THE "CRABS IN A BUCKET" MENTALITY IN HEALTHCARE PERSONNEL: A PHENOMENOLOGICAL STUDY

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Abstract: The crab mentality is expressed as a kind of selfish and narrow-minded way of thinking. The study aimed to determine whether crab mentality affects dissatisfaction, absenteeism, and motivation. The study was carried out with emergency service personnel of a public hospital in Samsun, Turkey between 21.01.2019 and 16.03.2019. It is the essence of the method that individuals tell their experiences about a phenomenon or concept. This method was preferred since an experienced event was investigated. Data were collected through detailed interviews with people who had experienced the relevant phenomenon. According to participants, egocentrism, jealousy, and inequity were determined to be the antecedents of this behavior. The existence of thought in organizations can affect a peaceful working environment, teamwork, and productivity. It can also significantly increase the stress of the employees at work.

Keywords: *Crab mentality, Phenomenologic research, Healthcare environment, Crab bucket syndrome, Crabs in a bucket*

Sağlık Çalışanlarında Yengeç Zihniyeti: Fenomenolojik Bir Çalışma

Özet: Yengeç zihniyeti bencil ve dar görüşlü düşünce tarzı olarak ifade edilmektedir. Çalışma ile yengeç zihniyetinin acil sağlık çalışanlarında tatminsizliği, devamsızlığı ve motivasyonu etkileyip etkilemediğini belirlemek amaçlanmıştır. Araştırma Samsun ilinde bir kamu hastanesinin acil servis çalışanları ile 21.01.2019-16.03.2010 tarihleri arasında gerçekleştirilmiştir. Araştırmada bir nitel araştırma yöntemi olan fenomenolojik araştırma yöntemi kullanılmıştır. Bireylerin bir fenomen veya kavram ile ilgili yaşanmış deneyimlerini anlatması yöntemin özünü oluşturmaktadır. Bu yöntem, deneyimlenen bir olay araştırıldığı için tercih edilmiştir. İlgilenilen olguyu deneyimlemiş kişilerle yapılan derinlemesine görüşmeler yoluyla veri toplanmıştır. Davranışın kaynağı olarak sıklıkla benmerkezcilik, kıskançlık, hakkaniyetin olmaması yorumları yapılmıştır. Örgütlerde bu düşünce tarzının bulunması huzurlu çalışma ortamını, ekip çalışmasını ve verimliliği etkileyebilmektedir. Ayrıca çalışanların iş yerinde yaşadıkları stresi de önemli ölçüde artırabilmektedir.

Anahtar Kelimeler: *Yengeç zihniyeti, Fenomenolojik araştırma, Sağlık hizmeti, Yengeç sepeti sendromu, Sepetteki yengeçler*

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1. INTRODUCTION

Crab mentality is a behavioral pattern where a person tries to undermine other persons who demonstrate a better performance than himself/herself. This coinage comes from the observation of crabs in a fisher's bucket. Crab mentality can be regarded as a kind of envy or hatred (Spacey, 2015). This is not an extraordinary characteristic for us; because it is one of the common bad habits of many people we know well (Abrugar, 2014). The term has found particularly wide use among Filipinos, utilized to define people who drag down other people or aim to deceive them rather than letting them shine out or pursue their dreams (Soubhari and Kumar, 2014; Bulloch, 2017).

The crabs are aware that the bucket does not need to be covered, for if one of the crabs tries to climb out of it others will drag it down (Brosky, 2009, p. 26). Yet, the crabs in the bucket tend to strive to be free of their captivity. As time passes, the crabs slow down or go into a depressive state (Perry, 2009). Crab mentality is what happens when one person fails and does not want others to succeed, while also deterring those who are trying to be successful. Since the feeling of envy underlies this kind of behavior, it would not be wrong to regard the crab mentality as a part of being human. The "crabs in a bucket" mentality can also be defined as a competitive and contentious social interaction wherein the group norms on respect, assistance and support are violated (Miller, 2016, p. 4).

The reason behind the propagation of this social outbreak is thought to be the actions of people where they bring down and despise others rather than allowing them to advance in their life or pursue their dreams (Soubhari and Kumar, 2014). In health services, the negative attitudes of the health personnel, which is an indispensable element of the service process, and the handling of their work are important. It may render the attitudes of the service recipients about the health institution and health services they receive service negatively. The mentality works inconspicuously and may not be realized by an ordinary observer who does not belong to the minority group; therefore, its purpose of causing such harm is unclear. Other important conditions are the identification of the individual with a specific minority group and the violation of norms concerning the culture of the workplace and the group (Miller, 2016, p. 68). To overcome the obstacles to the in-group psychology, the "team" of healthcare professionals must be redefined as a concordant healthcare team rather than as a team with some disciplinary rules and grounds (Weller et al., 2014). It is a disadvantageous attitude for individuals displaying this behavior. However, even if the person is aware of this, the mentality materializes as a behavioral feature (Soubhari and Kumar, 2014). According to Bulloch (2017), every crab should be left alone in their ascent to success. In this sense, the crab mentality is individual. Accordingly, the term "crab mentality" usually refers to persons who are selfish and do not like to share. People who approach situations with the crab mentality are those who are profusely proud of themselves and treat others as if they are lesser creatures than them, and who generally feel panic when their colleagues or teammates develop themselves. The motto of such persons is "if I cannot have it, neither shall you" (Abrugar, 2014). People who are afflicted with this mentality may act like a crab in the bucket, willing to drag down any other crab which takes up an attempt to climb out of it (Rajan, 2009; Bulloch, 2017). When someone envies another person, one of the natural reactions to such a situation is to drag down this person; however, this does not always happen. Each one of us can feel envy, but we do not always try to drag other people down (Soubhari and Kumar, 2014). It can be said that individuals who always wish for good things upon themselves but think negatively about others, taunt their colleagues with their failures rather than helping them, see their colleagues as an opponent, have no

compassion but act compassionately and spend most of their time talking about people while never accepting the fact that they have the crab mentality are afflicted with this mentality.

The "glass ceiling" which is similar to the "crabs in a bucket" defines invisible and insurmountable obstacles existing between women and the top management, which prevent their progress regardless of their success and competency (Mizrahi and Aracı, 2010). The few numbers of women who can steadily climb up the stairs on the career ladder ultimately hit an invisible barrier. Women who wish to advance in their career have always met the glass ceiling throughout history (Irmak, 2010). Unlike the glass ceiling issue, gender discrimination is not in question in the crab mentality. Men and women alike can be subjected to discrimination regardless of their gender. The crab mentality enables us to understand its impacts on the minority group within the working place (Miller, 2016, p. 23). "Crabs in a bucket" is a metaphor is used to define the mentality and behavior of individuals who are hampering the success of other socially identical members of the organization in their careers in the presence of established social norms for help and support within an organization (Miller, 2016, p. 65). The crab mentality and its effects are socially undesired phenomena.

In time, the crabs in the bucket learn to revel in their captivity. When new crabs are introduced to the same bucket, these crabs do not know about life in the bucket and try to struggle and find a way out of it. The old crabs in the bucket hate the new ones and are afraid that they are going to disturb the order. The old crabs have an advantage. They know that there is no escape and over time they drag down the new crabs. There is no way out of the bucket (Perry, 2009). Employees who are afflicted with the crab mentality may have problems in acting as a team and decrease the motivation of the team. Their perception of colleagues within the team as opponents makes it harder for them to act as a team. Such issues may give way to errors in the provision of healthcare services and diminish the quality of care. It has been observed that there are not many studies about crab basket syndrome in the literature. Perry's (2009) study suggests that Hawaiian people suffer from crab basket syndrome. In 2015, Spacey studied bullying, crab mentality and embarrassment in his work with university students. In 2014, Miller carried out a study to define the concept. It is thought that this research will contribute to the subject.

2. METHODOLOGY

The study aimed to determine whether crab mentality affects dissatisfaction, absenteeism, and motivation. Another aim of the study is to reveal and interpret what kind of experiences healthcare personnel has concerning the "crabs in a bucket" mentality. Studies suggest that such negative organizational behaviors will result in poor health outcomes and economic losses. In the study, the research patterns of phenomenology which is one of the qualitative research methods was utilized. Before the study was conducted, the ethical committee approval number 2019/15 was obtained from Ondokuz Mayıs University Clinical Research Ethics Committee.

Phenomenology aspires to capture the essence or meaning of an experience, or an individual's perception of his/her existence on Earth (Krysik and Finn, 2015, p. 210). The main purpose of phenomenology is to distill personal experiences regarding a phenomenon down to a common universal explanation concerning such experience. The researcher needs to define the phenomenon. Afterward, what needs to be done is collecting data from persons who have experienced concerning the phenomenon and come up with a holistic description that defines the essence of the experiences of all the persons (Creswell, 2016, p. 77). In phenomenological

studies, data is collected through in-depth interviews conducted with persons who have experienced the relevant phenomenon (Krysik and Finn, 2015, p. 211).

This method was preferred since an experienced event was investigated. To capture the phenomenon of crab mentality in the best way, a thematic analysis of the interviews was conducted. Then, personal narratives were used and a two-stage qualitative study was carried out. The essence of the phenomenology is to capture the experiences of the participants and the essence of the crab mentality. An interview questionnaire was utilized as a data collection instrument. In the interview questionnaire, four open-ended questions were asked to reveal the experiences concerning the crab mentality.

Interviews were conducted with the participants and the questions in the questionnaire were addressed to them. They were also asked to describe their experiences. Data were collected from persons who have experienced concerning the phenomenon. The study is important in that it reveals healthcare personnel's experiences concerning the "crabs in a bucket" mentality which they witnessed in their professional lives, what these experiences mean to them and what the said mentality is. Within this scope, answers were sought for the following questions:

*What comes to your mind when you hear the expression "crabs in a bucket"? Does it evoke anything for you? Are you knowledgeable about the "crabs in a bucket" mentality?

*Have you ever witnessed such behavior? If you have, how did this make you feel?

*According to you, what may be the underlying reason for such behavior?

*What needs to be done regarding this? Or can anything be done?

The study was conducted with healthcare personnel working at the emergency department of a state hospital. There are a total of 80 people working in the department. The purposive sampling approach was adopted while selecting the sample and participants who have witnessed the relevant type of behavior were included in the study. The healthcare personnel was posed the question "Are you knowledgeable about the 'crabs in a bucket' mentality?" Afterward, the mentality was explained to them and they were asked whether they have witnessed such behavior. Interviews were conducted with the 16 participants who stated that they have witnessed the crab mentality. Preliminary studies were conducted with two healthcare personnel. The answers obtained from these interviews were examined and the appropriateness of the questions was determined by the researchers. The interviews were conducted by the researchers between 21.01.2019 and 16.03.2019. Interviews were conducted in a quiet environment with mutual questions and answers. Each interview lasted about 20 minutes. Interviews were noted by the researcher on the semi-structured questionnaire. Interviews were terminated when repetitions started in the participants' statements. To increase the credibility in explaining the concepts and themes arising from the data, excerpts were made from the statements of the participants. It was explained to the participants that the data obtained from the interviews would be kept confidential. Verbal consent was obtained from the participants before the interviews were conducted and volunteer participants were included in the study. The names of the participants were not used, and the participants interviewed were numbered and coded to facilitate the analysis of the data. Descriptive questions consist of age, occupation, sex, level of education and duration of employment. Descriptive questions were analyzed with the IBM SPSS program. Data are presented as frequency and percentage. After the study was completed, a seminar was organized for the employees working in the emergency unit of the hospital and feedback was given.

3. FINDINGS

Below are the findings of the study. A word cloud was generated for each question to render the comments and opinions more comprehensible.

Table 1. Participant Information

Participant	Age	Duration of employment	Occupation	Sex	Level of education
Participant 1	39	18 years	Nurse	Female	Bachelor's Degree
Participant 2	39	16 years	Laboratory Technician	Female	Master's Degree
Participant 3	35	11 years	Nurse	Female	Master's Degree
Participant 4	42	20 years	Nurse	Female	Bachelor's Degree
Participant 5	32	7 years	Nurse	Female	Bachelor's Degree
Participant 6	35	11 years	Midwife	Female	Associate Degree
Participant 7	40	17 years	Nurse	Female	Bachelor's Degree
Participant 8	37	12 years	Secretary	Male	Bachelor's Degree
Participant 9	41	21 years	Nurse	Female	Bachelor's Degree
Participant 10	32	6 years	Nurse	Female	Bachelor's Degree
Participant 11	44	22 years	Nurse	Female	Bachelor's Degree
Participant 12	38	15 years	Physician	Female	Bachelor's Degree
Participant 13	33	9 years	Nurse	Male	Bachelor's Degree
Participant 14	33	9 years	Physician	Female	Bachelor's Degree
Participant 15	39	20 years	Nurse	Female	Tertiary Education
Participant 16	32	7 years	Physician	Male	Doctoral Degree

Due to the idea that the answers given can be examined by considering the characteristics of the participants, the information of each participant is provided in Table 1. Descriptive statistics on the participants are given in Table 2.

Table 2. Descriptive statistics on the participants

Age	n	%
32-37	8	50,0
38-39+	8	50,0
Total	16	100,0
Duration of employment	**n**	**%**
1-10	5	31,3
11-16	5	31,3
17-18+	6	37,5
Total	16	100,0
Occupation	**n**	**%**
Physician	3	18,8
Nurse	10	62,5
Secretary	1	6,3
Laboratory Technician	1	6,3
Midwife	1	6,3
Total	16	100,0
Sex	**n**	**%**
Woman	13	81,3
Man	3	18,8
Total	16	100,0
Level of Education	**n**	**%**
Tertiary Education	1	6,3
Associate Degree	1	6,3
Bachelor's Degree	11	68,8
Master's Degree	2	12,5
Doctoral Degree	1	6,3
Total	16	100,0

Half of the participants are 32-37 age range and the other half are 38 and older. 5 of the participants had 1-10 years of experience, the other 5 had 11-16 years and 6 had 17 years of experience. 10 of the participants are nurses, 1 is a laboratory technician, 1 is a secretary, 3 are doctors and 1 is a midwife. 13 of the participants are female and 3 are male. 11 of the participants are graduates with a bachelor's degree, 2 with a master's degree, 1 with a doctoral degree; 1 is a tertiary school graduate and 1 has an associate degree. The average of age 16 participants is 37 and their average duration of employment is 14 years.

The question "Are you knowledgeable about the 'crabs in a bucket' mentality?" was answered as No by 11 participants and Yes by 5 participants. As a result of the data analysis and in line with the comments of the health personnel participating in the study, it was seen that the crab mentality was related to career development, ambition, inadequacy, and selfishness.

"What comes to your mind when you hear the expression 'crabs in a bucket', does it evoke anything for you?"

Participant 5: *I believe it is among the potential routine occurrences within this occupational group. People not only hurt each other but also damage the classification of their occupation.*

Participant 11: *It evokes this mentality of "if I can't have it neither should you"; people who are not at peace wishing not to see others advancing.*

Participant 13: *I believe it is a type of behavior displayed by persons who are envious or intolerant towards each other due to emotions such as ambition or jealousy. People get under the feet of other persons around them.*

Participant 3: *As long as people who do not wish to see others succeeding and try to drag them down exist, the organization cannot move forward but falls back; no useful work can be carried out there.*

Participant 2: *Telling it like it is; if someone above you throws a rope at you, you grab at it and that person pulls you up. Else, you can only get out of the bucket with your effort, clawing through a back-breaking and lengthy process. Or, you just withdraw into your shell.*

"Have you ever witnessed such behavior in the workplace? If you have, how did this make you feel?"

Participant 11: *Yes, while aspiring to advance at my job in terms of skills and learning, I realized that a few of my friends were trying to get ahead of me and hinder my progress. I saw that they were standing between me and my wish to become successful. This made me give up on my dreams and ideals.*

Participant 15: *I witnessed it many times. It never makes you feel good. The communication you have with whoever puts you through this situation or acts upon this mentality in the workplace starts to change. In time, your communication becomes much more formal.*

Participant 16: *I have. It brings your energy down. At times, I'm thinking "Why am I even trying to cope with it?", and some other times I get more and more furious. Sometimes I feel very helpless.*

Participant 2: *In many areas of society, instead of trying to get informed, people who are uninformed or unable to reach information on an issue prefer to draw away from other people whom they deem to be sufficiently informed from the environment they are in. This, in turn, causes poor communication and a lack of dialogue. What matters to them is not how they make me feel; it*

is the disturbance created by such persons and their struggle to satisfy their ego. It is a belittling situation for them.

Participant 1: *I felt lonely and low. I cannot understand this mentality which tries to deny people of success just because they think it is for the benefit of another person while it does not affect them positively or negatively.*

Participant 6: *You can only review your friendship with this person, there is nothing else you can do within the organization. Best is to keep yourself away from people who act in this way.*

Table 3. Answers Concerning the Feelings Caused by the Behavior

Psychological Impacts
It made me feel bad
I did not want to go to work
I felt lonely
I felt a lack of motivation
I felt helpless
I felt depressed
I felt furious
I wanted to get away from other people
I felt I had to accept the situation

The question "How did this make you feel?" was answered by the majority of the participants with the responses "It made me feel bad", "I did not want to go to work", "I felt lonely" and "I felt a lack of motivation". In addition to these, other responses were "I felt helpless", "I felt depressed", "I felt furious", "I wanted to get away from other people" and "I felt I had to accept the situation".

"What may be the underlying reason for such behavior?"

Participant 2: *People get what they want and reach certain places not through knowledge or a fairway, but by stepping on other people and using them and their efforts; and when they do reach these certain places, they become supervisors and satisfy their ego by dominating their subordinates. This drains the peace and motivation from the working environment.*

Participant 3: *People who have self-confidence issues constantly try to drag other people down to prove themselves and don't want other people to succeed.*

Participant 6: *I believe such behavior stems from the envy of persons who cannot and will not get somewhere with their efforts.*

Participant 7: *I think it is caused by growing up with a lack of love. It stems from the jealousy felt for the happiness of others or a lack of tolerance.*

Participant 12: *I believe it has to do with the societal degeneration; differences have no place in society. When you start working with a new group, if you do not maintain the habits of the group and make efforts to make things better, somehow you either submit or are forced into submission. This is how this vicious cycle goes.*

Participant 11: *I believe such behavior is caused by people mistrusting and being jealous of one another, by ambition and envy, always trying to be one step ahead, the inability to establish a sufficient communication, some people who have acquaintances in high places being assigned to some positions with other persons who are more qualified and successful being set aside, and also, the fact that we have close friendships with the employees and thus they refrain from giving feedback.*

Table 4. Answers Concerning the Cause of the Behavior

Cause of Behavior
Egocentrism
Envy
Injustice
Structure of the healthcare sector
Feeling of inadequacy
Lack of competence
Self-confidence issues
Ambition
I don't know
Unhappiness
Lack of communication
Indifference
Personality disorders
Inadequate level of education
Lack of empathy
Dissatisfaction

According to the participants, the most common answers to the question "According to you, what may be the underlying reason for such behavior?" were "egocentrism", "envy", "injustice", "feeling of inadequacy" and "structure of the healthcare sector". In addition to these, "lack of competence", "self-confidence issues", "unhappiness", "ambition", "lack of communication" and "indifference" were also proposed as causes.

"What needs to be done regarding this? Or can anything be done?"

Participant 12: *I think society needs to be educated. I believe this is a really hard task.*

Participant 11: *I believe the critical point here is communication. Communication should encompass sincere, honest and reliable attitudes. What needs to be done is to try to understand the expectations of people and support them in their endeavors for success, to motivate them, to carry out performance-enhancing activities, to be fair, and to provide feedback even if the person before you is your closest friend.*

Participant 14: *The level of education should be increased. This is a difficult process. Long-term changes can be achieved by raising individuals who can stand on their own two feet and know what their responsibilities against their family and the society, starting from the early years when education starts within the family. Creating a societal awareness, understanding the importance of value judgments, fixing television shows, laying more emphasis on education... Like, being unyielding individuals who raise their awareness and that of their environment.*

Participant 5: *Only EDUCATION should be provided in a manner that is more suitable for daily life.*

Participant 4: *Those who are good employees should be motivated and communication and social relations should be supported.*

Participant 2: *Yes, some things can be done regarding this. While raising future generations, an approach that is focused on education and upholds justice should be adopted not only for the current period but also by taking into account a broader perspective and time frame. The individual must come face to face with these concepts throughout his/her life. People should be taught about upholding merits while judging people, appreciating and complimenting others, feeling joy at the success of others. This is a developmental process that can only start within the family and proceed with formal education. It would also bring success to the business in the later stages of life. But, I'm not sure if it is possible. It seems difficult under today's conditions. I hope things will be better for the coming generations.*

Table 5. Answers Given To The Question "What Needs To Be Done Regarding This? Or Can Anything Be Done?"

What needs to be done regarding this?
Justice should prevail
The development of people should be ensured and supported
An environment of trust should be formed
Competence should prevail
Training should be provided to raise awareness
Managers need to be more objective
People should empathize
People should be motivated
Communication should be restored
Punishments should be imposed and such people should be dismissed
I don't know

The question "What needs to be done regarding this?" was answered by the participants with suggestions such as "justice should prevail", "the development of people should be ensured and supported", "an environment of trust should be formed", "managers need to be more objective", "competence should prevail" and "training should be provided to raise awareness". Among other suggestions are "people should empathize", "employees who display this kind of behavior should be dismissed", "communication should be restored" and "people should be motivated". The findings obtained are described here below with quotations from the interview questionnaires filled by some participants.

4. DISCUSSION

This study defines the crab mentality and encourages the study of the phenomenon in other studies. As a result of the literature research, it is seen that there are few studies about crab mentality. In this context, the studies that have been accessed are presented below.

Sampath made an effort on the issue of crab mentality from a community perspective in the Caribbean in 1997 and tried to explain how masculinity is understood through the crab mentality. Perry (2009) mentions the crab mentality that develops due to the poor living conditions of Hawaiians. Soubhari and Kumar (2014) associate the stress experienced by distressed teachers working in a college in Mangalore with the crab mentality. This study emphasizes that emotion-based actions such as greed, jealousy, lust, obsession, disrespect, and hatred may disturb other employees. They concluded that managers were generally not prepared to accept employees' emotions and expect employees to work harder. It is seen that such stressful situations cause physical or psychological problems in employees. According to the results of the research, many employees have undergone heart surgery due to the stressful working environment and have chosen to remain single or divorced. Spacey (2015) measured the impact of the crab mentality on the performance of modern students in New Zealand. He concluded that the crab mentality affects performance. In her doctoral dissertation, Miller (2016) used the crab mentality as a metaphor to describe the reasons that hinder the career success of 68 business students and the mentality and behavior of socially similar individuals. Miller concluded that the crab mentality was unnoticed and therefore it's intent to harm was unclear. According to Miller, the crab mentality is an interaction that violates the workplace and intra-group norms. She associated social undermining, incivility, conflict, and interpersonal competition with the crab mentality. Quinn et al. (2018) tried to explain the care and social support experiences of black men living with HIV using the crab mentality. Miller (2019) used the google blog search engine in his research and searched with several keywords related to the crab mentality. After randomly selecting 40 blogs, she analyzed the experiences of 18 bloggers who met her criteria for the crab mentality. In this study, participants reported experiencing

negative emotions such as frustration, anger, hurt, disappointment, betrayal, sadness, being upset, anger, and being stressed due to the crab mentality. When the studies are examined, it is seen that crab mentality causes negative results in the organization and employee motivation. Similar results were obtained in this study.

5. CONCLUSION AND RECOMMENDATIONS

By its nature, the healthcare sector necessitates that numerous occupational groups provide services together. This can give way to some issues. The starting point of this study was the idea that crab mentality could be evident among healthcare personnel. While the mentality could not be precisely described as in the literature by the participants, it was revealed as a result of the study that the participants were indeed subjected to the crab mentality and behavior. In the study, participants have stated that they have witnessed this kind of behavior and were afflicted with it without being aware of it. Participants think that this attitude is related to a wish to advance in one's career, ambition, envy, inadequacy, and egocentric thinking. In cases where the crab mentality is observed, the individual who is subjected to this behavior is taken by negative thoughts and may lose motivation and disruptions may occur in the relationships s/he has with his/her coworkers. The most notable causes given for the demonstration of such behavior are egocentrism and the feeling of envy. That the organizations should act more justly is among the recommendations offered by the participants. Moreover, it was also stated that merits and competence should also be given importance. Institutions and organizations can provide opportunities for their employees' self-improvement. Thus, the employee would feel that the institution is supporting him/her. An environment of trust can be established within the organization. Employees can be treated justly, an emphasis can be put on the communication between them and peaceful working conditions can be achieved within the workplace. The employees can be further motivated. Managers can act more objectively towards the employees. The management of the organization can hold regular meetings to ask the employees to share any troubles or reservations they may have. A person who is subjected to this kind of behavior by a coworker can share this issue with the management and ask for their support. All employees can be trained in professional ethics. Employees who act with the crab mentality can be identified and necessary sanctions can be imposed.

6. LIMITATIONS

The study was conducted by healthcare personnel who work in a state hospital emergency department in Samsun, Turkey. Nurses who volunteer and experience the event are included. Since the study was conducted upon the research patterns of phenomenology, which is one of the qualitative research methods, and with a low number of healthcare professionals, it would not be correct to make a general statement here. The findings of the study cannot be attributed to all healthcare personnel. This restriction can be taken into account while interpreting the findings of this study.

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GENİŞLETİLMİŞ ÖZET

Amaç: Yengeç zihniyetiyle hareket etme, kişinin başarısız olması durumunda kimsenin bu başarıyı yakalamasını istememesi ve başarıya ulaşmaya çalışan kişiyi de caydırmasıdır. Yengeç zihniyeti, bencil ve dar görüşlü düşünce tarzı olarak ifade edilmektedir. Bir örgüt içinde yardım ve destek için sosyal normlar bulunmasına rağmen, diğer grup üyeleri için kariyer başarısında engel oluşturan bireylerin zihniyet ve davranışlarını tanımlamak için kullanılan bir metafordur. Çalışma ile yengeç zihniyetini tanımlamak ve zihniyetin acil sağlık çalışanlarında tatminsizlik, devamsızlık ve motivasyonu etkileyip etkilemediğini belirlemek amaçlanmıştır. Literatürde yengeç sepeti zihniyeti ile ilgili oldukça az çalışma bulunmaktadır. Bu çalışma ile literatüre katkı sağlanacağı düşünülmektedir.

Yöntem: Çalışma da yöntem olarak nitel araştırma yöntemlerinden olan olgubilim (fenomenoloji) araştırma deseni kullanılmıştır. Fenomenoloji tanımlayıcı bir araştırmadır. Yengeç zihniyeti fenomenini en iyi şekilde yakalayabilmek için, görüşmelerin tematik analizi yapılmıştır. Sonrasında kişisel anlatılar kullanılmış ve iki aşamalı niteliksel bir çalışma gerçekleştirilmiştir. Fenomenolojinin özünde, katılımcıların yaşanmış deneyimlerini ve yengeç zihniyetinin özünü yakalama amacı bulunmaktadır. Bu bağlamda genelleme yapmak değil, olguları tanımlamak önemlidir. Bu nedenle de veri kaynaklarını araştırmanın odaklandığı olguyu yaşayan ve bu olguyu dışa vurabilecek veya yansıtabilecek bireyler ya da gruplar oluşturmaktadır. Araştırma, Samsun ilinde hizmet veren bir devlet hastanesinin acil servis çalışanlarıyla gerçekleştirilmiştir. İlgilenilen olguyu deneyimlemiş kişilerle yapılan görüşmeler yoluyla veri toplanmıştır. Araştırmanın fenomenolojik özelliği nedeniyle bulguların evrene geçerli bir şekilde genellenmesinden ziyade, araştırma konusunu derinlemesine aydınlatabilmesi amaçlanmış, bu nedenle çeşitlilik örneklemesi benimsenmiştir. Birimde toplam çalışan sayısı 80'dir. Çalışma farklı meslek gruplarından acil sağlık çalışanları ile gerçekleştirilmiştir. Katılımcı sayısı çalışma sonucunda 16 kişi olarak belirlenmiştir. Veri toplama aracı olarak yarı yapılandırılmış görüşme formu kullanılmıştır. Soru formunun hazırlanmasında yengeç zihniyeti konusunda literatür taraması yapılarak belirlenen temalar esas alınmış ve iki sağlık çalışanı ile ön çalışma gerçekleştirilmiştir. Ön çalışmadan elde edilen yanıtlar incelenerek araştırmacılar tarafından soruların uygunluğuna karar verilmiştir. Görüşmeler yapılmadan önce verilerin gizli tutulacağı katılımcılara açıklanmış ve sözlü onam alınmıştır. Gönüllü katılımcılar çalışmaya dahil edilmiştir. Araştırma Samsun ilinde bir kamu hastanesinin acil servis çalışanları ile 21.01.2019-16.03.2019 tarihleri arasında gerçekleştirilmiştir. Görüşmeler sessiz bir ortamda karşılıklı soru-cevap şeklinde gerçekleştirilmiştir. Her görüşme yaklaşık 20 dakika sürmüştür. Tanımlayıcı sorular yaş, meslek, cinsiyet, eğitim düzeyi ve çalışma süresinden oluşmaktadır. Tanımlayıcı sorular IBM SPSS programı ile analiz edilmiş, veriler sıklık ve yüzde olarak sunulmuştur.

Bulgular: Katılımcıların yarısı 32-37 yaş aralığında, diğer yarısı 38 yaş ve üstüdür. Katılımcıların 5'i 1-10 yıl, diğer 5'i 11-16 yıl ve 6'sı 17 yıl iş tecrübesine sahiptir. Katılımcıların 10'u hemşire, 1'i laboratuvar teknisyeni, 1'i sekreter, 3'ü doktor, 1'i ebedir. Katılımcıların 13'ü kadın, 3'ü erkektir. Katılımcıların 11'i lisans derecesi, 2'si yüksek lisans derecesi, 1'i doktora derecesi,1 yükseköğretim okulu mezunu, 1 ise ön lisans derecesine sahiptir. Böyle bir davranışla karşılaşmak nasıl hissettirdi sorusuna en sık alınan yanıt kötü hissettirdi, yalnız hissettim ve işe gitmek istemedim olmuştur. Davranışın kaynağı olarak sıklıkla benmerkezcilik, kıskançlık, hakkaniyetin olmaması yorumları yapılmıştır. Bu durumun önlenmesi için hakkaniyete önem verilmesi gerektiği, kişilerin gelişimlerinin sağlanması bu süreçte çalışanlara destek olunması ve iş yerinde güven ortamı oluşturulması gerektiği katılımcılar tarafından

öngörülmüştür. Empati kurulması, bu davranışı sergileyen çalışanların kurumdan uzaklaştırılması, iletişime daha fazla önem verilmesi ve çalışanlar arasındaki iletişimin düzeltilmesi ve çalışanların motivasyonun sağlanması davranışın önlenebilmesi için katılımcılar tarafından öne sürülen diğer önerilerdir.

Sonuç: Örgütlerde yengeç zihniyeti düşünce tarzının bulunması huzurlu çalışma ortamını, ekip çalışmasını ve verimliliği etkileyebilmektedir. Ayrıca çalışanların iş yerinde yaşadıkları stresi de önemli ölçüde artırabilmektedir. Kurumda güven ortamı oluşturulabilir. Çalışanlara adil davranılabilir, çalışanlar arasındaki iletişime önem verilebilir ve iş yerinde huzurlu bir çalışma ortamı yaratılabilir. Çalışanların motivasyonu sağlanabilir. Kurum yönetimi düzenli aralıklarla toplantılar düzenleyerek çalışanlardan sıkıntılarını paylaşmalarını isteyebilir. Çalışma arkadaşı tarafından bu tarz bir davranışa maruz kalan kimse, sorununu yönetim ile paylaşabilir ve yönetimden destek isteyebilir. Meslek etiği konusunda tüm çalışanlara eğitim verilebilir.Çalışma nitel araştırma yöntemlerinden olgubilim (fenomenolojik) araştırma deseni ile ve az sayıda sağlık çalışanı ile yürütüldüğünden genelleme yapmak doğru değildir. Çalışmadan elde edilen bulgular tüm sağlık çalışanlarına atfedilemez.