



Bullying at Work, Echo in Online: Examining Workplace Bullying through the Lens of Employee Reviews in Textile Sector

İşyerinde Zorbalık, İnternette Yankı: Tekstil Sektörü Çalışanlarının Değerlendirmeleri Perspektifinden İşyeri Zorbalığının İncelenmesi

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ARTICLE INFO

Article Type

Research Article

Keywords

Bullying
Workplace Bullying
Qualitative Research
Online Employee Reviews

Received: Jan, 28, 2025

Accepted: Mar, 22, 2025

ABSTRACT

As a common and global problem in organizations, workplace bullying has received great attention in various academic disciplines. However, there are calls for more research on workplace bullying. The current study aims to investigate employees' workplace bullying experience while working at one of the leading companies in the textile sector in Türkiye. Data for this study was collected through online employee reviews on Indeed.com. Finally, 104 online reviews by employees of textile company were subjected to thematic analysis via Maxqda software. The results showed that employees experienced (i) verbal, (ii) nonverbal, (iii) practical, and (iv) performance-related bullying. Besides, practical and verbal bullying were the most widely discussed types of bullying behaviors. Furthermore, non-stop work pressure and unfair tasks, and direct insults were the most frequently experienced subthemes of workplace bullying.

MAKALE BİLGİSİ

Makale Türü

Araştırma Makalesi

Anahtar Kelimeler

Zorbalık
İşyeri Zorbalığı
Nitel Araştırma
Çevrimiçi Çalışan Yorumları

Geliş Tarihi : 28 Ocak 2025

Kabul Tarihi: 22 Mart 2025

ÖZ

İşletmelerde yaygın ve küresel bir sorun olan işyeri zorbalığı, çeşitli akademik disiplinlerde araştırmacıların ilgisini çekmiştir. Bununla birlikte, işyeri zorbalığı konusunda daha fazla araştırmaya ihtiyaç duyulmaktadır. Bu çalışma, Türkiye'de tekstil sektörünün önde gelen şirketlerinden birinde işyeri zorbalığına maruz kalan çalışanların deneyimlerini incelemeyi amaçlamaktadır. Bu çalışmanın verileri, Indeed.com'daki çevrimiçi çalışan yorumları aracılığıyla toplanmıştır. Son olarak, tekstil şirketi çalışanları tarafından yapılan 104 çevrimiçi yorum, Maxqda yazılımı aracılığıyla tematik analize tabi tutulmuştur. Sonuçlar, çalışanların (i) sözlü zorbalığa, (ii) sözsüz zorbalığa, (iii) fiili zorbalığa ve (iv) performansla ilgili zorbalığa maruz kaldıklarını göstermiştir. Ayrıca, fiili zorbalık ve sözlü zorbalık en çok bahsi geçen zorbalık davranışı olmuştur. Ayrıca, sürekli çalışma baskısı ve adil olmayan görev dağılımı ile doğrudan hakaretler işyeri zorbalığı kapsamında en sık karşılaşılan alt temalardır.

1. Introduction

Workplace bullying has commonly been experienced and has become a global issue in today's business world (He et al., 2024). Specifically, research showed that 32% of Americans are directly bullied, the majority of bullying is top-down (55%), and 54% of victims are non-supervisory. Furthermore, 46% of adults are directly affected by or witness workplace bullying (Namie, 2024).

In Türkiye, The Labor and Social Security Communication Center received around 192 618 157 mobbing calls to ALO 170 work-life contact center from its establishment in 2010 to 31.12.2023 (Republic of Türkiye Ministry of Labour and Social Security, 2023). Besides, 28 578 536 people called for their mobbing experience in 2023. On the other hand, 3 280 mobbing calls reached the Mobbing Association in Türkiye in 2023. Of these calls, 5% turned into complaints, and 95% were provided with psychological support and information through psychologists. 81% of the calls came from the private sector and 19% from public sector employees. While 53% of the applications

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Cite as/Atıf: Tatar, B. (2025). Bullying at Work, Echo in Online: Examining Workplace Bullying through the Lens of Employee Reviews in Textile Sector. *International Journal of Economics, Business and Politics*, 9(1), 73-85. <https://doi.org/10.29216/ueip.1628581>



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from the public sector consisted of male employees, 58% of the applications from the private sector consisted of male employees (Mobbing Association, 2023).

Besides, bullying behavior is defined as intentional, targeted, systematic, repeated, negative, and oppressive behavior (Piri et al., 2024). Therefore, workplace bullying is one of the most complex and undesirable problems in the work environment (Einarsen et al., 2009). Additionally, workplace bullying has detrimental effects on the employees' psychological, mental, and emotional health in terms of depression, anxiety, emotional exhaustion, burnout (i.e., Tuckey et al., 2024, Nielsen et al., 2024). Hence, workplace bullying is one of the most complex and undesirable problems in the work environment (Einarsen et al., 2009). Recently, due to these detrimental impacts on employees, workplace bullying has received significant attention in management literature. However, there are calls for more research on workplace bullying (Srivastava et al., 2023).

The current study also investigated employees experiencing workplace bullying at one of the leading companies in the textile and ready-made clothing sector in Türkiye. Specifically, previous studies investigated the workplace bullying experience of nursing (He et al., 2024; Piri et al., 2024), pharmacy (Silwal et al., 2024), education (Zheng et al., 2024), automobile sectors (Ullah & Ribeiro, 2024). The current study contributes to the existing literature by investigating the workplace bullying experience of employees working in the textile and ready-made clothing sector.

The present study also investigates workplace bullying experience based on qualitative research design in general and online employee reviews in particular as a research approach. Particularly, existing studies used qualitative (focus group, semi-structured interview, autoethnography) (i.e., Higgins, 2024; Jandhyala & Kumar, 2024) and quantitative (survey, experimental design) research design (i.e., Krishna et al., 2024; Sigaeva et al., 2024; Ullah & Ribeiro, 2024; Zheng et al., 2024). The current study contributes literature by responding to the call to use new and sophisticated methodologies for determining continuously emerging new research themes related to workplace bullying (Gupta et al., 2020). Specifically, the current study investigated online reviews of employees experiencing workplace bullying on Indeed.com, one of the top 10 job search websites, including 1 billion company reviews in 28 languages in more than 60 countries.

Therefore, this study aims to fill these gaps by investigating online reviews of employees experiencing workplace bullying working in one of the leading companies in the textile and ready-made clothing sector in Türkiye.

2. Literature Review

2.1. Bullying in the Workplace

Workplace bullying is defined as *"harassing, offending, socially excluding someone or negatively affecting someone's work tasks. In order for the label bullying (or mobbing) to be applied to a particular activity, interaction or process it has to occur repeatedly and regularly (e.g. weekly) and over a period of time (e.g. about six months). Bullying is an escalating process in the course of which the person confronted ends up in an inferior position and becomes the target of systematic negative social acts. A conflict cannot be called bullying if the incident is an isolated event or if two parties of approximately equal 'strength' are in conflict"* (Einarsen et al., 2003:15).

In line with this definition, workplace bullying has specific features, including (i) exposure at a specific frequency of once or twice a week, (ii) six or twelve months for the minimum duration of exposure, (iii) experiencing hostility as underlying negativity of the behaviors, and (iv) presence of hierarchical or social power imbalance (Einarsen et al., 2003). Workplace bullying can also be done implicitly or explicitly (Gupta et al., 2020).

Conversely, the assessment of workplace bullying within a specific time frame has recently become a subject of debate in workplace bullying literature. In this context, some studies define workplace bullying within a particular duration of exposure, while others highlight the limitations

of imposing a fixed time for exposure to workplace bullying (Einarsen et al., 2003). A key argument suggests that emphasizing the duration of exposure may overlook the experiences of victims, as even brief exposure to bullying can result in severe and lasting consequences (Samnani & Singh, 2012). Einarsen et al. (2009) argue that the primary focus should be recurrence and the presence of a systematic pattern for workplace bullying.

In this regard, workplace bullying is characterized by a variety of forms including verbal bullying (using verbal aggression, verbally abusive comments, using a nickname, discrediting character or performance), nonverbal bullying (adopting a threatening posture, clenching their fists, and rolling one's eyes), practical bullying (using offensive practical jokes and sending hostile messages), and performance-related bullying (continually and unfairly criticizing employee performance, allocating unfair workloads, and withholding work-related information (Oade, 2009). Besides, workplace bullying includes negative behaviors such as gossip, insults, withholding critical information, personal jokes, criticism of work, and ostracism (Samnani & Singh, 2012).

Regarding antecedents of workplace bullying, scholars investigated two factors: work environment-related and individual factors. Individual factors are associated with the target people and the perpetrator (Samnani & Singh, 2012), regarding gender (Zheng et al., 2024), age, personality (Persson et al., 2009), negative affect, and self-esteem affect employees' workplace bullying experiences. In terms of organizational factors, including leadership and management styles, organizational culture, and hostile work climate (Blomberg et al., 2024; Galanaki et al., 2024; Pilch & Turska, 2015; Trépanier et al., 2024).

Workplace bullying harms physical (i.e., asthma, ulcers, insomnia, obesity, and pain disorders) (Khubchandani & Price, 2015), emotional and psychological (i.e., angry, distressed, distrustful, depressed, drained, fearful, guilty, helpless, insecure) (Tuckey et al., 2024), and mental health (i.e., anxiety, depression, emotional exhaustion, burnout) (Nielsen et al., 2024). Workplace bullying also impact negatively work attitudes, including work engagement, absenteeism, job satisfaction, silence behavior, turnover intention, organizational cynicism, and organizational commitment (Krishna et al., 2024; Oflaz & Polat 2023; Kaya, Tekpınar & Tekin, 2019; Magee et al., 2017; Park & Ono, 2017; Elçi & Erdilek-Karabay 2016; Pilch & Turska, 2015).

3. Research Method

3.1. Sample and Data Collection

Data were gathered from *Indeed.com*, one of the top 10 job search websites, which included 1 billion company reviews in 28 languages in more than 60 countries.

In this vein, we collected online reviews of employees experiencing workplace bullying working in one of the leading companies in the textile and ready-made clothing sector in Türkiye. This company was selected due to the large number of bullying reviews shared by other employees on social media channels because of the suicide of an employee due to bullying and mobbing. Considering the number of reviews containing workplace bullying experiences has increased in recent years, this company is a suitable case study for investigating workplace bullying.

As a result, 62% of reviews were written in 2022-2024, and 25% of reviews were written in 2019-2021. Hence, we concluded that the bullying experience has gradually increased in recent years and has reached the highest level, especially in the last three years. Besides, former employees made 88% of reviews and 12% of reviews were made by current employees. Also, employees were subjected to bullying by the manager (80%), colleagues (18%), and customers (2%) (The number of perpetrators of workplace bullying is higher than the number of reviews because participants mentioned more than one perpetrator in the same comment). Finally, 67% of reviews were made by employees working as sales specialists, and 13% of reviews were made by employees working as warehouse operators.

Table 1: Demographic Characteristics of Reviews

Variables	F	%
Year		
2016-2018	14	13%
2019-2021	26	25%
2022-2024	64	62%
Employee status		
Current employees	12	12%
Former employee	92	88%
Perpetrator of workplace bullying		
Colleagues	23	18%
Customers	2	2%
Manager	103	80%
Employee position		
Computer Operator	1	1%
Warehouse Operator	13	13%
Support Staff	3	3%
Visual Presentation Specialist	1	1%
Quality Specialist	1	1%
Cashier	7	7%
Administrator	1	1%
Shop Assistant	2	2%
Sale Specialist	70	67%
Other	5	5%

3.2. Data Analysis

Data were analyzed through thematic analysis via Maxqda software in the current study. (Braun & Clarke, 2006). In this regard, we followed three stages of coding, including open coding, axial coding, and selective coding (Strauss & Corbin, 1990). Therefore, 1st-order concepts were determined based on similarities in ideas and concepts within the context of open coding. Then, we categorized based on the framework of Oade (2009) for workplace bullying. Concordantly, 2nd-order themes were developed by considering the interconnection between 1st-order concepts. Finally, we used selective coding to create the final core dimensions. This process was iterative, recursive, and inductive to identify a theoretical link between data and coding (Strauss & Corbin, 1990).

Table 2: Data Structure

Main Theme	Sub-Themes	Concepts	Freq.	%
Workplace bullying	Verbal bullying	Criticizing others incessantly	5	3%
		Direct insults	26	15%
		Telling offensive or inappropriate things	6	4%
	Nonverbal bullying	Excluding or ignoring others on purpose	8	5%
		Devaluing employees' opinions	5	3%
	Practical bullying	Getting physical abuse or threatening physical health	5	3%
		Acting aggressively toward others	21	12%
		Unfair dismissals	15	9%
		Non-stop work pressure and unfair tasks	38	22%
		Forced overtime	23	14%
	Performance-related bullying	Blocking promotions	5	3%
		Unfair premium reduction	13	8%

Consequently, 12 1st-order concepts (criticizing others incessantly, direct insults, telling offensive or inappropriate things, excluding or ignoring others on purpose, devaluing employees' opinions, getting physical abuse or threatening physical health, acting aggressive towards others, unfair dismissals, non-stop work pressure and unfair tasks, forced overtime, blocking promotions, unfair premium reduction) and four 2nd-order themes (verbal bullying, nonverbal bullying,

practical bullying, performance-related bullying) were identified from the data for understanding main phenomena, workplace bullying. Finally, the most illustrative quotes have been translated from Turkish into English.

4. Results

The present study assessed employees' experience of bullying behaviors in the textile and ready-made clothing sector. In this regard, it has been determined that employees experienced (i) verbal bullying, (ii) nonverbal bullying, (iii) practical bullying, and (iv) performance-related bullying. The results showed that practical bullying (60%) and verbal bullying (22%) were the most widely discussed types of bullying behaviors. Furthermore, non-stop work pressure and unfair tasks (22%), direct insults (15%), and forced overtime (14%) were the most frequently experienced subthemes within the context of workplace bullying.

4.1. Verbal Bullying

One of the primary types of bullying behaviors was verbal bullying. Therefore, employees shared examples of verbal bullying within the context of criticizing others incessantly and telling offensive/inappropriate things or direct insults.

First, criticizing others incessantly is one of the types of verbal bullying behaviors. Specifically, employees stated that they are constantly exposed to unrealistic criticisms from managers and senior employees, especially in front of other employees or customers. One participant stated:

First, let me say this place is almost like military service. Most people in the comments mentioned the ego and mobbing of full-time employees. Yes, that's right. Full-time employees are usually even more senior than managers. They are already in the morning group, and they put you under all kinds of pressure and humiliation. They hit you in the face for every mistake. Every time you make a mistake, they try to disgrace and expose you via WhatsApp groups. These people, whose only achievement in life is to fold better clothes than you have such an ego.

Telling offensive/inappropriate things or direct insults is another form of verbal bullying behavior. Notably, managers speak in an oppressive and abusive way to employees not close to them. Employees subjected to insults by their managers stated that they were forced to remain silent in this situation and were guilty when they complained about these managers. Participants also reported that store managers, in particular, insulted some of their employees in a harsh and discriminatory manner when they made a small mistake. A respondent narrated this as:

Since I was a support staff, the permanent staff tried to treat me with a humiliating attitude. For the first time in my business life, I saw someone who wanted to call me with rude and insulting expressions while working. Store managers periodically call the support staff to the room and threaten to fire them, shouting and scolding everyone. I have 6-7 years of sales experience; I speak two languages, and they assigned me to make alarms in the warehouse for 10 days. On top of that, the store manager called me into the room and tried to scold and shout at me for something I didn't do. I answered calmly but intelligently. He got angry, and they terminated my job. I am still surprised at how I endured for ten days. You can do this job if you are looking for a last resort out of lack of money.

4.2. Nonverbal Bullying

Nonverbal bullying is another type of bullying behavior. In this context, participants shared that they were exposed to excluding or ignoring others on purpose and devaluing employees' opinions as nonverbal bullying behaviors.

In terms of excluding or ignoring others on purpose, the employees stated that there is a high level of grouping within the organization and that their colleagues take a stance against the employees whom the managers do not like and exclude them. One participant stated:

If you are a person who wants to do your job and go home, it isn't easy to hold on here. You need to see the place where you work as your home, see the managers as your sultan, and you need to favor them regularly. According to my other experienced friends, you need to flatter the managers 2-3 times a week and establish sincerity. Otherwise, you will be mobbed, but this mobbing is not ordinary. If you do not obey anyone and want to work and go home, they do not like you and change your department every 2 months, disrupting your routine and performance. Then, the event we call gaslighting starts. In other words, you constantly hear scolding and demoralizing warnings about the performance change caused by your disrupted order.

Devaluing employees' opinions is another problem within the context of nonverbal bullying behaviors. Particularly, employees stated that although the organization told them to give feedback, this was not considered when they gave feedback. Employees have said that no action has been taken regarding the ideas, complaints, and feedback shared through the ethics hotline created to be used in case of an unethical situation.

I worked for more than 5 years, and there is no merit. They make people come to their business managers without giving importance to business knowledge. Some managers do not even know how to read and write properly and do not understand anything about merchandising and business life. Because in executive exams, personality test-style questions are asked instead of business knowledge. It is easy to rise if you are a sycophantic personality who will work as a servant of orders without questioning or objecting to anything. Employees and people are not valued. Arbitrary overtime is written. There is no respect for private life. Those who come with the secret customer application deliberately give low grades to employees so that premiums are cut.

4.3. Practical Bullying

Practical bullying is another component of bullying behaviors which constitutes getting physical abuse or threatening physical health, acting aggressively toward others, unfair dismissals, non-stop work pressure and unfair tasks, forced overtime, and nepotism and favoritism.

Firstly, employees stated that they were subjected to physical harassment as well as situations that threatened their physical health. One of the employees stated that even though he had knee surgery, a small battery-powered forklift truck was given to push her/him harder and that she/he was even assigned to departments with a heavy tempo so that he/she could quit her/him job. Another employee shared that she/he was physically belittled with statements such as '*You work very slowly; you are overweight*'. On the other hand, an employee who was subjected to physical abuse expressed this situation as follows:

I worked as a support staff. If you don't need money, don't get involved. I had worked before, but they did not take me to the interview, they said to bring the documents directly. After 1 week and 10 days, they said to come and start. I went and started on my 3rd or 4th working day, I was harassed near the exit of my 1-hour break, there were police officers, I asked for help, but no one did anything, in short, I wasted time in vain. I am shaking from stress, what they said to me, 'Because of you, people's break was disrupted, why don't you write?'. I told them that it was not my pleasure and explained the situation, but they continued to bully me. They didn't even say get well soon - it would have been enough if they were even a little understanding. I was trying to relieve my tension by giving myself to work. The employee who was talking on the phone with her boyfriend in the corner of the department told me that she was constantly looking at the phone, going in and out of the mobile warehouse to look at the phone. Then they threw me downstairs as if they were banishing me, on top of that, they left my check-out time half an hour late. My hour was up, I went upstairs to get my belongings. There was a manager at the computer, I explained the situation. I also explained the slander, and frankly, I didn't want to continue working with you, so I left.

Concerning acting aggressively toward others, participants stated that some managers and employees try to manipulate other employees far away from them, try to be right, shout and call

them unfairly, and never listen to them. They stated that they were exposed to the aggressive attitudes of the managers because of the false information and rumors that certain employees conveyed to the managers. In addition, employees' bags are checked as if they are thieves at the time of work exit. One participant said:

I have worked for this company for a long time. It is a place where managers have an ego. They can tell you whatever comes to their mouths, you are expected to be silent when you complain, you cannot find an audience in front of you, and even when you complain, you are guilty. There is a working environment where annual vacations are not given, the yearly vacations of many personnel are inflated, and mobbing is at its best...

Participants also stated that unfair dismissals in line with the personal opinions of managers are common. It was also mentioned that managers apply for mobbing and force employees to quit their jobs at the slightest mistake. If the employees do not leave the organization, they force people to leave their jobs by bullying them. A respondent narrated this as:

The sales consultant also works as a cleaner, porter, footman, security guard, hanger team, warehouseman, storekeeper, cashier, barcotter, furniture maker, visual window dresser, and consultant. If you don't want to do anything outside the job description, this time you are exposed to mobbing, and they dismiss you with the policy of intimidation and give you difficult and single places. Then, you are exposed to heavy accusations and slander. The people there look the other way for fear of being dismissed. The store manager is on good terms with the regional manager. The regional and operations managers never send personnel complaints to the center. They close them among themselves and leave the staff unhappy.

Regarding non-stop work pressure and giving unfair tasks, the participants stated that employees are not allowed to rest because they are pressured to work even when on break and that one person is expected to do the work of four people. Employees stated that although they receive the same salary, people who do not work are taken to the quietest floors, while those who work well and fast are brought to the busiest floor. While all these jobs are done by people not close to the managers, they often leave work late and do not receive any payment for these periods. This case was mentioned as indicated below:

You'll get the same salary and bonus, but they'll put the guys who don't work on the emptiest floor. If you are a good employee, they take you to the busiest floor. As if it is not enough for two people to collect aisles, deal with customers, and hang and distribute the cabin until the evening, you leave at least 15-20 minutes late at every closing, and they call it an option. Even if you go 25 minutes late, they never give that payment for this hour. Despite the daily high revenue, new employees are never recruited, and they expect two people to do the work of four people. We usually catch up because we are running non-stop, but you can't do anything when you can't catch up. Some people in the department do not do half of your work but get the same salary and premium. Even if they suck up, they can be seen as a much better employee than you.

In terms of forced overtime, employees stated that they were called on leave days and even at night for working overtime. On the other hand, the participants shared that the former staff received a report from hospitals for 2-3 months in the most intensive periods. The new employees were forced to overwork to make up for this deficit, and they could take leave for a maximum of two days a month. A respondent narrated this as:

It is inevitable to work overtime one week every month. Your right to take annual leave is completely up to the conscience of your store manager. There is a segment that eats the cream of the store and a segment that is crushed under that cream. Those who eat the cream and the morning staff are full. They do not work overtime easily. Because there are people behind them who will work 3.5 hours of extra overtime until closing, they look like they do a lot of work and actually do nothing. They stay away from anyone who has a problem with the management and take a stand. There is definitely personnel discrimination, and some managers accept this.

4.4. Performance-Related Bullying

Regarding performance-related bullying, employees mentioned blocking promotions and unfair premium reductions.

The employees mentioned that the promotions are not based on education, knowledge, and skills but on their closeness to the managers. They stated that there is no merit and that those who suck up and snitch are promoted in the organization. Also, employees who share their complaints and feedback are prevented from promotion opportunities. For example, one participant said:

If you want to count in your place, enter. Because it is not as easy to be promoted as it seems. Some have been waiting to be promoted for 7 years, and if you are going to be promoted, you will have to suck up to the store managers, district managers, and department managers so that your name is heard. Even if you pass the exam, you are eliminated from the interview. They always write to closing conditions. Friends make the opening of the employees they know and like. They write the ones they don't like to read the closing and extend their hours according to their heads, and you can't plan anywhere. Because of their incompetence, what happens to you because they write a missing man in the work program?

Regarding unfair premium reduction, the employees stated that the targets were raised for the staff not to receive or to receive low bonuses and premiums and that the employees were deliberately given low grades through the practices of targeted customer and store audits, as indicated below:

The newly appointed manager is pursuing the policy of how much I can crush the worker and make the worker tired of work. They have created a swamp called the premium system, and they make sure that every worker sinks into it. For example, when you are sick for one day, 4 days of premium is deducted, so you must come to work when you break your arm or leg. Otherwise, you cannot get the premium of 5-6 thousand liras given to you in any way. They impose on the worker a system that does not even allow leave one month before and after the holidays, which are called busy periods. For example, your salary is 10 thousand liras, the premium given is 5 thousand liras, and the intensive period premium is 3 thousand liras. If the worker takes a mandatory report and unpaid leave, you can only get 10 thousand liras that month. They cancel the premium you will receive. They want you to start the shift you will begin at 16.00 at 13.00 or leave the shift that will end at 16.00 at 20.00, which is called compulsory overtime. If you have a job, your report is kept without accepting an apology. The 5-6 thousand liras premium you will receive has also been deleted.

5. Discussion

The current study contributes to workplace bullying literature by investigating the bullying experience using online reviews of employees working in one of the leading companies in the textile and ready-made clothing sector in Türkiye. Specifically, the textile and ready-made clothing sector and stores are characterized by a high prevalence of workplace bullying, largely attributable to its labor-intensive nature, precarious working conditions, and complex social dynamics. Employees in this sector frequently work extended hours for low wages, experience pressure to meet sales targets in competitive environments. They are subjected to bullying due to the oppressive attitudes of managers. Moreover, the textile sector is marked by the prevalence of migrant labor, which can further exacerbate experiences of bullying due to discrimination. Therefore, this study aims to shed light on the prevalence of workplace bullying in Turkey's textile and ready-made clothing sector. This study provides a comprehensive approach to workplace bullying experience based on anonymized employee reviews, which are relatively more reliable and diverse insights to traditional survey methods. Therefore, the present study infers those employees experienced (i) verbal bullying, (ii) nonverbal bullying, (iii) practical bullying, and (iv) performance-related bullying.

First, this study shows that employees experienced verbal bullying. Specifically, employees mentioned criticizing others incessantly and telling offensive/inappropriate things or direct insults as an experience related to verbal bullying. In this context, employees stated that they were subjected to harsh criticism that was not realistic and constructive. This was usually done in front of other colleagues or customers. Similarly, employees stated that they were subjected to heavy insults and that no action was taken when they complained about this situation. This finding is in line with the existing literature. Samnani and Singh (2012) stated that people were subjected to verbal bullying, which included gossip, insults, criticism of work, and ostracism. Concordantly, Oade (2009) characterized verbal bullying as using verbal aggression, verbally abusive comments, and discrediting character or performance.

This study also demonstrates that nonverbal bullying is another type of bullying behavior, including excluding or ignoring others on purpose and devaluing employees' opinions. Particularly, employees stated that there was a lot of grouping in the workplace, especially the colleagues close to the managers who favored each other. Other employees were excluded, and high-intensity working hours, hard work, and overtime are given to employees in this ostracized group. Also, employees shared that no action has been taken regarding the ideas, complaints, and feedback shared through the ethics hotline for sharing unethical situations. Previous studies argued that adopting a threatening posture, clenching one's fists, and rolling one's eyes are classified as examples of nonverbal bullying (Oade, 2009).

Third, this study demonstrates that employees subjected to practical bullying, including getting physical abuse or threatening physical health, acting aggressively toward others, unfair dismissals, non-stop work pressure and unfair tasks, forced overtime, and nepotism and favoritism. Specifically, employees experienced physical harassment, threatened situations for physical health, and insults about their physical appearance. Also, some managers and employees acted aggressively toward and tried to manipulate other employees because of the false information and rumors that certain employees conveyed to the managers. Employees' bags were checked as if they were thieves at the time of work exit. Participants also stated that unfair dismissals were another common practical bullying. Managers apply for mobbing and force employees to quit their jobs at the slightest mistake. If the employees do not leave the organization, they force people to leave their jobs by bullying. Also, managers applied non-stop work pressure even when they were on break and gave unfair tasks by assigning them to the busiest part of work. These employees leave work late without receiving any payment for these periods. They were called on leave days and even at night for forced overtime.

Finally, this study shows that performance-related bullying is also one of the experiences of workplace bullying in terms of blocking promotions and unfair premium reductions. The employees shared that promotions are based on their closeness to the managers rather than their education, knowledge, and skills qualifications. The employees also stated that they were subjected to unfair premium reductions by increasing the targets for the staff, giving low grades through the practices of targeted customers and store audits for reducing their bonuses and premiums.

Consequently, managers should benefit from employee comments and traditional tools such as questionnaires and ethics lines used to identify bullying in organizations. Employees who know their identity remains confidential through online platforms can share their situations more easily. Because employees may be concerned about reporting their bullying experience in corporate channels due to the probability of accessing their information. Hence, managers should control online review platforms to assess workplace bullying behaviors in their organizations. These comments include bullying experiences and working conditions that create dissatisfaction in employees. Therefore, it is important to consider these comments when developing action plans or organizations. There is evidence that potential candidates consider existing employee comments on these online review platforms when applying for a job (Van Hove & Lievens, 2009). Therefore,

examining these comments will prevent undesirable employee behaviors and increase organizational attractiveness.

On the other hand, it is important to acknowledge that the accuracy and reliability of online reviews made through anonymous accounts can only be verified through legal procedures that disclose the user's actual identity. For instance, such comments may include unfounded statements from employees harboring hostility toward the organization and deceptive remarks from competitors seeking to damage the organization's reputation. In conclusion, managers are encouraged to foster open communication policies within the workplace and recognize social media content and reviews as a valuable source of insight.

Besides, employees experienced verbal bullying, nonverbal bullying, practical bullying, and performance-related bullying, with 12 prevalent and specific activities of workplace bullying. The current study also demonstrated that practical bullying (non-stop work pressure and unfair tasks, forced overtime) and verbal bullying (direct insults and telling offensive or inappropriate things) were the most widely discussed types of bullying behaviors. In this way, managers should include these topics in current assessment tools for workplace bullying.

Furthermore, managers should develop training programs for managers and employees to prevent and manage the process of workplace bullying. Also, managers should determine stricter punishments to be applied in cases of bullying and share these with the members of the organization. In this way, employees will prevent bullying, and it will be easier for victims of bullying to share these situations because they will know that those who bully will be punished. Additionally, organizations should provide counseling services for victims in terms of eliminating the adverse impact of bullying on their mental, emotional, and psychological wellbeing.

5.1. Limitations and Directions for Future Research

This study has several limitations. Specifically, we highlighted the workplace bullying experience of employees working in one of the leading companies in the textile and ready-made clothing sector in Türkiye. Hence, we suggest that future researchers may investigate different sectors such as banking, manufacturing, education, information and technology. It would also be worthwhile analyzing different sectors comparatively in future studies.

The current study is based on the online employee reviews on Indeed.com online review platform. Future studies can gather employee reviews from other online review platforms (i.e., Glassdoor) to assess the generalizability and consistency of reviews between employee reviews on different platforms. In addition, it would be useful to investigate data obtained from various social media channels such as Twitter. In addition, this study exclusively examined the comments of Turkish employees. The textile sector in Turkey is labor-intensive, with a high prevalence of immigrant labors, where bullying may also occur in the form of discrimination. Therefore, future research would benefit from analyzing immigrants' social media posts and online reviews about their bullying experiences in their native languages. On Indeed.com, there are also reviews of employees from different countries. Therefore, future research should focus on culturally comparative analyses based on countries and cultures.

Within the scope of this research, content analysis based on online employee review was used as a research method. In particular, factors such as employees' age range, digital literacy skills, and access to technology pose significant challenges to developing a comprehensive conceptual framework for workplace bullying in labor-intensive sectors like textiles. Therefore, future research should use different qualitative methods (interview, story completion method, photo-elicitation interview) and quantitative methods (survey, experimental design) for the generalizability of the current study's findings.

The current study did not explore the antecedents and consequences of workplace bullying on employee health and behavior due to the restrictions on the content of online employee reviews. In this regard, it would be beneficial in future research to investigate antecedents of workplace bullying (i.e., destructive leadership, dark personality traits, abusive supervision, despotic leadership, and moral identity). Further studies are also needed focusing on work-related outcomes such as work alienation, cynicism, counterproductive work behavior, moral disengagement, and dissent behavior.

Statement of Support and Appreciation: This research did not receive any external support.

Declaration of Researcher's Contribution Rate: The author is entirely responsible for the research.

Conflict Declaration: The author of the research does not declare any conflict of interest.

Research and Publication Ethics Statement: All rules specified in the "Higher Education Institutions Scientific Research and Publication Ethics Directive" were followed at every stage of this research. None of the actions specified under the heading "Actions Contrary to Scientific Research and Publication Ethics" of the directive have been carried out. During the writing process of this study, citations were made in accordance with ethical rules and a bibliography was created. The work has been checked for plagiarism.

Ethics Committee Approval: The study does not require ethics committee permission.

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