

İŐYERLERİNDE MOBBİNG BENZERİ PARAKRİMİNAL DAVRANIŐLARIN ÖNLENMESİ İÇİN ÖNERİLEN BİR PSİKOEĞİTİM MODELİ¹

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ÖZET

İőyerinde mobbing yani psikolojik yıldırma davranıőları modern dünyada çok sık rastlanan bir alıőanlararası rekabet göstergesi ve yönetim modelidir. Mobbing hem deontolojik açıdan etik olmayıőı hem de pratikte kötü sonuçlara yol açması bakımından önlenmesi gereken toksik bir süreçtir. Mobbing evrimsel açıdan diđerlerini domine etmek, onlara baskı uygulamak, onlara üstünlük kurmak ve bu şekilde diđerlerini yönetmek için geliştirilmiş stratejik davranıőlar içerir. Bu davranıőların kökünde güçlü olma, başarılı olma, güvenlikte olma, dominasyon, üstünlük kurma, gelenek ve uyum gibi deđerler (Bilsky ve Schwartz, 1994) vardır ve bunlar deđiőmediđi sürece davranıőta kalıcı bir deđiőiklik olmayacaktır (Vaske ve Donneley, 1999). Bu deđerlerin egosantrik bir ideolojiyle bađlantılı olduđu düşünölmektedir. Bu ideolojinin genel-biyofilik yani tüm yaőayanları kapsayıcı bir eőitlik ve yaőayana-dođaya karőı sevgi anlayıőıyla deđiőtirilmesi için Biliősel Davranıőçı Terapi ve İnsan Uđraő Modeli (MOHO, Kielhofner, 1992) kullanılabilir. İnsanlara mobbing davranıőlarının aslında artık adaptif olmayan evrimsel davranıő kalıntıları olduđunu ve mobbinge dahil iki taraf için de aőırı stres yaratarak iőyerini çekilmez kıldıđını gösteren ve mobbing davranıőlarının sađlık açısından zararları anlatan bir psikoeđitimin faydalı olacađı düşünölmektedir. Mobbing yapanların mobbinge vasıta olan temel inanları deđiőtirilmeli, mobbinge ayırdıkları zamanlarını kendileri için anlamlı ve önemli uđraőlarla doldurmaları sađlanmalıdır.

Anahtar Kelimeler: Mobbing, Parakrimsel Davranıő, İőyeri Suu, Adli Psikoloji

¹ Bu Makale 27-29 Nisan 2019 tarihleri arasında Antalya'da düzenlenen ASEAD 5. Uluslararası Sosyal Bilimler Sempozyumu'nda sunulan bildiriden geliştirilmiőtir.

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A NEW MODEL SUGGESTION FOR MOBBING-LIKE PARACRIMINAL BEHAVIOR PREVENTION AT WORKPLACE

ABSTRACT

Workplace mobbing (e.g. psychological harassment behaviour) is an immanent indicator of interpersonal rivalry, as well as a managerial style. Mobbing is a toxic process because of its anti-deontological nature and because of its consequences. From an evolutionary standpoint, mobbing evolved to include strategic behaviours to dominate, build superiority over, and manage others. At the root of such behaviours may lie values of power, success, traditionalism, hedonism, and conformity (Bilsky & Schwartz, 1994). As long as these values live, no stable behavioural modification in the positive direction is realistically anticipated (Vaske & Donneley, 1999). An egocentric ideology is hypothesized to be associated with such egoistic values. According to Erich Fromm's biophilia hypothesis, originally healthy humans have an adaptive tendency to have a passionate love of life. Biophilic people desire to promote all life. They care for personal growth and development of others. Biophilic individuals want to have an impact on people via love, reason and setting example rather than by coercion (Feist & Feist, 2009) as seen in workplace mobbing. Disconnectedness from nature makes people psychologically unhealthy and detrimental to all life around. Cognitive Behavioural Therapy and Model of Human Occupation (MOHO, Kielhofner, 1992) can be jointly used to change this maladaptive disconnectedness from nature, both cognitively and behaviourally in terms of daily occupations. A psychoeducation aiming to educate people about the health hazards of mobbing for all parties, and the importance of spending their limited life not by mobbing others but by doing occupations meaningful and valuable to their lives. The core values of mobbers and the instruments of mobbing should be aimed by this psychoeducation and their commitment to novel more adaptive life goals should be encouraged and promoted.

Keywords: Mobbing, Paracriminal Behavior, Workplace Crime, Forensic Psychology

INTRODUCTION

This study is a psychoeducational model suggestion based on cognitive behavioral therapy and occupational therapy aiming to resolve mobbing issues at workplaces. There are a number of theoretical components in the model. The core component is workplace mobbing phenomenon, it is the problem needy of a solution, and it is the reason for the development of this model, therefore firstly it will be uncovered in the following part. After that, the suggested major solution which is "biophilic psychoeducation" will be explained. What biophilia means, how it is measured, how it connects to behavioral change in the desired direction and how it may be induced at the workplaces will be the information provided in this part. In the last part how cognitive behavioral therapy and occupational therapy will be used as an instrument to change from detrimental mobbing behaviors to biophilic behavior will be shortly defined. In the conclusion part the model will be summarized and outcome expectations will be listed.

1. MOBBING OR BULLYING

Mobbing or bullying is a paracriminal process starting with incivility and ending with violence (Bartlett & Bartlett, 2011). In the simplest sense, incivility at the workplace is being rude to one's coworkers (Bartlett, 2009). Pearson and Porath (2009), define incivility as “The exchange of seemingly inconsequential inconsiderate words and deeds that violate conventional norms of workplace conduct” (p.12) mostly out of thoughtlessness rather than deliberate malice. Similarly, Andersson and Pearson (1999) define incivility as low-intensity deviant behaviour violating workplace norms for mutual respect. It is well established that this relatively low-level workplace aggression has the potency to escalate into more intense aggression forms including bullying (workplace harassment) and workplace violence (Namie, 2003). However, some researchers prefer to label the whole process as mobbing or bullying: For example, according to Fox and Freeman (2011) workplace bullying covers a wide range of behaviours, from subtle incivilities to blatant threats, and has the potential to spiral into serious conflict, a hostile work environment and even physical violence (Fox, 2015). Although there is no unanimous classification of the behavioural indicators, bad manners and overt rudeness are usually indicated as cases of incivility, while excessive monitoring, withholding information, threats, intimidation and sexual harassment are often classified as bullying. If the organizational factors, group factors, personal motives and conditions behind how incivility turns to bullying are understood well, it would be possible to devise solutions to give a halt to incivility and prevent this transition altogether.

In terms of business ethics bullying is against sustainability of business, considered as a mode of unethical behaviour because of its aims (e.g. obtaining organizational advantages in the form of promotions, merits, etc.), means (e.g. ethical egoism, forming groups to attack individuals, normalizing corruption), and consequences with regards to the targets (e.g. deteriorated mental/physical health and shattered lives), companies (e.g. employee turnover, lost time, lost trust, decreased productivity and profitability, legal costs, lost reputation) and social welfare system (e.g. a sick society, increased health service and rehabilitation costs) (Rodgers & Gago, 2006). Therefore, organizations, which tolerate such behaviour, violate local laws and their ethical responsibility to offer employees a safe, professional and respectful workplace (Saunders, Huynh, & Goodman-Delahunty, 2007) thereby leading to the emergence of a domino effect that may harm society as a whole and hinder sustainable development.

Stress induced by incivility and bullying at the workplace are ubiquitous and costly problems for employers and employees alike. As reported by the recent EU-funded project carried out by Matrix in 2013, the costs of work-related depression to Europe was estimated to be €617 billion annually, and no small part of this figure is due to bullying (Hassard, Teoh, Cox, Dewe, Cosmar, M., Gründler, Flemming, Cosemans, & Van den Broek, 2014). The breakdown of total costs to employers consists of absenteeism and presenteeism (e.g. being present at workplace in an unengaged, sick burned-out and/or disgruntled fashion, €272 billion), loss of productivity (€242 billion), health care costs (€63 billion) and social welfare costs in the form of disability benefit payments (€39 billion).

Majority of studies within Europe indicate that between 10% and 15% of the workforce are exposed to workplace bullying (Zapf, Escartin, Einarsen, Hoel, & Vartia 2011). However, there are differing figures, for example McAvoy and Murtagh (2003) inform that with an annual prevalence of up to 38%, workplace bullying affects up to 50% of the UK workforce during their working life. The cost of work-related stress to British society is £4.55 billion, and a big part of it (£682.5 million per year) is directly related with workplace bullying (Giga, Hoel, & Lewis, 2008). The cost of workplace harassment in the UK is estimated to be between 1.4% and 2% of GDP (Hassard, Teoh, Cox, Dewe, Cosmar, M., Gründler, Flemming, Cosemans, & Van den Broek, 2014). When the figures for absenteeism, staff turnover and reduced productivity are included, the total cost for organisations in the UK is estimated to be more than £13.75 billion (Giga et al, 2008). An early far-reaching study of bullying behaviour in Germany found that almost all (98.7%) of those bullied employees experienced employment and/or health consequences; close to half (43.9%) became ill and 68.1% left their employment (includes 14.8% who were dismissed) (Sloan et al., 2010 based on European Foundation Report, 2002), while a relatively recent one by Bodeker and Friedrichs (2011) found that the cost of work-related stress in Germany accounts to €30.86 billion.

Beyond the financial costs and health consequences it incurs, bullying is a human rights issue because employees deserve to pursue their work in a civil environment, free from hostile workplace communication, tense behaviour and related psychosocial hazards. Science reveals that individuals perform best in an environment characterized by mutual respect and personal dignity (WHO, 2010). For those who could not work in an environment where human rights prevail, the consequences are dreadful. Many studies found that almost 40% of bullying victims yearn for death or already attempted suicide (Brun & Milczarek, 2007), a drastic figure of learned helplessness, also echoed by Davenport, Schwartz, and Elliott (2002): “For the victim, death—through illness or suicide—may be the final chapter in the mobbing story”. Hence, European Agency for Safety and Health at Work Report (EASHW, 2007) recognized bullying among the major challenges to occupational health and safety. Accordingly, it is significant to design an incivility-free workplace at the first instance, establish policy, and build leadership that is authentic to reduce incivility before it turns to bullying (Estes and Wang, 2008).

Since it is more effective to take precautionary measures than to intervene after the emergence of the full-fledged systematic and purposeful bullying process, it is important to understand the progression of incivility towards bullying, and to build the required mechanisms to prevent this transition. According to Leymann, the father of workplace bullying research, bullying develops through five stages (Devenport et al., 2002). It starts with a critical incident (i.e. 1st stage), which is followed by the systematic and increasingly aggressive acts until the victim is announced to be an outcast (i.e. 2nd stage). When the victim is finally worn down and files a complaint to the management and Human Resources Department, both of them takes side with the perpetrator instead of helping the victim (i.e. 3rd stage), thereafter the victim is labelled as mentally ill or difficult and loses legitimacy (i.e. 4th stage) until he/she quits himself/herself or is discharged (5th stage).

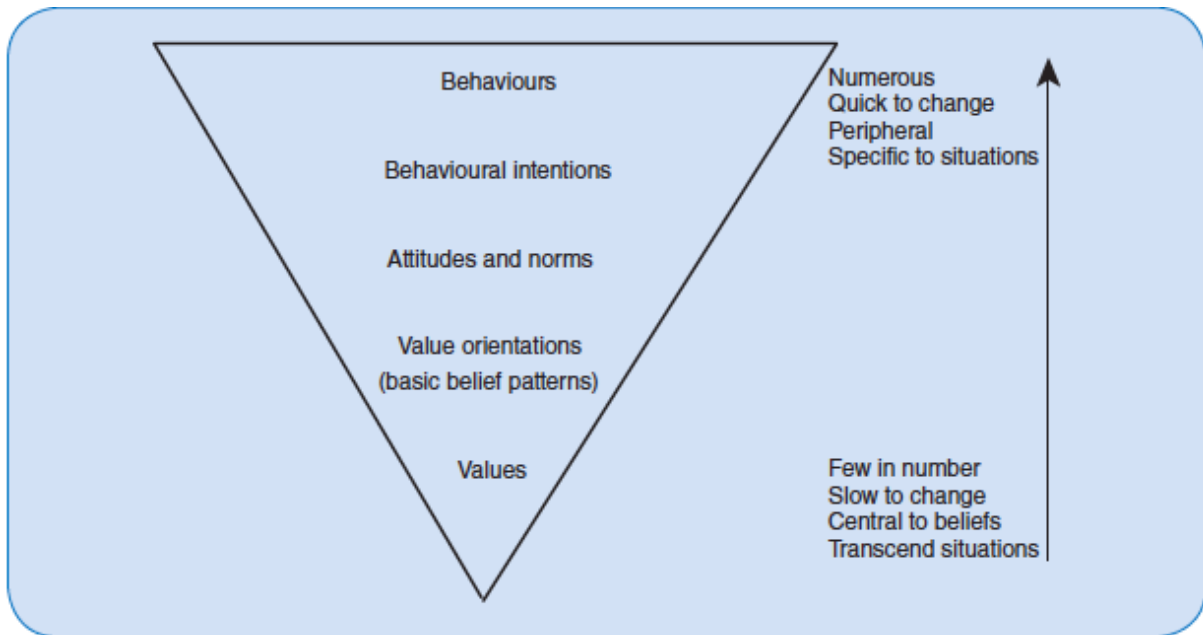
Therefore, it is critical to capture the initial rudeness and inhibit the critical incident to take place at the opportune time by appropriate interventions. As put forth by many researchers before, bullying is the cancer of the workplaces (Barker, 2011; Glendinning, 2001), which should be timely diagnosed and prevented, before turning the workplaces deadly sick.

2. BIOPHILIA AND BIOSPHERIC VALUES

Erich Fromm's biophilia hypothesis tells that healthy humans have an inherited adaptive affinity with life, and they endorse biospheric values, which reflect a concern for the quality of nature and the environment for its own sake (De Groot and Steg, 2007). Both altruistic (a concern for the wellbeing of other humans) and biospheric values are likely to promote pro-environmental behaviour, because such actions generally benefit the well-being of others and the environment. Biophilic people wish to foster the life of people, animals, plants, ideas, and cultures. They care for the development of others as well as their personal growth. Biophilic individuals want to have an impact on people via love, reason and setting example rather than by force (Feist & Feist, 2009), also in that sense they are close to altruism. However, De Groot and Steg (2007) pinpoint that biospheric values are proenvironmental values and they reflect a concern for everyone and everything out of the person, such as the atmosphere, the earth face, the forests, the seas, the animals, and the other people, while altruistic values are speciesist (focusing on human species within all animals). Thus biospheric values denote a higher rank of self-transcendence. Value-prioritizing differences determine the behavioural choices individuals ultimately make (Figure 1). For example, prioritizing biospheric values over egoistic self-enhancement values trigger the indulgence of personal hedonic and gain goals over normative self-transcendence and biospheric ones, which will end up with pleasure and gain seeking behaviours (Bouman, Steg, & Kiers, 2018). The more individuals approve of a specific value, the more intensely they may think and behave in proportion to this value. Therefore, if the target is to change egoistic behaviour constellations like workplace bullying, relevant self-enhancement values as depicted in Figure 2 below should be replaced by self-transcendence values at the base of which there is biophilic-biospheric values of loving all the living.

Measurement of biospheric values or biophilia may be done using different scales such as Connectedness to Nature Scale (CNS) developed by Mayer and Frantz (2004), Nature Relatedness (NR) scale developed by Nisbet et al. (2009), or the Implicit Association Test (IAT-Nature) developed by Schultz and colleagues (Schultz et al. 2004).

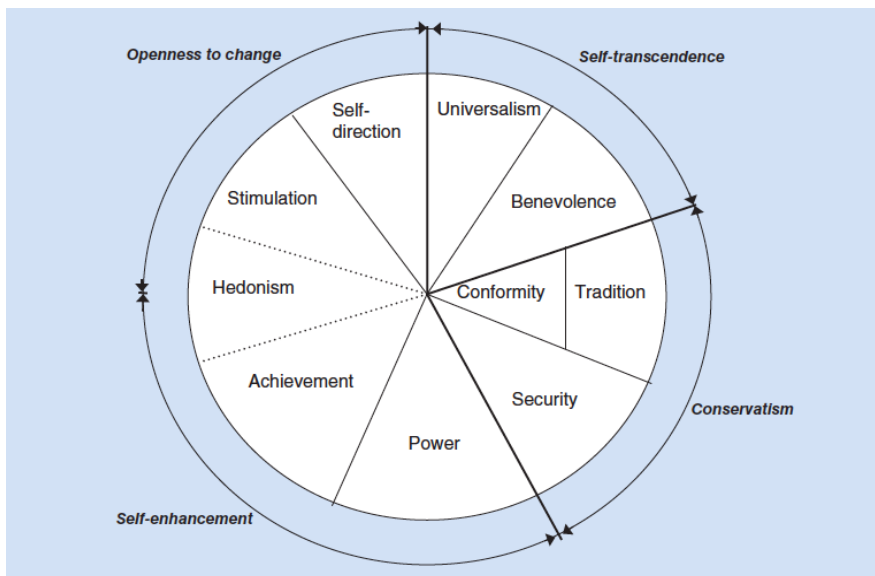
Figure 1: Value-Attitude-Behavior Model Showing That We Should Change Values In Order To Change Behaviours.



Source: Vaske, J. J. & Donnelly, M. P. (1999).

A value–attitude–behavior model predicting wildland preservation voting intentions. *Society and Natural Resources*, 12, 523–537.

Figure 2: The Two-Dimensional Depiction Of Motivational Types Of Values.



Source: Bilsky & Schwartz, 1994.

3. COGNITIVE BEHAVIOURAL THERAPY (CBT) AND MODEL OF HUMAN OCCUPATION (MOHO)

Cognitive behavioural therapy (CBT) is a tool used by psychologists, medical and rehabilitation professionals to modify their clients' maladaptive cognitions, related emotions and behaviour. CBT is employed to help clients reframe the way they think about themselves, the others, the future and the world in general in order to change related maladaptive emotions and behaviours. Workplace bullying is a group of maladaptive behaviours detrimental to the enactor, the victim and the observers alike, therefore prevention or intervention of bullying is a public health issue benefiting society.

RESULT

Using CBT, these maladaptive egocentric, self-serving cognitions, emotions and outcome behaviours can be swapped with more adaptive biophilic and altruistic ones like understanding, helping, collaborating with or empathizing with the coworkers. This change attempt should address the beliefs about one's need to be superior to others, competition, workplaces as conflictual environments, other people and animals as foes or slaves rather than friends or equals, and self as a should-be caustic and powerful entity. At the core of all is exchanging the self-enhancement values with biospheric ones. CBT has its own tools such as cognitive restructuring, exposure, contingency management, relaxation training, self-regulation, social skills-training, emotion regulation, communication skills training, and behavioural activation (O'Donohue & Fischer, 2012). These tools are easy to be taught at the workplace. Especially movies, books and documentaries such as *Earthlings*, *the Dominion*, and *Forks Over Knives* infusing love for all beings and the cruelty of hurting others would be watched and discussed at gathering sessions of employees. Nudges to be used at workplaces, directing employees to be more compassionate and to act conscientiously and empathically can be designed together at workshops.

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