

BÖLÜM 22

İş Yerinde Kötü Muamele: Türleri ve Yaygınlığı

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GİRİŞ

Yetişkin hayatımızın beşte birinden fazlasında çalışırız ve yılda ortalama 1832 saatimizi (ki bu 229 iş gününe karşılık gelmektedir) iş başında geçiririz. Yaşantımızda zamansal olarak kapsadığı bu büyük alana paralel olarak işimizin biz çalışanlar için çok önemli farklı işlevleri bulunmaktadır. İşimiz, para kazanmanın ve hayatı idame ettirmenin temel bir aracı olmasının yanı sıra, bireysel ve sosyal kimliğimizin bir parçasıdır, aile ve sosyal ilişkilerimizi yapılandırır, günlük rutinimizi belirler, öz saygı, öz değer ve öz güven kaynağıdır. Tüm bunların ötesinde iş psikolojik ve fiziksel iyilik halimizin temel bir belirleyicisidir.

Pozitif psikoloji paradigmasının (bkz. Seligman ve Csikszentmihalyi, 2000) bir yansıması olarak, iş yerinde iyilik hali veya işte iyi olma durumu, örgütsel psikoloji alanındaki araştırmacıların giderek artan ilgisini çeken önemli bir çalışma konusu olmuştur (bkz. Gutiérrez ve ark., 2020; Nielsen ve ark., 2024; Nielsen ve ark., 2017). Çalışmalar işte iyi olma durumunun birçok olumlu sonucunu ortaya koymaktadır. İşte iyi olma hali, çalışmaya tutkunluk, iş doyumunu, örgütsel aidiyet, görev performansı ve üretkenlik, bağlamsal performans, güvenlik davranışı ve müşteri memnuniyeti gibi artması hedeflenen değişkenlerle pozitif; iş kazaları, işe devamsızlık ve işten ayrılma gibi değişkenlerle de negatif bir ilişki sergilemektedir. Sonuçları kadar, işte iyilik halini belirleyen/destekleyen faktörler (örn., Nielsen ve ark., 2017) ve iyilik halini teh-

dit eden faktörler de (örn., Bowling ve Beehr, 2006) araştırmacıların ilgi odağındadır. Çalışan iyilik halini tehdit eden faktörleri üç grupta ele almak mümkündür. Bunlar *bireysel ya da yapısal faktörler*, *işe ya da iş koşullarına özgü faktörler* ve de bu kitap bölümünün odağında olan *iş yerinde kötü muamele*dir.

İş yerinde kötü muameleyi, niyetin açıktan belli edilmediği örtük ve düşük doz davranışlardan, açıktan ve çok şiddetli yapılan davranışlara varan geniş bir şiddet spektrumunda yer alan; hedef olan bireylerin fiziksel ve psikolojik sağlığı için tehdit oluşturan, iş kurumları ve toplum için maliyeti oldukça yüksek bir olgu olarak tanımlamak mümkündür. Kötü muamelelerin faili ya da kaynağı, işte etkileşimde bulunan kişiler (örn., çalışma arkadaşları, astlar, amirler, tedarikçiler, müşteriler) olabildiği gibi kurumun kendisi de olabilmektedir (bkz. Acar ve ark., 2025). Psikolojik taciz/ psikolojik şiddet (mobbing), cinsiyetçilik ve cinsel taciz, iş yeri nezaketsizliği, istismarcı yöneticilik, bu bölümünde ele aldığımız kişiler arası kötü muamele türleridir. Kurumsal cinsiyetçilik ve kurumsal ayrımcılık ise ele aldığımız ve kaynağı çalışılan kurum olan kötü muamele türleridir. Bu bölümde ele almadığımız diğer bazı kötü muamele türleri de bulunmaktadır. Örneğin, fiziksel şiddet ve ekonomik şiddet bu bölümde ayrıntılı ele almadığımız ancak ilgili alan ya da çalışılan diğer kötü muamele türleri arasındadır. Fiziksel şiddeti iş yerinde, kurum içi ya da dışı kişiler tarafından çalışana yöneltilen, doğrudan fiziksel zarar veya fiziksel zarar tehdidi içeren saldırgan dav-

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