NEW PSYCHOSOCIAL RISKS HUMAN RESOURCES EXECUTIVES FACE WITH: PSCHOLOGICAL AGREEMENTS, AGEING WORKFORCE, INSTABILITY BETWEEN WORK – PRIVATE LIFE AND MOBBING

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Abstract:

Important changes that has recently taken place in working-occupational-professional life has led to new risk factors to emerge in the realm of occupational safety and health. These factors which remain outside physical, biological and chemical risks and has adverse effects on occupational health and safety are termed psychosocial risk factors. Psychosocial risks are identified as social and organizational adversary activities which emerge due to the methods applied and arranged in relation to work life that give rise to psychological and physical harms.

The main aim of this study is to identify the new psychosocial risks that may influence the working lives of the individuals that take part in the social, economic, cultural and particularly technological changes and state which precautions the human resources units have to take under such menace. The subjects of psychological agreements, ageing workforce, work – private life conflicts, psychological harrassment at work place and mobbing are the four prominent psychosocial risk components that are dealt with in this context. Hence the precautions that the human resources executive has to take is discussed to reduce the components of the risks to a minimum.

Keyn Words: Psychosocial Risk, Psychological Agreement, Aging Workforce, Work-Private Life Conflicts, Mobbing

Introduction

Rapid changes in information technologies also brings new ways of working in work life. New working styles such as part time working, home offices, flexitime working have gained importance in our work. Staff members who are compelled to work in the intensive work medium along new styles of working, together with ever rising intensity of work pressure, are compelled to confront newer psychosocial risks. In order to enhance the level of productivity, businesses have to give the necessary appreciation that the human resources require. Undoubtedly, it is possible for a business to compensate for the financial loss within its structure. Yet, the compensation of the loss of the intellectual capital that may occur is a far more arduous process. In terms of a business the most important element among the production factors which needs to be administered effectively and successfully is human capital.

Besides getting the highest efficiency from the employees, motivation and maintenance of the human capital that organizations hold is also an important issue. The basic function of modern human resources management is to search for an answer to how to manage the human resources in an efficient way to reach the strategic targets of the organization.

To actualize this function what has been done, what can be done and what has to be done in the working place of the workers to make them happier and more productive must be determined (Bingöl, 2006: 5). Within this scope, the human resources manager is assigned the duty of enhancing the quality of the working life. This depends on the quality of working life, improving the working medium and reducing the risk factors that the workers encounter to a minimum. According to the results of a research realized in the European Union member countries, stress that arises from work is assessed as the most obtrusive illness among the workers, which influences over 40 million

individuals. In this very report, it has been indicated that during the last 12 months 6% of the workers have confronted with physical threat, 4% has been subject to violence , 5% has been harrassed or bullied. (Leka and Cox, 2008: 1). Another terminology which is used for systematic bullying and harrassment, yet which does not include physical violence aspects, is mobbing. In researches made in Turkey, it is emphasized that those who work particularly in service sector incur mobbing at a rate which ranges between   25 to 90 % (Gül, 2009: 517). These risks and the similar ones that workers encounter cause the quality of working life to reduce and effect work satisfaction negatively. This situation naturally generates unfavourable effects on work performance.

Substantial changes that takes place in working life in recent years have lead to new risk factors to emerge in the field of occupational health and safety. These factors that remain out of physical, biological and chemical risks and that act upon health and safety at work negatively are specified as psychosocial risk factors (Brun and Milczarek, 2007: 4). Problems concerning the organizational structure, factors causing stress in work place and the problems workers may have while coping with work can be identified as determinants of the psychosocial risk factors (IAPA, 2007). Pyschosocial risk factors are defined as influences that may effect the performance of the worker negatively and psychological reactions that they develop towards the work place conditions (including their relationship with the managers and co-workers) (HSE, 2010). According to another definition psychosocial risk factors are identified as factors that effect the psychological reactions that the worker develops against work and working conditions and causing potential psychological health problems (Samra et al.,2009). Leka and Cox, on the other hand, identify pyschosocial risks as social and organizational problems that will give rise to potential psychological and physical injuries that emerges by the administration and arrangements of the management related to working life (Leka and Cox, 2008: 1).

Table 1: Psychosocial Risk Factors Related to Working Life

Content of Work	Absence of diversification of the work , fragmented or meaningless work, assign under use of skills and utmost discontent.
Work Load	Work overload or underload, machine pacing work, high levels of time pressure.
Work Schedules	Shift working, night shifts, inflexible office hours, unpredictable working hours, long working hours.
Control	Low Participation in decision making, lack of control on work load.
Work medium and equipment used	Inadequate equipment availability, suitability and shortage of maintenance, poor environmental conditions (lack of space, poor lighting,excessive noise).
Organizational Culture	Poor Communication, low levels of support for problem solving and individual improvement, lack of definition of organizational goals and acceptance by the workers.
Interpersonal Relations at Work	Social and physical isolation, having poor relations with employer and co-workers, inter-personal conflict, lack of social support.
Organizational role definitions	Role ambiguity, role conflict and responsibilities.
Career development	Unable to get promotion and obscurity, low wages, job insecurity, low social values attributed for the job.
Work – Home Interface	Conflicting demands of work and home, low support of family, problems concerning work and private life

Factors that effect working environment is identified under 10 categories by The World Health Organization (Leka and Cox, 2008: 2). The risk factors related to working life that take place in Table 1 are respectively work content, work load, work schedules, control, work medium and equipment used, organizational culture, interpersonal relations at work, organizational role definitions, career development, and work – private life inteface.

The main aim of this study is to define the new psychosocial risks that may affect the working life of individuals in the realm of social, economic, cultural, and particularly technological changes and to identify precautions the human resources units have to take in view of these threats. In this context, psychological agreements, are handled within four conspicious psychosocial risk details namely the subjects of aging workforce, work – private life instability, harrassment and mobbing at work place. Following this, the

precautions the human resources manager has to take to reduce the risk factors to a minimum is discussed.

Innovations In Work Contracts and Psychological Agreement

It is asserted by various researches that in our day the contracts workers sign when commencing work are no more efficient in showing dedication to the organization, displaying decent citizenship, having high performance and enjoying job satisfaction (Robinson and Morrison, 1995; Kickul and Lester, 2001; Coyle-Shapiro, 2002). Herein, the concept of psychological agreement which takes place outside job contracts and strengthens the communication between the organization (manager) and the worker is gradually gaining more and more importance.

In a broader sense, it is possible to define psychological agreement as individual reliance system designed by the organization about the conditions of a relationship of correspondence between the worker and the organization (Rousseau, 1989: 123). One component of psychological agreement which constitutes the employer's anticipation of skilled workers'commitment, honesty, ability toabide by work rules and achievement of high quality labour; while the other component constitutes how workers are evaluated at work and whether the opportunity to develop his/her knowledge, skills and responsibilities is given to form agreeable working relationship concerning psychological expectations. These expectations, while constituting the foundation of the psychological agreement between the worker and the organization, the fear that the person is not able to fulfill the expectations or that the promises given is not fulfilled cause disappointment, and thus the illusionery covenant in the mind of the worker breaks up (Cihangiroğlu ve Şahin, 2010: 2-3).

Different definitions of psychological agreement concept are seen in the literature. Levinson et al., (1962, 22), defines the concept of psychological agreement as the expectations of arrangement of relationship between the worker and the organization related to silent, implicit, and mutual responsibilities. In reference to Kotter (1973:92) psychological agreement is an agreement which has a psychological aspect that the parts expect to give to and receive from each other within business relationship that is not verbalized and implicit. As for Rousseau (1989:124) this concept expresses the individual's conviction about the nonverbal condition and situations between personnel and employer. Within the framework of these definitions the concept of psychological agreement is made up of understanding related to responsibilities and expectations based on individual beliefs within reciprocal relations. Rousseau (2004: 126) also reveals that there are the promises made within the structure of psychological agreement. Therefore, the promises given to workers and vice versa contributes to the occurence of psychological agreement.

Psychological agreement concept moved into the interest of social scientist after 1960s, beginning to be examined in the literature of management and frequently finding place in the fields of organizational behaviour, human resources management and organizational psychology after 1980s. Theoretical origins of psychological agreement are based on the studies of Argyris and Levinson and friends, the "norm of reciprocity" of Gouldner and the "exchange and power in social life theory" of Blau (Özgen, 2010:747). Psychological agreements are on_ *formal* (relational, operative), *contextual* (perceived responsibilities or sort of transformation) and *infringement* levels (Millward and Brewerton, 1999: 254).

The sustainability of the existance of organizations and the ability to achieve the targets is realized by the act of individuals inside the organization in accordance with the targets in question. The primary requirement necessary for the workers to behave conveniently towards the aims of the organization is to provide the attitute for them to reach their aim themselves. This situation reveals the necessity of the effective functioning of the psychological agreements inside the organization (Rousseau, 2004:120).

The effective functioning of the psychological agreements inside the organization has significance with regard to both the workers and the employers. The worker who is convinced that his/her psychological agreement is running effectively simply perceives that he/she will receive the

reward for his efforts and thus reach his/her individual aims. The employer, on the other hand, is enabling the motivation of the worker by fulfilling his/her obligations, this situation deduces the feeling in the employer that he/she may acquire effective and productive results. Thereby, the parties act according to the expected behaviour and thus derive mutual trust.

However, in case one of the parties is unable to meet the obligations against the other, this trust diminishes, and apprehension that the psychological agreement is violated is revealed. The particular situation creates negative outcomes both for the organization and the workers. Robinson and Rousseau (1994: 247), reveals that the breach of psychological agreement is detected under conditions where the promises given by the organization to the workers are not kept.

As for Tükeltürk et al., (2010: 521) breach of psychological agreement or the factors that causes the agreement perceived as a breach are lined as follows:

- Conflict in the relation between workers and employers and low level of confidence,
- A presence of a social gap whereby parties do not understand each other's point of view,
- Insufficient efforts aimed at the sustanance of the pyschological agreement,
- Excessive negative efforts directed to the breach of the contract,
- Importance and esteem given to the relationship between the parties only by one party,
- Flimsy and superficial communication between the parties,
- Unable to materialize the training of the workers despite the promises given,
- Adverse difference between promises given on the issues of wage-profit-other gainings and the ones which are materialized,
- Unable to materialize the promises given about promotion.

Kickul and Lester indicate that in case of confronting with an unjust situation such as the violation of psychological agreement individuals will show variations in their behaviour and reactions. According to these writes violation of psychological agreement causes negative behaviour with the workers, decreases their work satisfaction and clears off the worker's desire to display organizational citizenship behaviour. Robinson and Rousseau (1994) researched the results of the violation of pscyhological agreement on workers. In view of these writers, violation of the psychological agreement lessens the confidence of the worker for the employer, causes the satisfaction level related to both his/her work and the institution he/she is working for to reduce, effects the relationship with his/ her employer (manager) negatively, lessens the desire to continue working with the particular manager, and increases the wish to leave the organization he/she is working for.

The employers' effort to evoke the impression that the workers are valuable, encourage them to contribute in decision making, to create an explicit communicational environment, to build up a relationship held in trust, and to be able to meet their anticipations will resolve the perception of the worker that psychological agreement is violated. It is possible to say that the workers who think that psychological agreement is not violated, and the promises given have been kept, and whose expectations are materialized will take satisfaction from the work that they do and their commitment to the organization will enhance.

Aging Workforce

It is observed that number of scientific studies analyzing the connection between work life and aging have recently increased day by day. This can be due to the changes that take place in the structure of workforce in developed countries (Zwart et al., 1995: 1). It is stated that as an outcome of the researches the workforce in Europe and America is gradually aging and this will cause huge problems to arise in both the businesses and the economy of the countries (Remery et al., 2003; Haight and Belwal, 2006; Popkin et al., 2008; Silverstein 2008). What is more, according to Buyens et al(2009: 102), in the coming years governments, establishments and organizations of the whole world will be in an great endeavour to develop new strategies to cope with the problem of aging of the workforce.

Buyens et al.,(2009: 103), specify the causes of aging workforce that exists in the world as : the ongoing social securities systems, prolongation of human life as a consequence of nutritional food consumption and hygienic habits, the late enterance of workers to labor market as a result of longer training. Similarly, Griffiths (2000: 473) points to the continuous prolongation of human life as the cause of aging workforce.

Demographical changes that take place in a country emerged by the lessening of fertility rate and prolongation of the average life span results in changes in many economic and social fields such as economic growth, employment, productivity of workforce, personal savings, tax load and life standarts. When the complications that arise as a consequence of aging problem is examined from the viewpoint of working life, the most important problem appears to be related to the workforce capacity. Aging of the population, while increasing the number of the old workers within the total workforce supply, decreases the number of the young ones, which brings out the aging of the workforce, as an outcome (Gündogan, 2001:99; Akın, 2009: 30). From the economic point of view, support of the old population increases the economic costs to the society, effecting the employment and labour markets significantly by changing the demographic structure of labour (Gundogan, 2001: 99). Accordingly, aging of population, on the one hand causes the workforce capacity and the personal savings within the total GNP(Gross National Product) to decrease, on the other hand by increasing financial concerns sustainability of public expenditures arouse public problems. Also, owing to aging matters, as the aging dependency rate will increase the tax load will rise on the new generation (Akın, 2009:32).

When the studies and researches actualized concerning the issue are examined, it is seen that no precise concensus is reached on which upper age limit makes up the aging workforce. According to the definition issued by OECD, those who are in the second half of their working lives but who have not reached the age of retirement are within the scope of aging workforce. In reference to the definition of the German Labour Researches Institute, workers between 45 and 55 constitute the aging workforce (Brun and Milczarek, 2007: 68). Haight and Belwal (2006: 22), different from all those definitions, includes all workers who are 55 or over in the aging workforce. As for De Zwart et al (1995: 1) workers between the ages 45 and 64 are under consideration of aging workforce. In some other studies all workers at the age of 50 and over are evaluated within the aging workforce (Koopman-Boyden and MacDonald, 2003: 29, Remery et al., 2003 26; Loretto and White, 2006: 341).

Getting older causes various changes in the human structure. As a result of aging, cultural, behavioral, physical and psychological changes may be observed (Griffiths, 2000: 474; Silverstein, 2008: 271; Perry, 2010: 22). It can be said that along with getting older a fall at the conceptual skills occurs. The result of a research made on 6000 people aged between 25 – 88 assert that there is a fall of perception speed, word memorization and numerical abilities of individuals over 50 years of age with compare to others (Koopman – Boyden and MacDonald, 2003: 31-32).

Table 2: Changes In Ability and Functions Related to Old Age

Developing Functions and Skills	Reducing Functions and Skills
Experience	Muscle strength
Reliance	Senses of Seeing, Hearing and Touching
Ability of Judgement	Short Term Memory
Consistency	Speed of Perception
Awareness of Responsibility	Ability of Quick Response

Source: Emmanuelle Brun ve Malgorzata Milczarek, European Risk Observation Report 5: Expert Forecast on Emerging Psychosocial Risks Related to Occupational Safety and Health, Belgium, European Agency for Safety and Health, 2007, s. 69.

From the perspective of working life it can be observed that various positive and negative aspects of aging workforce exist. From this point of view getting old is assessed as a dynamic process that causes some of the functions and abilities of the worker to reduce as oppose to some of his/her functions and abilities to develop. Reducing and developing functions and abilities as a result of aging is shown in Table 2.

The leading negative result that aging workforce may cause for the organizational life is the fall of performance as a result of aging. Lessening of physical abilities, weakening in senses and perception may engender the performance of the worker related to his/her work (Haight and Belwal, 2006: 23). However, according to Koopman-Boyden and MacDonald (2003: 33) along with aging, knowledge and experience about the work implemented increases, which does not causing any reduction of the overall performance. Silverstein (2008: 271) affirm that although aging gives rise to lessening of physical and mental functions of the worker, this does not mean that the capacity of the

worker always falls or does not impy that productivity and performance of the worker drops. So the correlation between aging and work performance, the quality of the work implemented becomes important.

It is obvious that by the increase of old employees in the life of the organization various changes will occur and this situation will create organizational consequences. The organizational outcomes of aging workforce is shown in Table 3.

Table 3: The Organizational Outcomes Of Aging Workforce

Negative Results	Positive Results
Increase in Workforce Costs	Increase in Know-how and experince
Resistance to change	Decrease in organizational conflicts
Increase in absenteesim	Increase in productivity
Downward will towards new technologies	
Negative effect on organizational image	

Source: Chantal Remery ve diğerleri, "Managing An Aging Workforce and A Tight Labor Market: Views Held by Dutch Employers", Population Research and Policy Review, Vol. 22, No: 1, 2003, s.29.

From organizational point of view it is observed that aging workforce has positive and negative consequences, therefore, this process is required to be managed well. Brun and Milczarek (2007: 72), mentions the concept of age managing and argues the necessity of age management to be applied by the general management. The losses that occur as a result of aging workforce, may disappear when coalesced by policies and applications realized by the public relations department of the businesses. In view of Koopman-Boyden and MacDonald (2003: 35) implementations concerning age that are not integrated with the policies of human resources have little likelihood of success.

The necessity of change in the structure of the organization also rises with aging that appears in workforce. Remery et al. (2003: 32) assert that this situation may vary according to the magnitude of the organization. That is to say, in big organizations the requirement to structural change is increasing in concurrence with aging. Comperatively, not much requirement is felt in respectively smaller organizations.

The applications that has to be executed by businesses concerning the management of the aging workforce may be ordered as follows (Brun and Milczarek, 2007: 73):

- Maintaining work design and protective occupational health services which will enable the workers to stay at work until retirement,
- Drawing ergonomic design of the working environment,
- Reducing time pressure on workers,
- Introducing flexitime working patterns,
- Placing emphasis on continuous updating of applications of life-long learning based on knowledge,
- Forming teams made up of young and old to perpetuate the continuity of knowledge and experience of older workers who are more knowledgeable and experienced

Disregarded and undirected aging workforce may cause a disadvantage with regards to businesses. Consequently, it is imperative to consider the applications concerning the aging workforce in human resources policies developed by establishments for the substantial administration of the process.

Work-Private Life Conflict

Work and family are positioned as the most important aspects in the lives of individuals (Frone et al, 1992:65). However, in our days, working life occupies a large part of an individual's daily life thus influencing his/her life style and thoughts concerning the future. As a result, by and large, the individual heed more on the roles that his/her working life imposes on him/her. Still, individuals have various other roles in their family lives, as is in work. To be able to attain the sense of peace and satisfaction, the roles in both sides have to be managed in the best possible way. Otherwise, there will be an imbalance between the individual's work and private life and the individual will undergo concerns both in his/her work and private life (Ofluoglu et al., 2009: 165).

The concept of work-private life inequality began to be researched after 1980s; a lot of studies made throughout those years suggest that family life has a lot of effects on working life and working life has a lot of effects on family life (Netemeyer et al., 1996: 400). In these studies it is attempted to emphasize the sort of adverse effects of conflicts that occur between work and private life and the kind of adverse effects there are in working life (Greenhaus and Beutell, 1985; Frone et al., 1992; Carikci, 2001; Pasewark and Viator, 2006).

When the literature is studied it is seen that the conflicting conditions between the individual's working and private life is examined within the framework of the concept of "disagreement between work and family life". As for the main reason of the conflict that occurs between work and family life, an existing disagreement between roles of the individual towards his/her work and family can be indicated. Accordingly, work – family life conflict is determined via the result of an inconsistency between the role internalized as a requirement of being a member of an organization and the role internalized as being a member of the family (Efeoglu and Ozgen, 2007: 238). This is because the roles related to both work and family are prime roles that the individual undertakes, and the responsibilities assumed concerning these roles keep the whole life of the person under control (Ozdevelioglu and Aktas, 2007: 5).

Work – family conflict can generally be identified as an inter-role conflict in which the role demands stemming from one domain (work or family) are incompatible with role demands stemming from another domain (family or work) (Greenhaus and Beutell, 1985: 77).

Similarly, according to Carlson et al., (2000: 249) work-family life conflict is the state that causes a role conflict as a result of some incompatibilities between work – family life pressure that the person feels for his/her roles stemming from role clashings.

Concerning work and life process analysis, the reasons that effect the stemming of the conflict depends on the characteristics of the person with himself/herself, with his/her family and with his/her work. Hence, the factors that cause work – family life conflict are analysed in three groups (Çarıkçı, 2001: 4-5; Pasewark and Viator, 2006: 148-149; Ofluoğlu et al, 2009: 166-168).

- Personal Characteristics: gender, personality, age
- Characteristics concerning work life: long and irregular working hours, overtime, low wage, negative attitude of the top management, stringent working schedules
- Characteristics concerning family life: commitment to family life, excessive time spent outside work, shortage of family support, interfamily conflicts, excessive number of children

How work-family conflict may occur and under which forms it may arise is researched in a variety of ways. When the literature is examined it is seen that there are three types of work – family conflict. These are **time-based** work-family conflict, **strain-based** work-family conflict and **behavior-based** work-family conflict(Greenhaus and Beutell, 1985: 77-81; Netemeyer et al., 1996: 401; Carlson et al., 2000: 250).

It is appearent that all kinds of conflict and negative situation that take place related to work and family life will create bad effects. These kind of conflicts will effect both the working life and the family life of the individual adversely. Besides, work-family conflicts may also cause adverse effects on the individual's physical and psychological health. Mullen et al., (2008: 199), range the adversaries of work-family conflicts that develop on individual's physical and pscyhological health as excessive stress, general psychological strain, alcoholism, bodily and psychological breakdown, exhaustion and depression, increase in drug use. Another research performed on the effects of work-family conflict on the physical health of the individual is achieved by Frone et al., (1997). For the results of this research, work-family conflict influences the physical health of an individual negatively, arousing increase in blood pressure, hypertension and inciting depression. Nevertheless, according to the research results, a positive connection is established between work-family conflict and excessive alcohol consumption.

A lot of consequences may also arise from the perspective of the organizations that the individual is included, with concern to the conflicts that will arise between work and family life. Carlson et al., (2000: 268) state that work-family conflict will give rise to fall in job satisfaction and organizational commitment, fall in quality of life, thus causing decline of life satisfaction and cause employee takeover rate to increase. In a similar manner the study conducted by Netemeyer et al., (1996) asserts that work-family life conflict decreases

work satisfaction and organizational commitment, and work and private life satisfaction, as well as lessening the happiness in relationships, as oppose to increasing the individual's sufferance from role-conflict, ambiguity of role and intention of withdrawal from work.

The consequences that work-family conflict may arise from the perspective of individuals and organizations, can be summarized as decrease in life satisfaction, fall in organizational commitment, reduction of career satisfaction and commitment, increase in desire to withdraw from employment, lessening interest in work and family, an increase in work stress and work satisfaction, taking no responsibility at work, increase in stress and exhaustion, fall in performance (Ofluoglu et al., 2009: 170).

When the consequences of work-family conflict are analysed, it becomes clear that various negative effects engender from the perspective of both the individual himself, and the individual's family as well as from the perspective of the organization which the person is included. So, it may be argued that work-family conflict effects the whole life of an individual, as well as causing the individual's life quality to drop(Ofluoglu et al., 2009: 170).

It will not be wrong to say that work-family life conflict effects the personal happiness and life satisfaction of the workers directly. Besides, this kind of conflicts, have direct effect on work stress, job satisfaction and organizational commitment from the perspective of the organization the individual is positioned. Generating feasible human resources policies, materializing organizational arrangements and applications is significant in order to conduct work-family life conflict effectively. Thus, it is important to determine at what direction and degree the manner and behaviour concerning their work is affected by the level of work-family life conflict of the workers who work in businesses operating in different institutional environments and markets.

Mobbing (Psychological Harassment At Work)

The word 'mobbing'is derived from the Latin word "mobile vulgus" which means: mass of people with tendency towards violence; unstable crowd. The word which stems from "mob" in English, meaning crowd with tendency towards excessive violence, implies forming an activity at workplace against someone, making emotional attacks or psychological bullying (Leymann, 2010).

The word 'mobbing' was first used in 1960s by Australian scientist Konrad Lorenz, who was analysing animal behavior. Lorenz used the term mobbing to identify the behavior of the animals that they performed to frighten away an outsider or an enemy hunting. Afterwards, Doctor Heinemann who was analysing the relationships of the children outside school, used the term mobbing to define frightful behaviour of the children towards a lonely child (Leymann, 1996: 167).

The concept of mobbing began to be used to identify the offensive behaviours between the individuals in workplaces following the 1980s. The first person who used the concept in order to analyse the relations between employees in work life became Heinz Leymann. Leymann used the term mobbing to define the behaviour of constrain, violence and intimidation in work life. According to Leymann, psychological terror or mobbing involves continuous hostile or unethical behaviour of one or more individuals in work life to put a co-worker into helpless and vulnerable position (Leymann, 1996: 167 – 168).

Mobbing stands as one of the excessive forms of source of social stresses in work life. Apart from other sources of social stresses, mobbing emerges in the form of long term, violent strife (conflict) condition that aims a particular individual and encompasses systematic harrassing behaviour (Zapf, 1999: 70; Einarsen, 2000: 380).

In our time, concept of mobbing is defined differently by various writers. Leymann (1996: 165) defines mobbing *as applications of systematically hostile and unethical behaviors and activities enforced by more than one person towards another person pushing the person into an unaided and vulnerable position*. As for Zapf (1999:70) mobbing means ostracising a person outside the social environment or humiliating someone by employing the person below his/her position in the workplace and assigning below the person's capacity by behaving abusively, tyrannously and agressively in the workplace against the person. Einarsen (2000: 380), on the other hand, identifies the concept as all situations that encompass an employee, a supervisor or an administrator to incur systematic and continuous misdemeanor and to be exploited by a co-worker, a subortinate or an administrator.

Within the scope of these definitions mobbing is identified as psychological and even physical offensive behaviors that take place in a workplace, by one or more individuals, towards one or more persons, with a systematic, inimical, and unethical approach, which continues for long terms, for a

variety of reasons, aiming to intimidating the person, which is applied to break down the self confidence of the person.

Cusack (2000: 2118) indicate that there are three common aspects of the definitions related to the concept of mobbing. These are the effects of mobbing activity on the maltreated, regardless of the intention of the perpetrator of mobbing, the level of harm and the negative outcomes of these effects on the maltreated, and the continuity of the mobbing behaviour.

Mobbing and other similar behaviours have been known for a long time, however they are shunned to be revealed or they are disregarded. Especially, fear of the workers to lose their jobs or to be dismissed because of economic crises, create the outcome where these people have to consider mobbing as a means to endured mobbing. Due to this reason workers try to resist mobbing which turns into a torture. This situation, by encouraging the perpetrators of mobbing even more, turns the case almost into a paradox. As a consequence, the effects of mobbing becomes tougher and tougher (Paksoy, 2007: 10). Leymann points out that the individuals confronting mobbing often endure these assaults and they do not resign on short notice. The reasons for this, according to Leymann (1996: 174) are situations like the aging of the individuals or not having adequate skills to be able to find another job.

Mobbing, is a kind of psychological terror applied in the form of assaults repeated by other employees or employers and the process of mobbing commences by the person's incurring mobbing, as the target of a disrespectful and harmful behavior (Işık, 2007: 47). Leymann (2010)makes 45 different mobbing behavior definitions and collects these under five headings. These are; blocking the means of communication of the sufferer, preventing the sufferer from the possibility of accomplishing social relationships, acting derogatively to infringe the sufferer's reputation, acting to inhibit the professional life of the sufferer and committing acts that will influence the physical health of the sufferer negatively.

Physical, mental, and psycho-somatic health problems are the main problems commonly seen as a result of mobbing. As an example to these problems, stress, depression, declining self reliance, self accusation, developing fobia, sleep disorders, digestion and muscular system disorders can be listed (Işık, 2007: 58). Gül (2009:517), emphasizes that the effects of mobbing on health show up in three phases. In the first phase, crying frequently and without cause, sleep disorders, short temper, and difficulty in concentration are observed. In the second phase symptoms such as hipertension, stomach complains, depression, unwillingness to go to work, tardiness are added. As for the third phase, the intensity of depression increases, panic attack and state of anxiety develops. Also in the last phase accidents and tending to commit suicide can be seen.As for the other problems the individuals who are subject to mobbing will face outside health concerns are lined up as follows: work alienation, increase of discord with collegues, decrease of productivity, decreasing dedication, diminishing life and work quality, concerns with social relationships, mistrust towards   co-workers or administrators, intending to resign from work. (Einarsen, 2000: 387; Solmuş, 2005: 10; Paksoy, 2007: 45; Gül, 2009: 518).

The organization itself is effected as much as the individuals from mobbing activities that arise within the organization. Mobbing has an impact on the total organization from the beginning to the end, arising a lot of unspecified disturbances, impacts and complications (Gül, 2009: 518). As the result of mobbing activities, organizational working environment deteriorates, productivity and efficiency standards cannot be achieved (Gül, 2006: 70). Leymann (1996: 174), indicate that mobbing activities have negative effect on organizational structure and deteriorate the psychosocial workplace medium. The possible organizational outcomes of mobbing are sorted as increase in production costs, increase in employee turnover rates and impaired motivation.

Mobbing is considered to be one of the psychosocial risks that businesses and workers undergo. Whether they realize or not, a lot of individuals in working life are exposed to mobbing. Besides this, physical and mental health of an individual deteriorates, problems related to work life occurs and organizational life quality fails as a result of mobbing.   Therefore, it may be asserted that the main activities to fight against mobbing is to provide all the workers and administrators within the organization to understand the importance of this matter and get them trained in this subject. Accordingly, manipulation of mobbing, one of the recent psychosocial risks we are confronted with, and methods of struggle against mobbing pose a significant importance both on the part of organizations and individuals.

Manipulation of Psychosocial Risk Factors

Preventing or minimizing psychosocial risk factors, is likely to depend on developing organizational policies aimed at preventing the risks, basicly by convening businesses, labourer and employers union and state institutions together. Following this, the policies constituted must be converted to practices at the level of administration and must be developed systematically (Leka and Cox, 2008: 48).

When compared to physical risks, lessening psychosocial risks are rather related to the development of the medium of work and contribution (HSE, 2010). The necessary strategies for the businesses to be able to administer the psychosocial risk factors may be summed up like the following (IAPA, 2007);

- Encouraging the participation of workers in managerial decisions,
- Provision of justice in administrative applications and implementations of organizational policy,
- Providing a fair distribution of income in the organization,
- Training and developing managers on the subjects of communication and human relations,
- Providing flexitime work schedules,
- Putting the applications aimed at providing a balance between work and family life into effect and establishing the culture which supports this,
- Showing appreciation towards boosting work efforts of workers,
- Enabling all workers to respect to each other in the workplace environment,
- Work satisfaction of workers must be regularly evaluated and arrangements must be made pursuant to outcomes,
- Problems aggrevating workload of workers must be determined and prevented.

The European Framework For Psychosocial Risk Management Report(PRIMA-EF) published by Leka and Cox (2008) aims at applications related to the management of psychosocial risk factors within the European Union both at national and organizational level. With reference to this report, five important activities must be respectively applied for the management of psychosocial risks. These are: to review identified workforce, working environment and activities implemented within the organization, to evaluate the risks in order to better understand better the nature of the concerns and the underlying reasons of the concerns that arise, to evaluate the activities applied and the effective and careful management of the process (Leka and Cox, 2008: 4).

Operational policies developed for the purpose of establishing the management of psychosocial risk factors convey a message to both the workers and the stakeholders implying that the enterprise stresses importance on these issues and implements significant applications to prevent them. All the phases of psychosocial risk management has to be organized and implemented by the participation of the major stakeholders and if appropriate by the backing of experts (Leka and Cox, 2008: 48).

Conclusion

Human resources is the most important factor that leads a corporation to success or failure. For the businesses to bring the most advanced technologies or to make investments that require serious costs does not mean that they will be successful. The success of a business may only be possible by retaining the human resource that acquires the skill of using these technologies. In order to be able to fight back against the new psychosocial risks that currently arise, job descriptions and targets concerning the performances of all workers have to be clearly assessed. As expectations from workers, hierarchical set up, inter-organizational interaction, responsibilities of the employees to one another and to the management are not identified well enough in a lot of establishments where ambiguities arise and misunderstandings of workers provoke tension and unrest. Inter-corporational link channels must be developed; the way to establish an effective and positive communication must be paved. Besides these, motivating workers by means of appreciating their success leads to a peaceful establishment of working environment.

From the workers' point of view, a concept of change is always frightening. In the present competitive environment, to follow the improvements closely and to be able to move on to the new direction has become indispensable for the establishments. The ability of establishments to adapt themselves to the new developments can be possible by the participation of the workers in the developments. Yet, workers can not get adapted to new developments in a lot of establishments. The

underlying reason is the resistance to change. To overcome this resistance workers have to be allowed to express their concerns, the areas which the workers find change difficult must be understood and they have to be granted respite to be convinced why change is necessary on the issues and of course they must be provided with an agreeable training period planned to adjust to the new changes.

Managers of businesses must be well-informed on the issues of organizational targets and policies and they must give importance to the expectations of the workers, and they must remove the obstacles for the workers to express themselves. The feedback obtained through communication with the workers has to be scrutinized effectively by the managers. As the concept of authoritarian concept of management diminishes in the world as well as in Turkey, management concepts in which the satisfaction level of workers become crucial gain importance. A successful manager has to make the arrangements thereafter which provide the satisfaction levels of the workers to rise. In case of organizational impact the circumstances have to be analysed thoroughly, the factors that lead to the organizational conflicts have to be assessed and the existing conditions have to be managed for the benefit of the establishment.

Currently, the success of establishments highly depends on workers. Therefore, it is crucial that workers get training that enables them to adopt organizational targets to gain organizational culture and to have effective communication skills. However, as in people's lives workplaces, working relationships and achievements in workplaces hold a crucial place, getting satisfaction from working place environment is becoming more and more important. For this reason very conscientious efforts are directed to the employee satisfaction in a lot of establishments.

Businesses are bound to develop new methods in the struggle with psychosocial risks which have negative impact on the effect of human capital in working life to maintain their organizational lives in an ever increasing competitive environment.

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