-tailed)	0.009	0.000				
Attacks on social status (4)	Pearson Correlation	0.586	0.857	0.806	1		
	Sig. (2-tailed)	0.001	0.000	0.000			
Quality of Professional and Life Situation (5)	Pearson Correlation	0.557	0.820	0.729	0.778	1	
	Sig. (2-tailed)	0.002	0.000	0.000	0.000		
Attacks on Health (6)	Pearson Correlation	0.586	0.791	0.847	0.852	0.848	1
	Sig. (2-tailed)	0.001	0.000	0.000	0.000	0.000	

According to Table 4 there is a midlevel positive significant relationship between reverse mobbing and of the reverse mobbing layers; the self-expression-communication (r=0.400), social relations (r=0.482), attacks on social status (r=0.586), quality of professional and life situation (r=0.557) and attacks on health (r=0.586) variables. According to this analysis all the mobbing layers have a direct impact on reverse mobbing done by the subordinate against the superior.

5.6.2.3. Correlation Analysis for the Layers of Reverse Mobbing

Table 5, below, shows the results of the correlation analysis (Pearson correlation) for the dependent variable (mobbing) and the independent variables (self-expression-communication, attacks on social reputation, quality of life and professional situation).

Table 5: *Table for Correlation Analysis for the Layers of Reverse Mobbing*

		(1)	(2)	(3)	(4)
Mobbing (1)	Pearson Correlation	1			
Self-expression-Communication (2)	Pearson Correlation	0.541	1		
	Sig. (2-tailed)	0.004			
Attacks on Social	Pearson Correlation	0.451	0.955	1	

Reputation (3)	Sig. (2-tailed)	0.021	0.000		
Quality of Life and Professional Situation (4)	Pearson Correlation	0.413	0.968	0.935	1
	Sig. (2-tailed)	0.032	0.000	0.000	

According to Table 5, there is a midlevel positive significant relationship between mobbing and of the reverse mobbing layers; self-expression-communication (r=0.541), attacks on social reputation (r=0.451) and quality of life and professional situation (r=0.413) variables.

5.6.3. Regression Analysis

Regression analysis is a statistic tool which evaluates the relationship between one dependent variable and one or more independent variables (Kleinbaum et al., 2004: 49).

5.6.3.1. Regression Analysis for Main Hypothesis 1

For the linear regression model that analyses the relationship between the dependent variable reverse mobbing and main independent variable mobbing to be statistically valid, the statistical significance value of F in the ANOVA[b] table is supposed to be lower than 0.005 (Sig.<0.05).

Table 6: *Results for Reverse Mobbing and the Main Variable Mobbing Regression Analysis*

r	r^2	F	β	T	Sig.
0.468	0.219	6.749	0.410	2.598	0.016

On the Table 6 it can be seen that the statistical value of model's F is lower than 0.005 (Sig.=0.016), and understood that the regression model for each of the variable is not random. It can also be seen on the Table 6 that Beta value is positive (β=0.410). This indicates that there is a positive relationship between mobbing and reverse mobbing. Increase of one unit in mobbing by the superior against the subordinate causes an increase of 0.41 units. Considering the r square it can be suggested that the mobbing variable explains the 21 % of the change in the reverse mobbing done by the subordinate against the superior.

5.6.3.2. Regression Analysis for the Mobbing Layers

Table 7 below show the results of the regression analysis for the dependent variable reverse mobbing and the independent variables self-expression-communication, social relations; attacks on social reputation, quality of life and professional situation and health.

Table 7: *Results of the Regression Analysis for Reverse Mobbing and Mobbing Layers*

	r^2	F	β	T	Sig.
Self-expression-communication	0.160	4.958	1.240	2.227	0.035
Social Relations	0.232	7.873	2.422	2.806	0.009
Attacks on Social Reputation	0.343	13.065	2.224	3.615	0.001
Quality of life-Professional situation	0.310	11.682	4.032	3.418	0.002
Attacks on Health	0.344	14.146	3.267	3.761	0.001

On Table 7 we can see that the statistical significance value of F for all models is lower than (Sig.) 0.05, and understand that all 5 of the linear regression models are not random. Considering the Table 8 it can be seen that Beta values of all models are positive. That fact that Beta values are positive suggests that there is a positive relationship between all the sub layers of mobbing and reverse mobbing. Increase of one unit in attacks by the superior against the subordinate on self-expression and the way communication happens causes an increase of 1.24 units in reverse mobbing by the subordinate against the superior. There is an increase of 2.42 units in reverse mobbing by the subordinate against the superior for an increase of one unit in attacks on social relations; an increase of 2.22 units for attacks on social reputation; an increase of 4.03 units for quality of life; an increase of 3.26 units for attacks on health.

Considering the r^2 values, we can state that of all the mobbing layers, attacks on social reputation (34 %) and attacks on health (34 %) variables explain the change in the reverse mobbing done by the subordinate members of the organization against the superior.

5.6.3.3. Regression Analysis for the Main Hypothesis 2

For the linear regression model that analyses the relationship between the dependent variable mobbing and main independent variable reverse mobbing to be statistically valid, the statistical significance value of F in the ANOVA[b] table is supposed to be lower than 0.005 (Sig.<0.05).

Table 8: *Results for the Regression Analysis of Mobbing and Main Variable Reverse Mobbing*

r	r^2	F	β	T	Sig.
0.468	0.219	6.749	0.535	2.598	0.016

On the Table 8 it can be seen that the statistical value of model's F is lower than 0.005 (Sig.=0.016), and understood that the regression model for each of the variable is not random. It can also be seen on the Table 8 that Beta value is positive (β=0.535). This indicates that there is a positive relationship between reverse mobbing and mobbing. Increase of one unit in reverse mobbing done by the subordinate against superior causes an increase of 0.53 units in mobbing by the superior against the subordinate.

5.6.3.4. Regression Analysis for Reverse Mobbing Layers

Table 9 shows the results of the regression analysis for the dependent variable mobbing and the independent variables self-expression-communication; attacks on social reputation, quality of life and professional situation and health.

Table 9: *Results for the Regression Analysis of Mobbing and Reverse Mobbing Layers*

	r^2	F	β	T	Sig.
Self-expression-communication	0.293	10.363	1.595	3.219	0.004
Quality of Life-Professional Situation	0.170	5.134	1.640	2.266	0.032
Attacks on social Reputation	0.203	6.131	1.490	2.476	0.021

On Table 9 we can see that the statistical significance value of F for all models is lower than (Sig.) 0.05, and understand that all 5 of the linear regression models are not random. Considering the Table 9 it can be seen that Beta values of all models are positive. That fact that Beta values are positive suggests that there is a positive relationship between mobbing and all the sub layers of reverse mobbing. Increase of one unit in attacks by the subordinate against the

superior on self-expression and the way communication happens causes an increase of 1.59 units in mobbing by the superior against the subordinate. There is an increase of 1.64 units in mobbing by the superior against the subordinate for an increase of one unit in attacks on quality of life; and an increase of 1.49 units for attacks on social reputation.

Considering the r^2 values, we can state that of all the reverse mobbing layers, attacks on self-expression and the way communication happens variables with, 29 % ratio, explain the change in mobbing done by the superior against the subordinate.

5.6.4. Chi-Square Test of Independence

Chi-Square Test of Independence is used to define whether the relationship between two variables is statistically significant or not.

Table 10: *The Relationship between Reverse Mobbing and Gender Evaluation*

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.289	0.438
Likelihood Ratio	25.041	0.159
Linear-by-Linear Association	0.083	0.773

Table 10 shows the Chi-Square test results for reverse mobbing and gender. According to the table p=0.438. For this value doesn't meet p<0.05 requirement, we infer that reverse mobbing practise degree doesn't differ by gender.

Table 11: *The Relationship between Reverse Mobbing and Educational Background*

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.016E2	0.052
Likelihood Ratio	62.788	0.922
Linear-by-Linear Association	1.328	0.249

Table 11 shows the Chi-Square test results for reverse mobbing and educational background. According to the table p=0.052. For this value doesn't meet p<0.05 requirement, we infer that reverse mobbing practise degree doesn't differ by educational background.

5.6.6. Hypothesis Test

Hypothesis Test is used to decide if the difference between the two groups or the change in time has occurred by chance or not (Baş, 2006: 152). Table 12 shows the analysis results for r-square, beta and significance values.

Table 12: *Test Results of the Hypotheses*

	r2	β	Sig.	Result
Main Hypothesis1-H1	0.219	0.410	0.016	Accepted
H_{1a}	0.160	1.240	0.035	Accepted
H_{1b}	0.232	2.422	0.009	Accepted
H_{1c}	0.343	2.224	0.001	Accepted
H_{1d}	0.310	4.032	0.002	Accepted
H_{1e}	0.344	3.267	0.001	Accepted

Main Hyopthesis2-H1	0.219	0.535	0.016	Accepted
H_{1f}	0.293	1.595	0.004	Accepted
H_{1g}	0.203	1.490	0.021	Accepted
H_{1h}	0.170	1.640	0.032	Accepted
H_{1x}	-	-	0.438	Rejected
H_{1y}	-	-	0.052	Rejected

6. Conclusion

Our research on the unseen face of mobbing in organizations aims to examine the mutual effect of mobbing done by the superior against the subordinate and mobbing done by the subordinate against the superior.

63 % of the organization members participated in the study is male; 37 % of them is female. As to the ages of the workers, 10 % of the organization members is 20-30 ages, 33 % is 31-40, 35 % is 41-50, and 22 % is older than 50. As to the educational background of the organization members, 6 % is graduate of primary school, 10 % is graduate of high school, 33 % has an associate degree, 48 % has a bachelor degree, and 3 % has a PhD degree. These statistical values signify that the distribution of the demographic features reflecting the sampling population within the organization is homogenous.

According to the results of the research mobbing done by the superior against the subordinate has a direct impact on reverse mobbing done by the subordinate against the superior.

'*Self-expression-communication*' factor *(H_{1a}),* which involves constantly hindering organization member's self-expression, harsh treatments, and interrupting their sentences; '*Social relations*' factor *(H_{1b})*, which involves hindering interactions and communication with the organization members and; appointing to a different work place; '*attacks on social reputation*' factor *(H_{1c}),* which involves giving humiliating nick-name, talking behind the member's back and impersonation; '*Quality of life-professional situation*' factor *(H_{1d})*, which involves assigning tasks that can effect self-confidence and that are not the member's responsibility, that requires financial responsibilities; and '*attacks on health*' factor *(H_{1e})* which involves verbal or physical threat, assigning physically demanding tasks have a direct impact on reverse mobbing done by the subordinate against the superior.

In addition to the fact that the research results show mobbing has a direct impact on reverse mobbing, it is determined that reverse mobbing has a direct impact on mobbing by the superior against the subordinate as well. According to the results of the research; '*self-expression-communication*' factor *(H_{1f}),* which involves hindering the superior's self-expression by the organization members, being constantly criticized about what they do, being ignored when they act in good faith, being interrupted; '*attacks on social reputation*' factor *(H_{1g})* which involves giving humiliating nick-name, talking behind the member's back and impersonation; '*Quality of life-professional situation*' factor *(H_{1h}),* which involves assigning tasks that can effect self-confidence and that are not his/her responsibility, that requires financial responsibilities has a direct impact on mobbing done by the superior against the subordinate. According to the discrimination research results of the study, reverse mobbing done by the subordinate against the superior does not differ by gender or educational background.

Mobbing, which is also called psychological harassment, is very significant for working atmosphere and other intra-organizational factors in the hierarchically and autocratically structured organizations in which the interaction of the organization members is rich. Lack of integration among the members, superiors; within the organization in general, paves the way for mobbing in the organizations. Integration does not necessarily aims for a problem free functioning of the

organization. Conflicts in the organization have a positive impact as long as they are in the framework of profession. Making good use of the conflicts in the organization enables to solve the problems and enhance the intra-organizational atmosphere.

This study provides a new dimension to the study of mobbing that is generally evaluated in a top-down hierarchical order. It is proven that the subordinates are not indifferent to mobbing done by the superior against the subordinate within the organization. One unit mobbing done by the superior against the subordinate causes psychological exhaustion on the subordinate and as a result of that 0.41 unit reverse mobbing by the subordinate against the superior occurs in return. In the mobbing-reverse mobbing cycle, one unit reverse mobbing done by the subordinate against the superior causes 0.53 units mobbing by the superior against the subordinate as well.

In the Mobbing-Reverse Mobbing interaction, the fact that the impact value is high has another significance from the organizational view point. The consecutive act of intimidation creates disturbance in the organization atmosphere that is very difficult to compensate for. According to the research by the Workplace Bullying&Trauma Institute 71 % of the mobbing victims suffer from sleeping problems, 47 % suffer from stress disorder, 39 % suffer from depression (Deniz, 2012: 52). The financial impact of overcoming this kind of health problems and decrease in work performance is 77.000 TL annually for a middle sized enterprise (Minibas and Idig, 2009: 71). Considering the economical and organizational factors, organizations ought to aim to avoid the act of intimidation in advance by providing the suitable organization atmosphere; instead of stopping the act after it occurred.

Suggestions according to the results of the study;

- Mobbing is one of the factors that affects the organization members such as motivation, commitment, and performance and one that occurs as reaction upon action within the organization atmosphere. Whole personnel in the organization should be aware of the fact that mobbing is not single sided. They should have an opinion about the possible results of individual and organizational effects of mobbing.

- In the organization atmosphere that mobbing, which is proven by this research that it can also as a reaction upon action, occurs the stance of the superior is very important. Superiors should primarily determine disincentive strategies to prevent the act of mobbing that can have a domino effect.

- Considering the structure of the organization, strict hierarchical structuring that increases mobbing should be avoided. Especially that top-down hierarchy functions in favour of the superior leads to the increase of mobbing. Thus, organizations should be based on horizontal hierarchy structure instead of vertical hierarchy structure.

- The personnel of the organization should be acknowledged on mobbing and reverse mobbing being explained the whole organizational relations under the light of data from the academic studies. They should internalize the harm that these acts do to the organization and the other members of the organization.

- Elucidating studies should establish a ground for legal sanction by ruling out the perception of mobbing and reverse mobbing as 'unprovable' in the eye of the public.

- 'Work Ethics' rules should be established as in the corporate organization. Having written rules of work ethics allows the decision makers to manage the process well in the face of acts like mobbing and reverse mobbing.

- A 'Mobbing Office' which is the first example among universities in Turkey, was founded in Gazi University and this should be adopted by all the establishments. It should be explained to the staff via meetings that these offices do not work in a labelling manner, but in a motivating manner.

- Administrators in the organizations should avoid behaviours which creates artificial discrimination among the members of the organization and should treat each member equally. By these behaviours administrators can prevent mobbing acts that also occur artificially.

- Competitiveness of the organization with the other organizations should be given prominence; members of the organization should serve as the maker of this competition. In the organization atmosphere where the internal competition – instead of external competition- occurs in an abnormal degree, it is possible that oppression and intimidation acts emerge among the members of the organization.

- Organization policies should definitely cover the member of the organization as well; administrative mentality should not depend on outcome performance. In all organizations with a human factor behaviours which motivate the members of the organization; make them feel themselves adequate and valuable should be displayed.

- Personalisation of the instances, out of the organization, which leads up to mobbing and reverse mobbing should be prevented; by attempting to sort out these instances within the organization, mobbing and reverse mobbing should be prevented to evolve into Bullying along with physical violence.

- Administrators who are exposed to reverse mobbing should presume the events that might cause this act by questioning self-behaviours. It will make the process even deeper that the administrator who is exposed to reverse mobbing does mobbing on the subordinate.

- Organization members exposed to mobbing should report their victimhood to the higher authorities. It will do more harm to the functioning of the organization as well as the individual that the organization member reacts to the administrator with reverse mobbing.

- In the cases which the subordinate who is in no way exposed to mobbing, does reverse mobbing against the superior only in order to change the hierarchical structure, for the sake of the functioning of the organization the people or groups who act in this way should be determined and appointed to a different body.

- The impact of mobbing on the organization members is indisputable, and so is the impact of reverse mobbing on the administrators. Especially the reverse mobbing act done by the informal staff organizing in order to spoil the hierarchical structure will lead to irreparable problems upon the distortion of the organization atmosphere along with distortion of the organization's functioning. Thus concept of reverse mobbing should definitely be examined in the future mobbing research as well.

This study attempts to put forth the interaction between mobbing and reverse mobbing. It is intended that the findings of the study will provide a new dimension to the mobbing research in the literature and will enable the erosion that psychological harassment, which is gradually gaining significance, causes in the organizations to be better understood.

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