

ORGANIZATIONAL MISBEHAVIOR: A RESEARCH ABOUT PERCEPTIONS OF MANAGERS AND EMPLOYEES IN BANKING SECTOR

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Abstract

This research aims to detect the presence of misbehavior in organizations, from the perspective of managers and employees compliance with the literature. In this context, defining the behaviors perceived as misbehavior in organizational life at banking sector in Karaman located in Turkey and determining compliance with the literature of these behaviors are targeted. The sample consisted of 63 personnel that work eight banks in Karaman, 51 forms were evaluated. Then these kind of misbehaviors determined in the forms were detected according to the typologies in the literature. In this study, typology of Vardi & Weitz was used as model (two perspectives which include Type S, Type O, Type D and intrapersonal, interpersonal, production, property, political misbehaviors). According to the findings, prevalence and examples of misbehaviors in organizations by employees and managers perspectives differ. For example, counterproductive behaviors (including loafing and absenteeism) are expressed by only managers; likewise political misbehaviors are restricted by favoritism and also political misbehaviors like misuse the power and impression management are prevailed. The cause of the differences of viewpoint is that managers and employees have different perceptions despite working in the same organization.

Keywords: Organizational misbehavior, Organizational Behavior, Deviance.

1. INTRODUCTION

Due to the nature of organizational life, many conflicts are produced. As a result of many factors like incongruence of value between organization and employees, manager/employee's power struggle, differences about the perceptions, conflicts are observed between members of the organization. Management of these conflicts depends on the frequency of the problems experienced and the antecedents underlying of conflict and analysis the results.

To solve the problems in organizational life and take measures, primarily definition of the problem and analysis is required. In this context, defining which misbehaviors are observed in organization as a priority, determining objective of the behavior in question, defining organization/organization members perform the behavior and affected by the behavior are vital in the sustainable efficiency and effectiveness of the organization. Usually performing misbehaviors depend on individual initiatives of organization members. For example, which calls by employee from mobile phone that belongs to organization are made for the organization and which ones done for individual cannot be known. In this case, initiative of organization member changes depends on various perceptions about job satisfaction, loyalty and the existence of favoritism. While the employee feels dissatisfaction or thinks that favoritism exists at workplace, he or she may perform misbehavior. On the other hand there may be probability of performing misbehavior due to loyalty to organization. In this sense, determining the reasons of misbehaviors is important for measures and suggestions.

2. OBJECTIVE OF THE STUDY

Organizational misbehaviors may cause high costs to the organizations and employee misbehavior are difficult to calculate. The reason for this difficulty is these costs might be real and measurable costs (e.g., theft of company property) or indirect and subjective costs (suboptimal organization decision making to promote a personal agenda) (Griffin & O'Leary-Kelly, 2004: 4). Although the indirect and subjective costs can not be calculated exactly, estimates of some scholars exist about the cost of the misbehavior (Litzky et al., 2006: 91). For example, Murphy (1993) suggested that such behaviors could U.S. firms up to \$200 billion annually (Harris & Ogbonna, 2006: 543). And some estimates have put the cost of workplace violence alone at \$4.2 billion annually (Bensimon, 1997; Everton et al., 2007: 118).

The main objective of the study is to detect misbehaviors that induce high costs to the organizations, analyze with perspective of managers and employees and investigate compliance with the literature. To achieve this objective, a qualitative study was performed at banking sector in Karaman located in Turkey. This study can help detection of misbehaviors which cause significant costs to the organization.

3. LITERATURE REVIEW

Organizational Behavior literature, since the end of the 1990s, has been enriched with a growing interest in identifying negative behaviors that may harm the organization (Richards, 2008: 656). However, the interest in the subject is not limited by only the field of organizational behavior impedes drawn in strict limits on misbehavior carried out in organizations. One of the major reasons for this context, different meanings and definitions are given for the same concept in many fields such as organizational behavior, sociology, social psychology, management, organization and educational science. Any consensus has not been achieved about defining and conceptualization of the organizational misbehavior so far; many definitions have been proposed for the organizational misbehavior.

In addition to terms that by used various researchers with the purpose of defining employee behaviors that harm the organization or organization members such as deviance, anti social behavior, workplace violence and aggression, organizational vice organizational delinquency, nonperformance, the opposite of organizational citizenship behavior, dysfunctional behavior, counterproductive behavior, organizational misbehavior (Mangione & Quinn, 1975; Hogan & Hogan, 1989: 273; Robinson & Bennett, 1995; Baron & Neuman, 1996: 163; Moberg, 1997: 41; Giacalone & Greenberg, 1997; Griffin et al., 1998; Bennett & Robinson, 2000; Sackett & DeVore, 2001; Martinko et al., 2002, s.37; Penney & Spector, 2002: 126, Kelloway et al., 2002: 144; Dupre & Barling, 2003; Marcus & Schuler, 2004; Vardi & Weitz, 2004; Lee et al., 2005, s.82; Brown & Trevino, 2006: 607; Spector et al., 2006: 447; Mount et al., 2006: 594; Gadot, 2006: 79; Ansari et al., 2013), unconventional behavior in the workplace, non compliant behavior (Puffer, 1987: 616; Analoui & Kakabadse, 1992; Vardi, 2001: 325) and exist of many other terms about the same concept, illustrate the complexity of the misbehaviors in organizations (Sagie et al., 2003:174). Most of these concepts and definitions are given at the table:

Table 1: Organizational Misbehavior Definitions in the Workplace

Behavior	Authors	Definition
Antisocial behavior	Giocalone & Greenberg (1997)	“Any behavior that brings harm, or is intended to bring harm to the organization, its employees, or its stakeholders.” (p. vii)
Blue-collar crime	Horning (1970); Cited in Smigel & Ross (1970)	“Illegal acts which are committed by non salaried workers and which involve the operative’s place of employment either as the victim (e.g., the theft of materials, the destruction of company property, the falsification of production records) or as a contributory factor by providing the locus for the commissions of an illegal act (e.g., fighting on company property, the theft of personal property, gambling on company premises, the selling of obscene literature on company premises).” (pp. 47–48)
Counterproductive workplace behavior	Sackett & DeVore (2001)	“Any intentional behavior on the part of an organization member viewed by the organization as contrary to its legitimate interests.” (p. 145)
Dysfunctional behavior in organizations	Griffin, O’Leary-Kelly, & Collins (1998); Cited in Cooper & Rousseau (1999)	“Motivated behavior by an employee or group of employees that has negative consequences for an individual within the organization, and/or the organization itself.” (1998, p. 67)
Employee deviance	Hollinger & Clark (1982)	“Unauthorized acts by employees which are intended to be detrimental to the formal organization.” (p. 97)
Employee misconduct	Leatherwood & Spector (1991)	“Employee decisions to pursue self-interest at the expense of their principles or employer.” (p. 553)
Misconduct	Trevino (1992)	“Behavior that falls short of the [punishing] agent’s moral or technical (work) standards.” (p. 648)
Occupational crime	Colman (1985); Cited in Greenberg & Scott (1991); Turner & Stephenson (1993); Cited in Greenberg & Scott (1991); Green (1997); Cited in Jensen & Hodson (1999)	“White collar crime committed by an individual or a group of individuals exclusively for personal gain.” (p. 117)
Organizational Aggression	Spector (1978)	“Any behavior intended to hurt the organization.” (p. 821)

Organizational aggression	O'Leary-Kelly, Griffin, & Glew (1996)	General definition: "Any injurious or destructive actions that affect organizational employees, property, or relationships." (p. 228) Restricted definition: "Injurious actions and events that are prompted by some factor in the organization itself." (p. 228) Organization-motivated aggression (OMA): "Attempted injurious or destructive behavior initiated by either an organizational insider or outsider that is instigated by some factor in the organizational context." (p. 229) Organization-motivated violence (OMV): "Significant negative effects on person or property that occur as a result of organizational-motivated aggression." (p. 229)
OMB	Vardi & Wiener (1996)	"Any intentional action by members of organizations that violates core organizational and/or societal norms." (p. 151)
OMB	Ackroyd & Thompson (1999)	"Anything you do at work you are not supposed to do." (p. 2)
Organizational retaliation behavior	Skarlicki & Folger (1997)	"Adverse reactions to perceived unfairness by disgruntled employees toward their employer." (p. 434).
Political behavior	Kacmar & Carlson (1998)	"Social influence attempts directed at those who can provide or limit rewards that will help promote or protect the self interests of the actor . . . can be deemed dysfunctional when the influence attempts result in negative consequences for other individuals or the organization." (p. 197)
Political behavior in organizations	Farrell & Petersen (1982)	"Those activities that are not required as part of one's organizational role but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organization." (p. 405)
Workplace aggression	Greenberg & Alge (1998)	"Injurious actions and events that are prompted by some factor in the organization excluding sources of aggression steaming from outside the organization, such as robbery." (p. 85)

Source: Vardi & Weitz, 2004: 300; Arbak et al., 2004: 8.

In addition to these definitions at the table, some researchers underline the features and examples in the workplace of the organizational misbehavior. For instance according to Southey (2010: 83) it is not a requirement that organizational misbehaviors have negative consequences. According to Edwards and Greenberg (2010: 4), organizational misbehaviors have some characteristic features such as, intentionally harmful, legal, low-level severity, repetitive, individually and organizationally targeted. Based on the book of Huberts, Pijl, Steen (1999), there are various examples of organizational misbehavior (Schrijver et al, 2010:10; De Vries, 2007: 228): indecent treatment, waste and abuse of organizational resources, favoritism, misuse and manipulation of information, corruption, improper use of authorities, fraud and theft of resources, accepting gifts, collide activities outside with work overtime, private time misconduct. Lucaks et al., (2009), state that there are five forms misbehavior: violence

in the workplace, inappropriate e-mail and internet usage, substance abuse in the workplace, accidents as withdrawal behavior, other workplace dishonesty (e.g. theft of company property or the property of other employees, or fraud).

The organizational misbehavior definition “*Any intentional act of organization members that violates social or organizational norms is defined as an organizational misbehavior*” by Vardi and Wiener (1992; 1996) is predicated on this study. This definition is the most comprehensive and the most convenient to types (Type S, Type O, Type D) and manifestations (intrapersonal/ interpersonal/ production/ property/ political misbehaviors) used in the study. The other reason for using this concept is this approach includes most damaging behaviors, behaviors that damage inside and outside of the organization and both individuals and society (Vardi & Wiener, 1996; Gholipour et al., 2009: 77).

By the way, the important of the definition is to emphasize the concept of “intention”. In the literature, there are two approaches about intention; some scholars integrate normal accidents into the concept of organizational misbehavior, some of them refuse the accidental act, because this is not a deliberate act (Buchanan & Storey, 2010: 345). In this study the accidents are not taken into consideration, because approaches predicated (Vardi & Wiener 1992, 1996; Vardi & Weitz, 2004) in this study regard the intention of behavior as the one of the main indicators of organizational misbehavior.

As shown in the table, in the literature of OMB, different definitions for the same concept have been made. Likewise, there is not only one typology that explains the OMB. After the nineties, three different typologies have been seen in the organizational misbehavior literature:

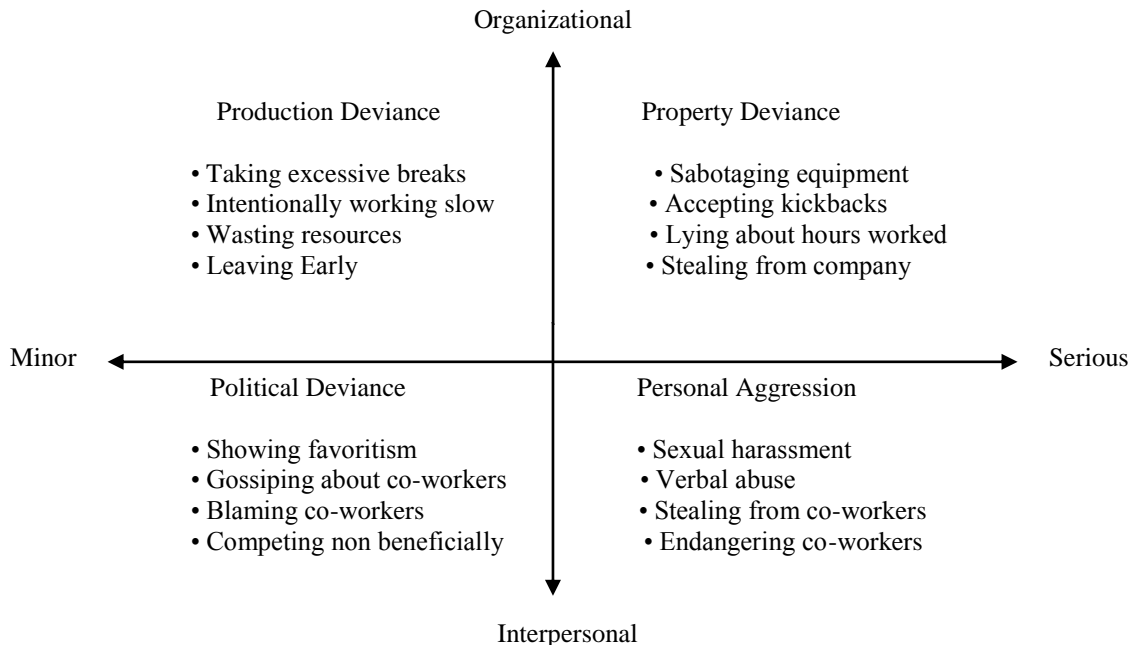
- The typology of Hollinger and Clark
- The typology of Robinson and Bennett
- The typology of Vardi and Weitz.

Hollinger and Clark described deviance as acts, which violate the norms of the formal work organizations. And they noticed to two categories as property deviance and production deviance. These categories:

1. Property Deviance: Acquiring or damaging the tangible property or assets of the organization by employees without authorization (e.g. the theft of the tools, equipment or money from the workplace).

2. Production deviance: behaviors which violate the quality and quantity of work to be accomplished, not about the physical property of the organization (e.g. tardiness, sloppy or slow workmanship or the use of alcohol and drugs at the workplace) (Shamsudin, 2006: 62).

After Hollinger and Clark (1982), Robinson and Bennett developed a more comprehensive typology. Robinson and Bennett (1995) methodology has four types of deliberately misbehavior:

Figure 1: Typology of Deviant Workplace Behavior

1-Production deviance: behaviors related to the organization's works directly. For instance, implausible absenteeism delay to enter, premature have, falsely sickness etc.

2-Property deviance: Behaviors that directly impose a huge cost on organization. For example, errors, robbers, sabotages, abuse of accounts etc.

3-Political deviance: Defining the behavior as engagement in social interaction that puts other individuals at a personal or political disadvantage (Robinson & Bennett, 1995: 566). For instance, disrupting of others speaking, receiving a meaningless messages lack of gratitude against your hard etc.

4-Personal aggression: The fourth category, containing serious and interpersonally harmful deviant behavior, was labeled "personal aggression" defined as behaving in an aggressive or hostile manner toward other individuals they are unkind interpersonal behaviors. (Robinson & Bennett, 1995; 566; Yousefi et al., 2012: 533, 534; Shamsudin, 2006: 63).

Vardi and Weitz analyzed the organizational misbehavior from two different perspectives. First perspective is about underlying intention of the behavior (Type S, Type O, Type D). And the second one is the forms seen at the workplace (Interpersonal misbehavior, intrapersonal misbehavior, production misbehavior, political misbehavior, property misbehavior).

In this perspective performing behavior intentionally, in other words, making a voluntary action is very important (Trevino et al., 2006: 973). Here is the first perspective (Vardi & Weitz, 2004: 33, 34):

1. *OMB Type S*: Misbehaviors intended to benefit the self these are mostly internal to the organization and usually victimize the employing firm or its members. (e.g., distorting data, stealing and selling manufacturing secrets, harassing peers).

2. *OMB Type O*: Misbehaviors that primarily intend to benefit the member's employing organization as a whole (e.g., falsifying records to improve chances of obtaining a contract for the organization). Type O just does not mean of damaging deliberately, also can include deliberate misbehaviors to benefit the organization (Ferguson, 2006: 4).

While organization members believe that they work for benefit of the organization, they may violate the organization values and rules (Kolthoff, 2012: 3).

3. OMB *Type D*: Misbehaviors that primarily intend to inflict damage and be destructive. The intention underlying OMB Type D is to hurt others or the organization. (e.g., sabotaging company-owned equipment, interfering with organizational operations to comply with a union's expectations).

The second perspective is about kinds of misbehavior in the workplace. There are five sub-categories (Vardi & Weitz, 2004; Spector & Fox, 2010; Bolton et al, 2010; Yousefi, 2012: 535; Weitz et al., 2012:261):

1. Intrapersonal misbehavior: Individuals may choose to abuse themselves at work in some ways. The most common forms of these behaviors are workaholism and substance abuse (Vardi & Weitz, 2004: 57). Workaholism is regarded as Type S of organizational misbehavior, because of the behavior harms organization member itself rather than organization (Vardi & Weitz, 2004: 61). In the literature, substance abuse is considered as Type D, due to intentionally performed and possibility of damaging to organization while under the influence of drugs (Vardi & Weitz, 2004: 54). However, substance abuse was not seen at the findings of this study, intrapersonal misbehavior is regarded as Type S, because of workaholism is regarded as Type S.

2. Interpersonal misbehavior: One of behavior seen in organizations is Interpersonal misbehavior. These behaviors are performed towards colleagues or managers (e.g., incivility, harassment, insults etc.). In the literature, interpersonal misbehavior is included into Type D (Vardi & Weitz, 2004: 64).

3. Production misbehavior: Production misbehaviors harm or are intended to harm organizations or personnel in organizations (e.g., social loafing, absenteeism, restriction of output (Spector & Fox, 2010; Bolton et al, 2010; Yousefi, 2012: 535; Vardi & Weitz, 2004: 77). The main motive for the production misbehavior is self-benefiting. Due to this motive, production misbehavior is included Type S (Vardi & Weitz, 2004: 78).

4. Property misbehavior: Damaging property of organization/organization members' belongings intentionally by personnel. (e.g., theft, vandalism, sabotage etc). According to Vardi and Weitz (2004: 97), if the company specifies that using the company car for private use is not permitted, then its use may be regarded as OMB Type S if the purpose was to benefit from it.

5. Political misbehavior: The fifth category of manifestation of organizational misbehavior is political misbehavior. The reason for political misbehavior is self-benefiting. Because of the main motive is self-benefiting, political misbehavior is considered as Type S (Vardi & Weitz, 2004:78). (e.g., impression management, favoritism, misuse of power etc.)

4. METHODS

An open-ended description form was used in the study, and participants were asked to write "Five misbehavior examples that cost to the organizations (productivity loss, legal problems, loss of reputation, etc.) and also affect adversely their job satisfaction by affecting physical and psychological health of employees deliberately harmful behavior exhibited". The reason for asking five examples of misbehavior is to be limited to one or two behaviors can lead to too narrow a comprehensive classification; on the other hand in the case of asking many examples of organizational misbehavior many of the most characteristic examples of organizational misbehavior may not be distinguished clearly. The returning number of description forms that can be used is 51. Some forms were eliminated due to left blank demographic characteristics.

At this stage, the most common specified patterns of misbehavior on the forms were selected and classified. The most appropriate description were chosen for the behaviors that have the same content and expressed with different adjectives, then the misbehaviors with similar features were tabulated by considering the person performing these behaviors (employee or manager) and who affected by these behaviors. Likewise, types and examples of misbehaviors on the forms were noted. The people performing these behaviors were put the table in the direction indicated. In this classification same titles were used for the behaviors that were compatible with the literature, new

titles were used for incompatible with the literature. In this study, typology of Vardi & Weitz was used as model (two perspectives which include Type S, Type O, Type D and intrapersonal/ interpersonal/ production/ property/ political misbehaviors). Because, this typology contains both of the intentions of the behaviors and forms seen at workplace. In this stage, some behaviors on the forms were not analyzed due to incompatible with the organizational misbehavior definition. Most of these not analyzed behaviors were determined the problems about inadequate human resources policies (low pricing, sales pressure, not to be appreciated, lack of training and development opportunities, the weakness of union activities, some problems about job process).

5. FINDINGS

The findings of managers and employees about OMB, types of OMB (Type S, Type O, Type D), kinds of OMB (intrapersonal/ interpersonal/ production/ property/ political misbehaviors), examples of OMB and people performing OMB were classified and given at the table. The numbers of people expressing OMB on the forms were shown:

Table 2: Perceptions of Managers about Organizational Misbehavior

Type of OMB	Kind of OMB	Examples of OMB	Actor of Behavior
Intrapersonal misbehavior (Type S) (N*=6)	Workaholism (N=6)	- Excessively exceed the working hours (N=1)	Employee
		- Arrive early and stay late (N=1)	Employee
		- Creating sales pressure on himself (N=1)	Employee
		- Excessively intense study and creation of job stress (N=2)	Employee
		- Incurring excessive work load and deal with details (N=1)	Employee
Production misbehavior (Type S) (N=3)	Loafing (N=2)	- Talk with each other unnecessarily (N=1)	Employee
		-Gossip at work hours (N=1)	Employee
	Absenteeism (N=1)	- Take doctor reports while not sick (N=1)	Employee
Interpersonal Misbehavior (Type D) (N=2)	Incivility (N=1)	-Slap each other down (N=1)	Employee
	Harassment (N=1)	-Mobbing (N=1)	Senior Manager
Political Misbehavior (Type S) (N=4)	Favoritism (N=4)	-Favoritism at workplace (N=4)	Senior Manage and Manager

* N= Number of people.

According to the findings obtained managers express that workaholism of employee is the most observed misbehavior of intrapersonal misbehavior at the workplace (N=6). Restriction of output (N=3), absenteeism (N=2) and loafing (N=1) are sub-categories of production misbehaviors. In category of absenteeism, taking doctor reports while not sick is not common perception among the managers (N=1). In loafing category; the managers express talking with each other unnecessarily (N=1) and Gossip at work hours (N=1). According to managers, one of the misbehaviors at the workplace is interpersonal misbehaviors. Mobbing (N=1) and slap each other down (N=1) behaviors are sub-categories of interpersonal misbehaviors. Loafing is common behavior in political misbehaviors at the workplace. Four of managers have perception about exist of loafing behavior at the workplace. According to the managers the majority of OMB is seen as type S (N=13), the rest of OMB is seen as type D (N=2). According to manager perception, fifteen OMB examples exist at the workplace. The managers state that employees are actor of the behaviors (N=10). As an exception the managers report that mobbing (N=1) is acted by senior managers, favoritism (N=4) is acted by both senior managers and managers.

Behind the perceptions of managers, the table that shows the perceptions of employee is given below:

Table 3: Perceptions of Employees about Organizational Misbehavior

Type of OMB	Kind of OMB	Examples of OMB	Actor of Behavior
Intrapersonal misbehavior (Type S) (N=18)	Workaholism (N=18)	- Exceed the working hours to reduce the workload of the other work days (N=18)	Employee
Interpersonal Misbehavior (Type D) (N=24)	Harassment (N= 5)	- Put employee under pressure to work (N=1)	Manager
		-Mobbing (N=1)	Manager
		- Insult to employee (N=3)	Manager
	Incivility (N=19)	- Shout at customer (N=1)	Employee
		- Frown at customer (N=2)	Employee
		- Aggrieve employee while customers are at the workplace (N=6)	Manager
		- Chew out employee (N=4)	Manager
		- Sneeze at colleagues (N=2)	Employee
		-Rubbing against colleagues (N=4)	Employee
Political Misbehavior (Type S) (N=14)	Misuse of power (N=4)	- Put employee to work at worse position unfairly (N=1)	Manager

		- Register Negative abstract of record due to personal reasons (N=1)	Manager
		-Give inaccurate information intentionally about work-related matters. (N=2)	Employee
	Favoritism (N=9)	-Favor some employees (N=4)	Manager
		- Put employee to work at better position unfairly (N=5)	Manager
	Impression management (N=1)	-Flatter the manager (N=1)	Employee

According to employees (N=42), the most important OMB is incivility that is sub-category of interpersonal misbehavior (N=19). Briefly, incivility is seen at three forms: from employee to employee, from employee to customer, from manager to employee.

Six of employees state that incivility behaviors among colleagues is common type of interpersonal misbehavior (sneeze at colleagues (N=2), rubbing against colleagues (N=4)). Three employees report that incivility behaviors from employees to customers are seen at the workplace (Shout at customer (N=1), Frown at customer (N=2)). According to employees, from managers to employees are the most common type of incivility behaviors (aggrieve employee while customers are at the workplace (N=6), chew out employee (N=4)). Harassment by managers to employee is one of the examples of interpersonal misbehavior. The sub-categories of harassment are put employee under pressure to work (N=1), Mobbing (N=1), Insult to employee (N=3). In this context, according to employees, interpersonal misbehavior (N=24) is the most common misbehavior (Incivility (N=19), harassment (N=5)).

According to employees, the second most common type of misbehavior is workaholism classified in intrapersonal misbehavior. Employees (N=18) state that exceeding the working hours to reduce the workload of the other work days as an intrapersonal misbehavior.

Political misbehaviors (N=14) are analyzed at three categories: misuse of power (N=4), favoritism (N=9), impression management (N=1). According to employees' statements, these misbehaviors are seen at the workplace: put employee to work at worse position unfairly (N=1), register negative abstract of record due to personal reasons (N=1), give inaccurate information intentionally about work-related matters. (N=2), favor some employees (N=4), put employee to work at better position fairly (N=5), flatter the manager (N=1).

Employees sign that there are 56 misbehaviors in the workplace totally. 32 of these behaviors are type S, the rest of behaviors are type D (N=24). Briefly, the most common misbehavior in the workplace is type S, type D is the second common misbehavior.

According to employees, 30 of these 56 misbehavior examples performed by employees, the rest of misbehaviors acted by managers (N=26). In other words, employees do not accuse managers or employees of being actor of the misbehaviors.

6. CONCLUSION

The study shows that managers and employees in banking sector have different perceptions about OMB in the workplace. First of the perspective is production misbehavior. While this behavior is the second most common misbehavior for managers (N=3), according to employees this is not seen in the workplace. There are similar and different perceptions of managers and employees. Similar perceptions of managers and employees:

- Intrapersonal misbehaviors (workaholism)
- Interpersonal misbehaviors (incivility and harassment)
- Political misbehaviors (favoritism).

Different perceptions of managers and employees:

- According to the managers, production misbehavior has loafing and absenteeism categories.
- According to the employees, misuse of power and impression management categories are added to political misbehaviors.

Misbehaviors at the study are compliance with the literature. Defining, classify and draw attention misbehavior types especially production misbehaviors are useful for the organizations (Yousefi et. al, 2012, s.539). Likewise, due to banking sector is human based, favoritism is a frequent misbehavior (Abdalla, Magharabi - Raggad, 1998).

In the study, there are several limitations. For example, study is limited by the opinion whose participants agreed to participate in the study. Additionally, findings can not be generalized due to the study was carried out only one city. Despite of these limitations, findings of the study are thought to give hint for future searches at the banking sector. This study is a little effort to increase the studies about organizational misbehavior that should be investigated in Turkey and in the world.

BIOGRAPHY

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