THE MEDIATOR ROLE OF ETHICAL CLIMATE PERCEPTION ON THE RELATIONSHIP BETWEEN CYBERBULLYING VICTIMIZATION AND TURNOVER INTENTION: A RESEARCH ON REMOTE WORKERS

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ABSTRACT

Purpose- The more inclusion of information communication technologies in business life has also brought a new type of bullying which is cyberbullying. Traditional bullying has evolved into cyberbullying behavior in working life as a result of the increase in communication through information technologies with the increase in the remote working system and virtual work environments. In previous studies, the effect of cyberbullying on turnover intention was examined. Nonetheless, the mediating role of ethical climate in the relationship between these two has not been examined. This research is aimed to examine the association between cyberbullying victimization and turnover intention and to determine whether ethical climate perception performs as a moderator in that relationship.

Methodology- A qualitative study was carried out and purposive sampling method and snowball technique were used to obtain a sample of 204 white-collar workers who are working remotely at least 1 day a week outside of the office and working mainly in İstanbul and Kocaeli in Turkey. The analysis of data were done by using SPSS program.

Findings- The results showed that there is a positive relationship between cyberbullying and turnover intention, and ethical climate perception has a mediating role in this relationship.

Conclusion- This paper showed how critical the concept of cyberbullying is for organizations in business life by showing the relationship between intention to leave and cyberbullying victimization and the mediating role that the perception of ethical climate may have in this relationship. Moreover, this study has made practical contributions about how important ethical codes in companies are to ensure that employees do not leave their jobs by trusting the organization when they are exposed to negative behavior such as cyberbullying.

Keywords: Cyberbullying, cyberbullying victimization, ethical climate, turnover intention, remote workers
JEL Codes: J24, J81, M14

1. INTRODUCTION

Social interactions, friendships, and even job descriptions have begun to change as a result of the daily improvement of information and communication technologies (ICT). With the rapid expansion of the internet and networks, time and space boundaries have disappeared. Society and organizational structure have changed. In the face of this new form of society, definitions such as "industrial society", "post-industrial society" or "information society" that we have come to use throughout the 20th century are no longer sufficient. Since the digitalization of everything creates a new social structure, traditional socialization has left its place to online life opportunities. The concept of "network society" which is created by Manuel Castells can help us explain today's new social organization. Castells argued that society is socially and economically regenerated through information communication technologies (Castells, 2004:55).

Communication in today's workplaces is increasingly made by electronic devices such as e- mails, WhatsApp, zoom, skype, webex or that kind of social media platforms. With new information communication technologies, we are experiencing a freedom that we have not witnessed before and also we are going through an addiction experience that we have never gone through before. Just as traditional face-to-face communication may present new challenges, this time individuals have started to be exposed to some threats and negative social behaviors. Even though ICT is so effective in the productivity of modern

businesses, it also prepares the ground for negative communication and increases the possibilities of cyberbullying behavior in workplaces (Farley et.al, 2016).

Though there is various research on cyberbullying between adolescents and children, research on the concept of cyberbullying in business life among adults and its possible work-related outcomes are somewhat new in the literature. But, with the increase in the remote working system and the virtual business environments, cyberbullying behavior in the workplace is quickly emerging as a popular theme in literature. That's why, the investigation of the features and predictors of workplace cyberbullying is so important in terms of human resource management and organizational behaviour. To date, researchers have examined workplace cyberbullying in different frameworks such as gender and organizational position side (Forssell, 2019), perceptions of cyberbullying by both victims and perpetrators (Zhang & Leidner, 2018), possible negative outcomes of cyberbullying behavior for business organizations (Muhonen et.al, 2017), victimization of cyberbullying at work and its effects on stress and well-being (Celuch et.al, 2022), effect of cyberbullying on organizational ostracism (Öztırak & Orak, 2022).

While the prior descriptions appear to indicate that cyberbullying within the online setting is simply a limitation of the conventional meaning of bullying, that is not quite right. There are additional viewpoints that must be taken into account in the online environment where cyberbullying occurs to completely understand this issuance (Vranjes et al., 2017). With increasing use of digital communication methods within the business has become easily accessible in every aspect of life. It is so important to maintain moral behavior and digital ethics perception online (Gümüş et.al, 2023). In this direction, how to draw the framework of this communication without contravene the personal space of the individual became a major issue. Policies that especially forbid cyberdeviance behaviour might be advantageous for organizations (Stich, 2020). Consequently, this study aims to attach to the body of literature in this field firstly by examining the relationship between cyberbullying victimization and ethical climate perception to detect whether a negative frame about the ethical climate of the organization they work for is formed in their minds when employees are victimized by cyberbullying. On this point, it is aimed to show companies how important ethical codes are and what can be done to prevent such negative behaviors. Secondly, we believe by showing that cyberbullying will lead to the loss of manpower, which is the most important value of organizations, and by showing the mediating effect of the ethical climate, both to contribute to the literature and to ensure that organizations take preventive measures in this regard as soon as possible.

2. LITERATURE REVIEW

2.1. Cyberbullying

The concept of cyberbullying has been interpreted in different ways by many researchers. According to Zhang and Leidner (2018), workplace cyberbullying is when a worker is subjected to unfavorable treatment over a prolonged period of time by superiors, subordinates or coworkers via electronic forms of contact in a setting where the perpetrator has more power than the victim. In simple explanation, cyberbullying is malicious content sent intentionally and repeatedly through electronic text sent by means such as computers and mobile phones (Hinduja & Patchin, 2008:131). According to Privitera and Campbell (2009) being bullied in the workplace is defined as behaviors that disrupt the balance of the individual, negatively affect his / her job, disturb, humiliate, and scare.

Although cyberbullying has similar characteristics with traditional bullying in terms of its consequences or antecedents, it should be examined differently due to the medium in which it actually takes place. Because it contains different characteristic features within itself. According to Olweus (1993) definition, the three basic characteristics define the phenomena of bullying: It is violent conduct or purposeful harmdoing that is (a) committed frequently over time (b) in a relationship where there is an power imbalance (c). Cyberbullying involves the same behaviors as traditional bullying, including receiving threats and insults delivered through various online interactions, e-mails, text messages etc. These online practices may fall under the purview of bullies, indicating that traditional habits may extend to cyberbullying. However, if victims of cyberbullying frequently exclusively suffer these online harms, then cyberbullying may in fact be a unique type of victimization (Randa et al., 2015).

There are a number of theories and studies that try to explain what makes face-to-face communication distinct from online communication. Four cyber characteristics which are invisibility, anonymity, asynchrony and publicity seen as main features that affect cyberbullying behavior (Zhang & Leidner, 2018). Firstly, lack of visible social cues may prevent individuals from seeing the result of their behavior or help them deliberately ignore it. Secondly, in traditional bullying the perpetrator generally known by both victim and audience. However, in cyber world, individuals can hide or excamb their original identity and stay anonymous. These situations allow themselves both psychologically and physically from their negative and aggressive behavior to victim. With this way, they can hide their professional face from real-life face. Thirdly, asynchrony means that temporal separation between sender and receiver. That is, unlike traditional bullying, where feedback can be seen face-to-face and instantly, cyberbullying is in an nonsimultaneous environment and there is a tardiness in feedback. As a result, asynchronous communication may also encourage user behavior that they would not otherwise exhibit in person (Forssell, 2019: 98). Lastly, when we look at he last cyber feature which is publicity, this may be most important features that

differentiate cyberbullying from face to face bullying because contrary to private communication between two people, in cyberworld. Especially in ESM (enterprise social media) cyberbullying, bullying behaviors can reach larger audience. Although an insulting or humiliating post shared on social media is posted anonymously, it can be seen by many audiences in social media, not just the target person. According to Vranjes et al. (2017:325) the intrusiveness of online communication is another crucial factor. Traditional bullying victims may avoid bullying action from their supervisors, subordinates or colleagues while at home. Online communication, however, makes it possible to blur the lines between the private and public spheres. Business and private life boundaries are blurred. Individuals can reach and communicate each other both at home and work. Anonymity of the perpetrator may therefore be anticipated to have a stronger detrimental influence on such encounters because of the characteristics of cyberbullying, which make it difficult to escape from the scope of prospective audiences (Slonje & Smith, 2008). Power imbalance is another most mentioned key feature in the literature when defining bullying behavior. Online dominance can be understood as possessing more sophisticated technological abilities (i.e availability of technological tools to create online content or anonym identity). As a result, bullying that takes place online is more complex than bullying that occurs in person (Dooley et al, 2009). Because, in traditional bullying power imbalance mainly occur social, psychological or physical opportunities.

2.2. Ethical Climate

Organizations are economic existences constituted to encounter the needs of people and to provide a certain profit. Notwithstanding, economic life and social life cannot be considered separately (Doğan, 2009:180). The fact that businesses cannot survive independently of the social environment and the employees who make up the businesses has pushed them to be sensitive both to their environment and to their employees who make up the organization, and to create a fair culture and order.

Conceptually, organizational business environment is seen to include ethical climate (Elçi & Kul, 2017:120). In other words, the organizational ethical climate demonstrates how the work carried out during the organization's activities is based on moral principles (Tuna et.al, 2014). When referring to a workplace, the phrase "ethical climate" address to the common, consistent, and psychologically purposeful opinions that workers hold about the moral standards and business practices of their organizations (Wimbush & Shepard, 1994; Schneider, 1975). According to Wimbush and Shepard (1994:638), these observations made by employees are used as a guide on how to perceive and resolve any ethical violation in the organization or if employees are in ethical dilemmas. In this context, the ethical climate perceived by the organization includes formal or non-formal expectations and processes followed for ethical issues (Victoret.al,1988:107). In this regard, organizational performance is influenced by a number of critical variables, including the ethical climate, which affects employee attitudes and internal relationships inside the organization (Yücel & Çiftçi, 2012:136). By creating an ethical climate in organizations, it is possible to create ethical behaviors and take ethical decisions accordingly (Elçi & Alpkan, 2006: 143).

The management of the company must demonstrate its appreciation of ethical ideals via its general policies and activities in order to create an ethical atmosphere inside the firm (Avçin et.al, 2021:11). The way the organization runs, the actions of its members, and the frequency with which these actions are taken by those members reveal the structure of the firm's ethical climate and how acceptable that environment is in the institution (Karagözoğlu et al., 2014: 35). Although there are many business climates within the organization, the ethical climate of the firm is critical in terms of shaping the ethical behavior of employees (DeConinck, 2011: 618).

2.3. Turnover Intention

In today's competitive organizational structure, it is not only difficult to attract new talents, but also to retain employees who continue to add value to the company. Because it is not easy to find qualified workforce in a competitive environment (Lim et al., 2008). Intention to leave the job; it is predefined as the probability of leaving the organization and the prediction of leaving behavior in the near future for the employee (Yaman et al., 2023:171). Similarly, the concept was defined by Mobley (1982) as the subjective estimation of the employee's likelihood of leaving their current institution in the near future. Özdemir and Özdemir (2015:336) defined the intention to leave the job as the desire of the employee to terminate the employment relationship with that institution as a result of not meeting the individual and organizational expectations. Therefore, it can be said that the intention to leave reflects the negative attitudes of the employee towards the institution they work for and turns into an active attitude in case they are not gratify with the institution they work for (Rusbult, et al., 1988:599; Yaman et al. 2023:171). Intention to leave has emerged as the most important antecedent of quitting the job in the literature (Tett and Meyer, 1993; Egan et.al, 2004).

Since turnover intention is one of the biggest antecedents of the act of leaving the job, if the intention of the workers to leave their job is determined beforehand and no action is taken and a solution is not offered, it will lead to loss of human resources in the organizations. Arnold and Feldman (1982) list five key elements that influence turnover intention. These include organizational characteristics (management style, organizational size and structure, wage, physical work environment), macroeconomic factors (economic development, labour market conditions), employee perceptions of their jobs (commitment, stress, contentment, etc.), demographic criteria (gender, age, education, experience, etc.) as well as personal

traits of the employee not related to work (family circumstances, spouse's employment and duties) (Arnold & Feldman, 1982:350). Since there are so many variables that affect turnover intention in organizations, finding the root cause is strategically important both short- and long-term plans of the organization.

3. HYPOTHESIS DEVELOPMENT

3.1. Cyberbullying and Ethical Climate

The ethical climate gives clues and signals about the practices of the firm perceived by the employees. Workplace bullying may occur as a result of ignorance or misuse of company policies because employee behavior is influenced and controlled by these policies. Individuals who disregard or misunderstand these policies may act aggressively and inappropriately toward other members of the organization. (Liu, 2020; Bulutlar & Öz, 2009). Farooq et.al (2021) developed propositions about the connection between young employees' bullying behavior in the workplace and ethical education. In this research, three ethical principles which are humanity, respect, and decency importance mentioned that these appear to be more pertinent for character development with regard to inter-personal and peer interactions. According to Farooq et al. (2021), the concept of harmony, humanity and respect are needed in today's hyper-connected world. The support of supervisors to the person being bullied is also a significant pioneer in shaping the perception of the person towards the organization (Farooq et.al, 2021). In a study by Hong et al. (2014) on Taiwanese workers in the high-tech manufacturing sector, the majority of the participants reported having severe psychological and social reactions in their work environment when they believed they were subjected to workplace cyberbullying.

The social climate of the workplace is negatively impacted by cyberbullying activity (Muhonen et al., 2017). Ethical climate is also conceptually regarded as a type of organizational business climate, not independent from it (Elçi & Kul,2017:120) that demonstrates how the work carried out during the organization's activities is based on moral principles (Tuna et.al, 2014). Therefore, these findings can also be seen in relations between cyberbullying and ethical climate. Research conducted by Yıldırımalp and Tur (2021), point out that employees were uncomfortable with the use of technological tools by employers, particularly the smart phone, as a control and pressure mechanism when they worked from home during the Covid-19. It is emphasized that a legal and ethical framework should be developed in this regard (Yıldırımalp & Tur, 2021). Therefore, individuals who are victims of cyberbullying by their superiors or peers in working life may cause distrust of the organization and the ethical awareness of individuals in the organization. Finally, it could have an impact on how the ethical atmosphere of the company is perceived. Based on these discussions, the following hypothesis is put forth:

H1: Cyberbullying victimization is negatively related to ethical climate perception.

3.2. Ethical Climate and Turnover Intention

Ethical climate is an important foundation for enhancing employees' sense of identity and connection toward the company (Gu et.al, 2013). Ethical climate may encourage a caring, professional, and fair environment, these environments are primary predictor of desire to leave the organization (Olayiwola, 2016). According to the ethical climate theory, principled climate, benevolent climate, and instrumental climate is frequently linked to turnover intention (Shafer, 2015). According to Hart's (2005:173) study on nurses, having an ethical workplace environment negatively affects employees' intention to quit. Fournier et al. (2010:7) discovered that ethical environment is a significant influence in turnover intention and that high-performing individuals, particularly in businesses with low ethical climate perception, have higher turnover intentions. Yaman's (2021) research displayed that perceptions of the ethical atmosphere have an impact on innovative work behaviour, job performance, and intention to leave. Erdirençelebi and Filizöz (2016) study aims to reveal that whether mobbing behavior affect bank workers' opinions of the ethical climate and their intentions to quit their jobs. Their results show that the ethical climate perceptions of the employees in the enterprises negatively affect their intention to leave. In the study of Ulrich et al. (2007:1708) on turnover intention, it was revealed that nurses' perception of climate as ethical and job satisfaction prevent turnover intention. Additionally, the study concluded that receiving support on ethical concerns makes black nurses who are dissatisfied with their jobs and considering leaving their jobs less likely to do so. Similarly, the finding of ethical norms in DeConinck's (2011) study is directly compatible with the finding that employees reduce turnover. The following hypothesis is put forth, which is based on these theoretical and empirical findings:

H2: Ethical climate perception is negatively related to turnover intention.

3.3. Cyberbullying and Turnover Intention

According to Geng et al. (2022), cyberbullying hurts both people and organizations. Its negative effects include anxiety, sadness, stress, burnout, increased physical and mental symptoms, job discontent, poor performance, low work engagement, absenteeism, and lastly higher intention to leave the company. These items are also determinants for voluntary turnover. According to the research conducted by Esen and Esen (2021) with 205 employees, it has been revealed that cyberbullying applied in the workplace affects burnout in a positive and meaningful way. There are studies showing that burnout is also positively related to turnover intention (Harrington et al., 2005; Huang et.al, 2003; Yoon et.al, 2010; Laily et.al, 2022).

Erdirençelebi and Filizöz (2016) study reveals that mobbing has a favorable impact on employees' intentions to quit. Put differently, when employees are exposed to mobbing, they intend to quit their job. The intention to leave employment and bullying were demonstrated to be significantly and consistently correlated, according to a study on how workplace bullying behaviors affect health professionals' intention to quit among private hospital employees (Sökmen & Mete, 2015). In a similar vein, Park and Choi (2019) discovered that perceived organizational support and workplace cyberbullying had a significant impact on nurses working in hospital settings in terms of both symptom experience and turnover intention. The following, which is based on these theoretical and empirical findings:

H3: Cyberbullying is positively related to turnover intention.

3.4. The Mediator Role of Ethical Climate on the Relationship between Cyberbullying Victimization and Turnover Intention

Ethical climate has an indirect effect on behavioral variables by influencing the decision-making criterion used by the individual (Gartner, 1991). The ethical climate gives clues and signals about the practices of the firm perceived by the employees. Workers are more likely to respect the company and have fewer intentions to leave when they believe that the ethical atmosphere in their workplace is more supportive of society and/or different stakeholders (Joe et al., 2018: 1063). But then, it is possible that the ethical climate perception of a person who has been victimized by cyberbullying will change first towards the organization. For instance, if the victims of bullying feel less social support from superiors or from coworkers, this circumstance may have a negative impact on the actual social and organizational climate (Muhonen et.al, 2017:379). A negative ethical climate perception may occur against the organization, considering that the behaviors that should and should not be done in the company, even in the cyber environment, are not determined well enough or that they do not receive the necessary support when they are victimized. It follows logically that when this circumstance reappears, it may have an impact on the intention to quit the employment. Based on these discussions, the following hypothesis is put forth:

H4: Ethical climate perception has a mediating role in the relationship between cyberbullying victimization and intention to leave.

On the basis of hypotheses, research model has been presented in Figure 1.

Figure 1: Research Model
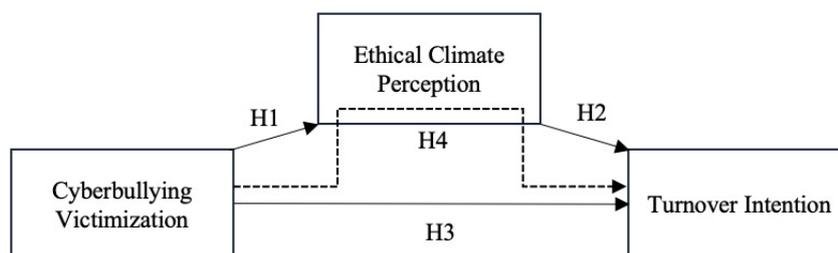
4.RESEARCH METHOD

4.1. Sampling and Measures

The sample of this study mainly stems from private company's workers who are working remotely at least 1 day a week outside the office/building/fabric in Turkey, our samples mainly in İstanbul (62.2 %) and Kocaeli (14,5 %) as the cities with the highest industry and remote working opportunities. In 2022, we obtained a total of 204 workers responses from online questionnaires. Purposeful and snowball sampling method was followed during the research process. Participants were identified through professional contacts who knew people worked at least 1 day a week as remote. Most participants (48.5%) between the ages of 20-35, 58.3% of participants are female and 41.7% are male. The vast majority of the participants, 71.1% have a bachelor's degree and 18.1% have a master's degree. 23% of the participants are in the banking/finance/insurance sector, 12.7% in the information technology sector, 9.8 % in the automotive sector and the remaining participants work in other sectors. Of the respondents, 63.2 % were staff level employees, 16.2 % were junior manager and 15.2% were mid-level managers.

The preceding empirical studies served as the basis for all the scales used in the current study. We used the "work-oriented cyberbullying" dimension of the "workplace cyberbullying" scale developed by Farley et al (2016). "Ethical Climate (EC)" was measured by the scale adopted from Schwepker (2001) and "Turnover Intention" scale by Mobley et.al (1978) was used in this research.

4.2. Measure Validity and Reliability

We used to SPSS 21.0 to analyze the reliability and validity of the measures. After data acquisition, exploratory factor analysis was utilized. The factors are divided into three variables as anticipated and there is no factor loading below 0.50 value. The Kaiser- Meyer-Olkin (KMO) index has been calculated as .914 and is higher than the recommended 0,50 value. In addition to this, Bartlett's test of sphericity is at statistically significant (χ^2(231) = 2810.224; p<0.05).

Table 1 presents the means, standard deviations, and Cronbach's Alphas of all the variables. All Cronbach's Alphas are higher than 0.70 as Nunnaly (1978) suggested. So, the results show that the validity and reliability of our measurement is adequate.

Table 1. Means, Std. Deviations, Cronbach's Alphas and Correlation Coefficients

Variable	1	2	3	Means	Std. Deviations	Cronbach Alpha
WRC	1			1.4578	.54537	.891
EC	-.433**	1		3.7636	.80361	.928
TI	.374**	-.462**	1	2.5637	1.10369	.904

**. Correlation is significant at the 0.01 level (2-tailed).

Note1: WRC: Work Related Cyberbullying, EC: Ethical Climate, TI: Turnover Intention

4.3. Hypothesis Testing

We implemented to regression analysis to test our hypotheses. As for that the results (Table 2), Model-1 (F= 46.675; R^2= .188; Sig=.000), Model-2 (F= 54.822; R^2= .213; Sig= .000), and Model-3 (F= 32.821; R^2= .140; Sig=.000) are significant. According to the consequences of the regression analysis executed; it is found that i-) cyberbullying is negatively related to ethical climate (β= -.419; Sig<0.05), ethical climate is negatively related to turnover intention (β= -.462; Sig<0.05), and finally, cyberbullying is positively related to turnover intention (β= .374; Sig<0.05). So, **H1**, **H2** and **H3** are **supported** according to the results.

Table 2. Regression Analysis Results

	Model-1 (DV: Ethical Climate)				Model-2 (DV: Turnover Intention)				Model-3 (DV: Turnover Intention)		
	β	t	Sig.		β	t	Sig.		β	t	Sig.
CB	-.419	-6.382	.000	**EC**	-.462	-7.404	.000	**CB**	.374	5.729	.000
	F=46.675				F=54.822				F=32.821		
	R^2=.188				R^2=.213				R^2=.140		
	Sig = .000				Sig = .000				Sig = .000		

Note 2: CB: Cyberbullying, EC: Ethical Climate

The mediator analysis was performed with PROCESS Macro on model 4 (Hayes, 2013). 5% bias- corrected confidence interval with 5,000 bootstrapping method was utilized. It is determined that cyberbullying is positively related to turnover intention (β= .7098; p<.05), and cyberbullying is negatively related to ethical climate (β= -.5805; p<0.05) (as seen in Table 3).

When we look at the Model-3, both cyberbullying (β= .4141; p<.05) and ethical climate (β= - .5093; p<0.05) is related to turnover intention. When ethical climate is included in the analysis, cyberbullying is still related to turnover intention (p<0.05), but the regression coefficient reduces from (β=.7098) to (β=.4141). Hence, these results revealed that ethical climate partially mediates the relationship between cyberbullying and turnover intention according to Baron and Kenny (1986).

Table 3. Mediation Analysis Result

	Model-1 (DV: Turnover Intention)		Model-2 (DV: Ethical Climate)		Model-3 (DV: Turnover Intention)	
	β	t	β	t	β	t
Cyberbullying	.7098**	5.7133	-.5805**	-6.5574	.4141**	3.2402
Ethical Climate					-.5093**	-5.5219
R^2	.1391		.1755		.2525	
F	32.6418		42.9999		33.9496	

** $p < 0.01$

Moreover, both indirect effect (.1673, .4861) and direct effect (.1621, .6662) of X on Y are significant as seen in Table 4. Ethical climate partially mediates the relationship cyberbullying and turnover intention. Consequently, **H4** is also **supported**.

Table 4. Mediating Effect of Ethical Climate

	Effect	SE	t	p	95% CI
Indirect Effect	.2957	.0786			(.1673, .4861)
Direct Effect	.4141	.1278	3.2402	.0014	(.1621, .6662)
Total Effect	.7098	.1242	5.7133	.0000	(.4648, .9548)

5. CONCLUSION AND DISCUSSION

5.1. Theoretical Contributions

The purpose of our study was to analyze the association between turnover intention and cyberbullying victimization, and the mediating role that ethical climate perception may have in that relationship. There are not many studies in the literature on the concept of cyberbullying in working life, especially in Turkey. Previously, the effects of cyberbullying on intention to leave, job satisfaction and organizational commitment were examined. However, there is no research examining the cyberbullying victimization effect on ethical climate perception and mediating role of ethical climate perception in the relationship between cyberbullying victimization and intention to leave, on remote workers. Therefore, we hope that this research contributed to the literature in this field.

H1 hypothesis "Cyberbullying victimization is negatively related to ethical climate perception" was supported. In previous studies, direct effect of bullying or cyberbullying on ethical climate perception has been examined. Our findings corroborated Muhonen et al.'s (2017) study, which found that cyberbullying behavior had a detrimental effect on the social and organizational environment. H2 hypothesis "Ethical climate perception is negatively related to turnover intention" was supported. This outcome is in line with what was discovered in earlier research (e.g. Hart, 2005; Fournier et.al 2010, Erdirençelebi & Filizöz, 2016; Yaman, 2021). Employees are probably less uncertain about how to handle ethical problems when they are aware of the organization's official policy on the subject and have faith that it will uphold its established ethical code, this situation prevents intention to leave (Steward et.al, 2010). H3 hypothesis "Cyberbullying is positively related to turnover intention" was supported. The findings on this relationship is consistent with the literature about bullying and turnover intention (e.g., Erdirençelebi & Filizöz, 2016; Sökmen & Mete, 2015; Ren & Kim, 2023). Park and Choi (2019) has also seen the direct effect of cyberbullying on turnover intention, as similar to face to face bullying studies. Therefore, this study also supports our result. When employees are subjected to cyberbullying behaviors and feel exposed at their place of employment, as demonstrated by the positive association between cyberbullying and turnover intention, they are more likely to quit their present position and look for employment with other companies. Finally, H4 hypothesis "Ethical climate perception' has a mediating role in the relationship between cyberbullying victimization and intention to leave" was supported. This means that, even though the worker is exposed to cyberbullying, if he/she believes that a solution will be provided to the negative behaviors that occur in the organization where he/she works and trusts the ethical policies of the organization, the intention to leave the job will tend to decrease, albeit partially.

5.2. Practical Contributions

In today's increasingly competitive world, organizations are aware of the talent battle and threats in the market. For this reason, organizations have started to try different alternatives to make the working environment more accessible and attractive for reasons such as attracting talented employees and increasing their profitability or productivity. Especially with

the emergence of the Covid- 19 pandemic, the frequency of use of digital communication channels that are already used has increased, the working order and place have changed. This, of course, started to create problems such as not being able to maintain the balance between individuals always being accessible and private life, unless the boundaries were drawn. At this point, it was noticed that the subject of workplace bullying, which has been on the agenda for years by human resources professionals, has been moved to the digital environment as cyber bullying. However, Turkey is not very advanced in terms of how to take measures in this regard or in what framework they should develop company policies. It is not always easy to get visible clues as in face-to-face bullying. Therefore, in practical term, the aim of this research is to show organizations and human resources professionals that they should develop ethical codes and procedures as soon as possible against cyberbullying behaviors that may be encountered in their organizations. Otherwise, if an ethical structure with such frameworks is not established, the trust and perception of employees, who are the most valuable resource of the company, towards that institution will be negatively affected, and eventually, based on the results of our research, it will result in the decision to leave the organization. This will cause both cost and time loss for companies, and if the employee who leaves the organization tells others about his/her negative perception of that company, the reputation of the organization will may decrease.

5.3. Limitations and Future Research

In our study, there are limitations that should be addressed as in every study. Cyberbullying is a tangled feature that needs to be investigated by participating in many other factors. In working life, many different virtual platforms are used to increase productivity and speed. Therefore, continuing the investigation of cyberbullying in different virtual platforms and making comparisons of conducted research constantly renewed gain importance for the literature in the field of technology, new media and human resources. We can all predict that in addition to influencing the likelihood of workplace cyberbullying, environmental and personal variables will also influence how workplace cyberbullying is experienced. Therefore, in future studies, it can be argued whether cyberbullying behavior is due to poor ethical and social organizational climate or vice versa or whether the relationship is reciprocal. Moreover, more cross-sectional & longitudinal studies in Turkey and other countries should be realized. Our universe is Turkey, and our sample is limited to large industrial cities such as Istanbul and Kocaeli. However, remote working is now very common around the world. By considering the cultural dynamics in different countries, the literature can be enriched by researching the victimization of cyberbullying and their ethical climate perceptions and actions against their companies. Therefore, experimental and/or longitudinal design should be used to address the causation, and studies of cyberbullying behavior should be examined at in a wider context.

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