

INVESTIGATION OF BURNOUT LEVELS OF AUTOMOTIVE WORKERS EXPOSED TO MOBBING: THE ROLE OF PSYCHOLOGICAL RESISTANCE

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ABSTRACT

Nowadays, with the change in work dynamics, the concept of mobbing comes to the fore quite frequently. Although it affects the psychological resilience and burnout levels of people, mobbing is seen and accepted as psychological violence. Unfortunately, the number of individuals subjected to psychological violence in our country and in the world is increasing rapidly. Psychological violence is seen as an important concept that can have extremely destructive consequences at individual, organizational and social levels. It is addressed in a wide range of topics from productivity decline, family unhappiness, increase in organizational costs to deterioration of social welfare. The basis of successfully coping with these stressful living conditions depends on a high level of psychological resilience. Staying strong in times of distress is a feature that allows the person to adapt to change after traumatic events. Thus, the negative effects of the feeling of burnout caused by mobbing will be reduced. It is a known fact that automotive workers work under high stress and pressure within the framework of the changing business world and increasing competition. In this study, it is aimed to examine the psychological resilience and burnout levels of automotive workers exposed to mobbing. As a result of the regression analysis, it was determined that mobbing significantly affected burnout and psychological resilience. As a result of the difference analysis, individuals exposed to mobbing had higher levels of relationships with their colleagues, threats and harassment, work and career-related barriers, intervention to private life and burnout compared to those who did not.

Keywords: Mobbing, burnout, psychological resilience, statistical analysis

INTRODUCTION

Negative behaviors to which employees are subjected in the working environment may have negative consequences for employees, organization and society. Mobbing and the resulting state of burnout emotion constitute an important area of study in today's human resources management field.

Experts note that one of the most serious problems faced in workplaces is mobbing. Mobbing is considered and accepted as psychological violence, although it affects people's psychological resilience and burnout levels (Mulinge, 2000). Another type of violence, psychological violence, is a type of violence that cannot be easily perceived like physical violence.

Unfortunately, the number of individuals subjected to psychological violence is increasing rapidly in our country and around the world every day (Peck, 1998). The necessary measures related to psychological violence cannot be taken with full meaning due to the fact that psychological violence is difficult to identify and people cannot yet fully understand what this violence is in a social sense. The area where psychological violence is most commonly seen is indicated as working life (Arpacioğlu, 2003).

Mobbing practitioners determine the area in which they will practice mobbing according to the person's characteristics. By preventing the behavior that will enable person to show himself, the person feels insignificant and evaluated by their managers in this way. Another compelling behavior to damage a person's reputation is to create false rumors (Resch and Schubinski, 1996). As a result of continuing behavior in the form of humiliating, insulting and harassing a person in

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front of their colleagues, the person is also convinced that he really has psychological disorders by going over the psychological problems the person may have accordingly. One of the main issues that must be proven in cases involving mobbing is whether the event is actually mobbing (Laçiner, 2006).

Prevention of cases of psychological violence, which are quite common, especially in service sectors, is extremely important for individual health and happiness, organizational sustainability, and social well-being (Shallcross, 2003). Psychological violence is regarded as an important concept that may have extremely destructive consequences at individual, organizational and social levels (Baykal, 2005). It causes many negative moods, especially burnout. The concept of burnout, one of the spiritual negativities reflected by this intense work stress in working life at an individual level, is a concept that refers to the reduction of a person's energy resources as a result of his inability to cope with work stress. Burnout is a significant risk of working life, which minimizes the efficiency of the employee mentally, physically and spiritually. It is the most general result of mobbing in working life and the most important trigger of burnout syndrome. Psychological resilience in this case is known to be an important catalyst. Psychological resilience is a trait that allows a person to adapt to changes after traumatic events and to remain strong in troubled times.

It is a known fact that automotive workers work under high stress and pressure within the framework of changing business world and increasing competition. This study examines the frequency of exposure of automotive workers to mobbing, how they are affected by the mobbing they experience, their reactions, how many people are subjected to mobbing, the gender, age and place of mobbing practitioners in the hierarchy, and the level of psychological resilience and burnout of automotive workers with mobbing exposure.

CONCEPTUAL FRAMEWORK

Concept of Mobbing (Psychological Harassment in the Workplace)

The problem of mobbing in the workplace is too extensive and complex to be explained for a single reason. It is accepted that personality traits arise as a result of the interaction of the victim's work position, organizational and socioeconomic conditions (Çobanoğlu, 2005).

Mobbing in working life occurs due to more

than one reason. Organizational conflicts are one of the most important sources in the emergence of mobbing. This can be explained as a conflict between different groups and departments in the organization, a conflict between superiors and working individuals (Çöl Özen, 2009).

As a result of important research on the issue of mobbing, it has been concluded that mobbing can cause harm to the working person, economy and society. However, the social environment also prevents mobbing by approaching these events with a similar understanding and not being unresponsive. Conflicts can turn into harassment if management does not try to find a solution if social environment ignores. At first, the victim concentrates on the incident in which the conflict is born, and cannot understand that the behavior that he has been subjected for months was deliberate, and sometimes finds him guilty. The main reason for such behavior can be seen as the desire to destroy the target, to be superior and to take others under control (Davenport, Schwartz & Elliott, 2003).

The reasons that cause mobbing in workplaces can be considered in three types as organizational, social cluster originating and individual reasons. Organizational reasons in the field of study are leadership, organizational culture, stress caused by the profession, and professional organizations. Social cluster-induced causes can be stated as scapegoating, group pressure, jealousy, hostility. Individual reasons are physical rules, social skills, and personality traits. Mobbing, arising from such reasons, is observed in the forms of social isolation, gossip, verbal attack due to organizational characteristics, attack on private life, physical attack and attack on attitudes. In the field of study, the results of mobbing can be expressed as somatic disorders, anxiety, depression, and obsession and tension disorders after offence (Efe & Ayaz, 2010).

Vertical (hierarchical) Mobbing

Vertical mobbing can be defined as psychological or physical attacks applied with top-down or bottom-up powers and hierarchies in working areas (Jacobshagen, 2004). The reasons for hierarchical mobbing are:

Threat to the social image: This is mobbing, is applied by superior title holders on the basis of being superior to an employee or the employee has success and is the leading subordinate.

Age difference: this mobbing can occur when a person with a higher status is young, or when a person with a higher status sees a person who is

younger than him as a threat for his position (Laçiner, 2006).

Political reasons: the stated or known political views of individuals can create the infrastructure required to implement mobbing against subordinates by superiors or even between those with similar status in their field of work. Mobbing usually occurs around a vertical hierarchy relationship. In this relationship, one of the two sides is in the upper status, while the other is in the subordinate status dependent on the superior one. Within superior- subordinate relationships, mobbing behavior can occur from top to down, and sometimes the predisposition to harassment can also be directed from down to top. Data show that harassment behavior is caused by superiors most often (McCormack, Casimir, Djurkovic, & Yang, 2006).

Horizontal (functional) Mobbing

This type of mobbing that can occur between those in the same position in organizations is called functional or horizontal mobbing. The type of mobbing among working people, where there is a functional relationship between them, is called horizontal mobbing (Özarallı & Torun, 2007).

Working individuals who have the same authority may not approve of the violence they apply to each other; such a situation is described as mutual competition of titles. They do not confirm that they have committed violence, claiming that they have given positive warning for the benefit of the victim. They try to be right when they defend and do this in line with the goals for the company or workplace policy. Horizontal mobbing can be caused by individual prejudices, jealousy, competition, race, coming from different regions, and political reasons (Özdemir & Açıkgöz, 2007).

Concept of Burnout

Burnout syndrome interpreted by Freudenberg (1974) as a state of bodily and mental exhaustion has been interpreted from different points of view by Maslach and others. In his work, Maslach (1976) defined the syndrome that a professional person to be detached from the original meaning and purpose of his profession and not really interested in the people he serves. He focused on the fatigue of people in his working life. Maslach later revisited the concept of burnout with Jackson, interpreting it in the form of emotional exhaustion, an increase in desensitization, and a decrease in the sense of personal success (Maslach & Jackson, 1981). A

study of the literature shows that burnout is associated with stress and fatigue generally. Burnout has been defined as emotional exhaustion, which is more common in individuals working in jobs that usually require serving people. For example, doctors, nurses, teachers, bankers, security personnel that have to communicate with people one-on-one have a higher level of burnout in their professions. As can be seen from the definitions made, there is a direct relationship between burnout and stress.

Burnout can be considered the result of unsuccessful attempts to cope with many different negative stress conditions. According to another definition, burnout has symptoms and effects similar to stress, and stress is caused by the social relationship between the working person and the person on the other side. In general, researches indicate that the concept of burnout can be better understood in social, psychological and situational sources. Again, burnout seems to be more of a negative condition than stress and fatigue. Especially after the 1980s, studies on burnout have increased.

It is stated by most researchers that burnout may arise from individual relationships as well as work and job or work and working environment. Symptoms of burnout, the historical development process and the concepts of its importance need to be addressed separately.

The word symptom used as a condition or event that helps the emergence of a condition, syndrome, or functional disorder in the body manifests itself in terms of burnout as physically, behaviorally, and psychologically or emotionally. These symptoms are symptoms that are accepted in the literature and are examined or analyzed. Burnout symptom levels also vary in employees when individual differences are taken into account. Symptoms of burnout appear in individuals, at mild, moderate and high levels. In general, mild symptoms such as exhaustion, irritability, can lead to suicide in some people when they reach a high level. It is possible to examine the symptoms of burnout in three sections.

Physical symptoms

Burnout is specified to occur slowly and insidiously. In this context, burnout is a constantly evolving situation. In individuals experiencing burnout, excessive weight gain or loss, fatigue, insomnia, headache, sexual disorders, etc. symptoms can be seen.

Behavioral symptoms

Quitting work, escape from work, difficulty in sleeping, a feeling of failure, sudden anger, crying spells, isolation, increase in harmful habits such as drug, alcohol and tobacco, start using slang words, insulting are other symptoms.

Psychological / emotional symptoms

In the case of burnout, symptoms in emotions and behaviors occur beforehand and are easily identified. As psychological and emotional symptoms of burnout, symptoms such as feeling unhappy, being angry, restlessness and anxiety, sleep disorders, feeling ignored, communication difficulties, decreased self-confidence, increased domestic problems, suicidal thoughts or tendencies can be mentioned.

The organizationally induced causes of burnout are discussed in four titles.

Excessive workload

Excessive workload is one of the organizational reasons. Excessive workload has negative consequences such as burnout, poor work performance, job dissatisfaction, tendency to become ill for no reason, injury at work and increase in work accidents. Researches have shown that due to excessive workload, quitting work may increase, experienced employees may retire early, and most importantly, individuals who cannot do all this must cope with psychological and emotional burnout.

Lack of control

In order for organizations to achieve their goals and objectives, they must plan and implement the processes of monitoring, measuring, controlling and auditing the uncertainties, risks and crises that they will face in this process. In particular, the internal control and control mechanism, compliance with employees, cooperation, and participation in decisions, communication and correct and on-site use of processes can lead to confusion of authority for employees, in some cases role conflicts, and the lack of internal control in the organization can lead to burnout.

Relationships and conflicts with colleagues

A person who provides services in organizations with respect to relationships and conflicts with colleagues is in his own place, but acts as if no one is with him. He answers questions with murmur, avoiding bodily contact. In some cases, they prefer tasks that are not directly related to humans. In recent times, there has been

a large amount of research on organizational conflict in the literature. It is noted that organizational conflicts reduce the efficiency and effectiveness of the organization, which can often be caused by communication and employee relationships.

Organizational policies

Organizations have policies, also known as organizational culture, that corresponds to different organizational goals and objectives for management and organizational structures and practices. The organization's values, vision and mission or strategies, reward-penalty practices, wage policies can cause burnout for employees.

Psychological Resilience

Each individual reacts differently to the problems, difficulties and troubles he experiences. Some people can easily overcome these distressed living conditions, while others can experience mental discomfort or different problems. Resilience, also defined as resistance to these situations, also means flexibility. So it's an individual's effort. Of course, this concept varies depending on the person, time and place. Psychological resilience, generally seen as ability, is a state of successfully coping with against all stressful life conditions. Psychological resilience causes a person to develop well in adulthood, despite all the difficulties they experience in childhood. From the relationships that individuals experience with their social environment, their emotions can also change depending on the stress in their daily life. In these times of change, a person can often return to normal with innate psychological resilience (Öziş, 2016).

Although the literature points out definitions of psychological resilience from different points of view, many of them are not based on a theory and are usually concluded by empirical findings. Some of the definitions, which are considered with many differences, talk about personal or familial qualities, while others address the processes or consequences of the functioning of this concept. According to Masten and Reed (2002), even though psychological resilience is considered a risk for psychological discomfort that people will encounter, protective factors, processes and mechanisms can also be characterized as a good result for psychological resilience (Basım & Çetin, 2011).

Many different definitions have been made by researchers related to the concept of psychological resilience. Psychological resilience is a person's

ability to endure situations with stressful elements and not lose functionality in times of negative mood. Elements that affect psychological resilience include acute or chronic stress, such as the death of a close person, life-threatening illness, sexual, physical, emotional abuse, violence, and unemployment. Psychological resilience is a dynamic process in which the individual adapts positively when there is a negative condition. Here there are two important elements; meeting a meaningful threat or a severe negative condition, and achieving positive harmony against the presence of these major attacks on the developmental process.

In their study Masten, Cutuli, Herbers, and Reed, (2009), mentioned about three groups of resilience phenomena. The first case is used for the belief that individuals who, despite difficulties, overcome this situation and develop well, contrary to what is expected, have the trait or ability present in them that allows them to adapt such negative events. The second basic phenomenon indicates the speed of adaptation of a person in stressful life events. Stress mentioned in some studies is a basic stress factor, such as divorce, conflict in the family, while other studies examine excessive or different stress factors that have occurred recently. The third case is related to trauma. Research on this topic is studies that examine individual characteristics and differences that help overcome trauma (such as the death of a mother, father, or sibling). It is very normal for people to be affected by stress factors in their lives. But what is important here is how to deal with stress and the ability of a person to cope with this stress and return to his former mood. Rutter (2006) used an interactive concept expression for psychological resilience. He expressed this interaction as a combination of positive psychological results that occur despite serious risky experiences.

According to Masten, Garmezy, Tellegen, Pellegrini, Larkin, and Larsen, (1988), psychological resilience is a state of establishing an internal and external balance when at risk and again becoming stronger and getting rid of adversity in these difficult situations. It is possible with psychological resilience that a person can both improve himself and maintain his life better when he is in such a strong state. High psychological resilience can lead to relief from adversity by developing self more in difficult situations, while in the case of low level; they may choose to move away from life. Staying strong in troubled times is a trait that allows the person to adapt to changes after traumatic events.

Karairmak (2006) mentions the importance of psychological resilience in this respect, as the person continues his daily life by struggling with the difficulties in his life; these difficulties make the person stronger. According to Walsh (2008), psychological resilience is indicated as a person's ability to overcome difficulties and use them to their advantage, improve them, and adapt to difficult situations and maintain mental health. Goldstein and Brooks (2005) expressed psychological resilience, in which a person can take advantage of them by turning the difficulties they experience in their favor, and not be negatively affected by them. By adapting to the difficulties experienced and achieving success from them, the person's protective properties can be explained by psychological resilience (Şahin, Yetim, & Çelik, 2012),

Masten (2001) stated that psychological resilience is related to the ability of a person to adapt to situations that pose risks in his development process (for example: socio-economic situation, trauma) and reveal positive improvement results. Masten also mentions that two different approaches are used in his research. The first of these is variable-oriented (Interactive) is explained by causal models where the contribution of risk factors or characteristics that a person has is related to result. The other is the individual-oriented (longitudinal) approach. In this approach, the point is the study of resilience levels of people who show different characteristics at the same time or over a certain period of time and examination of differentiation and their causes.

According to Wagnild and Young (1993), resilience has been defined as a concept that, confidence in personal competence, determination, independence, invincibility, resourcefulness, perseverance and adaptation, flexibility, and a healthy self-image is composed of two dimensions that accepts life. Yıldırım Koç, Yıldırım, Otrar, and Şirin, (2015), argues that the positive relationships that a person develops with his social environment and his commitment to faith and values are helpful factors for him to overcome when faced with a negative situation, and that a person does not need to have special abilities for psychological resilience, normal people can also be enduring by training.

Members with high resilience continue their daily activities, maintain control in their lives, and see unexpected changes as an opportunity for development. Individuals with a low level of resilience are resistant to change development and tend to move away from life. According to a

subjective well-being resilience model test conducted by Terzi (2016); psychological resilience is a personality trait that supports coping with stress. It is also expressed to be associated with other personality traits of the individual.

Persons with high level of psychological resilience at the same time has cognitive qualities such as the ability to cope with challenging events in a sensible way, ability to plan for the future and to motivate people around them, emotional characteristics such as awareness and control of their emotions, high self-esteem, self-sufficiency, self-confidence and adaptation and social qualities such as ability to communicate effectively, the ability to establish healthy connections with other people and maintain such connections and being able to solve problems on their own (Batan, 2016).

STATISTICAL ANALYSIS

Purpose and importance of the study

The concepts of mobbing, psychological resilience, and burnout are important topics studied in the field of human resources and management psychology. These three phenomena significantly affect employees themselves, their environment and companies.

Unethical behavior initiated by acts of emotional violence can lead to burnout, resulting in conflicts within the organization for various reasons, aggressive behavior, and some behavioral problems. It is noted that various acts of intimidation and emotional violence force employees to withdraw and leave their jobs, first reducing their resilience, productivity, and then experiencing burnout. In this regard, there is a need to consider the concept of burnout, which can occur at different stages of working life, which refers to the reduction of an individual's energy resources under stressful conditions, in the context of the phenomenon of mobbing.

In addition to proving that people are psychologically negatively affected by adverse

situations such as burnout and mobbing in working life, it also reduces work efficiency and situations such as organizational commitment and commitment to work. These and similar situations can also often lead to a break from work. Understanding the dynamics behind quitting work is important for a healthy and productive work environment and work relationship. The relevant literature has revealed that mobbing and burnout are the major reasons for quitting.

The aim of this study is to evaluate the relationship between mobbing-related burnout and psychological resilience, which is the most important element in dealing with it, from the point of view of automotive sector workers who experience intense and stressful working hours. In the literature, a small number of studies aimed at the automotive sector in terms of these concepts were the motivation for the study. In this context, this study on the automotive workers, the results of the study of psychology literature contribution to employees and management concepts are important for increasing the level of awareness and consciousness.

Sampling of the Research

The sampling of the study consists of 300 automotive industry workers working in Bursa province in Turkey. The work was carried out with employees of 4 different factories. The survey was conducted. The research was conducted by face-to-face survey method.

Hypotheses of Research

The main hypothesis of the research is that mobbing is significantly associated with burnout and psychological resilience. It will be tested that the group of workers who underwent and did not undergo mobbing as a sub-hypothesis that is considered to have contributed to the study differ significantly in terms of burnout and psychological resilience. Hypotheses developed in the study are given in Table 1.

Table 1. Hypotheses of Research

	Hypotheses
H _{1a} (main hypothesis)	Statistically significantly associated with Mobbing (MOB), burnout (TUK), and psychological resilience (PD).
H _{2a} (main hypothesis)	Statistically significantly associated with mobbing (MOB), burnout (TUK), and psychological resilience (PD) for those who do not undergo Mobbing.
H _{3a} (main hypothesis)	Statistically significantly associated with mobbing (MOB), burnout (TUK), and psychological resilience (PD) for those who suffer from Mobbing.
H _{4a} (sub hypothesis)	Statistically significantly different in terms of Culture attitude (CT), motivation (MOT) and burnout (TUK) for Eastern and Western origin workers.

Data Collection Tool

The study has a non-experimental quantitative

research design and is a screening model according to the method of conducting. The surveys used in the study were prepared using scales whose validity and reliability were confirmed in previous studies as a result of a wide literature review. It is possible to explain these scales as follows:

Mobbing scale

"Inventory of Psychological Terror-LIPT" consisting of 45 items and developed by Heinz Leymann in 1990. The psychological terror scale was created by Leymann in the early 1990s. Each of the questions on the scale was rated between 1 and 7. Questions to determine issues such as level of relations of individuals working with colleagues at this scale, whether individuals exposed to physical, psychological violence and abuse, level of feedback related to work he performs, whether opinion of the individual is received on matters concerning him and whether they are informed of changes related to their works. This scale (LIPT), which is also the basis for other researches, consists of 45 items and 5 factors. These factors are; (i) attacks on social relations, (ii) systematic exclusion, (iii) changes in work-related duties, (iv) attacks on a person's reputation, (v) threats and harassment. Leymann's psychological terror/mobbing inventory were adapted into Turkish as 38 articles by Laleoğlu and Özmete (2002).

Psychological resilience scale

The psychological resilience scale was developed by Maddi and Khoshaba (1994) and adapted into Turkish by Durak (2002). The psychological resilience Scale-III R consists of 18 items that express an individual's beliefs about himself and his life, and three sub-dimensions: engagement, control and challenge. The psychological resilience Scale-III R is a scale of Likert type with 4 items and scored between 0-3. The first version of the scale contains 50 questions (PVS; Hardiness Institute, 1985), and the second version contains 30 questions. Scale items are marked as (0) not true at all, (1) slightly true, (2) Mostly true and (3) very true. The psychological resilience scale consists of direct expressions and reversed expressions. The 3, 4, 6, 8, 10 and 11th items of scale are scored in the opposite direction. The score is obtained after scoring the three sub-dimensions separately.

The short version of the burnout scale

In Pines and Aronson's (1988) study, Pines

(2005) adapted his 10-point short form instead of the burnout scale (TÖ), which consists of 21 items to create an easy-to-use measurement tool consisting of a smaller number of items to meet the needs of researchers and practitioners. The adaptation of the scale to Turkish was made by Tümkaya (2009). The scale is in Likert structure of 7. In the survey, the first part creates general information for employees, and in the second part, there are 3 scales used.

STATISTICAL FINDINGS AND EVALUATION

Table 2. Demographics and general information Percentage Distribution

Demographic variables	Control group (KG)%	Those suffered mobbing (MU)v%
Gender		
Female	5,6	10,4
Male	94,4	89,6
Marital status		
Married	74,4	62,2
Single	25,6	37,9
Income level		
1500-3000 TL.	68,9	76,7
3000 TL and above	31,1	23,3
Education		
Primary school	35,6	30,6
High school	44,4	49,2
Associate degree	16,7	13,5
Undergraduate and above	3,3	6,7
Working time		
0-3 years	15,6	18,1
3-5 years	15,6	13,0
5-10 years	28,9	24,9
10-15 years	12,2	18,1
15-20 years	16,7	14,0
21 years and above	11,1	11,9
Selection of Automotive industry		
Willingly	78,9	87,6
Unwillingly	21,1	12,4
Status		
White collar	3,3	8,8
Blue collar	96,7	91,2
Shift method		
Single shift	75,6	80,0
Double shift	5,6	2,1
Triple shift	18,9	17,1

10.4% of workers subjected to mobbing were women and 89.6% were men. 5.6% of workers were not subjected to mobbing were women and

94.4% were men. The distribution and level of significance of the control group and mobbing in terms of socio-demographic variables were examined by Chi-square analysis. The study involved mostly male and married participants. Most of them have an income level of between

1,500 and 3,000 TL and a high school education level. Participants usually work for a period of 3-5 years and have chosen the automotive sector willingly. Most of the cases have blue collar status and work in the form of a single shift. No significant differences were found between socio-demographic variables and groups.

Table 3. Comparison of MÖ subscales, burnout and psychological resilience levels of control group and mobbing

	Groups	N	Rank average	Z	p
Relationships with colleagues	KG	143	105,19	-7,81	,000**
	MU	140	181,78		
Threats and harassment	KG	143	107,73	-7,82	,000**
	MU	140	179,04		
Prevention related to work and career	KG	143	122,10	-4,26	,000**
	MU	140	163,51		
Commitment to work	KG	143	147,09	-1,09	,274
	MU	140	136,50		
Intervention in private life	KG	143	114,11	-6,34	,000**
	MU	140	172,14		
Burnout	KG	143	116,65	-5,09	,000**
	MU	140	165,43		
Psychological resilience	KG	143	142,87	-,192	,848
	MU	140	141,06		

*p ≤0,05 **p<0,001

Comparison of MÖ subscales, burnout and psychological resilience levels of the control group and those who suffered mobbing was made with Mann Whitney U analysis. From the MÖ Sub-

scales, relationships with colleagues, threats and harassment, prevention related to work and career, intervention in private life, and burnout were found at a higher rate in the MU Group. A significant difference was found between the groups and these scales (p<0,05).

Table 4. Relationship analysis of MÖ subscales, burnout and psychological resilience in mobbing victim participants

	1	2	3	4	5	6	7	
1. Relations with colleagues	r	1,000	,763**	,576**	,676**	-,232**	,459**	,066
	p	.	,000	,000	,000	,000	,000	,258
2. Threats and harassment	r		1,000	,470**	,714**	-,151**	,348**	,003
	p		.	,000	,000	,009	,000	,956
3. Prevention related to work and career	r			1,000	,474**	-,023	,360**	,122*
	p			.	,000	,691	,000	,035
4. Intervention in private life	r				1,000	-,147*	,351**	,081
	p				.	,011	,000	,159
5. Commitment to work	r					1,000	,386**	-,154**
	p					.	,000	,008
6. Burnout	r						1,000	-,212**
	p						.	,000
7. Psychological resilience	r							1,000
	p							.

*p ≤0,05 **p<0,001

Significant relation was found between MÖ sub-scale and colleagues and threats and harassment positively and at strong level, between

work and career-related prevention positively and at moderate level, between commitment to work negatively and at low level and between burnout positively at a moderate level. Significant relation

was found between MÖ sub-scale and threats and harassment related to work and career prevention positively at moderate level, between intervention in private life positively at strong level, between commitment to work negatively at low level and between burnout positively at moderate level. Significant relation was found MÖ sub-scale between work and career-related prevention and intervention in private life positively at moderate level, between burnout positively at moderate

level and between psychological resilience positively at low level.

Significant relation was found between MÖ sub-scale between intervention in private life, commitment to work and burnout positively. Significant relation was found between MÖ sub-scale between the burnout and commitment to work positively at moderate level and between the burnout scale and psychological resilience positively at low level.

Table 5. Analysis of the relationship between MÖ, psychological resilience and burnout in participants who did not suffer mobbing

		1	2	3	4	5	6	7
1. Relations with colleagues	r	1,000	,-142	,341**	,194*	,475**	-,314**	,002
	p	.	,100	,000	,024	,000	,000	,980
2. Threats and harassment	r		1,000	,209*	-,154	,268**	,188*	,070
	p		.	,015	,074	,002	,029	,421
3. Prevention related to work and career	r			1,000	,143	,241**	,250**	,113
	p			.	,097	,005	,003	,191
4. Commitment to work	r				1,000	-,094	,202*	-,063
	p				.	,277	,018	,464
5. Intervention in private life	r					1,000	-,138	,126
	p					.	,108	,142
6. Burnout	r						1,000	-,231**
	p						.	,007
7. Psychological resilience	r							1,000
	p							.

*p ≤0,05 **p<0,001

In participants who did not undergo mobbing, the relationship between psychological resilience and burnout was examined by correlation analysis, and a negative low level of relationship between coworkers and threats and harassment and a negative moderate level of significant relationship between burnout were found. A positive relationship was found to be low with prevention related to work and career, and moderate with intervention in private life.

A positive low-level significant relation was found between threats and harassment and work and career-related prevention, intervention with privacy and burnout.

A positive low-level significant relation was found between work and career-related prevention and personal life intervention and burnout. A positive low-level significant relation was found between commitment to work and intervention in private life. A negative low-level significant relation was found between burnout and psychological resilience.

Table 6. Examination of Burnout In Terms of Risk Factors

	B	SD	Beta	t	p	ΔR ²	Adjusted R ²	F
Relationships with colleagues	-,066	,017	-,288	-3,764	,000	,333	,319	24,32
Threats and harassment	,781	,633	,073	1,234	,218			
Prevention related to work and career	,113	,047	,146	2,391	,017			
Commitment to work	-,291	,048	-,304	6,030	,000			
Intervention in private life	,100	,116	,062	,867	,387			
Psychological resilience	-,249	,110	-,111	-2,268	,024			

In terms of burnout risk factors, it was determined that relationships with colleagues, prevention related to work and career,

commitment to work, and psychological resilience were positively correlated. The Model accounts for 19% of the total variance.

Table 8. Examination of Psychological Resilience In Terms Of Risk Factors

B	SD	Beta	t	p	ΔR^2	Adjusted R ²	F
Relationships with colleagues	-,003	,009	-,032	-,348	,728	,063	,044
Threats and harassment	-,496	,333	-,103	-1,487	,138		
Prevention related to work and career	,046	,025	,135	1,853	,065		
Commitment to work	-,034	,027	-,079	-1,249	,213		
Intervention in private life	-,001	,061	-,002	-,021	,983		
Burnout	-,069	,031	-,156	-2,268	,024		

In terms of psychological resilience risk factors, it was determined that burnout is positively predicted. The Model accounts for 44% of the total variance.

CONCLUSION

The study investigated the effect of mobbing on burnout and psychological resilience for 300 automotive industry workers. In addition, analyses of the differences between individuals who suffered from mobbing and individuals who did not suffer from these concepts were made. As a result of the analysis, it was found that relations with colleagues, threats and harassment, prevention related to work and career, commitment to work and intervention in private life, which are sub-scales of MÖ, affect burnout in a way that increases burnout. On the other hand, when psychological resilience is examined in terms of risk factors, it has been determined that burnout affects psychological resilience in a direction that increases it.

Burnout levels of individuals who suffered and did not suffer mobbing were examined in terms of risk factors, and it was found that relationships with colleagues, prevention related to work and career, commitment to work, and psychological resilience were positively correlated. It was found that participants who were subjected to mobbing had an association between their relationships with colleagues with levels of threat and harassment, prevention related to work and career, commitment to work, and burnout. It was found that threats and harassment are associated with levels of intervention in private life, commitment to work, and burnout, while the lower dimension of work and career-related prevention is associated with intervention in private life, burnout, and psychological resilience. It was found that the levels of intervention in private life of individuals who suffered from mobbing were associated with levels of commitment to work and burnout, while the levels of burnout were associated with levels of

psychological resilience. In addition, it was found that the relationships of participants who did not undergo mobbing were related to their colleagues with levels of threat and harassment, prevention related to work and career, commitment to work, intervention in private life, and burnout. It was found that threats and harassment are associated with levels of prevention of work and career, commitment to work, intervention in private life and burnout, while the lower dimension of prevention related to work and career is associated with intervention in privacy and burnout. It was found that burnout levels of individuals who did not suffer mobbing were associated with psychological resilience levels.

On the other hand, individuals who were mobbed had a higher level of relationships with colleagues, threats and harassment, prevention of work and career, intervention in private life, and burnout than individuals who were not. A significant difference was found between the groups and these scales.

All employees working in the workplace should develop positive and strong communication skills, so employees should be able to get to know each other closely. It is recommended that conflicts between employees in the sector are not ignored and resolved fairly as soon as possible. More legal arrangements should be made for the protection of victims subjected to mobbing and legal assurances should be provided. It is necessary to be fair in distributing the workload and tasks assigned to employees in the sector. Clinicians are advised to investigate the underlying causes of intimidating behavior. The relationship between mobbing and professional success should be investigated.

Social responsibility projects based on kindness and assistance can be implemented in the workplaces. These projects, which will be prepared together with employees, can have positive effects on the emotional states of the employees through intensive participation and dissemination actions and can contribute to the development of

psychological resilience. In addition, in order to increase support and assistance among employees, aid pools can be organized and clubs can be established that can work on this issue.

Among the benefits that can be provided to employees are psychological empowerment, negative feeling mood corrections, anxiety reduction, or reduction of other psychological problems arising from the social environment at work and therapy or psychological therapy free packages can be added. In addition, legal workplace physicians can be specially authorized and assigned to carry out a closer control of employee psychology, intervene in problematic situations at the right time and find solutions.

Special training programs can be organized to increase the ability of employees to solve problems, cope with difficult situations, think creatively, get different perspectives and think strategically. Seminars and training programs can be organized to increase the psychological resilience of employees and to cope with stress. In this direction, employees can have a more positive perspective, develop and feel stronger.

Participation of all employees can be ensured when preparing workplace goals and strategies. In this way, by participating in the management more effectively, employees can be directed at the desired level of goals, their commitment to the workplace can be increased, and communication between workplace management and employees can be strengthened. A workplace-specific intranet portal can be created to increase interaction and communication between all partners and employees in the workplace. Computer stands or kiosks can be installed, especially for blue collar employees, to ensure access to this portal for all employees.

Positive orientation programs with increased effectiveness can be developed for new employees. In this way, new employees can get used to and adapt to the workplace and new colleagues in a fast and positive way. Co-employees responsible for orientation can be identified for newly started employees, and successful completion of orientation in line with the goals of the workplace can be achieved by smooth execution of the process. New employees can also be prevented from facing possible problems such as alienation, feeling bad, leaving the workplace in a short time and not feeling connected to workplace. In addition to new employees, mentoring, coaching and consulting programs can be prepared for existing employees that may consist of experienced and trained

managers. In this way, an opportunity can be created for employees to develop, be promoted and overcome problems that they cannot solve individually.

Participation of employees with their families and especially their children can be ensured in social organizations and activities to be held in the workplace. In this direction, employees can be supported to establish work-social life balance. The perspective of the workplace and working life can be made more positive with the organizations that families also participate. Families' support for employees in their working lives can be increased. In this direction, trust in the workplace, commitment, future expectations and commitment to the workplace can also be positively increased in the way that employees and their families establish an emotional connection with the workplace.

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