



EXAMINING THE EFFECT OF PSYCHOLOGICAL VIOLENCE ON SEAFARERS' WORKING TIME AT SEA

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ABSTRACT

In this study, the relationship between the perception of psychological violence and the intention to leave work among employees in the maritime sector, as well as individuals' durations of service onboard, are examined. The study is divided into two main sections. The first section presents a theoretical framework on the concept of psychological violence. It includes the definition and historical background of psychological violence, the causes of its occurrence—particularly those specific to the maritime industry—its stages, types, and the common forms encountered within the sector. In addition, the legal dimensions of psychological violence and national and international studies from various sectors, including maritime, are also discussed. The second section outlines the research conducted to investigate the impact of psychological violence on seafarers' onboard working periods. This section presents the methodology, findings, and results of the study. The findings indicate that the perception of psychological violence has a significant effect on the intention to leave work. In general, as the level of perceived psychological violence increases, employees' intention to resign also rises. Significant and positive correlations were found between the sub-dimensions of psychological violence (those affecting communication, attacks on social relations, attacks on reputation, attacks on quality of life and work, and those directly affecting health) and the intention to leave work. These findings reveal that psychological violence has adverse effects on employees in the workplace and triggers thoughts of resignation.

Keywords: Maritime, Psychological Violence, Mobbing, Leymann's Psychological Violence Scale, Turnover Intention

JEL Clasifications: J28, J81, M54, R41

1. INTRODUCTION

In today's business industry, the concept of "human factors in accidents" has emerged in the maritime sector, as in many other industries. As the name suggests, this term aims to investigate the human factor underlying adverse developments in maritime activities, such as accidents, problems, delays, and financial or emotional losses. With technological advancements, revealing such information from a statistical perspective has become significantly easier. However, when examining the literature, it becomes evident that despite the increasing number of studies on human factor-related accidents, the psychological challenges faced by maritime workers remain insufficiently explored. Yet, these studies clearly present the extreme physiological and psychological challenges imposed by the nature of the maritime profession. Factors such as the inherently challenging nature of maritime work, the operational system rooted in traditional structures, and the profession's isolated and relatively lesser-known status compared to others have pushed the psychological well-being of individuals working at various levels in the maritime industry into the background. Academic studies conducted on this topic in Turkey are particularly scarce, highlighting the weakness in the existing literature. What is even more striking and noteworthy is that the number of scientific studies in this field remains limited not only in Turkey but also globally. For instance, among the 54 subfields of psychology officially recognized by the American Psychological Association (APA), there is no subfield designated as "maritime psychology."



When the maritime sector is examined, it becomes evident that the majority of workplace accidents are human-related, with one psychological factor contributing to these accidents being psychological violence among personnel. By its nature, seafarers face various challenges and must simultaneously contend with issues stemming from the stressful work environment. As a result of working under stress, psychological violence among personnel inevitably arises in the maritime sector, where traditional hierarchies are strongly prevalent. The concept of psychological violence manifests in different ways: it can occur systematically or for brief periods and may be observed hierarchically from top to bottom, bottom to top, or even horizontally. Consequently, within the already stressful work environment, personnel may emerge who struggle to cooperate, engage in conflicts that disrupt their tasks, or demonstrate a lack of willingness to fulfill their responsibilities fully. In summary, defining psychological violence, taking preventive measures before it arises, and implementing action plans for managing it afterward would greatly benefit both individual seafarers and maritime companies aiming to enhance personnel productivity and create a harmonious, efficient working environment.

Mobbing in the maritime sector emerges as a distinct form of psychological harassment in the workplace. Due to the nature of the industry, employees spend extended periods at sea in isolated environments with limited social interaction, which exacerbates the prevalence and severity of mobbing. Under these conditions, employees become more vulnerable to psychological harassment highlights that the human factor in the maritime sector is often overlooked.

A study conducted with 50 maritime employees examined perceptions of mobbing through a survey, revealing that seafarers may exhibit behavioral disorders due to their working conditions. While the general literature suggests that a behavior must persist for at least six months to be classified as psychological harassment, contracts for maritime employees typically range between three to six months. Therefore, in evaluating psychological harassment at sea, the contract duration should be taken into account rather than the conventional six-month period. The structural characteristics and challenges of the maritime sector further contribute to the widespread occurrence of mobbing. The isolation of the ship environment and limited social interactions intensify stress and exacerbate interpersonal conflicts. Hierarchical relationships, particularly where superiors exhibit strict, discipline-focused, and sometimes arbitrary behaviors, contribute to psychological pressure on subordinates. Additionally, lower-ranking employees are particularly vulnerable to mobbing. The international nature of the maritime industry is another factor influencing mobbing. Communication difficulties and a lack of cultural awareness among employees from diverse backgrounds can escalate cases of psychological harassment. On vessels with multinational crews, communication problems are among the most common causes of mobbing.

This study examines the relationship between the psychological violence factor experienced or perceived by seafarers who are either actively working at sea or employed in different sectors onshore and their intention to leave the profession. By utilizing psychological violence and turnover intention scales, the study aims to reveal seafarers' perceptions of psychological violence in relation to their career longevity and working periods. The study is divided into two main sections. The first section presents theoretical explanations of the concept of psychological violence, including its definition, historical background, reasons for its occurrence, and specific causes within the maritime industry. Additionally, the stages and types of psychological violence, its prevalent forms in the maritime sector, its legal dimensions, and domestic and international studies on psychological violence across various industries, including maritime, are discussed. The second section focuses on the study conducted to examine the impact of psychological violence in the maritime sector on seafarers' duration of employment at sea. This section includes the research methodology, findings, and conclusions. The data for this research were collected through an online survey. In this study, two different surveys were utilized. The first was the 45-item Leymann Inventory of Psychological Terrorization (LIPT) scale, designed to measure psychological violence. According to Leymann, the factors classified under psychological violence are grouped into five subcategories: those affecting communication patterns, attacks on social relationships, attacks on reputation, attacks on an individual's quality of life and work, and direct physical attacks and harassment.

Subsequently, a 13-item turnover intention survey was used to examine the correlation between psychological violence and the intention to leave the profession. Alongside a demographic information



form, these two scales were applied to a total of 301 actively working employees in the Turkish maritime sector. The collected data were analyzed using the "SPSS 26.0" software.

The findings indicate that the perception of psychological violence has a significant impact on turnover intention. In general, as the level of psychological violence increases, employees' intention to leave their jobs also rises. Significant and positive relationships have been identified between the sub-dimensions of psychological violence (factors affecting communication style, attacks on social relationships, attacks on reputation, attacks on quality of life and work, and direct impacts on health) and turnover intention. These findings reveal that psychological violence creates negative effects on employees in the workplace and triggers thoughts of resignation.

When examining the variable of age, it has been found that younger employees (aged 20–30) exhibit higher perceptions of psychological violence as well as greater turnover intention. This suggests that younger employees feel more pressure in the workplace and tend to be more mobile in their careers. Additionally, as age increases, perceptions of psychological violence and turnover intention decrease, indicating that more experienced employees either encounter such adversities less frequently or manage them more effectively. From a gender perspective, the perception of psychological violence was found to be higher among female employees compared to male employees. However, turnover intention did not show a significant difference based on gender. Regarding marital status, significant differences were found in the relationship between psychological violence and turnover intention. Single employees demonstrated higher perceptions of psychological violence and turnover intention compared to married employees.

The findings indicate a significant positive relationship between psychological violence and turnover intention. Additionally, various results were obtained by incorporating demographic variables into the analysis.

2. LITERATURE REVIEW

Davenport et al. (2003) define mobbing as an emotional attack process that begins with an individual being subjected to disrespectful and malicious behaviors in the workplace. According to this definition, mobbing is a process in which employees target another individual, rally others around themselves, mock the targeted person, attempt to damage their reputation, and ultimately force them to resign. There are also approaches that regard mobbing as a form of systematic discrimination based on individuals' identities. In this context, mobbing is understood not as exclusionary practices arising from age, race, or gender, but rather as deliberate psychological and aggressive behaviors aimed at removing the targeted individual from the work environment (Davenport et al., 2003). Tim Field, known for his work on psychological violence, defines mobbing as ruthless psychological attacks targeting the victims' self-confidence and self-esteem (Akgün & Gürhan, 2020).

Psychological violence includes behaviors aimed at lowering the morale and motivation of the targeted individual in the workplace, excluding, intimidating, and belittling them; whereas "bullying" refers more to physical violence involving rude and aggressive actions. Psychological violence typically manifests as group behaviors, while bullying usually occurs at an individual level. The consensus among researchers on the common elements of psychological violence includes hostile behaviors directed at the target, persistence over time, systematic repetition, and the intent to intimidate (Hacıcaferoğlu & Hacıcaferoğlu, 2014).

Individuals working in the maritime sector live in a limited social environment during long sea voyages. This isolation increases social stress factors and creates fertile ground for the prevalence of mobbing behaviors. Continuous interaction among personnel in the confined environment of a ship can escalate personal conflicts. Particularly, hierarchical superior-subordinate relationships play a critical role in the emergence of these conflicts. The disciplinary, harsh, and sometimes arbitrary attitudes of superior employees towards their subordinates generate psychological pressure on the latter. Coping with intimidation behaviors in the maritime sector requires a specific approach tailored to the unique dynamics of this industry. Research indicates that low-ranking personnel are more vulnerable to mobbing behaviors, which has tangible effects on the sector (Tavacıoğlu et al., 2018).



Furthermore, due to the international nature of the maritime sector, crew members from different cultures often experience cultural awareness deficits and communication problems. This situation contributes to an increase in psychological violence incidents. Communication issues on vessels with international crews are among the most common causes of mobbing (Taş, 2011).

By nature, the maritime sector requires working under both physically and psychologically demanding conditions. Ship personnel face long-term isolation, intense stress, and pressure. Under such circumstances, the likelihood of psychological violence incidents is considerably high. Psychological violence adversely affects seafarers' job satisfaction and motivation, leading to decreased performance, job burnout, and eventually, withdrawal from the profession. These negative workplace experiences have a particularly significant impact on job satisfaction.

Job satisfaction refers to the extent to which an individual feels happy and fulfilled at work, a concept that becomes increasingly complex in challenging sectors such as maritime. Psychological violence reduces job satisfaction and diminishes motivation to continue working at sea. Recent years have seen a noticeable decline in the number of actively working seafarers, attributed in part to such adverse experiences.

This study examines the impact of psychological violence on decisions to leave the profession and the working durations of seafarers who either continue to work at sea or have left the profession, through surveys and interviews. The research explores various types of psychological violence and their effects on job performance and motivation in detail. The findings reveal that the difficulties experienced by seafarers are not only physical but also psychological in nature. Psychological pressures and mobbing stand out as primary determinants of thoughts about leaving the sector.

Seafarers exposed to psychological violence gradually become disengaged from their jobs and experience reduced workplace productivity. This situation diminishes their desire to remain in the sector. Feelings of constant pressure, loneliness, and worthlessness are significant factors driving seafarers away from the profession. In this regard, psychological violence in the maritime sector should be addressed not only as an individual problem but also as a sectoral crisis. In the long term, psychological violence may lead to human resource shortages and a decline in operational efficiency. Notably, the retention period of young seafarers in the sector is shortening, making human resource issues more apparent.

At this point, preventing psychological violence, increasing job satisfaction, and ensuring that seafarers continue their careers are of great importance. Strategies to prevent psychological violence will contribute to mitigating the human resources crisis in the sector and strengthening employee commitment.

According to research findings, there is a significant relationship between the perception of psychological violence and the intention to quit the job. Individuals with a high perception of psychological violence tend to have a greater inclination to leave their jobs, which shortens their working durations at sea. These findings are supported by various studies such as Tutar (2015). In Tavacıoğlu et al.'s study, variables like age, experience, and position were found to play a decisive role in the perception of mobbing; in particular, increased experience was associated with a decreased perception of mobbing.

Moreover, this research analyzed the effects of various subdimensions of psychological violence on the intention to leave the job. These subdimensions include interference with communication styles, attacks on social relationships, threats to reputation, assaults on life and work quality, and behaviors directly affecting health. The strongest effect was observed in the subdimension of attacks on social relationships. This result aligns with the literature, showing that social exclusion damages a person's sense of belonging and reduces their willingness to stay at work (Einarsen et al., 2011; Leymann, 1990).

Regarding the age variable, younger employees were observed to have higher perceptions of psychological violence and stronger intentions to quit. This finding parallels the literature suggesting that younger individuals are more vulnerable in the workplace (Björkqvist, 1994). Experience and age enhance coping skills with mobbing and alter perception.



In terms of gender, female employees reported higher perceptions of psychological violence than males. This situation corresponds with literature indicating that women, particularly in male-dominated occupations, face greater discrimination and psychological violence (Tınaz, 2006; Korkmaz, 2013).

When examining marital status, single employees exhibited higher perceptions of psychological violence and intentions to quit compared to married employees. This finding demonstrates the role of social support mechanisms in psychological resilience (Einarsen et al., 2011; Greenhaus & Beutell, 1985).

Finally, as working duration increases, perceptions of psychological violence and intentions to quit decrease. Particularly, employees with 0–5 years of experience were found to be at higher risk. This finding reveals that new employees are more vulnerable during the adaptation period and therefore more sensitive to psychological violence (Yıldırım & Yıldırım, 2007).

3. RESEARCH MATERIALS & METHODOLOGY

3.1 Purpose and Importance

This study was conducted to examine the experiences of individuals working in the maritime sector regarding exposure to psychological violence (mobbing) in the workplace and to reveal the effects of such exposure on their duration of work at sea. Psychological violence is a significant factor that reduces job satisfaction and overall work efficiency, especially in physically and mentally demanding occupations such as maritime work. The maritime sector is characterized by long working hours, the necessity to operate in isolated environments, and constant exposure to changing environmental conditions. Within this challenging work environment, psychological pressure or bullying imposed by colleagues or supervisors becomes a critical variable directly affecting individuals' professional performance and their tenure at sea. In this context, a rigorous research design was developed to understand how these negative experiences influence the occupational continuity of personnel working in the maritime sector.

3.2 Population and Sample

The population of the study consists of maritime personnel currently working on ships as well as former maritime workers who have left the sector. The sample comprises 301 seafarers who voluntarily agreed to participate in the study. Since the study involves both correlation and group difference analyses, a power analysis was conducted to determine the minimum required sample size for these methods. The power analysis was performed using G*POWER version 3.1. A high statistical power of $1-\beta = 0.95$ was set, considering correlation and group difference calculations. The significance level was established at $\alpha = 0.05$. The power analysis results indicated that a minimum sample size of 176 participants is required for valid group difference analyses. Therefore, the sample size of 301 was deemed sufficient for making statistically valid inferences. Convenience sampling was employed as the sampling method. The sample includes individuals from among active seafarers and maritime workers who have left the sector, who are capable of providing data regarding their experiences of psychological violence.

3.3 Hypotheses of Research

The primary aim of this study is to determine the prevalence of perceived psychological violence in the maritime sector and to analyze the effects of this perception on the duration of continued employment in the profession. The methodology employed in the study seeks to quantitatively assess the presence of psychological violence, its impacts on individuals, and the consequences of these effects. Accordingly, the research was conducted using a quantitative approach, based on a descriptive framework to obtain broader data from a large sample within the maritime sector.

The hypotheses developed in the study are as follows:

H1: There is a significant relationship between psychological violence and total length of employment.

H2: There is a significant relationship between psychological violence and length of employment in the current organization.



H3: There is a significant relationship between psychological violence and the intention to leave the job.

H4: Psychological violence and intention to leave the job show significant differences according to age, gender, marital status, educational background, active duty on ships, total length of employment, length of employment in the current organization, type of ship worked on, current roles, and total sector experience.

3.4 Assumptions and Constraints

It is assumed that the participants provided honest and accurate responses in the survey. The data collection process adhered to ethical research practices, ensuring participant anonymity and data security. One limitation of the study is its reliance on self-reported data, which may introduce biases. Additionally, the findings are specific to the sample and may not be fully generalizable to all yachtsmen. Despite these constraints, the study's rigorous methodology ensures the reliability of its results.

3.5 Data Collection Tool

During the data collection process, a survey questionnaire was utilized to measure participants' perceptions of psychological violence and the impact of these perceptions on their tendencies to remain in or leave the maritime sector. The data were collected through online surveys. The questionnaire consisted of two main sections:

Demographic Information: This section included questions designed to gather demographic data such as participants' age, gender, length of employment, type of ship worked on, current roles, and total experience in the sector. This section aimed to capture the diversity within the maritime workforce and analyze how psychological violence experiences vary according to these factors.

Psychological Violence Scale: To measure psychological violence, the 45-item Leymann Inventory of Psychological Terrorization (LIPT) was employed. According to Leymann, the factors of psychological violence are categorized under five sub-dimensions: those affecting communication styles, attacks on social relationships, assaults on reputation, attacks on an individual's quality of life and work, and direct physical assaults and harassment.

Turnover Intention Scale: To examine the relationship with the behavior of leaving the job, a 13-item turnover intention questionnaire was used. The scale was administered using a five-point Likert-type response format (1 = Strongly Disagree, 5 = Strongly Agree). Data were collected via online surveys.

4. RESULTS AND DISCUSSION

This section includes descriptive analyses related to the study's demographic variables, percentage distributions of responses to the scales, as well as correlation, regression, and group difference analyses conducted to test the hypotheses.

4.1 Reliability of the Survey

The tests used for assessing the reliability of the questionnaire included Cronbach's Alpha (CA), Split-Half, Parallel, and Strict Parallel tests. Reliability and internal consistency are considered achieved when the results exceed 70% for all applied criteria. As shown in Table 2, the results for all four criteria surpassed the 70% threshold, confirming the reliability of the instrument. Consequently, the outputs of the analyses are also deemed reliable.

Table 1: Results of Reliability Analysis of The Survey

Criteria	Survey Reliability Results
Cronbach_Alpha	0.895
Split	0.892-0.899
Parelel	0.895
Strict	0.894



4.2 Demographic Findings

A total of 301 participants took part in this study, of whom 84.7% were male, 12.6% female, and 2.7% identified as other. Regarding age distribution, 46.8% of the participants were between 20 and 30 years old, 30.2% between 31 and 40, 13% between 41 and 50, and 10% were aged 51 and above. Marital status showed that 46.2% were married, 53.8% single, and 4% divorced. In terms of educational background, 3% had completed primary school, 14% high school, 13.3% associate degree, 64% bachelor's degree, 4.7% master's degree, and 1% held a doctoral degree.

Regarding active service on vessels, 85.4% of the participants were currently working on ships, while 14.6% were not actively employed in seafaring. When examining total years of service at sea, 41.9% reported 0–5 years, 38.1% between 6 and 17 years, and 20% over 18 years of experience. Concerning tenure at their current company, 71.8% had been working there for 0–5 years, 23.3% for 6–17 years, and 5% for more than 18 years. As for the type of vessels they worked on, 33.2% were employed on bulk carriers, 30.9% on tankers, and 21.6% on container ships.

4.3 Percentage Distribution of Scale Responses

At this stage of the study, the percentage distributions and mean scores of the responses to the employed scales are presented.

Table 2: Percentage Distribution of Responses to the Psychological Violence Scale

Items		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean ± SD		
	Subscale: Factors Affecting Communication Style								
1	My superiors limit my opportunities to express myself.	8,6	44,9	11,6	25,6	9,3	2,82	±	1,18
2	I am constantly interrupted while speaking.	12,0	40,2	14,3	23,6	10,0	2,79	±	1,22
3	My colleagues limit my opportunities to express myself.	15,0	46,2	15,9	18,6	4,3	2,51	±	1,09
4	I am shouted at and scolded loudly to my face.	23,6	33,9	11,3	19,6	11,6	2,62	±	1,34
5	The work I do is constantly criticized.	14,3	37,9	14,6	18,3	15,0	2,82	±	1,31
6	My private life is constantly criticized.	28,2	32,9	13,0	18,6	7,3	2,44	±	1,28
7	I am disturbed by my colleagues via phone calls.	30,9	40,2	12,3	10,3	6,3	2,21	±	1,17
8	I receive verbal threats from my colleagues.	50,2	32,2	6,3	9,3	2,0	1,81	±	1,04
9	I receive written threats from my colleagues.	57,5	30,9	7,3	3,3	1,0	1,59	±	0,84
10	Communication using gestures and looks is denied to me.	29,6	36,2	14,0	13,3	7,0	2,32	±	1,22
11	Communication through insinuations is denied to me.	27,2	36,2	12,3	17,6	6,6	2,40	±	1,24
	Social Relationships Attack Subscale								
12	People around me do not want to talk to me.	39,5	38,5	14,0	5,6	2,3	1,93	±	0,98
13	I cannot talk to anyone, and I am prevented from talking to others.	41,5	37,9	11,6	7,0	2,0	1,90	±	0,99

158		EXAMINING THE EFFECT OF PSYCHOLOGICAL VIOLENCE ON SEAFARERS' WORKING TIME AT SEA
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14	I am given a task that is separated from others.	33,2	35,5	11,6	13,6	6,0	2,24	±	1,22
15	My coworkers are prohibited from talking to me.	49,8	34,9	6,6	7,6	1,0	1,75	±	0,95
16	It is as if I do not exist in that environment.	42,5	31,9	11,0	9,6	5,0	2,03	±	1,17
Attack on Reputation Subscale									
17	My coworkers talk badly about me behind my back.	25,9	30,9	25,2	10,0	8,0	2,43	±	1,20
18	False rumors about me circulate around..	30,9	30,6	16,6	14,6	7,3	2,37	±	1,26
19	I am put in ridiculous situations.	36,5	37,9	10,0	10,6	5,0	2,10	±	1,16
20	I am treated as if I am mentally ill.	48,8	30,9	11,3	6,0	3,0	1,83	±	1,04
21	I am pressured as if I need psychological treatment.	52,5	28,9	9,3	6,3	3,0	1,78	±	1,05
22	I am mocked for a fault or flaw or my appearance.	47,5	30,9	9,3	7,3	5,0	1,91	±	1,14
23	My walk, gestures, or voice are imitated to make me look ridiculous.	49,5	33,6	5,6	8,3	3,0	1,82	±	1,06
24	My religious or political views are mocked.	39,9	33,9	10,3	10,6	5,3	2,08	±	1,18
25	My private life is mocked.	42,9	36,5	8,6	8,3	3,7	1,93	±	1,08
26	My ethnic origin or nationality is mocked.	48,8	33,9	6,3	7,6	3,3	1,83	±	1,06
27	I am forced to do work that negatively affects my self-confidence.	34,2	36,2	10,6	14,3	4,7	2,19	±	1,19
28	My efforts are judged wrongly and belittled.	31,9	30,9	12,3	17,3	7,6	2,38	±	1,30
29	My decisions are constantly questioned.	20,6	34,9	15,6	18,3	10,6	2,63	±	1,29
30	I am called obscene or degrading names.	49,5	33,6	5,6	8,3	3,0	1,82	±	1,06
31	I am subjected to sexual innuendos.	57,8	30,2	5,6	4,7	1,7	1,62	±	0,91
Attack on Life and Work Quality Subscale									
32	I am not given any special tasks.	37,2	36,5	13,3	10,3	2,7	2,05	±	1,08
33	Tasks assigned to me are taken away, and I am prevented from creating new work.	42,5	35,5	10,0	8,0	4,0	1,95	±	1,10
34	I am given meaningless tasks to do.	28,9	30,2	9,6	16,3	15,0	2,58	±	1,43
35	I am assigned tasks below my qualifications and abilities.	24,9	27,6	12,0	20,9	14,6	2,73	±	1,41
36	Constant changes are made to the work I do.	25,9	33,9	15,0	15,3	10,0	2,50	±	1,30
37	I receive reactions from coworkers that negatively affect my self-confidence.	36,5	33,9	8,3	15,6	5,6	2,20	±	1,24
38	I am given tasks intentionally designed to damage my reputation and that I cannot perform.	40,2	34,9	9,0	11,3	4,7	2,05	±	1,17
Direct Health Impact Subscale									
39	I am exposed to general harms that cause financial burdens.	41,2	36,2	9,3	9,6	3,7	1,98	±	1,11
40	Accidents are caused to damage my workplace or living area	48,5	33,9	11,0	5,0	1,7	1,77	±	0,95
41	I am forced by superiors to do unnecessary tasks.	26,9	25,2	10,6	22,3	15,0	2,73	±	1,44
42	I receive threats involving physical violence from coworkers.	57,8	30,2	7,3	2,7	2,0	1,61	±	0,89



43	Coworkers verbally harass me to intimidate me.	50,2	29,2	7,0	9,0	4,7	1,89	±	1,16
44	Coworkers physically assault me in ways that seriously affect my health.	62,1	29,6	2,7	4,0	1,7	1,53	±	0,86
45	I am directly subjected to sexual assaults (harassment, etc.) by the opposite sex.	63,8	28,2	3,0	4,0	1,0	1,502	±	0,82
General Response Average of the Mobbing Scale		2,13							

In the sub-dimension of factors affecting communication style, participants gave the highest average score of **2.82** to the statements “My superiors limit my opportunities to express myself” and “My work is constantly criticized,” responding with “Undecided.” The lowest average was **1.59** for the statement “I receive written threats from my colleagues,” to which participants responded “Disagree.”

In the sub-dimension of attacks on social relationships, participants gave the highest average score of **2.24** to the statement “I am assigned tasks that are different from others,” responding “Disagree.” The lowest average was **1.75** for the statement “My colleagues are prohibited from talking to me,” also responded as “Disagree.”

In the sub-dimension of attacks on reputation, participants gave the highest average score of **2.63** to the statement “My decisions are constantly questioned,” responding “Undecided.” The lowest average was **1.62** for the statement “I am exposed to sexual innuendos,” responded as “Disagree.”

In the sub-dimension of attacks on life and work quality, participants gave the highest average score of **2.73** to the statement “I am given tasks below my qualifications and abilities,” responding “Undecided.” The lowest average was **1.95** for the statement “Tasks assigned to me are taken back, and I am prevented from creating new tasks,” responded as “Disagree.”

In the sub-dimension of direct effects on health, participants gave the highest average score of **2.73** to the statement “I am forced by my superiors to do unnecessary tasks,” responding “Undecided.” The lowest average was **1.50** for the statement “I am directly subjected to sexual assaults (harassment, etc.) by the opposite sex,” responded as “Disagree.”

Overall, participants responded to the psychological violence scale with a general average of **2.13**, indicating “Disagree.”

4.3 Percentage Distribution for the Turnover Intention Scale

Table 3: Percentage Distribution for the Turnover Intention Scale

Items		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Ort. ± Ss.		
1	I would prefer to work in a more ideal job than the one I currently have.	9,3	14,3	15,6	29,9	30,9	3,59	±	1,31
2	Since I started here, I have seriously considered changing jobs.	12,6	20,9	19,9	24,9	21,6	3,22	±	1,34
3	I plan to work in this job until I retire.	30,6	23,6	21,6	18,3	6,0	2,46	±	1,26
4	I am seriously thinking about looking for another job within the next year.	11,0	20,3	26,6	21,6	20,6	3,21	±	1,28
5	I am considering leaving my job as soon as possible.	14,6	24,6	23,6	16,3	20,9	3,04	±	1,35

6	No matter what happens, I am willing to leave my job.	16,3	26,2	26,9	13,6	16,9	2,89	±	1,31
7	I am reluctant to leave my job.	19,9	23,9	26,2	25,2	4,7	2,71	±	1,18
8	I do not consider leaving my job as much as possible.	17,6	20,9	23,6	29,9	8,0	2,90	±	1,24
9	If the person(s) treating me badly leave the job, I might consider staying in my job..	16,6	22,9	20,3	25,9	14,3	2,98	±	1,32
10	If I had the opportunity, I would leave my job.	11,6	21,9	17,3	28,2	20,9	3,25	±	1,32
11	Lately, I have started thinking more frequently about quitting my job.	14,0	20,3	16,6	27,9	21,3	3,22	±	1,36
12	I am actively looking for a new job.	17,6	26,2	19,6	19,9	16,6	2,92	±	1,35
13	I am thinking about leaving my job.	14,6	23,3	22,6	19,9	19,6	3,07	±	1,34
Overall Mean Score of Turnover Intention Scale		3,03							

Participants gave the highest average score of **3.59** to the statement, "I would prefer to work in a more ideal job than the one I am currently in," responding in agreement. The lowest average score was **2.46** for the statement, "I plan to work in this job until I retire," with responses leaning toward disagreement. Overall, participants' average response on the turnover intention scale was **3.03**, indicating a neutral or undecided stance.

4.4 Correlation Analysis

In the study, correlation analysis was conducted to determine the relationships between the main dimensions and sub-dimensions.

Table 4: Correlation Analysis Between Psychological Violence and Turnover Intention, Total Working Duration, and Current Institution Working Duration

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
(1) Subscale Affecting Communication Style	<i>r</i>		0,603*	0,637*	0,613*	0,518*	0,758*	0,366*	-0,291*	-0,165*
	<i>p</i>		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
(2) Subscale of Attack on Social Relationships	<i>r</i>			0,711*	0,620*	0,595*	0,733*	0,270*	-0,203*	-0,096*
	<i>p</i>			0,000	0,000	0,000	0,000	0,000	0,000	0,049
(3) Subscale of Attack on Reputation	<i>r</i>				0,668*	0,635*	0,836*	0,328*	-0,223*	-0,156*
	<i>p</i>				0,000	0,000	0,000	0,000	0,000	0,001
(4) Subscale of Attack on Life and Work Quality	<i>r</i>					0,659*	0,761*	0,381*	-0,270*	-0,169*
	<i>p</i>					0,000	0,000	0,000	0,000	0,000
(5) Subscale Directly Affecting Health	<i>r</i>						0,693*	0,337*	-0,185*	-0,063*



	<i>p</i>						0,000	0,000	0,000	0,000
(6) General Dimension of Psychological Violence Scale	<i>r</i>							0,367*	-0,263*	-0,157*
	<i>p</i>							0,000	0,000	0,001
(7) General Dimension of Turnover Intention	<i>r</i>								-0,191*	-0,179*
	<i>p</i>								0,000	0,000
(8) Total Working Duration	<i>r</i>									0,464*
	<i>p</i>									0,000
(9) Working Duration at Current Institution	<i>r</i>									
	<i>p</i>									

*Significant difference for $p < 0.05$

The Subdimension Affecting Communication Style has a significant positive relationship with the Subdimension of Attack on Social Relationships at 60.3% ($r = 0.603$, $p = 0.000$), with the Subdimension of Attack on Reputation at 63.7% ($r = 0.637$, $p = 0.000$), with the Subdimension of Attack on Life and Work Quality at 61.3% ($r = 0.613$, $p = 0.000$), with the Subdimension Directly Affecting Health at 51.8% ($r = 0.518$, $p = 0.000$), with the General Dimension of the Mobbing Scale at 75.8% ($r = 0.758$, $p = 0.000$), and with the General Dimension of Turnover Intention at 36.6% ($r = 0.366$, $p = 0.000$). It has a significant negative relationship with Total Working Duration at 29.1% ($r = -0.291$, $p = 0.000$) and with Working Duration at Current Institution at 16.5% ($r = -0.165$, $p = 0.000$).

The Subdimension of Attack on Social Relationships has a significant positive relationship with the Subdimension of Attack on Reputation at 71.1% ($r = 0.711$, $p = 0.000$), with the Subdimension of Attack on Life and Work Quality at 62.0% ($r = 0.620$, $p = 0.000$), with the Subdimension Directly Affecting Health at 59.5% ($r = 0.595$, $p = 0.000$), with the General Dimension of the Mobbing Scale at 73.3% ($r = 0.733$, $p = 0.000$), and with the General Dimension of Turnover Intention at 27.0% ($r = 0.270$, $p = 0.000$). It has a significant negative relationship with Total Working Duration at 20.3% ($r = -0.203$, $p = 0.000$) and with Working Duration at Current Institution at 9.6% ($r = -0.096$, $p = 0.049$).

The Subdimension of Attack on Reputation has a significant positive relationship with the Subdimension of Attack on Life and Work Quality at 66.8% ($r = 0.668$, $p = 0.000$), with the Subdimension Directly Affecting Health at 63.5% ($r = 0.635$, $p = 0.000$), with the General Dimension of the Mobbing Scale at 83.6% ($r = 0.836$, $p = 0.000$), and with the General Dimension of Turnover Intention at 32.8% ($r = 0.328$, $p = 0.000$). It has a significant negative relationship with Total Working Duration at 22.3% ($r = -0.223$, $p = 0.000$) and with Working Duration at Current Institution at 15.6% ($r = -0.156$, $p = 0.001$).

The Subdimension of Attack on Life and Work Quality has a significant positive relationship with the Subdimension Directly Affecting Health at 65.9% ($r = 0.659$, $p = 0.000$), with the General Dimension of the Mobbing Scale at 76.1% ($r = 0.761$, $p = 0.000$), and with the General Dimension of Turnover Intention at 38.1% ($r = 0.381$, $p = 0.000$). It has a significant negative relationship with Total Working Duration at 27.0% ($r = -0.270$, $p = 0.000$) and with Working Duration at Current Institution at 16.9% ($r = -0.169$, $p = 0.000$).

The Subdimension Directly Affecting Health has a significant positive relationship with the General Dimension of the Mobbing Scale at 69.3% ($r = 0.693$, $p = 0.000$) and with the General Dimension of Turnover Intention at 33.7% ($r = 0.337$, $p = 0.000$). It has a significant negative relationship with Total Working Duration at 18.5% ($r = -0.185$, $p = 0.000$) and with Working Duration at Current Institution at 6.3% ($r = -0.063$, $p = 0.001$).



The General Dimension of Psychological Violence has a significant positive relationship with the General Dimension of Turnover Intention at 36.7% ($r = 0.367$, $p = 0.000$). It has a significant negative relationship with Total Working Duration at 26.3% ($r = -0.263$, $p = 0.000$) and with Working Duration at Current Institution at 15.7% ($r = -0.157$, $p = 0.001$).

The General Dimension of Turnover Intention has a significant negative relationship with Total Working Duration at 19.1% ($r = -0.191$, $p = 0.000$) and with Working Duration at Current Institution at 17.9% ($r = -0.179$, $p = 0.000$).

Total Working Duration has a significant positive relationship with Working Duration at Current Institution at 46.4% ($r = 0.464$, $p = 0.000$).

4.5 Regression Analysis

In the study, regression analysis was conducted to determine the effect of psychological violence (independent variable) on total working duration, working duration at the current institution, and turnover intention (dependent variables). For the regression coefficient estimates to be interpretable, it is necessary not only for the t-test (H1), F-test (H1), and R^2 coefficient of determination values to be high, but also for assumptions such as normally distributed error terms, absence of autocorrelation, and absence of heteroscedasticity to be met. Only under these conditions will the coefficients be reliable and interpretable. To ensure that these assumptions are satisfied, the regression analysis estimates were solved using the Newey-West algorithm, which produces robust standard errors.

Table 5: Regression Results on the Effect of Psychological Violence on Total Working Duration

Independent Variable	Unstandardized		Standardized coefficient	t statistic	p
	β	Std. Hata	β		
Intercept	2.449	.116		46.881	.000*
Psychological Violence	-.007	.001	-.337	-11.687	.000*
$R^2 = 0.342$ $F_{hesap} = 12.89$ $F_{(p)} = 0.000$, Harvey test (p) = 0.128, LM test (p) = 0.107 Jarque-Bera (p) = 0.210					

*Significant difference for $p < 0.05$

In the regression equation in Table 5, psychological violence was found to have a significant negative (reducing) relationship with total working duration ($p < 0.05$). Psychological violence explains 34.2% of the variance in total working duration ($R^2 = 0.342$). When the perception of psychological violence increases by 1 unit, total working duration decreases by 0.377 units ($\beta = -0.377$, $p < 0.01$). Thus, the main hypothesis H1 is supported. For testing the model assumptions, the normality assumption was first tested using the Jarque-Bera test, and since $p > 0.05$, the null hypothesis (H0) indicating normal distribution was accepted. The LM test was applied to check for autocorrelation, and since $p > 0.05$, the null hypothesis indicating no autocorrelation was accepted. To test for heteroscedasticity, the Harvey test was applied, and since $p > 0.05$, the null hypothesis indicating homoscedasticity was accepted.

4.6. Regression Results on the Effect of Psychological Violence on Intention to Leave the Job

Table 6: Regression Results on the Effect of Psychological Violence on Intention to Leave the Job

Independent Variable	Unstandardized		Standardized coefficient	t statistic	p
	β	Std. Hata	β		
Intercept	27.245	1.221		22.308	.000*
Psychological Violence	.127	.012	.526	10.687	.000*
$R^2 = 0.529$ $F_{hesap} = 24.07$ $F_{(p)} = 0.000$, Harvey test (p) = 0.146, LM test (p) = 0.178 Jarque-Bera (p) = 0.258					

*Significant difference for $p < 0.05$

In the regression equation in Table 6, psychological violence was found to have a significant positive relationship with intention to leave the job ($p < 0.05$). Psychological violence explains 52.9% of the



variance in current job tenure ($R^2 = 0.529$). When the perception of psychological violence increases by 1 unit, the intention to leave the job will increase by 0.526 units ($\beta = 0.526$, $p < 0.01$). Thus, the main hypothesis H3 is supported. For these estimation results, it was determined that the error terms are normally distributed (Jarque-Bera (p) = 0.258), there is no autocorrelation (LM test (p) = 0.178), and homoscedasticity is ensured (Harvey test (p) = 0.146).

4.7 Normality Test and Descriptive Statistics for the Dimensions

Table 7: Normality Test and Descriptive Statistics for the Dimensions

Boyutlar	Mean	Standard Deviation	Skewness	Kurtosis	Kolmogorov-Smirnova		Shapiro-Wilk	
					ist	p	ist	p
<i>(1) Subscale Affecting Communication Style</i>	26,33	9,86	0,649	-0,249	0,115	0,000	0,953	0,000
<i>(2) Subscale of Attack on Social Relationships</i>	9,84	4,48	1,037	0,836	0,160	0,000	0,888	0,000
<i>(3) Subscale of Attack on Reputation</i>	30,72	13,15	0,963	0,748	0,116	0,000	0,918	0,000
<i>(4) Subscale of Attack on Life and Work Quality</i>	16,06	7,16	0,601	-0,355	0,131	0,000	0,937	0,000
<i>((5) Subscale Directly Affecting Health</i>	13,02	5,51	0,994	0,945	0,137	0,000	0,901	0,000
General Dimension of the Mobbing Scale	95,97	36,60	0,757	0,266	0,082	0,000	0,946	0,000
General Dimension of Turnover Intention	39,44	8,85	-0,341	-0,572	0,082	0,000	0,978	0,000

*Significant difference for $p < 0.05$

As can be seen, since the p-value is less than 0.05 in both normality tests, the alternative hypothesis (H1), which states that the data do not follow a normal distribution, is accepted. In this case, non-parametric methods will be used in the group difference analyses.

5. DISCUSSION

This study identified a significant relationship between maritime sector employees' perception of psychological violence and their intention to leave the job. It was observed that higher levels of perceived psychological violence correspond with increased turnover intention, which in turn leads to shorter durations of onboard service. These findings clearly demonstrate the detrimental impact of psychological violence on employees and align with existing literature. For instance, Tutar (2015) indicated that workplace mobbing directly affects turnover intention. Tavacıoğlu et al. (2018) found that seafarers are susceptible to mobbing regardless of their educational background, though factors such as age, experience, and job position influence mobbing perception; particularly, increased age and experience are associated with reduced exposure to psychological violence. This study similarly found that mobbing increases employees' intention to leave.

Addressing mobbing in the maritime sector requires a specialized focus, given the unique challenges and dynamics inherent to this industry. Research highlights that lower-ranked seafarers are particularly vulnerable to bullying behaviors, which have observable impacts within this context (Tavacıoğlu et al., 2018). Surveys reveal that operational processes and living conditions onboard vessels may provoke behavioral disturbances among crew members due to the nature of maritime working and living environments. Furthermore, this study advocates assessing the duration of mobbing incidents based on contract length rather than the six-month period commonly cited in the literature (Pişirici & Tavacıoğlu, 2014).



Comparisons with research from other sectors reveal consistent findings. For example, in the tourism sector, known for psychological violence prevalence, Çalışkan and Tepeci (2008) reported that 30% of employees in 12 hotels across Antalya, Cappadocia, and Bodrum were subjected to psychological violence. Similarly, Çekmecelioglu (2006) identified a negative correlation between organizational commitment and turnover intention in a study with 130 participants in Gebze. Leymann (1996) reported early job exit due to mobbing in Sweden, while Vessey et al. (2009) linked nursing sector mobbing to increased turnover, decreased performance, withdrawal from the profession, and reduced care quality.

Generally, workplace psychological violence has been associated with diminished productivity and motivation among victims, as well as increased turnover intentions, with severity and duration intensifying the likelihood of actual job departure (Einarsen, 2000; Leymann, 1996; Yapıcı, 2008).

This study further examined the relationships between psychological violence subdimensions and turnover intention, finding significant positive associations across communication disruption, attacks on social relationships, reputation assaults, degradation of life and work quality, and direct health impacts. Notably, attacks on social relationships exerted the strongest influence on turnover intention. This result supports literature emphasizing that social exclusion may inflict deeper psychological harm than other forms of psychological violence (Einarsen et al., 2011). Social exclusion can damage an individual's sense of belonging within the group, thereby weakening their intention to remain in the workplace. These findings underscore the detrimental effects of social exclusion on organizational commitment (Leymann, 1990).

Age-related analyses revealed that younger employees exhibit higher perceptions of psychological violence and turnover intention, while these decrease with age. This aligns with literature suggesting that mobbing disproportionately affects employees in the early stages of their careers (Björkqvist, 1994). Experience and age appear to serve as protective factors in mobbing perception and coping mechanisms.

Gender-based analysis showed that female employees perceive psychological violence more acutely than their male counterparts. This finding aligns with studies reporting higher exposure of women to workplace mobbing (Tınaz, 2006). Given the male-dominated nature of the maritime industry, the elevated psychological violence perception among women may also be explained by structural sectoral characteristics (Korkmaz, 2013).

Regarding marital status, single employees reported higher perceptions of psychological violence and turnover intention compared to married employees. This suggests that individuals with limited social support mechanisms are more vulnerable to adverse conditions such as psychological violence. The lower perception and turnover intention among married employees imply that familial social support may serve as a protective factor against workplace stressors (Einarsen et al., 2011). These results correspond with research on work-family balance effects on employee experiences (Greenhaus & Beutell, 1985).

Findings related to tenure indicate that both psychological violence perception and turnover intention decrease as work experience increases. Particularly, employees with 0-5 years of experience exhibit higher levels of both variables. This supports literature suggesting that newcomers face more psychological violence, which elevates their turnover intentions (Yıldırım & Yıldırım, 2007). The challenges and stressors during the adaptation period in the maritime sector may amplify psychological violence perceptions, thereby triggering turnover intentions and reducing onboard service duration.

Regression analysis revealed a significant negative effect of psychological violence on total tenure. Psychological violence was found to exert a strong influence on turnover intention, with age partially mitigating this effect. These findings suggest that mobbing has long-term psychological consequences affecting employees' workplace retention, while age may act as a protective factor by enhancing coping skills developed through experience (Leymann, 1990).

In conclusion, this study demonstrates a strong and significant relationship between psychological violence perception and turnover intention among maritime employees. Psychological violence appears to shorten onboard working periods, with heightened effects observed among young, single, and less-tenured workers. These findings highlight the necessity of revising organizational policies to reduce



mobbing and enhance employee commitment. Furthermore, the study underscores the importance of further investigation and preventive measures addressing psychological violence within the maritime sector.

6.CONCLUSIONS AND RECOMMENDATIONS

This study examines the relationship between the perception of psychological violence and turnover intention among employees in the maritime sector, as well as the duration of their onboard service. The findings indicate that the perception of psychological violence has a significant effect on turnover intention. In general, as the level of psychological violence increases, employees' intention to leave the job also increases. Significant positive relationships were found between the subdimensions of psychological violence (those affecting communication style, attacks on social relationships, attacks on reputation, attacks on life and work quality, and direct impacts on health) and turnover intention. These results demonstrate the negative effects of psychological violence on employees in the workplace and its role in triggering thoughts of quitting.

Regarding age, younger employees (aged 20-30) were found to have higher perceptions of psychological violence and turnover intention. This suggests that younger workers feel more pressure in the workplace and tend to be more mobile in their careers. Conversely, both psychological violence perception and turnover intention decrease with age, indicating that more experienced employees either encounter fewer such adverse experiences or cope better with them.

In terms of gender, female employees reported higher perceptions of psychological violence compared to males; however, turnover intention did not differ significantly by gender. This finding suggests that while female employees are more exposed to psychological violence behaviors, their intention to leave the job does not significantly vary as a result.

Marital status analysis revealed significant differences in psychological violence perception and turnover intention. Single employees exhibit higher levels of both compared to married employees. These findings provide important insights into the psychological and sociological effects of marital status in the workplace.

Work experience also produced notable differences. Employees with 0-5 years of tenure reported higher perceptions of psychological violence and turnover intention. In contrast, those with longer tenure appear to experience fewer such adverse effects or tend to remain in the workplace longer.

Hierarchical regression analysis demonstrated that psychological violence is a strong predictor of turnover intention. While age has a limited effect on turnover intention, the perception of psychological violence explains a larger portion of the variance in turnover intention. This finding highlights the critical role of mobbing in employee commitment and retention.

Recommendations

- **Reduction of Workplace Mobbing:** In challenging and stressful environments such as the maritime sector, effective policies should be developed to prevent employees from being subjected to psychological violence, and anti-mobbing strategies must be implemented. Management should be sensitized to psychological violence issues, and awareness training should be provided to employees.
- **Support for Young Employees:** Given that younger and early-career employees are more exposed to mobbing, mentoring programs should be established to help them cope with workplace challenges and provide necessary support mechanisms.
- **Support for Female Employees:** The higher perception of psychological violence among female employees indicates the need for increased psychosocial support and protective measures tailored to this group. Necessary arrangements should be made to ensure women work in a safe and respectful environment.
- **Measures to Enhance Employee Commitment:** Considering the positive relationship between psychological violence and turnover intention, preventing mobbing is a crucial step to increase



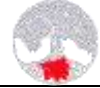
employee commitment. Management should take measures to ensure employees feel safe and valued at work and organize programs to enhance employee satisfaction.

- **Incentives for Long-term Employees:** Since the perception of psychological violence and turnover intention decrease with longer tenure, special incentives and career development opportunities should be offered to sustain motivation and reduce turnover rates among long-term employees.
- **Psychological Support and Counseling Services:** Psychological support and counseling should be made available to employees who are victims of psychological violence, encouraging them to seek professional help to overcome difficulties and reduce turnover intentions.
- **Provision of Legal Support:** As this study indicates, the hierarchical structure prevalent onboard ships necessitates the investigation of psychological violence cases and the development of legally enforceable regulations to address these incidents effectively.

This study provides an in-depth analysis of the relationship between psychological violence perception and turnover intention in the maritime sector, emphasizing the importance of interventions. Establishing a healthy and positive work environment is critical for enhancing employee commitment and productivity.

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