

## A research on mobbing behaviors football trainers face in club environment

Recep CENGİZ<sup>1</sup>, I. Fatih YENEL<sup>2</sup>, Hakan SUNAY<sup>3</sup>

<sup>1</sup> Department of Physical Education and Sport, Harran University, Şanlıurfa, Turkey (e-mail: rcengiz1965@gmail.com).

<sup>2</sup> Department of Physical Education and Sports, Gazi University Ankara, Turkey.

<sup>3</sup> Department of Physical Education and Sports, Ankara University, Ankara, Turkey.

### Abstract

The aim of this study was to determine the perceptions of football trainers about mobbing according to their age groups, license types, graduation levels and training years. In this research, the Negative Acts Questionnaire (NAQ), which was developed by Einarsen, Raknes, Matthiesen and Hellesoy, adapted to Turkish by Cemaloğlu (6), applied to 754 trainers participating in the seminars within the cities of Ankara, Batman, Denizli, Diyarbakır, Elazığ, Gaziantep, Mardin, Tokat and Samsun whichin the trainer development seminars were organized jointly by the Turkish Football Federation and Turkish Football Coaches Association in 2010-2011. The missing and faulty questionnaires were excluded from the study, and 515 ones were evaluated. The data from the questionnaire were analyzed by the reliability analysis and the non-parametric variance analysis. There were statistically significant differences in the sub-dimensions of the negative acts scale between their age groups for football trainers ( $p<0.05$ ). By the statistical analysis, the youngest age group (19-29) of football trainers was subjected to negative acts much more than the other age groups were detected. On the other hand, the perceptions of mobbing for football trainers were not significantly different in terms of their training years and graduation levels ( $p>0.05$ ). As a result, it is possible to say that if sportive expectations are not met in football clubs, the pressures of football club managers, media or supporters may negatively affect on football trainers. Hence, the research findings show that the behaviors of mobbing can be evaluated as features peculiar to football, and mostly the youngest trainers are influenced by this situation.

**Keywords:** Football club, trainer, mobbing.

### Futbol antrenörlerinin kulüp ortamında karşılaştıkları yıldırma (mobbing) davranışları üzerine bir araştırma

#### Özet

Bu çalışmanın amacı, futbol antrenörlerin yıldırma algıları bakımından yaş grupları, lisans türleri, mezuniyet durumları ve antrenörlük yıllarına göre bir farklılık olup olmadığını belirlemektir. Araştırmada, 2010-2011 yılı Türkiye Futbol Federasyonu ve Türkiye Futbol Antrenörleri Derneği tarafından ortaklaşa düzenlenen antrenör gelişim seminerlerinin yapıldığı Ankara, Batman, Denizli, Diyarbakır, Elazığ, Gaziantep, Mardin, Tokat ve Samsun bölgelerinde seminerlere katılan 754 antrenöre, Einarsen, Raknes, Matthiesen ve Hellesoy tarafından geliştirilen, Cemaloğlu tarafından Türkçeye uyarlanan, olumsuz davranışlar (Negative Acts Questionnaire) anketi uygulanmıştır. Eksik ve hatalı anketler çıkartılarak 515 anket değerlendirilmeye alınmıştır. Antrenörlerin yaş grupları arasında olumsuz davranışlar ölçeğinin alt boyutlarında istatistiksel olarak anlamlı bir fark bulunmaktadır ( $p<0.05$ ). Bu yaş gruplarının ortalama sırası incelendiğinde alt boyutların tamamında 19-29 yaş grubunun yüksek oranda, yıldırmaya maruz kaldığı anlaşılmaktadır. Antrenörlerin çalışma yılı ve mezuniyet durumları arasında istatistiksel olarak anlamlı bir fark bulunmamıştır ( $p>0.05$ ). Sonuç olarak, futbol kulüplerinde sportif beklentilere cevap verilemediği durumlarda yönetici, medya veya taraftar baskısının antrenörler üzerinde etkili olduğunu söylemek mümkündür. Bu açılardan değerlendirildiğinde araştırma bulgularının ön plana çıkardığı yıldırma davranışlarının futbola özgü özellikler taşıdığı ve bundan en fazla genç antrenörlerin etkilendiği söylenebilir.

**Anahtar Kelimeler:** Futbol kulübü, antrenör, yıldırma.

## INTRODUCTION

In the organizational structure of football clubs, many different factors such as economical problems, role-conflict in club, relations between footballer, supporter and sports media which have impacts on negative experiences of trainers can be mentioned. One of these factors is mobbing. According to Leymann (22), mobbing is to be emotionally harassed, exposed to unfair accusations, indignities, suffered from general disturbances for an employee or a group by other employees, and then to be inactive for working.

The researches about mobbing reveal that an employee or a group is emotionally disturbed in a systematic way due to psychological pressures which the factors such as jealousy, intolerance, antipathy, competition, different personalities, races and opinions cause (8,25,15,32,11,23).

As Leymann (22) describes this process as emotional abuses, unfair accusations, insulting behaviors, slanders, general disturbances for an employee or a group by other employees and finally inactiveness. According to some research results, when persons' psychological pressure levels increase, the possibility of developing negative behaviours increases in psychological, physical and social aspects because of these pressures (2,6,7,16).

Based on the reasons of mobbing or the mobbing results from which conditions and factors, above mentioned explanations and evaluations firstly show that violence is a multi-dimensional case. In this process, mobbing behaviors are cases which can occur in all sport clubs without considering any league and status differences, football clubs which are groups including individuals' relations and group dynamics, producing their own values, are activity fields to analyze mobbing effectively (31).

Mobbing behaviors experienced in the football field have not been determined in a detailed way up to now, which requires such a work to be done. In this context, the frequency for these types of actions directed to trainers has been examined; in football clubs the existence and characteristics of this case have been determined here.

From this viewpoint that research findings would guide the relevant persons to observe at which dimensions and frequencies the football trainers face mobbing actions and to create a productive working environment in the football

clubs, the purpose of this study was to determine whether the mobbing perceptions of the football trainers differ in age groups, license types, graduation levels and training years.

## MATERIAL & METHOD

### Research Model

The research intended to describe football trainers' perceptions about mobbing. Without making any change for the subjects' existing characteristics with a screening model in this study, data were collected and the current situation was determined.

### Respondents

The scope of study consisted of total 754 trainers from the cities of Ankara, Batman, Denizli, Diyarbakır, Elazığ, Gaziantep, Mardin, Tokat and Samsun, participating in the trainer development seminar held in partnership with the Turkish Football Federation and the Turkish Football Coaches Association in 2010–2011. The sample included 515 trainers.

### Data Collection Tools

Within this study; the three sub-dimensional Questionnaire of Negative Acts including duty, intraorganizational communication and social relations, developed by Einarsen, Raknes, Matthiesen and Hellesoy, adapted to Turkish by Cemaloğlu (6) and made valid and reliable with a view to being performed in sports by Cengiz (7), was applied for determining at which levels mobbing was effective on the trainers in addition to the trainers' demographical information. The numbers of questions and item numbers in sub-dimensions of this scale were given at table 1. In the second section, there were total 6 questions regarding whether the trainers were exposed to mobbing, the ones were exposed to mobbing by whom, about the gender, years of training experience and duty process of practitioners.

### Data Analysis

In the analysis of data from the research, the SPSS 15 program was used. The reliability results of general and sub dimensions for the measurement used were given at table 2. Since the reliability of the measurement was found to be very high, analyses of advanced levels were done. Since the variances of total points regarding the sub-dimensions of the

independent variables were homogenous in accordance with the Levene test statistics ( $p < 0.05$ ), the Mann Whithney U-Test for pair groups and the Kruskal Wallis H-Test for three groups or more than three groups were used with a view to analyzing if there was any difference based on the demographical variables of trainers in terms of sub-scale points of the negative acts questionnaire.

## RESULTS

In this section, the findings about the personal characteristics of the trainers involved in the sampling group were examined, the effects of mobbing on their lives were researched. When looking at table 3, it was seen that there were 45.2% trainers aged 40-49, 63.12% trainers from high school, 41.4% trainers having B license and 39.4% having 10-14 years of training experience.

As seen at table 4, it was understood that 15.1% of the trainers were exposed to negative acts.

**Table 1.** Sub-dimensions of Negative Acts Questionnaire (NAQ).

	Number of Questions	Item Numbers
Duty	9	3,4,11,12,15,17,18,19,21
Intraorganizational Communication	6	2,13,14,16,10,22
Social Relations	7	1,5,6,7,8,9,20

**Table 2.** Reliability values regarding negative acts scale.

	Sub-dimensions			
	All items	Duty	Intraorganizational communication	Social relations
Cronbach's alpha values	0.92	0.85	0.73	0.79

**Table 3.** Personal characteristics of trainers.

Variables	Groups	f	%
Age	19-29	19	3.7
	30-39	147	28.5
	40-49	233	45.2
	50+	116	22.5
Graduation Levels	Primary School	12	2.3
	High School	325	63.1
	Undergraduate	170	33.0
	Postgraduate	8	1.6
License Types	A license	139	27.0
	B license	213	41.4
	C license	146	28.3
	Goalkeeper trainer	17	3.3
Years of Training Experience	1-4	151	29.3
	5-9	148	28.7
	10-14	203	39.4
	15+	13	2.5

**Table 4.** Distributions of trainers exposed to mobbing.

Trainers	n	%
Exposed to negative acts	78	15.1
Not exposed to negative acts	437	84.9
Total	515	100

At table 5, it was also seen that there was a statistical significance between the sub-dimensions of duty, intraorganizational communication, social relations at the  $p < 0,000$  level and the mobbing perception while comparing the sub-dimensions of the questionnaire with regard to the trainers' exposure to mobbing. From these findings, it can be said that the relation between the Mobbing Perception and the Questionnaire Sub-Dimensions was in favor of the ones giving "no" answer.

**Table 5.** Comparison of sub-dimensions of Negative Acts Questionnaire in accordance with trainers' exposure to mobbing (Mann Whitney U test results).

Sub-Dimensions	Mobbing Perception	Rank Average	Rank Total	U	Z	p
Duty	Yes	195.82	67754.00	7723.000	-13.655	.000
	No	385.30	65116.00			
Intraorganizational Communication	Yes	200.44	69352.00	9321.000	-12.664	.000
	No	375.85	63518.00			
Social Relations	Yes	195.13	67513.50	7482.500	-13.827	.000
	No	386.72	65356.50			

**Table 6.** Personal characteristics of groups practising mobbing with regard to football trainers' perceptions.

Variables		Ones Practising mobbing														
		Age				Year of Working Experience				Duty						
		19-30	30-39	40-49	50+	1-4	5-9	10-14	15+	Manager	Teknik direktör	Trainer	Football Player	Supporter groups	Sport media	
		n	n	n	n	n	n	n	n	n	n	n	n	n	n	
Participants	Age	19-29	0	0	3	0	0	3	5	0	1	6	0	0	0	1
		30-39	2	2	13	2	1	7	21	0	9	24	2	2	2	0
		40-49	0	6	35	3	3	13	12	0	21	13	4	2	5	6
		50+	1	2	8	1	1	4	8	0	7	2	3	0	2	0
	Educational Background	Primary school	0	0	7	1	0	2	3	0	2	1	1	0	0	0
		High school	2	7	37	3	4	18	30	0	38	28	6	3	7	4
		Undergraduate	1	3	13	2	1	7	11	0	14	14	2	1	2	3
		Postgraduate	0	0	2	0	0	0	2	0	0	2	0	0	0	0
	Categories	A License	0	8	10	2	1	13	9	0	22	4	0	0	2	6
		B License	2	1	31	3	3	8	21	0	17	29	6	3	3	1
		C License	1	1	16	0	1	5	14	0	14	11	3	1	4	0
		Goalkeeper trn.	0	0	2	1	0	1	2	0	1	1	0	0	0	0
	Working Year	1-4	0	2	19	0	0	5	20	0	8	19	6	2	2	1
		5-9	1	3	12	1	1	7	15	0	18	15	1	1	3	0
		10-14	2	5	25	2	3	13	8	0	24	8	2	1	4	6
		15+	0	0	3	3	1	2	3	0	4	3	0	0	0	0

When examining data at table 6, among the groups practising psychological abuse, the technical directors aged 40-49 (44.87%) had the highest value (30.76%), the 10-14 years of working experience (26.92%). When analyzed their educational backgrounds, the experienced managers (48.71%) had the highest value with their graduation from high schools and the 10-14 years of working experience (30.76%).

mobbing were technical directors, and 38.7% were club managers. In a club environment trainers' working conditions, economical problems, fear of failure, motivational disorders, maximum responsibilities, depression, communication and anxiety problems are strong sources of stress, and can be said to cause mobbing (3,29,24,15).

When looked at the research findings, another group practising mobbing to trainers was managers with 38.7%. For managers who undertake in increasing the development level and productiveness of their clubs, working conditions, economical problems, fear of failure, maximum responsibilities, weak leadership, weak capacity of solving problems in a club, communication problems are strong stress sources, and these can lead to mobbing (33). According to Koçel (20), managers' adoption for a strict management style results from each manager's own management style and different priorities.

At table 5, the relation between the trainers' perceptions about mobbing and the sub-dimensions of duty, intraorganizational communication and social relations was statistically significant at the  $p < 0,000$  level in comparison of the questionnaire sub-dimensions with regard to their exposure to mobbing. From this viewpoint, it can mention that the relation between the mobbing perception and the sub-dimensions of the questionnaire is in favour of the participants giving no answers.

Managers and technical directors, management-related power is basic realities of clubs. Successes or failures in power use are based on how to consider power, where, when and how to use it. The researches concerning the organizational environment suggest that the organizational managers' behaviors are influential as a reason of negative situations employees experience because of their works (12,19,21). These data are parallel with our research findings.

At table 6, when looking at the personal characteristics of groups practising mobbing to the football trainers, it was clear that the technical directors had the highest value (30.76%), aged between 40-49 (44.87%) with the 10-14 years of working experience (26.92%) among the groups practising mobbing. According to these data, the

**Table 7.** Kruskal Wallis results for differences in sub-dimensions with regard to trainers' age variables.

	Age Groups	Rank Average	sd	$\chi^2$	P
Duty	19-29	353.13			
	30-39	274.33	3	23.398	.000
	40-49	264.82			
	50+	208.03			
Intraorganizational Communication	19-29	338.71			
	30-39	275.43	3	20.240	.000
	40-49	264.16			
	50+	210.33			
Social Relations	19-29	327.79			
	30-39	284.95	3	28.578	.000
	40-49	264.99			
	50+	198.38			

When following data at table 7, there was a statistically significant difference in the sub-dimensions of the negative acts questionnaire between the trainers' age groups ( $p < 0.05$ ).

## DISCUSSION

When examining at table 3, it was determined that of 515 persons participating in the study 45.2% were aged between 40-49, 28.5% were aged between 30-39, 22.5% were 50 and over it, 3.7% were aged between 19-29. Looking at educational backgrounds, 63.1% had a secondary education and 1.6% also had a post graduate education. In terms of team management, the education level of trainers can be said to be one of the important things which increase the quality of football. According to the types of training license, it was observed that 41,4% had B license, 28.3% had C license, 27% had A license and 3.3% had goalkeeper training. Moreover, it was found that 39.4% worked for 10-14 years, 29.3% worked for 1-4 years, 28.7% worked for 5-9 years and 2.5% also worked for 15 years and more in accordance with the years of training experience.

At table 4, 15.1% of the trainers were subjected to the negative acts, 43.5% of the persons practising

failure reveals that the technical directors exposed to the pressures of management, supporter and media prefer the method of compelling, limiting, prohibiting and threatening communication/relations. These viewpoints are supported by the studies as follows: (10,14,17,18,34).

When examining educational backgrounds, the managers (48.71%) graduated from high schools, and the experienced managers having the 10-14 years of working experience (30.76%) took the highest value. Throughout some research data, it was understood that the educational situations of persons practising mobbing and exposed to mobbing differed in work fields. For example, towards the research data by Cemaloğlu (6), Gökçe (13), Polat and Pakiř (30), the sector which has been commonly used, is an educational sector. Teachers and students are subjected to the mobbing behaviors of school managers. Dikmetař et. al (9) suggest that physician assistants are exposed to mobbing as well as employees in organizations and institutions reported by Ekřici (10), these research data support our view.

When following data at table 7, a significant difference was in the sub-dimensions of negative acts questionnaire between the trainers' age groups ( $p<0.05$ ). When average ranks of these age groups were examined, the group aged 19-29 was mostly subjected to negative behaviors in all sub-dimensions, however, the group aged 50 and over it was subjected to them at minimum frequency. When the trainers' ages increased, the negative acts were subjected at a lower level. When the age distribution was also analyzed, two different results were obtained. Within the studies supporting our findings (2,22), it was found that young employees were subjected to more mobbing. Furthermore, some studies (1,4,5,26,27,28,33) indicate that all age groups were affected by mobbing. These data show that mobbing at workplace is an important problem for employees at each age and threatens persons in all age groups. But it can be mentioned that the risk factor of young trainers are more than other age groups in football clubs. Mobbing; affects in-club relations in a negative way and creates a threat risk for sportive success making a club environment unpeaceful, stretched and stressful.

In conclusion, it is possible to say that if sportive expectations are not met in football clubs, the pressures of football club managers, media or supporters may negatively affect on football

trainers. Hence, the research findings show that the behaviors of mobbing can be evaluated as features peculiar to football, and mostly the youngest trainers are influenced by this situation.

## REFERENCES

1. Agervold M. Bullying at work: a discussion of definitions and prevalence, based on an empirical study. *Scandinavian Journal of Psychology*, 2007; 48: 161-172.
2. Aktop NG. Anadolu Üniversitesi Öğretim Elemanlarının Duygusal Tacize İliřkin Görüşleri ve Deneyimleri, Yayınlanmamış Yüksek Lisans Tezi, Anadolu Üniversitesi: Sosyal Bilimler Enstitüsü, Eskişehir, 2006.
3. Aksoy F. Yıldırmanın (Mobbing) Sağlık Çalışanlarına Etkisi, Doktora Tezi, Marmara Üniversitesi, Sağlık Bilimleri Enstitüsü, İstanbul, 2008.
4. Cahppell D. Di Martino V. Violence at work. *International Labour Organisation*, Geneva, 2006; 70.
5. Can Y. A Tipi ve B Tipi Kiřilikler Bakımından Mobbing Kiřilik İliřkisinin İncelenmesi ve Bir Uygulama, Yüksek Lisans, Kocaeli Üniversitesi, Sosyal Bilimler Enstitüsü, Kocaeli, 2007.
6. Cemaloğlu N. Okul yöneticilerinin liderlik stilleri ile yıldırma arasındaki iliřki. *Hacettepe Üniversitesi Eğitim Fakültesi Dergisi*, Ankara, 2007; 33:7-87.
7. Cengiz R. Profesyonel Futbol Kulübü Yöneticilerinin Dönüşümsel Liderlik Stilleri İle Kulüplerinin Örgüt Sağlığı ve Futbolcularının Yıldırma (Mobbing) Yařamaları Arasındaki İliřki, Doktora Tezi, Gazi Üniversitesi, Sağlık Bilimleri Enstitüsü, Ankara, 2008.
8. Davenport N, Schwartz RD, Elliott GP. *Mobbing*, Sistem Yayıncılık, İstanbul, 2003.
9. Dikmetař E, Top M, Ergin G. Asistan hekimlerin tükenmiřlik ve mobbing düzeylerinin incelenmesi. *Türk Psikiyatri Dergisi*, 2011; 22:1-15.
10. Ekřici ř. Kurum ve Kuruluşlarında Psikolojik Taciz (Mobbing) Eylemleri ve Çalışanların Motivasyonu Üzerine etkisi, Yüksek Lisans Tezi, Selçuk Üniversitesi, Sosyal Bilimler Enstitüsü, Konya, 2009.
11. Einarsen S, Matthuesen SB, Skogstad A. Bullying, burnout and well-being among assistant nurses. *Journal of Occupational Health and Safety - Australia and New Zealand*, 1998; 14: 563-568.
12. Fettahlıođlu O. Örgütlerde Yıldırma (Mobbing): Üniversitelerde Bir Uygulama, Dokuz Eylül Üniversitesi, Sosyal Bilimler Enstitüsü, Doktora Tezi, İzmir, 2008.
13. Gökçe TA. İş Yerinde Yıldırma: Özel ve Resmi İlköğretim Okulu Öğretmen ve Yöneticileri Üzerinde

- Bir Araştırma, Doktora. Ankara Üniversitesi, Eğitim Bilimleri Enstitüsü, Ankara, 2006.
14. Gülen Ö. The Relationship between Personality and Being Exposed to Workplace Bullying or Mobbing, Yüksek Lisans Tezi, Marmara Üniversitesi, Sosyal Bilimler Enstitüsü, İstanbul, 2008.
  15. Hubert A. Veldhoven M. Risk sector for undesirable behavior and mobbing. *European Journal of Work and Organizational Psychology*, 2001; 10: 415-424.
  16. İyem C. Futbolda mobbing: Sakaryaspor A.Ş. örneği. Sakarya Üniversitesi. XV. Ulusal Yönetim ve Organizasyon Kongresi Bildiriler Kitabı, Sakarya, 2007; 919-938.
  17. Kaygısız S. Rol Çatışması, Psikolojik İklim ve Mobbing Kavramları Arasındaki İlişkiler: Bir Kamu Hastane İşletmesinde Uygulama, Yüksek Lisans Tezi, Eskişehir Osmangazi Üniversitesi, Sosyal Bilimler Enstitüsü, Eskişehir, 2010.
  18. Karavardar G. İş Yaşamında Psikolojik Yıldırma ve Psikolojik Yıldırma Direnç Gösteren Kişilik Özellikleri, Doktora Tezi, İstanbul Üniversitesi, Sosyal Bilimler Enstitüsü, İstanbul, 2009.
  19. Kirel Ç. Örgütlerde Mobbing Yönetiminde Destekleyici ve Risk Azaltıcı Öneriler. *Eskişehir: Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 2007; 7(2):332-334.
  20. Koçel T. İşletme Yöneticiliği. 9.Baskı. İstanbul: Beta Basım Yayın, 2001.
  21. Kök SB. İş yaşamında psiko-şiddet sarmalı olarak yıldırma olgusu ve nedenleri. *Erzurum: Atatürk Üniversitesi İ.İ.B.F.*, 14. Ulusal Yönetim ve Organizasyon Kongresi Bildiriler Kitabı, 25-27 Mayıs 2006; 433-448.
  22. Leymann H. The content and development of mobbing at work. *European Journal of Work and Organizational Psychology*, 1996, (5):2,165-184. <http://www.ebscho.com>. (17.11.2011).
  23. Leymann H, Gustafsson A. Mobbing at work and the development of post traumatic stress disorders. *European Journal of Work and Organizational Psychology*, 1996; 5, (2): 251- 275, <http://www.ebscho.com>. (17.11.2011).
  24. Mikkelsen E, Einarsen S. Relationships Between Exposure To Bullying at Work and Psychological and Psychosomatic Health Complaints: The Role of State Negative Affectivity and Generalized Self-Efficacy. *Scandinavian Journal of Psychology*, 2002; 43: 397-405.
  25. Oluremi B. Ayoko, Victor J. Callan, Charmine E.J.Hartel. Workplace conflict, bullying, and counterproductive behaviors. *The International Journal of Organizational Analysis*, 2003; 11,(4): 283-301.
  26. Orhan U. Akademisyenlere Uygulanan Psikolojik Taciz'in (Mobbing) Nedenleri ve Etkileri; Mustafa Kemal Üniversitesi Örneği, Yüksek Lisans, Gaziosmanpaşa Üniversitesi, Sosyal Bilimler Enstitüsü, Tokat, 2009.
  27. Quine L. Workplace Bullying In Junior Doctors. 2002; 324:878-879. [www.bmj.com](http://www.bmj.com), 21.11.2010.
  28. Parkins IS, "The Influence of Personality on Workplace Bullying and Discrimination", *Journal of Applied Social Psychology*, 2006; 36: 2554-2577.
  29. Pranjić N. Males-Bilić L. Beganlić A. Mustajbegović J. "Mobbing, Stress, And Work Ability Index Among Physicians In Bosnia And Herzegovina: Survey Study". *Med Lav. Mar-Apr; 2006; 97, (2):160-4*.
  30. Polat O. Pakiř I. Mobbing: işyerinde psikolojik taciz. *Acıbadem Üniversitesi Sağlık Bilimleri Dergisi*, Ekim 2012; 3: (4), 211-217.
  31. Tozođlu E. Farklı Spor Dallarında Görev Alan Antrenörlerin Liderlik Özellikleri ve Bu Özelliklerinin Bazı Deđişkenlerle İlişkileri, Yüksek Lisans Tezi. Atatürk Üniversitesi Sosyal Bilimler Enstitüsü, Erzurum, 2003.
  32. Zapf D. Organizational, work group related and personal causes of mobbing/bullying at work. *International Journal of Manpower*, 1999; 1: 70-85.
  33. Zapf D, Einarsen S. Bullying in the workplace: recent trends in research and practice- an introduction. *European Journal of work and Organizational Psychology*, 2000; (10): 4, 369-373. <http://www.ebscho.com>.25.12.2011.
  34. Zorel Fİ. Örgüt Sağlığını Tehdit Eden Bir Olgu Olarak Yıldırmanın (Mobbing) Engellenmesinde Örgüt İçi İletişimin Rolü, Yüksek Lisans Tezi. Ege Üniversitesi Sosyal Bilimler Enstitüsü, İzmir, 2009.