ECONOMIC & MANAGEMENT ISSUES IN

RETROSPECT & PROSPECT



Eszter Wirth Orhan Şimşek Şükrü Apaydın



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Edited By

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Economic and Management Issues in Retrospect and Prospect

(Edited by: Eszter Wirth, Orhan Şimşek, Şükrü Apaydın)



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EMOTION MANAGEMENT IN ORGANIZATIONS

Ayhan KARAKAS¹

Emotion Management

Emotion management can be approached in various ways. In this study, the issues in relation with emotion management in organizations shall be mentioned briefly. The actions to be taken during the situations, which may be encountered by the managers and involve emotions, shall be covered.

Both individuals and managers should be able to identify the emotions and improve themselves about how the emotions effect the behaviour, the way of expressing emotions and how the emotions can be directed in order to be able to adapt quickly to changing conditions, to be satisfied with their current environment, to feel connected to their work and to gain emotional satisfaction in their business lives. At this stage, the importance of emotion management keeps increasing and positive emotional capital (tolerance, optimism, belonging, satisfaction, etc.) forms an important social capital for both organizations and individuals (Töremen & Cankaya, 2008, p. 34).

Emotions are the reactions that you give to a person (you may be happy when you see a friend of yours at work) or an event (dealing with a rude customer may cause you to lose your nerves). You betray your emotions when something makes you happy, when someone annoys you or when you fear something (Erdost Colak, 2015).

Robbins and Judge (2016) summarized the relationship between affect, emotions and moods as shown in the table below.

Affect It is a common term covering many experiences including different emotions and moods of people. Emotions Moods They occur due to Their reasons are usually certain situation uncertain and general. They last longer than They last very short (seconds or minutes) emotions (hours or days). Naturally they are specific They are more general (there have two types of and in quite large number (fear, sadness, happiness, positive and negative, disgust, surprise, etc.) consisting multiple They usually cause some emotions) Usually, they specific facial expressions. are not Their nature is based on expressed with specific facial expressions. actions. Their nature is cognitive.

Table 1: Affect, emotions and moods

One of the differences between emotions and moods is that while moods are cognitive, emotions are more action oriented.

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It is also possible to divide emotions as negative and positive. Positive emotions may be happiness, pride, relaxation, love, hope, mercy and gratitude. Negative emotions may be anger, fear, anxiety, guilt, shame, sadness, jealousy, envy and hatred (Lazarus, 1991).

Relationship between attitude and behaviour

For us to understand how emotions effect our thoughts and behaviours in the workplace, we must first have knowledge on attitudes. Attitudes are expressed as the sum of beliefs, feelings and behavioural intentions towards a person, an object or an event. Attitudes are judgment while emotions are experiences. In other words, while attitudes are conscious logical reasoning, emotions are often the situations that we are unaware of. We usually experience most of our emotions for a short time, while our attitude towards something or someone is more static in time. Emotional process is also involved in understanding attitudes as well as beliefs, feelings and behavioural intentions. (McShane & Glinow, 2016).

Beliefs: The perceptions adopted in relation with the attitude objects; our beliefs on what is right and what is wrong.

Feelings: Positive or negative conscious assessments regarding the attitude object.

Behavioural intentions: The intentions refers to the willingness to display a certain behaviour depending on the attitude objects.

The relationship between emotions, attitudes and behaviours are shown in the figure below.



Figure 1: Model of emotions, attitudes and behaviour Resource: (McShane & Glinow, 2016)

Attitude is a tendency that is attributed to an individual. Attitude is not a behaviour that can be observed and revealed but a tendency preparing for a behaviour. For example, we can decide that Ahmet, who does not allow his wife and daughter to work despite the fact that he needs it, has a negative attitude towards working women or a generally conservative attitude towards women. Conservativeness (attitude) is invisible but it can be argued that this attitude exists since it causes certain behaviours as a consequence of observing those behaviours. In other words, a behaviour is attributed to an attitude, such as Ahmet does not allow his wife and daughter to work because he is very conservative (Kagitcibasi, 2013).

Attitude is a tendency attributed to an individual that regularly forms his/her thoughts, emotions and behaviours regarding a psychological object. Therefore, what an attitude creates is not just a behavioural tendency or just an emotion, but an integration of thought-emotion-behaviour tendency. When attitude is mentioned, thought, emotion and behaviour tendency-trio comes to the mind (Smith, 1968).

Emotions providing pain or pleasure to people are diverse. These can be divided into three categories as pleasing, prohibitive-defensive and aggressive emotions (Cited from Cole & Hall, 1966 by Basaran, 2008, pp. 150-151).

Pleasing Emotions

Such emotions prompt people to a pleasurable behavior, or they give pleasure to people at the end of a behaviour. These are emotions such as love, tenderness, happiness, appreciation, curiosity, satisfaction and enjoyment. Many pleasing emotions are experienced in the organizational environment. The happiness of achieving a task may not be forgotten.

Prohibitive-Defensive Emotions

Such emotions are fear, distress, agony, sadness, grief, boredom, aversion and disgust and they, unlike the pleasing emotions, cause people to suffer. In order not to experience these emotions, people prohibit their behaviours, which lead them to those emotions, or defend themselves against the effects that may be caused by them.

The organizational environment is full of many situations that may cause the employee to have such prohibitive and defensive emotions. During his/her work, an employee sometimes gets anxious, bores or sad, sometimes get in a deep sorrow and grief while sometimes feels disgust or aversion. There are a lot of fear that frightens the employees. The most important and dominant ones are failures, accidents, sickness, financial difficulty, aging, languorousness, dismissal, failing to get promoted and retirement.

Aggressive Emotions

Such emotions are emotions that dlead people to treat the other one in an agonizing way, to say bad words and to engage in destructive actions. Anger, jealousy, grudge, hatred, hostility and extreme greed are some of the aggressive emotions. They harm both the person, to whom the emotions are directed, and those who have these emotions (Nursi, 2017, p. 380).

In the development of aggressive emotions of an employee, the family and community environment, where he/she was raised in childhood, has a great importance. Permanent and violent punishments, relationship disorders, apathy, fight and conflict experienced in childhood lead adults to have more aggressive emotions.

The enterprise may have a big influence in the formation and growing of aggressive emotions. When the enterprise environment is available to do so, the employee may tend to develop and act on some of the aggressive emotions that were not displayed in childhood and adolescence.

When looking at the source of emotions, personality, days of the week and time of the day, weather, stress status, social activities, sleep, exercise, age and gender can be considered as some of the variables.

Affective Events Theory

The affective events theory (AET) was developed by Weiss and Crapanzano. According to the theory, the affective experiences experienced by individuals in the past affect their current organizational behaviours. The events of different nature (positive or negative) experienced by individuals in the past cause emotional reactions in today's business life. The theory draws the attention of organizational behaviour researchers to mind assessments and experiences. The theory is not necessarily related to emotional events experienced in the past. It is stated that an event occurred during the day also affects the behaviour of the individual in the rest of the day (Weis & Cropanzano, 1996). Therefore, under the organizational behaviours of individuals lay their personal characteristics and the affective events experienced by them outside their organization. These events also affect the attitudes and behaviours of individuals. Therefore, in individual's perception of the organization as fair or unfair or in his/her job satisfaction, the affective events experienced by the individual that day, or in the past. (Ozdevecioglu, 2004)

The AET gives us two messages of great importance. The first one is that emotions provide an important source of information in order for us to understand how struggles and enjoyments at work affect the job performance and satisfaction and the second one is that employees and managers should never ignore emotions and events creating them since the emotions accumulate (Erdost Colak, 2015).

In case of an employee with depression (hopelessness and loss), the manager should first observe and record changes in his/her work performance according to certain behaviours exhibited by that employee. The manager should arrange an interview with the employee and use consultancy techniques there. Open questions and active listening techniques should be used in order to determine whether this is a chronic condition of the employee or a response to a particular situation. The employee should know that your conversation is absolutely confidential. You should never diagnose or deduce that an employee has a disease. In case the employee decides to receive treatment, the work schedule and pace of this person should be arranged in such a way to allow them to receive treatment for a certain period of time (Barutcugil, 2004).

In reactions of sadness occurring in organizations, the first behaviour, which should be displayed by the manager, is trying to talk to the employees. The manager should help the employee to get rid of the negative situations experienced by the employee in the past. The manager should express the past contributions of the employees and appraise the employee. He/she should provide information about the changes made in the organization and explain the meaning of this to the employee. Free buffer periods should be created for the employee to recover and relax. In the interview made with the employee, the future of the organization and the employee, its vision and objectives should be mentioned. It will draw his/her interest to talk about what information and skills he/she may need in the future. Teamwork activities should be conducted in order to encourage employees to support each other (Barutcugil, 2004).

The assistance function of emotional power to the development of conscience

Conscience is the power of judging the goodness, badness, rightfulness, wrongness, fairness and unfairness of human behaviours spontaneously and internally. People judge and supervise whether their behaviours are in accordance with ethical values or not through their conscience. People arrive at a decision regarding their behaviours through this supervision and judgment and if they behave in accordance with this decision, they reward themselves and if they act wrong, they feel distress and punish themselves. Conscientiousness may be emotional and rational.

Emotional conscientiousness

It is people's judgement and supervision of their behaviours through their emotional beliefs rather than rational beliefs. A person, who controls and manages his/her behaviours through emotions, is attached to the morals with his/her emotions and tries to implement ethical principles and rules strictly. For this reason people can be a strict ethicist (moralist) and they may be thoroughly ashamed when behaving badly or unjustly. Emotional conscientious employee is appreciated by the organisation despite having difficulties in implementing implement ethical rules. This is because a person, who behaves in accordance with the rules uncompromisingly and without any deviation regardless of conditions, is considered a good person by the management despite the inadequacy of implementing abstract ethical rules. But it is more preferable for the employee to be rationally conscientious rather than being emotionally conscientious.

Rational Conscientiousness

It is people's judgement and supervision of their behaviours through their rational beliefs and their implementation of ethical principles and rules through the filter of their minds and questioning. At this stage, people become aware of the fact that ethical principles and rules can be adapted and applied according to place, time, situation and the person that they are applied to.

Employees, who are bound to the ethical values, not with their minds but with their emotions, get so attached to these or otherwise hate them so much that it is impossible to save them from these two extreme points. Such employees do not have the flexibility of implementing the ethical principles and rules. (Basaran, 2008, pp. 153-154)

Burnout management in organizations

Herbert Freudenberger is often considered to be the founder of the burnout syndrome. Freudenberger observed that most of his colleagues gradually suffered energy depletion and the loss of motivation and commitment, and that these mental and physical symptoms were accompanied gradually. In order to label this specific state of exhaustion, which arose about a year after the volunteers started working in the clinic, Freudenberger chose a word, which was easily used to indicate the effects of chronic drug abuse: burnout. At the same time, Christiane Maslach, who was a social psychologist, also became interested in the how the people working in human services deal with emotional fraud at workplace. He realised that the term "burnout" was used by poor lawyers from California to describe the slow exhaustion and cynicism in order to adopt the term since it was easily recognized by the interviews held among the human service specialists (Schaufeli & Buunk, 1996).

According to Maslach, burnout has three stages of emotional exhaustion, depersonalization and decreasing of personal success. Emotional exhaustion is the main stress aspect of burnout and indicates a decrease in the emotional and physical sources of the individual. The most important sources of this process are excessive workload and interpersonal conflicts in the workplace environment. At this level, the employees feel that they are "dried out" and that they are "emptied" in an "unreplaceable way" (Solmus, 2004, p. 103). By depersonalization, the employee displays a cold, careless and hard against their jobs and the people they meet via their jobs. It refers to showing humiliating and cynical attitude, categorizing people, working according to strict rules and being anxious (Aslan & Etyemez, 2014, p. 323). In case of a decrease in the sense of personal success, it is the feeling of weakness in their sense of competence and success. The individual cannot focus on his/her work and loses his/her perception of

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belief and success. As well as feelings of incompetence of the employee lead to the inability to cope with depression and work stress sufficiently, it increases even more in cases of lack of social support and recognition of professional development opportunities (Keser, 2012, p. 460).

Practices such as providing a comfortable working environment, reducing long working hours, providing effective mentoring, consulting and coaching services to the employee, including employees to the decision-making processes more, setting the amount of responsibility required by the task, providing in-service training, providing promotion deserved by the individuals, influencing the thoughts and attitudes of individuals and groups who cannot adapt to these changes and ensuring that those people adapt to the changing and evolving organizations, ensuring delegation of authority, preventing conflicts within the organization and establishing organizational trust in employees can be included in managing the sense of burnout at organizations (Keser, 2012, p. 467).

In reducing and preventing the burnout experienced by the employees in the workplace, guiding the employees to realizable targets, matching the employees with realistic performance targets, using the time effectively, eliminating the unnecessary daily activities, making written plans, dividing the tasks among the appropriate people and using agenda may be useful. Employees taking breaks at certain times while working allow them to refocus on their work and get away from the work environment for a short period of time. An individual should recognize his/her burnout and think of the reasons and what he/she should do. Giving breaks and to using relaxation techniques during work and managing the stress also prevent burnout. Organizational methods such as participation in social cultural events, going on vacations, working to advance in the career, receiving social support and rewarding can be used for stress management (Survegil, 2006; Aslan & Etyemez, 2014).

There are some practices that should be done individually and in the workplace in order to reduce stress. The ones that should be done individually are stress inoculation training, rational emotional therapy, cognitive restructuring, relaxation techniques, didactic stress management, time management, physical exercise, diet, increasing the social skills of the individual, assertiveness, stopping individuals to have into false expectations and establishing assistance groups. In order to manage burnout, work is redesigned (i.e. job expansion, job rotation, and labour enrichment) in the workplace to reduce the quantitative and qualitative workload. Another way of reducing qualitative workload is to arrange in-service training courses. For example, the ways of dealing with violent customers can be taught through a training. Career development programs should be conducted and importance should paid on career counselling. Other management tools to use in reducing burnout are two-way communication between management and employees, performance of successful conflict management and participatory management (Schaufeli & Buunk, 1996, p. 336).

Importance of sense of trust in organizations

Progress also depends on cultural characteristics as well as the competitiveness of a nation. The level of trust is at the top of these characteristics (Fukuyama, 2005, p. 23). When the social capital of the countries is over, investments and expenditures made on trust and security issues increase as well. A situation, which needs to be economically tolerated, occurs. The same situation is also important for employees and enterprises.

By "it is not possible to put everything in a contract" phrase, Durkheim says that a quality life is created with values that will provide voluntary cooperation beyond deterrent measures. Accordingly, trust is the basic value

that makes the individuals to cooperate at their own will and facilitate the formation of a good society for the outcomes useful for the whole society (Uguz, 2010; Erdem & Ozen, 2003).

Weber states that small conservative communities create natural networks and businessmen are able to find workers, customers within these networks and access to credit channels (Fukuyama, 2005, p. 62). Members of such voluntary structures are connected to each other more. This loyalty creates environment of trust. Enterprises have to provide environment of trust among their stakeholders as well.

When the studies conducted on trust are examined, the dimensions of trusts mentioned in trust scales are measured through concepts such as expertise, emotionality, consistency, kindness, justice, honesty, openness, respect for commitments, helpfulness and not to engage in misconduct. These statements indicate that both managers and employees should comply with these rules in enterprises (Polat, 2009, p. 17).

By the increase of bureaucratic layers in workplaces, the sense of trust decreases. In the Japanese enterprises, where lean business model is applied, and in the German enterprises, where team spirit is highlighted, high level of trust is prominent (Fukuyama, 2005).

Lean production model is one of the indicators of trust establishment in enterprises. In lean production, distributing responsibility to working teams limits labour division and the workers are trained in such way to perform many tasks. In this way, they can be shifted from one position to another, when needed. Furthermore, the use of well-trained workers to perform flexibly defined tasks reduces the need for highly specialized machines and expensive capital tools and equipment. (James, Daniel, & Roos, 1991, pp. 52-53). In lean production, the level of trust in an assembly line worker at the lowest level is extraordinary in terms of Taylorist standards. There is a difference in even correction of the fault between the traditional mass production plant and the assembly lines where lean production is made. No intervention is made in traditional line, the error is either found by the control team or seen by the consumer. Whereas in lean production, the employee intervenes to the line and solves the problem or defect in the work environment (Fukuyama, 2005).

In order to ensure the organizational trust, it is necessary to state that effective implementation the activities related to the management of organizational behaviours contributes to the production and development of organizational social capital directly (such as the well qualified individuals dedicating themselves to their organizations) or indirectly (providing the environment suitable for the sharing and transferring information). (Ogut & Erbil, 2009).

One of the ways of building trust in organizations is a fair management. The rules distributing justice within the organization, and the fact that the people implementing these rules are practicing fairness of justice have great importance in creating trust and mistrust. The perception of organizational justice is of great importance in the formation of positive outcomes of organizational trust. When people are treated fairly within their social surroundings, it is observed that the sense of justice increases, a high level of trust is developed, and thus the willingness and the tendency to work increase. The fair treatment of the managers creates respect in employees and ensures the development of trust (Polat, 2009).

When trust is ensured in work life, corporate loyalty may arise. Many people may think that obtaining corporate loyalty suggests that most people's wages and the commitment to the corporation they work with have parallelism. However, this is only at the third place considering the other factors. What the employees mainly want at workplaces is to feel safe. If an individual thinks that he/she is valuable and working comfortably in the workplace, this person

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will be happy. The second condition is that person feeling secure about his/her future in that corporation. The confidence of a person, who thinks that "My manager does not treat me fairly. He/she might dismiss me because of a small mistake", will be damaged. Employers' unfair behaviours reduce the corporate loyalty of the employees. This is because it is important for a person to feel valued and for what they do to be accepted in terms of business performance. The person, who feels like a second class, does not have confidence towards his/her environment. Discrimination weakens the trust. The third factor constituting loyalty to the enterprise is the salary received. In fact, the economic problems are settled (Tarhan, 2013, p. 83).

Management of conflicts caused by the occurrence of negative emotions in organizations

In the TDK (2018) methodology dictionary, conflict is defined as the contradiction arose from the opposition of opinions and ideas. Considering from the point of view of organizations, conflict can be defined as the beliefs that individuals, teams or departments cannot obtain what they want to achieve with what they have and the negative emotion experienced after these beliefs (Koc, 2008, p. 122).

Since conflicts can cause negative emotions such as anxiety, stress, tension, hatred, aggression and hostility in employees, they cause a decrease in business performance and results that may prevent enterprises from competing in dynamic competitive environments. While these results are not reflected on the customers in the production enterprises, they are directly reflected on the customers in the service enterprises through the attitude and behaviour of the service providers (Robbins & Judge, 2011; Koc, 2008).

In conflict management, there are methods called win-win and win-lose. Win-lose method can be observed in short-termism enterprises commonly seen in Turkish culture and in the relationship between people. In this approach, it is obvious that the losers develop negative emotions such as hatred, and thus this approach leads to an increase in success in the long term and a decrease in gains rather than a decrease (Koc, 2008).

Conflicts can be settled with the win-win method. In this method, it is necessary for the parties to not to see each other as competitors. According to Sherif (1956), while the competition increases the conflict, the top targets desired to be reached by both parties increase the cooperation among the groups. Therefore, while competition causes conflict, cooperation reduces conflict and helps to achieve organizational targets.

Luthans, (2007) mentioned four important issues in win-win method as "separate the problems with people", "focus on interests rather than positions", "generate multiple solutions before making a decision" and "make sure that the results are based on objective standards".

There are other methods called differentiation and integration in conflict management. How the conflicts are settled at the stages of differentiating and integrating is described below (Folger, Poole & Stutman, 2013, pp. 241-243).

1. Setting the Issues

The parties investigate and set the underlying issues of the conflict. The following questions shall be discussed for this:

What are the issues between us?

The parties share what their perceptions are on the main issues of the conflict and their own positions. They also share how others see the main issues which often prevent possible misunderstandings.

Do we have motivation to do something about these issues?

A common understanding to sit together and discuss the issues should be established between the parties. This means that the same issues should have equal importance for everyone. While one issue is very important for one party, it can only be regarded as a matter of discussion if the other party considers this as a legitimate issue.

What do we feel about these issues?

The parties share their feelings on the conflict and the behaviour of the other party. They do not try to change each other's feelings, they change it themselves if they want to do so but this does not mean that emotions dominate instead of experiencing this process. Instead, this means the acceptance of emotional reactions in order for the parties to explain each other what the issues are.

What is the source of the conflict?

The parties try to identify the reasons of the problems or issues on which the conflict is based. The deductions made at the first sight are usually very shallow and superficial. When parties carry on some investigation on them, they should be able to see what the main problem is in order to settle the conflict.

Only after this stage the parties will be able to develop a common understanding of the issue.

It is important for this first step to be completed before proceeding to search for other solutions. The issues and problems should be discussed only as an issue and a problem without focusing on the solution. If solutions are included at this point, they will shape the identification and analysis of the issues and since they will focus on the solution-related matters, they will not be able to see the main issue.

2. Vision

At this stage, the parties develop a vision of what the future will be if they solve the conflict completely. They address the following questions in order to achieve this:

What will our relationship/group/organization be like, if we solve this conflict?

The parties visualize what will happen if they effectively address the conflict. They can do this by focusing on what might have been changed in case the conflict is settled. They can also do this by visualizing how everything would be like, if there was no conflict at all.

How will we feel if we settle this conflict?

The Parties visualize how they might feel when they effectively settle the conflict. For that, they also visualize what they might have felt for each other if there was no conflict.

If we were not dealing with this conflict at the moment, what would we be doing instead?

The parties visualize what they might have been doing if they would not use their energy and time to settle this conflict. It is very important to consider not only the time spent during conflict, but also the time spent while thinking on the conflict and the time spent for what is going through their minds. Therefore, the parties have

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the opportunity to think about the other possibilities and opportunities to come towards their ways, if they can handle the conflict effectively.

If we limit our thoughts to only by issues and problems, we face a negative scene, which means we begin to look at this by focusing on what is wrong. On the contrary, when we start to develop a vision, we focus our attention on what will happen in the future so that we can deal with the issues by addressing those issues accordingly. Having a vision often creates a positive motivation and energy to manage the conflict.

3. Generating a Solution

Parties usually can generate many different solutions that are possible. In order to do this, it is necessary to do some research and think over it. It is very important to create as many options as possible. At this point, it is very important to stand against the tendency to take immediate assessment of the solutions found. In case of failing to do this, there will be a decrease in the contribution to be made and a decrease in creativity because the parties are afraid that their opinions will be negatively evaluated or rejected without consideration.

4. Assessing the Solution and Making a Choice

The parties consider the possible options they find and finally decide on one of them. While making final decisions, they may combine the elements of different options, in return one of them gets something that he/she wants and the other one also gets something that he/she really wants in return.

Dividing the issues into pieces is often very important for finding the subjects to be given as a response because when a large issue is divided into pieces, it becomes possible to work with each one separately.

The two-column method is a very useful technique that can be used to assess a solution found. For each option, the parties list their own pros and cons. They can also do this by sharing it with each other, or they can then do it for themselves in order to use it as a reference when assessing the options and making a choice.

5. Realization

The parties plan how they are to realize the solution they find, how to evaluate it and how effective it is. Here, it is important for the parties to do a follow-up study to ensure that all of the parties do their part and to make sure that there are no unforeseen obstacles.

Sometimes it may be necessary to reconsider what was done in the previous steps while working on the last steps. For example, when trying to generate an option, new ideas may be ignited on how to define the issue in a better way. In such a case, the issues are reconsidered by going back in the process cycle, and if necessary, the vision and options are also reconsidered. It is important to be flexible while working in this process since each conflict itself and its parties are very different.

Negotiation is one of the methods used to solve conflicts. Mood and emotions affect the negotiations. In distributed negotiations, among the negotiators those, who are angry and have equal status, obtain successful negotiation outcomes because their anger allows the other party to compromise. On the other hand, those, who are relatively weaker, get worse outcomes when they are angry. So if you are a boss and you are negotiating with a subordinate

or a colleague, anger may help whereas if you are negotiating with your boss as a subordinate, this may cause you damage. On the contrary, in integrative negotiations, positive mood and emotions lead to more integrative agreements (Robbins & Judge, 2011, p. 473).

The following matters are also important to solve conflicts in organizations. (Akkirman, 1998, pp. 6-9)

- Setting top targets in the organization
- · Identifying the damages of conflicts
- Identifying differences within the group
- Eliminating the negative prejudices between the parties
- · Rewarding interaction and communication
- Referring to third party arbitration
- Making changes in organizational structure such as rotation, specification of job descriptions and expansion of the organizational boundaries.

Management of stress which is the predecessor of negative emotions in organizations

A person tends to have negative emotions when there is a difference between what he/she expects and what he/she has. These negative emotions often cause stress. In this respect, stress management is of great importance for enterprises as well (Colten & Gore, 1991).

When mentioning the mind body relationship and stress, the most appropriate word is "emotion". This is because the emotions can be considered as stress or energy with a certain direction in a sense. For example, if the emotion experienced is fear, the threatening elements are avoided through energy exposed. If the emotion is anger, moved forward with energy to eliminate whatever threat it is. If the emotion is disgust, the contact is avoided. If it is worry, it is avoid to move forward or backward but remain alert. If it is sadness, you turn inward and go deep and if it is pleasure, you get closer for integration (Sahin, 2015; Panksep, 2008; Tobby & Cosmides, 2008).

The symptoms of stress can be listed as psychological, physiological and behavioural. In this study, the ways of coping with stress to reduce or eliminate the psychological symptoms of stress will be focused on.

Psychological symptoms of stress

- · Anxiety, distress, feeling of loneliness and depression,
- Extreme emotional sensitivity and irritability,
- Difficulty in decision making,
- Decrease in self-esteem,
- Decrease in trust of individual in himself/herself and other people,
- Frustration, anger, aggressive behaviour and hostility in interpersonal relationships,
- Job dissatisfaction,
- Loss of concentration,

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• Loss of spontaneity and creativity (Solmus, 2004; Rice, 1999; Hepburn, Loughin, & Barling, 1997).

There are two ways of coping with stress (Solmus, 2004; Lazarus, 1993)

- 1. Problem-oriented coping: In problem-oriented coping, which is an active strategy, the individual decides that the state of stress can be controlled and takes action. Receiving information and problem-solving behaviours are within the scope of this strategy.
- 2. Emotion-oriented coping: In emotion-oriented coping, which is a passive strategy, the person decides that the situation cannot be controlled thus it should be accepted. He/she tries to control the negative emotions caused by stress and focus on a positive aspect. Examples such as "Experience was painful, but I learned a lot", "Every cloud has a silver lining" represent emotion-oriented coping.

The following organizational studies can be conducted in order to prevent stress in organizations;

Selection, training and development of suitable personnel,

The job description should include the organization's policies, objectives and strategies and the purpose of the organization. The managers should be able to transfer the policies and objectives of the enterprise to their personnel through regular training programs and make them feel that the employee is important for the enterprise,

Strategies should be set in order to reorganize to focus on business demands, information and objectives,

An effective communication network should be established between managers and personnel.

In stress management, we should consciously ask some questions to ourselves: How much will we allow our unconscious to manage our consciousness as we continue our lives? For how long will we activate our consciousness and try to realize what our unconscious does? How automatic will we live our lives (change, stress)? How conscious will we manage? How old the brain circuits will we deal with? How much new circuits and new programs will we create? In other words, not about not being angry, sad or afraid but about listening to this emotions of anger, sadness and fear is mentioned. If these emotions mean something for living things and if there are parts managing these emotions in the brain, then the questions necessary for us ask ourselves are: "What does my anger, fear and sadness say? What kind of meaning do I place on this event? Is there any chance that this meaning is wrong? What need does it indicate that I cannot meet? Are they really vital needs for me? Or are they my wishes?" By asking these questions, we can activate our conscious awareness and get out of the automatic mode. Depending on the emotions of anger, sadness, fear we experience, we can try not to accumulate the hormones, which are automatically released in our blood, such as adrenaline, cortisol, thyroid, etc. and thus manage our stress. (Sahin, 2015). Employees' stress can be reduced by paying attention to individual-work harmony. When an individual does the work he/she does not like, this increases his/her stress. There should be a harmony between interests and skills of the employees and the business requirements (Riggio, 2014, p. 271). Those, who experience stress in the organization, may sometimes be the newcomers. At this stage, what needs to be done is to conduct on-the-job training and orientation programs. In this way, a skilled and productive new labour force is created and the employee is prevented from quitting the work because of stress (Karakas, 2014). As the communication among employees gets better, stress caused by misunderstandings will decrease. Employees may experience stress when they are not aware of the work being done in the organization and when they are not informed. Therefore, the employees' knowledge on the work and workplace processes helps to reduce stress (Riggio, 2014, p. 273). Another way of reducing stress is to improve physical conditions. Lighting, noise level, air temperature, humidity, pressure, feeling sunlight in the workplace and ergonomics can be considered as physical conditions. Importance should be placed on physical conditions in order to prevent health problems and tensions of the employees (Ornek & Aydin, 2011).

In coping with stress, biofeedback is used in developed countries. This technique clearly reveals the relationship between thoughts, emotions and the body. This is a method, where people become aware of their normal and abnormal reactions and the physiological reactions, which they are unaware of, through a tool and where they learn to regulate their autonomous activities (body temperature, sweat, etc.) as desired within a training program (Baltas & Baltas, 2013). It is important to seek social support to reduce or prevent stress. Social support is the person being in contact with other people or groups. People, who live by themselves or are not accepted by society or groups, are more exposed to stress. The level of support provided to the individuals by their family, society and others, whom they are together with during the business life, their rate of sharing and the pleasure they get from association increase their level of success in combating stress and enables them to get less harm dues to stress (Guney, 2007).

Managing the motivation as a result of positive emotions in organizations

Emotions also play an important role in the motivation of the employee about the job. Leaders, who have an understanding of emotions, motivate their subordinates to work more effectively and efficiently. It is assumed that effective motivation increases the level of optimism and determination (Dubinsky, Yammarino, Jolson, & Spangler, 1995).

Motive refers to working conditions that drive behaviours in the direction desired. Motives may be unconscious as well. It is called the power that directly causes, continues or directs behaviour of individuals (Tarakcioglu, Sokmen, & Boylu, 2010).

Thus, the use of this power in organizations is valuable. Motives have four different functions (Arik, 1996):

- **1. Function of initiating behaviours.** Refers to taking action of the individual or the change in direction of behaviour.
- **2. Function of determining the level of volume and energy of behaviours**. Refers to the amount of effort spent and the speed, sharpness and amount of behaviours.
- **3. Function of directing the behaviours.** Refers to the relationship between a particular object-organism-situation-behaviour, which means a specific target due to the individual's action.
- 4. Function of ensuring continuity. Refers to the duration and resistance of behaviours tended to a specific target.

When looking at the motivation literature, it is classified as process (cognitive) and scope (requirement) theories. However, the part, which is emphasized in this study, is managing motivation status. Followings are the things that should be carried out by the managers to motivate employees in organizations; (Solmus, 2004)

- · To create a suitable working environment
- To implement a motivating disciplinary system

- To provide promotion opportunities
- To give initiative
- To implement an open management policy
- To provide social rights and opportunities

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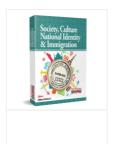


















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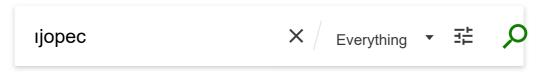
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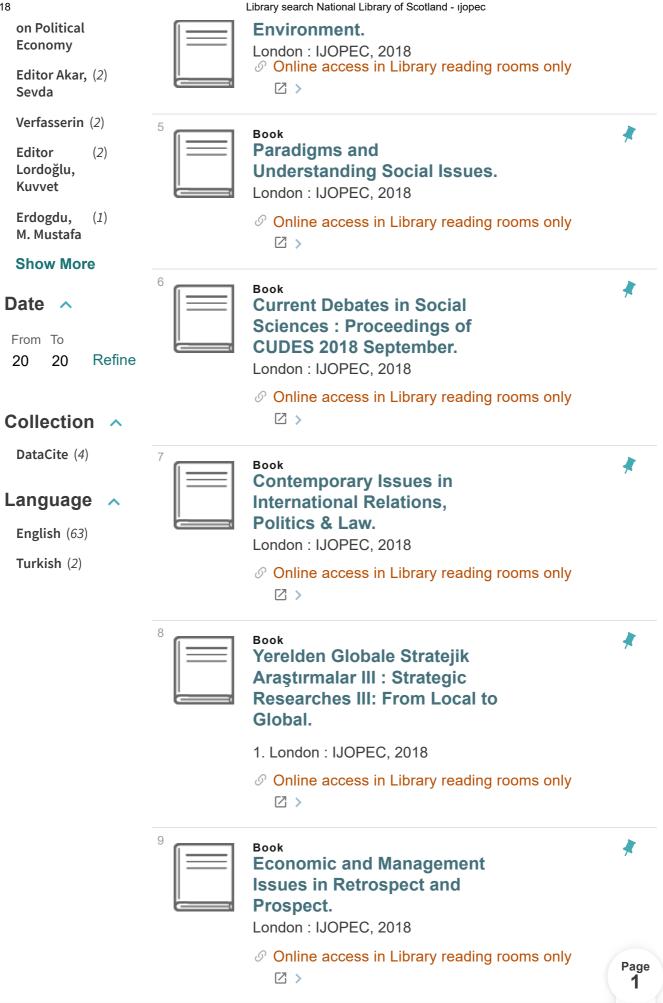
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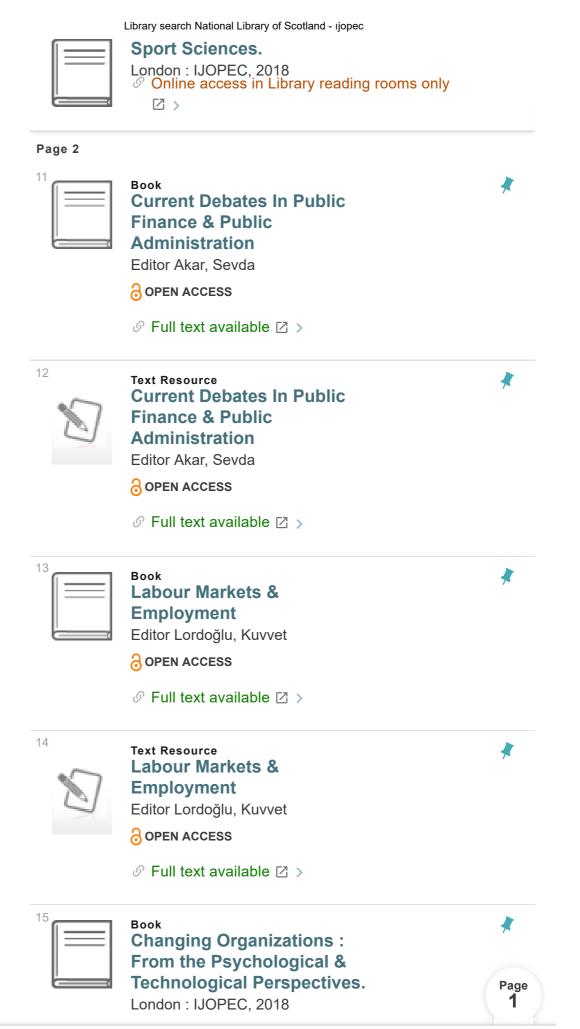
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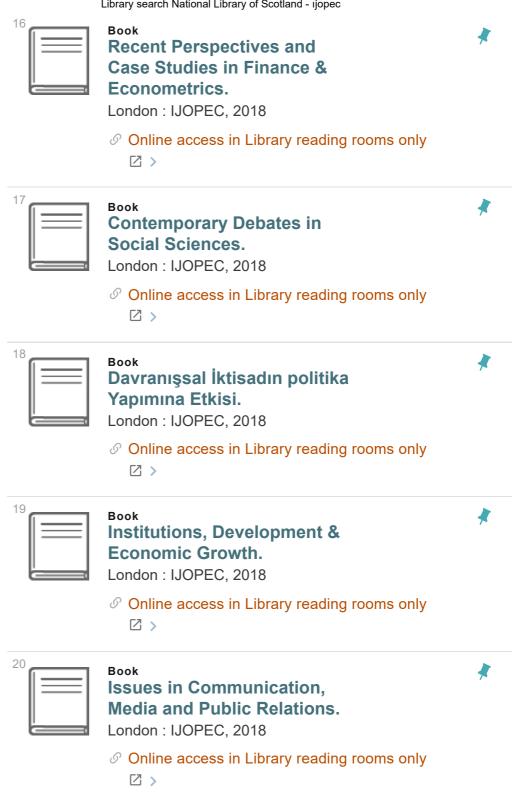
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