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THE EFFECT OF ORGANIZATION SOURCES OF STRESS ON EMPLOYEES'

ANGER: A RESEARCH ON WHITE COLLARS WORKING IN PLAZAS

Fidan PESEN DOĞANAY

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Advisor

Prof. Dr. Servet BAYRAM

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TITLE: THE EFFECT OF ORGANIZATION SOURCES OF STRESS ON
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APPROVAL:

Prof. Dr. Servet BAYRAM
(Advisor)

(Signature)

Prof. Dr. Suat ANAR
(Member)

(Signature)

Prof. Dr. İrfan ERDOĞAN
(Member)

(Signature)

SUBMITTED BY : Fidan PESEN DOĞANAY
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ABSTRACT

The aim of this study is to investigate the perception of organizational stress and anger and whether there is a significant relationship between the organizational stress and anger experienced by the white-collar workers working in the plaza. The study group consists of 294 white-collar workers working in the plazas in Levent, Istanbul. In this study, Short Version Organizational Stress Scale and Multidimensional Anger Scale were used. In the analysis of data; Descriptive statistics are presented with frequency, percentage, average and standard deviation values. In order to compare the anger dimensions and sub-dimensions within themselves, the repeated Anova test and Sidak test were performed to examine the different dimensions. Correlation analyzes were performed to determine the relationship between anger dimensions and organizational stress levels. In the study, p values less than 0.05 were considered statistically significant. SPSS (Statistical Package for Social Sciences) 22.0 package program was used for analysis. It was found that there was a positive, strong and significant relationship between the organizational stress levels of the participants and the anger they experienced.

Key Words: White collar worker, plaza, stress, organizational stress, anger.

ÖZET

Bu araştırmanın amacı, plazada çalışan beyaz yakalıların yaşadığı örgütsel stres ile öfkeleri arasında anlamlı bir ilişki olup olmadığının, örgütsel stres algıları ve öfke algılarının detaylı olarak incelenmesidir. Çalışma grubu, İstanbul ilinin Levent semtindeki plazalarda çalışan beyaz yakalı 294 iş göreni kapsamaktadır. Bu çalışmada Kısa Versiyon Örgütsel Stres Ölçeği ve Çok Boyutlu Öfke Ölçeği kullanılmıştır. Verilerin analizi konusunda; tanımlayıcı istatistikler frekans, yüzde, ortalama, standart sapma değerleri ile sunulmuştur. Öfke boyutları ve alt boyutlarının kendi içindeki kıyaslaması için tekrarlı Anova testi ve farklı olan boyutların incelenmesi amacı ile Sidak testi yapılmıştır. Öfke boyutları ile örgütsel stres düzeyleri arasındaki ilişkinin tespit edilmesi amacı ile korelasyon analizleri uygulanmıştır. Çalışmada 0,05'den küçük p değerleri istatistiksel olarak anlamlı kabul edilmiştir. Analizler SPSS (Statistical Package for the Social Sciences) 22.0 paket programı ile yapılmıştır. Katılımcıların örgütsel stres düzeyleri ile yaşadıkları öfke arasında pozitif, güçlü ve anlamlı düzeyde ilişki olduğu tespit edilmiştir.

Anahtar Kelimeler: Beyaz yakalı çalışan, plaza, stres, örgütsel stres, öfke.

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LIST OF ABBREVIATIONS

SS: Standart Deviation (Standart Sapma)

P: Degree Of Trust (Güven Derecesi)

SPSS: Statistical Package for the Social Sciences (Sosyal Bilimler İçin İstatistik)

T: Test Statistics (Test İstatistiği)

PDR: Guidance and Psychological Counseling (Rehberlik ve Psikolojik Danışmanlık)

N: Number of People (Kişi Sayısı)

Min: Least Level (En Düşük Düzey)

Max: Highst Level (En Yüksek Düzey)

X: Independent Variable (Bağımsız Değişken)

CHAPTER I

INTRODUCTION

In today's conditions, it has become a general situation for all employees to perform at a high level and hope that employees will work with increasing their capacity. The tough competition conditions increase day by day with the changes in technology and working conditions. Therefore, employees have to prove their performance at an extremely intense pace compared to previous years. In such an environment, the stress of the employee has become normal. This has been valid for all employees in every sector regardless of private or public (Özer, 2011, cited in Gökgöz, 2013).

Stress is accepted as one of the inevitable problems of today's business life. Stress both damages the private life, physiological and mental health of employees. Moreover, it causes material losses, poor performance, capacity problems and poor quality work results for employers. Briefly, stress causing time and labor loss, has negative consequences for both employees and employers. For this reason, employers and employees must fulfill their responsibilities precisely in order to experience stress at healthy levels (Aytürk, 2010, cited in Has, 2015).

Organizational stress, which is a type of stress, involves all troubled situations encountered by employees in the workplace related to his / her duty. It can be expressed that organizational stress corresponds to concepts such as pressure and restlessness causing employees to experience psychological and physiological discomfort, more inefficient job results, and negative impact on productivity (Beehr, 1998, cited in Öztürk, 2018).

In case of organizational stress, employers should take action to investigate the organizational sources of stress and to minimize problems such as inefficient job results, and employees dissatisfaction. With proper and correct interventions, it is ensured that organizational stress can be experienced at healthy levels. Thus, organizational stress will not be a predestination for employees (DeFrank and Ivancevich, 1998, cited in Öztürk, 2018).

One of the feelings living with stress is anger. In the normal daily life, individuals experience many emotions and one of them is anger. Anger is a healthy emotional state that has influences on the behavior and communication of the individual. Anger reactions and levels can be experienced in different ways from person to person. There are a variety of reasons causing anger. A situation that angers an individual, may not create the same feeling for another

one. Inhibition, negative attitudes towards the personality, lack of acceptance and approval, dangerous conditions, intense and uninterrupted stress may raise to angry reactions in the individual (Şahin, 2005, cited in Portakal, 2018).

This research was applied on the white collars working in the plazas. Along with the rapidly developing technology and construction sector, plazas far from daylight, natural habitats and intimate social relations, are thought that have negative results in terms of physiological and psychological health. Since the people working in the plazas are white collars, it is assumed that those who suffer due to such problems, are white collars. Moreover, it may also assumed that the lack of union organizations to defend white collar rights, the tough competition and increasing unemployment rates causing hard working conditions worsen their socioeconomic levels. Due to the insufficient studies and researches on plaza and white collar in the area, this study is significant to draw attention to problems of white collars working in the plazas.

This study, which examines the impacts of organizational stress on anger experienced by white-collars working in the plazas, consists of four main sections. In the first section, the concepts of plaza and white collar employee are explained, in the second section stress and organizational stress concepts are literaturrelly investigated. In the third section, the researches related with anger and organizational stress are discussed. Lastly, in the fourth section the findings obtained as a result of the scale evaluations are indicated. In the conclusion part, evaluations, suggestions, discussions about the research are included.

CONCEPTUAL FRAMEWORK AND RELATED RESEARCHES

In this section, the concepts of plaza, white collar employee, stress, organizational stress and anger are discussed regarding previous literature.

1.1.Plaza and White Collar Employee Concept

With the modernization, cities have changed. During this period, the number of plazas increased rapidly and they formed the new urbanization trend (Şahin and Anık, 2016, cited in Gürsoy Ulusoy, 2018). The change period of cities is in parallel with the historical change periods. Plazas symbolizing the transition period from smaller buildings to technologically advanced and comfortable buildings, are almost like the main signs of the change (Firat, 2008,

cited in Gürsoy Ulusoy, 2018). These structures seen all over the world, are so similar that they cannot be distinguished from each other (Gürsoy Ulusoy, 2018, p. 252).

The main feature of plazas is timelessness. Since the highest technology is used in plazas, it is not possible for employees to distinguish between the day and night time. In this context, it can be assumed that the plazas are places independent of time and location. White-collars working there have opportunities to work at the same pace without time and location limitations, i.e. regardless of day and night (Gürsoy Ulusoy, 2018, p. 253).

It is assumed that people working in the plazas are mostly white collars. The term white-collar employee is not used regarding jobs requiring physical strength, but rather to define people who work with brain power in offices. Both officers at the lowest level and top executives working at the highest level are included in the white collars group (Çalık, 2016).

White-collar people are those who generally work at desk, in flexible working hours, and receive monthly wages. They mostly work in jobs requiring mental labor such as supervision, financial affairs, finance, or strategy (Buzluk, 2017).

The main feature of white collars is that they generally use high technological devices while working. Many jobs such as manufacturing, planning, managerial jobs, research and development, sales and marketing, logistics, product management are in the areas where white collar are mostly perform ("What is White", 2018).

As a result of capital development and increase of urbanization, the industry in the center of the cities has begun to move out of the city. Thus, plazas were built in places left by these industries. In plazas, there are generally finance, media, insurance, accounting, real estate, advertising, communication and IT fields. It can be expressed that the increase in the quantity of plazas actually symbolizes the high trend in these sectors. Therefore, it is assumed that white collar employees work mostly in the service sectors, spend most of their time in plazas and shopping centers. Furthermore, it is observed that the working conditions of white collar employees are not similar. Being a white collar employee is no longer as privileged as before. The reason for this situation is the increase in the quantity of more qualified graduates. High unemployment rate has also caused the decrease in wages. As a result, however the white collar employees work very intensely for a long time, they can not receive overtime payment. Long working hours and harsh competition create deterioration in the mental health of the employees (Kızılok, 2011).

1.2. Stress

In this section, stress definition, stress stages and types of stress are examined.

1.2.1. Stress Concept

It can be expressed that the concept of stress does not have a clear and precise definition in general since each researcher tries to explain it in different ways. For the first time in history, Hans Selye stated that stress is the reaction of the organism to what is happening around it (Yılmaz, 2006, cited in Karadağ, 2017).

The word stress derives from the Latin words "estrica" and the old French words "estrece". While it had some negative meanings in the 17th century (distress, disaster, problem, etc.), it was started to be used for different meanings in the 19th century. It began to express force, violence and pressure. When objects and people are exposed to violence and coercion by external factors, they resist to protect their integrity. Stress is exactly used to define this resistance (Baltaş and Baltaş, 1999, cited in Tosbıyık Duran, 2012).

In other words, stress is the resistance against an external stimulus that negatively affects the general mental health of the individual. The individual is psychologically aroused. Therefore, the body balance is disturbed and the level of tension increases (Şimşek, 2005, cited in Karadağ, 2017).

The individual reacts physically to every change in his environment, and the first reaction of the body is stress (Çakır, 2006, cited in Karadağ, 2017). Hence, a stress-free life is impossible. There are many stress factors throughout life and almost in everywhere. For this reason, the probability of encountering stress factor is so high (Göçet 2006, cited in Karadağ, 2017).

Stress can also be defined as complex, emotional, behavioral responses and physiological connections of these responses arising with the organism's efforts to adapt to new conditions (Baltaş and Baltaş, 2016, cited in Karadağ, 2017). These reactions influence individuals' behavior, work efficiency and relationships (Tutar, 2000, cited in Karadağ, 2017). The physical, mental and chemical reactions of the body can be described as stress when the individual is afraid, excited, confused, threatened, or disturbed. An accident, an operation or a disease disrupts the balance in the body and these can be given as examples of stressful situations (Öner, 1989, cited in Karadağ, 2017).

Individuals can perceive and evaluate both the events and people around them as a source of stress. In a such situation, whether the individual does not consider the people around him as a source of stress, he does not experience stress (Çakır, 2006 cited in Karadağ, 2017). The individual can also experience stress in case of feeling insufficient related with requests from the environment (Alanyalı, 2006). In general, stress can be used to describe the reaction of the body to defend or adapt to a stimulus from the environment. While some definitions state that stress is an event or an external phenomenon caused by environmental factors, others argue that stress is a condition that occurs as a result of subjective reactions of an individual to a situation (İstengel, 2006).

In Turkish, stress is used to express violence, hardness, tolerance and tension. However, these words are not exactly equivalent to stress (Baltaş and Baltaş, 2004). Stress is not just a worry or a simple nervous tension. Stress is not harmful, bad or anything else to be avoided (Yılmaz, 2006). The concept of stress is generally used when expressing different experiences that individuals feel discomfort. Since stress is inevitable for all livings, individual should prefer to focus on positive aspects of it. Recognizing stress factors may reduce its impact and harm (Baltaş, 2015). Stress does not always lead to bad and unrequired consequences. When it is experienced at healthy levels, positive impacts such as contribution to the alertness, competition and new learnings generate. (Işıkhan, Çömez, Daniş, 2004).

In the earliest studies on stress, stress was considered as a dimension of human behavior and it was concluded that it had deep destructive effects. On the other hand, further studies have indicated that reasonable stress is a factor contributing to increase the performance. Thus, stress should not always be considered a negative condition. In some cases, the appropriate level of stress can be evaluated as a motivation factor increasing the productivity especially in working life (Soysal, 2009).

The individual can keep himself away from experiencing stress by using his abilities to cope with stress. When the situations become severe and persistent, excessive stress occurs and then diseases arise (Gülbeyaz, 2006). To summarize, all researches examine stress that ; it is inevitable, occurs as a result of interactions of people and environment, there is usually a danger where stress is experienced, and in order to cope with stress the danger must be predicted in advance, stress affects the whole organism, it is not just a harmful situation but it also provides benefits (Soysal, 2009).

Stress is a disease of modern societies. Everyone generally uses the term “stress” in their daily life. It is not only a term, but also a psychological condition that many people experience

frequently. According to the studies, the definition of stress and causes, symptoms and positive stress levels observed in humans are different. As the speed of change has increased surprisingly, the fact that people have to move faster with fear and suspicion as if they constantly miss something, has made stress a part of everyday life (Tutar, 2007, cited in Has, 2015).

The concept of stress is mostly used in medicine, biology, psychology, management and behavioral sciences. Since stress is a multi-faceted concept and several branches of science focuses on stress, this conduce to a variety of stress definitions (Eroğlu, 2009, cited in Has, 2015).

Despite stress is an inevitable part of life, a high level or uncontrolled stress affects health negatively (Yavuz, 2010, cited in Tosbıyık Duran, 2012). Hans Selye is the first expert to examine stress and health problems regarding stress. He divided stress into three stages; these are alarm response, resistance and exhaustion phases (Arnold, 2005; Sabuncuoğlu and Tüz, 1998, cited in Tosbıyık Duran, 2012).

Alarm response: The general symptoms seen at this phase, are enlargement of the pupils, an increase in heart rate, in blood sugar and in gastric acid secretion. The individual will either move away from the stress or try to cope with stressful conditions. If stressful conditions disappear, the body relaxes. However, if the stress continues, it is passed from the alarm response stage to the second stage which is the resistance stage (Arnold, 2005; Sabuncuoğlu and Tüz, 1998, cited in Tosbıyık Duran, 2012).

Resistance: At this phase, the body adapts to stress. Resistance phase starts in paralel with conditions facilitating compliance are established. There are also symptoms similar to those in the alarm response phase. The resistance of the organism is above the general course at this phase. In case the individual is successful in the resistance phase, he experiences stress at healthy levels and passes this phase without any problems (Arnold, 2005; Sabuncuoğlu and Tüz, 1998, cited in Tosbıyık Duran, 2012).

Exhaustion: At this phase, the organism can not adapt to stressful conditions, thereby it reaches to exhaustion phase. In other words, when the stress does not end in short time or the individual does not adapt to the stress, the body of the individual weakens and health problems begin to occur. Intense and constant stress shortens life time (Arnold, 2005; Sabuncuoğlu and Tüz, 1998, cited in Tosbıyık Duran, 2012).

Stress is evaluated in two parts as positive and negative. Whereas positive stress increases the energy of the individual and contributes to his life, the negative one may cause the individual to experience physical and mental problems (Selye, 1997). Positive stress encourages the individual to evaluate opportunities. Thus, he will be more willing and determined to resist negative conditions. Under the negative stress conditions, the individual loses his enthusiasm, the spirit of struggle, and can no longer move actively. This may continue with a lazy attitude (Walls, 2012). Since stress at a low or medium level is functionally beneficial and increases the motivation of the individual, it is stated that there is no need to keep stress under control in those who experience it at low and medium levels. On the other hand, in case the stress is intense and severe or low level of stress goes on for a long time, more negative results can arise (Robbins, 1998).

1.2.2. Types of Stress

Stress arising from physical, professional and psycho-social characteristics are summarized as follows.

Stress Caused by Physical Conditions

It covers all conditions that are not dependent on the individual and can include all physical and environmental factors generating stress. Many issues such as seasonal conditions, material conditions, traffic, crowd and security difficulties can cause stress (“Diseases Caused”, 2017).

Stress Caused by Profession and Responsibilities

Occupational stress defined as a disease in the literature is influenced by personal characteristics and environmental conditions as well. Electronic devices and their negative energy spread to working places, economic problems, management issues, heavy working conditions, long working hours, rapid transitions and changes can be evaluated in this context. These listed problems reducing employee’s motivation can be considered as the main reason for work accidents, disrupt social communication. It may lead to some mental and biological diseases (“Stress at Work”, 2007).

Stress Caused by Psycho-social Features

It can be described as a type of daily and developmental stress that arises due to monotonous work, anxiety, warning, harassment, frustration, strain and social relationship problems (İlhan, 2016).

1.3. Organizational Stress

The definition, sources and results of organizational stress are examined in this section,.

1.3.1. Definition of Organizational Stress

Organizational stress can be summarized as the stress lived by employees when the performance and business target expectations exceed the capacity of employees. Organizational stress can be summarized as the stress experienced between the employee and the job conditions if expectations related to job exceed the capacity of the employee (Ross and Altmaier, 1994, cited in Türker and Yamuç, 2015). In summary, organizational stress is a reaction that causes physical, mental and behavioral disorders in organizational workers and occurs when there is a conflict between work conditions and the employee's capacity, expectation, or needs (Cam, 2004, cited in Türker and Yamuç, 2015).

Employees have been exposed to rapid changes due to the necessities of globalization. These changes include occupations, job conditions, workplaces and social economic features. The fact that all these changes are very fast, increases the pressure and stress on the employees. Employees are constantly facing compliance or threats of lagging behind. Social relations have started to transform due to the rapidly developing social media and changing communication tools. As real and sincere communication is limited, employees have become unhappy and lonely in their social lives. All these changes increase the level of employees' anxiety (Ekinci and Ekici, 2003, p.109).

Business life not only impacts workplaces and working times, but it also affects all areas of life due to socio-economic conditions and opportunities provided by itself as well. For this reason, organizational stress can not be limited only to the work place or working time, it may demonstrate influences that impact all areas of life as a result of changes independent of the employees (Pehlivan, 1995, p.11).

A stress-free business life is unthinkable; it is necessary to accept that stress is natural in business life. Accepting and learning to manage stress as a natural cycle and a real phenomenon may be a rational way for employees (Pehlivan, 1991, p.792; Yılmaz and Murat, 2008, p.204).

Though some employees live constantly and less anxiety, they have difficulties in both their work and private lives due to their unwillingness to receive a professional help or to learn managing stress at healthy level. Some of the employees are able to cope with their

organizational stress since they are more sufficient to deal with their stress or they can reach to a professional consultant. Very few employees have occupations that they love and work in good conditions, thereby they do not have such problems in this regard (Aslan, 2007, p.68).

To explain the root causes of organizational stress with only organizational concepts would be an incomplete and inadequate effort. Employees are influenced by opportunities provided by the organizations during working hours and in their private lives. It is unthinkable for the employee to leave behind all the negative experiences after going out of the workplace, like a machine (Kirel, 1999). In addition, organizational stress can arise due to the gap between the effort and time spent, and the benefits, interests, and opportunities in return (Seigrist, 1996).

Factors that trigger organizational stress such as putting too much pressure on the employee, uncertainties in the job definition and responsibilities, poor colleague or executive relations, lack of team work continue to affect the individual in both his private and work life. It can cause family problems or psychological and physiological health problems (Cooper & Marshall, 1976).

1.3.2. Organizational Stress Resources

Chronic stress experienced in working life negatively affects both employees and the employers in many respects. Employees may either perform poorly at work or do not go to work due to the organizational stress. This results in economic loss for employers. In addition, the problems experienced by an employee also impact the work place and colleagues, so other employees may also be negatively affected by these problems. For this reason, keeping stress at low level is so significant. When stress is reduced, both job satisfaction and productivity increases (Balci, 2000, p.89). The concept of organizational stress includes individual experiences and characteristics as well as individual psychological features (Aktaş and Aktaş, 1992, p.26). However the structure of each organization is different, it is assumed that each organization have its own unique sources of organizational stress and some generalization regarding organizational source of stress can be done. These are dissatisfactions or inconsistencies regarding the job description, the technology used in the organization, the physical environment, capacities and abilities of the employees (Ertekin, 2006, p.9).

In this study, organizational stress sources will be examined under five headings, which are; sources of stress related to the structure of the work, sources of stress arising from the organizational structure, sources of stress arising from organizational policy, sources of stress

arising from physical conditions in work place, sources of stress arising from interpersonal relations in the organization.

1.3.2.1. Stress Sources Related to the Structure of the Work

This section examines the workload, time pressure, lower skill requirements than employees' capacity and abilities, and monotonous work which are the stress sources related to the structure of the work.

Workload

Having more or less workload can create some stress symptoms. As a result of over and long hours of work, some psychological and biological disorders may occur. It is an expected situation that the quality of life worsens due to the stress caused by excessive workload. On the other hand, less workload can cause some physical and mental problems. These are lack of emotion, feeling under pressure, increased errors, dissatisfaction, chronic pain, fatigue complaints, sleep and nutritional problems, drug addiction, and decision making difficulties (Pehlivan, 1991, p.798). The most common source of organizational stress is excessive workload. Excessive workload includes tough business targets, unfair and heavy workload and competence conditions, inadequate ability and capacity of the employee (Türkgüngör, 2009, p.37).

Time pressure

Time is extremely important in business life as in other areas of life. Since it is the only source that can not be recovered, it is so significant not to waste time. Employees who have a serious time constraint at work should prepare a priority list and make plans in order to use time efficiently ("Eight Ways", n.d.).

Time has a vital importance for both employers and employees. Long approval procedures and paperwork, unplanned programs, meetings or visits, unnecessary and inefficient use of phone-email-fax cause time loss. Due to this reason, urgent and important tasks may be delayed or postponed. Therefore, the employee begins to experience organizational stress and anxiety (Aytaç, 2006, p.4).

In the workplace there are many factors that negatively affect time management and cause time loss. These are the obstacles against obtaining efficient business results, As these obstacles pose a risk of delaying work, employees may face with organizational stress. The factors that prevent the efficient use of time are long and aimless meetings and interviews,

difficulties in communication, unqualified employees, inefficient work plans, incompatibilities in authority and responsibilities, undetermination of the priorities, unnecessary business trips, unnecessary e-mails, chaotic workplace, lack of supervision (Uysal, 1999, p.16).

With a prioritized work list, urgent and important jobs can be managed in a healthy way. Employer's work requests should be based on the list. Thus, being result-oriented and solution-oriented, and realistic business targets increase the control over the efficient use of time (Scoot, 1997, p.18; Cüceloglu, 1999, p.293).

Lower skill requirements than employees' capacity and abilities

It is assumed that the incompatibilities between job requirements and the qualification of employees are causes of organizational stress. An employee experiencing such a problem may not reach the targeted results and this would lead to mental and physical health problems.

The workload can be explained under two headings qualitatively and quantitatively. Quantitatively low workload refers that the expected work requests is less during the working hours (Rout, 2002, cited in Ay, 2015). Qualitatively low workload is defined as the expected work requests are less compared to the skills, competence and knowledge of the employee (Dubrin, 1974, cited in Ay, 2015).

Monotonous Work

When the employees work at the same pace and for a long period, there arises monotony which worsens employees' performance. In such cases, employees can not focus their full attention on the work, and furthermore, they begin to be worried about their concentration problems.

This is the reason for stress and tiredness (Eren, 1993, p.157). A study conducted abroad shows that working in such conditions harms psychological and physical health, thereby the tendency to change or quit jobs has increased (Donald, 1989, p.72). It is also known that very comfortable and free workplaces increase such boredom. Due to this reason, it is thought that stress at a reasonably level contributes to increase morale, motivation and tempo of employees (Gülten, Gümüştekin, Öztemiz, 2005, p.286).

1.3.2.2. Stress Sources Resulting from Organizational Structure

Problems related to job loss, promotion opportunities, organizational culture and management styles create stress sources resulting from the organizational structure. This section examines these kind of stress sources.

The Risks of Job Loss

Fear of losing job or working with this fear is a source of organizational stress for the employee (Rout 2002, cited in Ay, 2015).

Promotion Opportunities

Weak promotion possibilities, anxiety for the future, unfair working conditions creates a source of stress (Eren, 2001, p.298). In addition, economic or political uncertainties, financial difficulties due to country conditions cause the employer to fall below its targets. These conditions limit the promotion opportunities which create despair and stress (Eren, 2001, p. 283).

Organization Culture

Organizational structures consist of people with various socioeconomic and traditional characteristics. These individuals form a whole with defined roles and form a relatively common culture. They create a culture different from other organizations but partly harmonious in their own organizations. On a macro scale, organizational culture is an example of a subculture (Eren, 2001, p.135).

The employee may have some requests regarding the work conditions and working place. Organizational climate is related to how much the demands are met. With a transparent organizational climate, a less stressful environment can be provided. Encouraging or supportive working environment can not be improved in the lack of such conditions. As a result, more inefficiency and related stress factors may generate (Karadavut, 2005).

Organizational climate and culture are important factors in determining the management approach of the administrative staff of organizations. According to Cartwright and Cooper (1997), organizational traditions and rules affecting organizational culture are considered as stressors (Ekinci and Ekici, 2003, cited in Arıcan, 2011).

Management Style

Negative features in the management style form a source of organizational stress. It can be resulted in inefficiencies and unproductivities in the organizations where employees can not express their thoughts. Employees are identified as workers who only perform the defined jobs. In these organizations, decisions are taken by top executives, and incentives are insufficient for lower-level employees to participate in making decisions. In such models, cold wars can start between the executives. Due to this reason, it is probable to take improper decisions. At the same time, pressure and coercion practices and penal sanctions negatively influence the individuality of employees and hinder their creativity. As a result, employees usually experience frustration and stress (Güney, 2011, p. 414-415).

1.3.2.3. Sources of Stress Arising from Organizational Policy

This section examines role conflict and uncertainty, the opportunity to take decisions and initiatives, low wages, and performance assessment.

1.3.2.4. Sources of Stress Arising from Organizational Policy

In cases such as role ambiguity, there is no detailed and written description of the job and employee are not informed sufficiently. Ambiguity in expectations, goals, and network constitutes roots of the organizational stress. This can also include performance measurement problems. In case employees do not know the criteria regarding performance measurement, there may occurs role uncertainty (Cam, 2004, p. 3-4).

Role conflict is the discrepancy between the defined task and employees' competence, ability and capacity. The employer expects the employee to do more than the current job in such situations. In addition, when the moral understanding or personal values of the employee do not match the requirements of the job description, there occurs job dissatisfaction causing role conflicts. Continuous changes in decisions or goals or making different and incompatible decisions by various executives on the same issue may be a fundamental problem regarding role conflict (Tutar, 2000, p.249).

Opportunity to Take Decision and Initiative

The acceptance of employees only as the person performing the current task causes an unmotivation for the employees. Employees should be encouraged to involve to the responsibilities and decision making process (Karaman, 2010, p.135). Thus, a probable organizational stress source can be eliminated. There should be an inclusive working model for the employee to express his ideas. Thereby, more effective business models are formed and probable communication and management problems can be reduced. In addition, this model is beneficial for achieving more successful business results (Eren, 2001, p.281).

Low Salary

Low salary means that employees experience difficulties with their fundamental needs such as nutrition, dressing and shelter. The employee who wants to earn additional wage, waive himself, his family and private life, so this naturally stresses both the employee and the family. The perception of motivating factors only as financial gain increases competition in the offices and deteriorates of employee relations with their colleagues (Baltaş and Baltaş, 1998, p.81).

Employees who start to do additional work due to low salary increases and limited economic opportunities, suffer from psychological and physical damages (Eren, 2000, p.280-281). In order to implement equitable salary policy, the employers should focus on the criteria such as determining wage equivalent to labor, giving similar salaries to similar work, and making salaries comparable to their counterparts in the sector (Canman, 1995, p.38).

Performance Evaluation

Performance is the full and successful execution of the duties and responsibilities determined for the employee (Çakır, 2016).

Performance evaluation is the examination and scoring of the business results that come out at the end of the targeted period within a framework of the job description (Erdoğan, 1991, p.155).

This evaluation can be a troublesome process for both the employee and the manager. When negative situations are scored and sanctions are required, the manager may experience stress (Rout, 2002, cited in Ay, 2015). Due to this reason, it is crucial that the performance evaluation system or methods can be measured and complied with objective criteria (Tutar, 2000, cited in Ay, 2015).

1.3.2.5. Job-Specific Factors

Noise and crowd, insufficient light, weather conditions, hazard factors, radiation and risk factors of chemical and biological sources are examined in the section below.

Providing physically comfortable and good conditions for employees is significant for both getting better work results and increasing their personal satisfaction. In this section, noise, crowd, lack of lighting, weather conditions and danger factors will be explained. Unless the stress caused by the business environment is controlled and the worse conditions are considered as problem, the stress or restlessness experienced cannot be determined healthy. Therefore, the organizational stress caused by physical conditions is mentioned as medium level stress in the literature. However, the ailments of the physical environment are quite diverse. With the technical improvements regarding sound, lighting and ventilation, the working environment may have better conditions and thus, the effects of physical negativities can be minimized (Erdem, 1992, p.141).

Noise and Crowd

Loud and strange voices are called noise. Too high noise can generate some hearing problems. In addition, noisy work conditions may increase irritability, intolerance and some communication problems among the employees (Üreten, 2002, p.479).

There may be some accidents at the work due to reasons such as communication failures, concentration disorders, inability to hear, and to concentrate. In addition, noise causes the workers to get tired more than usual. It may also gives rise to sleep disorders (Eroğlu, 2009, p. 478). The noise problems are shaped according to the expectations. When it is proper for the environment and conditions, it may not always results in negativity. Noise in an entertainment center is anticipated situation. Therefore, while this noise does not disturb individuals, the noise in the organization is disturbing. In addition, while employees are not impacted by the sound made by their own, the loud sound made by others is distressful for them (Sabuncuoğlu, 2005, p. 235).

Insufficient Light

Adequate light is very important for both safety and operation conditions. While less light prevents healthy vision, excess light restricts the ability to see and reduces visual perception. Studies demonstrate that work and traffic accidents are mostly probable in cold season conditions and darkness (Fremont and Valentin, 1970, p. 27). It is thought that proper light is necessary to complete tasks rapidly and mitigate accidents. It is assumed that environments without healthy lighting generate headache and eye pain problems.

Weather Conditions

Human reacts to temperatures out of normal conditions, heat or cold. The human body, which has adapted to a certain level of temperature, experiences physical and mental problems in heat conditions over normal level. Under such conditions work efficiency decreases and other negative results are obtained (Işıkhan, 2004, p.130).

While this may have consequences such as fatigue for blue-collar employees, it can give rise to perception problems and attention disorders for white-collar workers (Üreten, 2002, p.480).

The temperature values may vary 3-4 degrees according to the seasonal conditions (Eroğlu, 2009, p.474). Apart from temperature, another important factor is ventilation or clean air. It has main effects on employees' health and performance. During the day, the office air becomes polluted due to the odor occurred with the sweating of employees in the office, the increase of carbon dioxide as a result of breathing and humidity. Since polluted air increases performance loss, employees are psychologically disturbed. All these factors put workplace safety at risky situation (Camkurt, 2007, p.101). Apart from poisonous gases, various bad odors and exposure to dust or smoke of the processed substances also generate negative conditions for employees (Üreten, 2002, p.480).

Hazard Factors

Hazard factors have great importance in terms of danger in the workplace, safety and organizational stress. Especially in some professional fields, accidents more frequently happen. As danger poses a threat, it puts pressure on the employee as a source of organizational stress (Cam, 2004, p.3-4).

Radiation

Radiation have dangerous effects on the employees' health such as physiological disorders and cancer. Exposure of radiation to pregnant women may generates serious health problems for their babies. In addition, exposure to electronic devices (computers, etc.) from a very close distance deteriorates eye health (Kuzu Yolsal, n.d.). Due to such health risks, there arises organizational stress.

Chemical and Biological Sources of Risk

Hazardous chemical and biological factors in the workplace contain substances in all forms (solid, liquid, gas). Those in gas form are the most important danger factors. Since it can cause serious illnesses, it impairs comfort of employees in the workplace (Öncer, 2000, p.147).

1.3.2.6. Interpersonal Relations in the Workplace

Relationship patterns based on interpersonal ambition and workplace culture may give rise to organizational stress among employees. Honest relationships are important for teams. When a genuine relationship or communication cannot be established, psychological and physical discomfort may occur, job performance may be adversely affected. While good communication encourages and motivates employees to receive more positive results, on the contrary poor or unhealthy communication is the main reason for organizational stress (Cartwright and Cooper, 1997, p.19).

In this section, competition, intergroup and intra-group conflict, lack of trust and subordinate relationships are examined.

Competition

It can be extremely difficult to establish healthy communication with some employees in the business environment since they are cause of stress on their own. They generally ignore the impact of social sharing, emotions and sensitivity related to communication. These career-oriented, hard-to-communicate people are also unable to devote time and effort to social relationships, create a source of stress for other employees in the business environment (Cartwright and Cooper, 1997, p.19).

Lack of healthy and sincere communication in the workplace causes the employee to experience constant anxiety. Constant anxiety also weakens employees' motivation to

communicate intimately with others. It is proved whereas healthy communication contributes to employees' stress control, under the circumstances of unhealthy communication this skill can not develop, so employees experience stress. Such an environment disrupts the spirit of teamwork. Since the team members do not help to each other, competition is heated and reaches tough levels (Altuntaş, 2003, p.33). Consequently, ambition and competition are the most important sources of stress in the workplace. The reasons are the target pressure, team spirit and unity (Stora, 1992, p.25). Aggressive communication results in loss of insensitive, insincere relationship patterns and sense of belonging (Can, Aşan and Aydın, 2006, p. 253).

Intergroup Conflict

Healthy communication at workplaces supports better business results and improved work performance. Furthermore, it facilitates to reduce the problems experienced at work (Özkalp and Kirel, 2003, p.192). Social relations established in the business environment can be a potential stress factor. While good conditions contribute to employees' well being, under adverse conditions employees may experience serious health problems, such as diarrhea, body aches, anxiety and sleep problems (Yates, 1989, p.64).

Moreover, employees are influenced by their colleagues' mood. In other words, human is a social entity, to think that the employee is a physical work force alone would be a inaccurate assumption (Tutar, 2000, cited in Ay, 2015). Collaborating with subordinates, chefs and colleagues by keeping teamwork and spirit alive reduce stress level (Rout, 2002, cited in Ay, 2015).

Naturally, it is not possible to avoid conflict and controversy. Conflict is part of life as well as part of business life. Tension begins when employees or teams start competing for limited opportunities. In unpredictable and uncertain situations work tension rises, thus employees may have some negative experiences (Dubrin, 1974, cited in Ay, 2015). There are several methods to alleviate this situation. In order to get the job out of the boring routine, it would be beneficial to organize various social activities, to create a work program based on employees' abilities, to avoid strict working hours, and to expand the democratic business and decision making policies (Tutar 2000, cited in Ay, 2015).

Trust Deprivation

Communication is an inevitable phenomenon including verbal communication, gestures and facial expressions, written messages. It is very important for social environment and relationship patterns. It contributes to learn and experience. Healthy communication involves both telling and listening phases. Once open communication is established, goals and expectation are clarified, there will not be uncertainty in mind. With qualified communication, a sense of dignity is reinforced among employers and employees. Due to this fact, a clear, sincere and complete communication model is essential and prerequisite of healthy organizations. Under such conditions, employees' anxiety and stress are reduced, better business result can be succeeded (Genç and Halis, 2006, p.145).

Trust is the prerequisite for healthy communication, and healthy relationships can not develop in deprived environments. Organizations should definitely base trust issues on values and principles (Ersen, 2003, p.121). Justice and honesty form the basis of trust. Due to reason, it is important for institutions to prioritize these values (Çetin, Akin and Erol, 2001, p.81). In order create a trust-based environment, it is necessary to pay attention to accuracy, honesty, objective attitude, open communication, freedom of thought and expression, and keeping promises (Juran, 1998, cited in Has, 2015).

Trust should be based on a mutual relationship between subordinate and superior, that means the employee should trust the manager and the manager should trust the employee. To sustain this kind of communication, the employee should know that communicating openly and honestly will not have negative consequences for him/her. Otherwise, the employee does not communicate at all or does not communicate honestly. As a result, an reliable relationship network can not be formed (Çetin et al., 2001, p.80).

Relationship Between Subordinates and Supervisors

Management of organizations should create a peaceful and trusting social relationship for more successful business results and better performance. When the employee establishes healthy relationships with his supervisors, his organizational stress decreases. Healthy communication, stabilizing a democratic environment, expressing ideas without hesitation and pressure, and trustful relationship with subordinates and supervisors ensures the peace of the organizational environment. Social activities ensure that relationships are riveted and healthier relationship patterns are formed (Eroğlu, 2009, p.513). Understanding the needs of subordinates and empathizing with them are crucial to reduce organizational stress. Under such conditions,

as the subordinates and the supervisors get along better, conflict between the colleagues lessens, too. Thus, the sense of belonging is improved (Can et al., 2006, p.262).

1.3.3. Results of Organizational Stress

The consequences of organizational stress are low performance, absenteeism, work accidents, alienation and employee turnover. Employees experiencing organizational stress may face with problems such as physical and mental discomfort. Due to this fact, there arises some negative effects and consequences for employers or the business environment (Tutar, 2007, p.243).

1.3.3.1. Low Performance

Yerkes and Dodson were the first experts to examine the relationship between performance and stress. In the research conducted in 1908, it is remarkable that there is a direct proportional relationship between stress and performance (Robbins, 1998, p.583). As can be seen in the graph in Figure 2, the performance increases as stress increases, but it is remarkable that after a level the negative effect of increased stress on performance occurs. This finding obtained as a result of this research is called Y-D Law. Employees work more efficiently and receive better results under short term and healthy level of stress conditions. On the otherhand, in case the stress is intense and takes a long time, the performance is affected in the opposite direction (Sabuncuoğlu and Tuz, 1998, p.197; Robbins, 1998 , p.583).

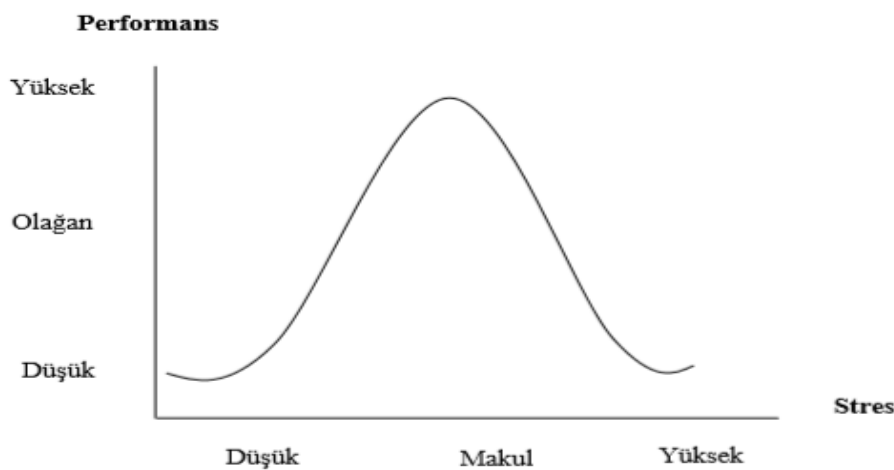


Figure 1: The Relationship Between Stress and Performance

Robbins & Judge, 2012: 613.

One of the most important goals of the organizations is to keep the motivation and performance at high level. Under given conditions such as character diversity, unique conditions, and support of supervisors, it seems to be reasonable that the relationship between stress and performance can be very complex. Employees who experience moderate stress, increase their determination to work and work more enthusiastically and eagerly to achieve their goals. However, as stress rises from mid to upper levels, employees feel more pressure, thus the performance decreases due to tension and anxiety. It is quite difficult to predict exactly which level of stress is functional. While some of workers are more resistant to stress, some of workers may have a lower level of resistance. Therefore, as can be seen in Figure 1, it can be assumed that there is a relationship between stress and performance (Ivancevich, Donnelly and Gibson, 1983, p.583).

It is assumed that people who experience intense stress underperform due to concentration problems and prioritization problems. It can be said that employees become physically and psychologically damaged and can not work efficiently in the workplace.

1.3.3.2. Absenteeism

Absenteeism is that the employee does not go to work occasionally for various reasons. This situation affects other employees at work and creates a stress factor for other team mates. It is a reactive behavior that the employee exhibits towards his job and the company (Eroğlu, 2009, p.500).

In other words, absenteeism is the employee's absence in the workplace within the specified period. In different sources, absenteeism is defined as not going to work even if there is a valid reason. However, in general absenteeism can be considered as not going to work except due to annual leave or all other formal leave (Sökmen, 2005, p.6).

In addition, although the employee goes to work, low performance in the workplace can be evaluated in this context. For example, attitudes such as working slower, destroying equipment, spending a long time in the toilet (Can et al., 2006, p.255). This situation is attributed to the stress experienced by the employee due to the work environment or work itself. Although escaping from the source of stress seems to be a method of combating stress, it can be said that there is no permanent and logical method of struggle for such situations (Yates, 1989, p.92).

This situation is related to the stress experienced by the employee due to the work environment or work. Although moving away from the source of stress seems to be a method of combating stress, it is not a permanent and logical method of struggle (Yates, 1989, p.92). The causes of absenteeism may be physical diseases, individual neglect, insufficient care for the defined task and substance abuse. Researches about the reasons demonstrate that stress-borne diseases are 40%. For a permanent solution, the organization should investigate the root causes of these stressful factors and develop improvement methods (Sabuncuoğlu & Tuz, 1998, p.498). It is important to find a permanent execution plan since this problem is of great importance in terms of employee motivation, physical and mental well-being, social environment of the organization and business results (Eren, 2001, p.267).

1.3.3.3. Accidents at Work

Accidents that occur during work hours due to various personal or physical reasons, and problems related to the technological tools used are called work accidents. It causes serious damage for employees and the organization in terms of material, psychological and physical aspects (Eroğlu, 2009, p.497). The root reason is pressure and anxiety on employees. As a result of the mental troubles such as the lack of attention, illegal behavior, being too hasty or standing very close to technical equipment causes work accidents. Unforeseen accidents occur when the personal causes and physical shortcomings or flaws of the business environment are combined (Eroğlu, 2009, p.498). In addition, it is thought that reasons such as various social problems experienced in the organization, role ambiguity and thwarted ambitions increase the level of anxiety of employees and may cause a work accident, consequently.

1.3.3.4. Alienation to Work

Alienation to work is a careless and uninterested attitude that employees hold against the goals, basic principles and regulations, or the team. The main reasons are facts that the organization has not made any improvement regarding bad physical and social work conditions, or improvements are not sufficient or improvement needs are completely neglected. As a result, the employee becomes alien to the target, job or institution. Instead the employee enhance his/her performance, it is more likely that the employee will do only what he has to do during work time and spend his remaining energy to find a new job (Eroğlu, 2009, p.501).

1.3.3.5. Employee Turnover

It is the ratio of employee who leave their current jobs and start a new job in a defined period, It also includes criteria such as working time, frequency of quitting, how long it takes to fill a vacant position. This rate is 50% for small enterprises in Turkey and it is between 5% - 10% for corporate companies (Soysal, 2019).

This expected rate is as close to zero as possible. Harmonizing needs of employees with goals of employers will contribute to reduce this rate. Employees have both psychological and emotional needs as well as financial needs. Their needs such as reputation, rewarding achievements, approval, opportunities for training, and making future plans need to be satisfied. Again, a healthy dialogue between subordinates and supervisors is a way to reduce the turnover. As a result of healthy social communication, the productive pace increases and a sense of belonging strengthens. Organizing fun activities outside the workplace creates opportunities for personal development of employees. At this point, social skills of supervisors are important. The more adequate and skilled supervisors are, the less turn over can be sustained (Soysal, 2019).

1.4. Anger

Anger is an emotion that begins with birth of individuals. This feeling continues to take shape in the early years of life. It generally occurs in cases where demands, desires and needs can not be met satisfactorily. It is a universal and essential psychological response related to creation. It has two dimensions. These are cognitive and physical dimensions. Anger is an emotion experienced in every social group and in every stage of individuals' lives. (Albayrak and Kutlu, 2009; Gündüz, Tunç and İnandı, 2013, cited in Trabzon, 2016).

When an individual is angry, he can not think logically. His autocontrol weakens. He does not care about social pressure and insists on the root reasons for his anger. He does not care about warnings of others and can not distinguish between right and wrong options (Cuvillier, 2003, cited in Baydilli, 2015).

Looking at its history, there are various explanations dating back to the 19th century. One of them is physical reactions such as acceleration of respiratory functions and increased heart rhythm. According to this approach, reactions occur before anger. Anger arises after these physical reactions (Özmen, 2006, cited in Karadağ, 2017).

Novaco (1975) conducted detailed researches on anger. According to Novaco, anger and aggressive attitudes are intertwined so much that anger has not been given enough importance in the psychology literature for a long time (Özmen, Özmen, Çetinkaya and Akil 2006, cited in Karadağ, 2017).

Spielberg (1988) is one of the significant theorists claiming that anger, aggressive attitude and hostility are same feelings. However, anger is a feeling separate from these reactions, which may include uneasiness, anxiety, hatred and hate. After a while, its impact decreases or disappears completely. Hostility also comprises anger, but it takes relatively longer. Hostility is a negative feeling aiming to cause deliberate and pre-designed harm with aggression (Turhan Erden 2009, cited in Baydilli, 2015).

In another research, Spielberg (1991) evaluated anger in two different categories which are temporary anger and chronic anger. The first occurs in the case of inhibition. An individual experiencing temporary anger considers that he faces with injustice. Chronic anger contains situations in which individuals feel situational anger constantly and intensely (cited in., Trabzon, 2016).

Dobson and Craig (1996) bring different perspectives and state that the individual experiences mental and physical processes together during anger. Anger begins with an external factor outside. Moreover, Soykan (2003) adds anger is essential for nature and human life (Özmen and Özmen, 2012; Soykan, 2003, cited in Trabzon, 2016).

Another theoretician Schuerger (1979) puts anger into two categories as beneficial and harmful. Whereas beneficial anger does not last long and is not too severe, harmful anger is long lasting and has destructive features. When anger is displayed in public, it is defined as a socially negative emotion, as it affects the surrounding individuals in a bad way (Baklaya and Şahin, 2003, cited in Baydilli, 2015).

Although theorists have different interpretations at some points, they have made similar findings in the general framework. These findings include that anger is a natural and innate feeling, not behavior, and harmful when it takes a long-term. It is also claimed that the individual can develop the ability to control anger feeling. Being detached from the target creates a reactive action which can be expressed positively or negatively. Anger reflected positively or negatively can have harmful or beneficial effects on both the individual and his environment (Baltaş and Baltaş, 2004, cited in, Baydilli, 2015).

1.4.1. Features of Anger

Anger is a natural feeling, just like happiness, sadness, pain, etc. Although it is a natural, experiencing and reflecting anger varies from person to person. Individuals live and reflect their anger in different types due to their education, families, social environment, customs and traditions, and socioeconomic conditions. The effect of learning on expression of anger is also undeniable. Anger is a sudden and unplanned emotional state. In case of constant and intense anger, it impacts physiological and psychological health negatively. For this reason, anger should not be rejected, but conditions and its intensity are important. As in many emotional states, awareness is crucial in anger moments. With awareness, the individual can sustain a healthy feeling. Thus, the individual can stay optimistic and move result-oriented. The individual usually experiences an insult, humiliation, disagreement, despair, clumsiness, inability to achieve desired results or to get what he wants, deep sadness and unhappiness, anger as a result of resentments. In other words, anger is a reaction right after the primary feeling. If anger is so intense, it can have harmful consequences in terms of physical and mental health and for both the individual and his environment. Unlimited anger can reach aggressive attitudes and even madness. In this way, intense, constant and harmful anger is thought to be the main reason for many mental illnesses (Bayalan, 2019).

The negative emotions experienced with anger are generally grief, discomfort, malaise, grudge, etc. If anger is expressed and experienced in a controlled and healthy way, it is also possible to obtain efficient and positive outputs (Özyürek and Özkan 2015, cited in Karadağ, 2017). On the positive side, the individual's motivation is increased, thereby controlling stress factors is more easier than ever before (Özmen et al., 2006, cited in Karadag, 2017). It can be claimed with enough inspiration the individual feels ambitious to find different solutions. When anger evolves to positive, the individual realizes his current potential and contributes to his personal development. In addition, such kind of anger has an important role in terms of self-esteem and self-confidence (Bayrı, 2007, cited in Karadağ, 2017).

1.4.2. Functions of Anger

Anger has five main functions affecting human life. These are motivation, preventing intense feelings, creating an opportunity to express negative feelings, being more determined and willing to achieve targets (Balkaya, 2001, cited in Karadağ, 2017).

Anger energizes individuals and efficient results are obtained by directing this energy towards positive. The angry individual can evaluate events from different aspects and try the ways has not been tried before, thus this can be an inspiration for new ideas. Anger increases determination regarding the solution of current problems and encouragement to have a more positive perspective. Another function of anger is to strengthen social communication. When the individual is faced with victimization, anger can create an opportunity to share his problems, feelings and ideas. However, anger is generally viewed negatively within the framework of social values, and individuals try to misrepresent and suppress anger, this is not a logical solution to combat anger (“Öfkenin Olumlu”, 2016).

When the individual is faced with anger, he should move away from his negative aspects and take a more positive attitude. In order to realize this, the individual must know why he is angry and how he reflects his anger. Thereby, he can define the reasonable and unreasonable assumptions, and understand the norms and ethical values of the social environment in which he lives (Kısaç, 1997, cited in Karadağ, 2017).

Sharing and feeling anger at reasonable levels has significant importance for healthy relationships. In case an individual experiences his anger with a controlled manner, he has an opportunity to discover about his current potential and personality since he understands how he reflects his anger, how he reacts, and what he can do about the root causes (“Öfkenin Olumlu”, 2016).

Anger initiates awareness of individuals to protect their personalities, self-esteem and trust and personal rights. By this way, abusing of self-perception can be precluded. In case the individual thinks that he is treated unfairly, he can maintain his self-esteem by keeping his positive attitude towards anger (Cüceloğlu, 2000, cited in Baydilli, 2015).

In addition, anger encourages the individual to understand better and realize their responsibilities, thereby he detects new techniques to save his personal principles (Yılmaz, 2004, cited in Karadağ, 2017). The duration and intensity of anger alter results. While mild and prolonged anger has some benefit, negative anger generates various harmful results for both the

individual and his environment. The impulsive expression of anger provides a psychological well-being, but soon it appears that the results are unreasonable and harm the environment. In such cases, the self-esteem of the individual is damaged and it aggravates problems regarding relationships and business life (Yeni, 2010, cited in. Karadağ, 2017).

1.4.3. Factors Revealing Anger

The factors bringing out anger are various for each individual. The reason for this difference is characters, inheritance, education level and experiences gained through social relations. While external factors are generated by factors around the individual, the internal ones include the individual's own mental processes and problems. However, it can be said that such a sharp grouping can not be done since individuals respond to external factors with their specific characteristics. An external factor that makes some people very nervous, may not have huge effects on others (Bayalan, 2019).

There are basically four different factors arising anger. These are losses, threats and fears, prevention and rejection (Özmen, 2006, p.50-51).

Loss: The individual feels anger after a death or a separation from a loved person. He/she gets angry with events, people and things responsible for a separation or a death. The individual may have such negative feelings towards himself, the dead person, or against God. The main reason for this anger is the inability to accept losses and to cope with this painful situation (Bayalan, 2019).

Threats and Fears: Individuals having health problems without a treatment, face with a death fear which may be a cause of anger. In case of a threat, individuals get angry when security needs are not be met (Bayalan, 2019).

Inhibition: When an individual is prevented from reaching his/her goals or meeting his needs, the individual is naturally angered (Bayalan, 2019).

Rejection: Anger arises when individuals are ignored by a person with whom they are in contact. Moreover in case there is an obstacle against their communication, individuals may get angry (Özmen, 2006, p.50-51).

Apart from this, factors precipitating anger can be listed such as being frustrated, hopelessness, drug addiction, circumstances threatening body integrity (harassment, assault,

etc.), deceiving or cheating, not being approved or appreciated, being victimized, and being compared with someone else (Bayalan, 2019).

Cognitive behavioral theory divides factors causing anger into two categories; these are direct and indirect factors. The direct ones are physical violence, criticism, situations such as not meeting the individual's needs, objection or opposition. In case of indirect factors, negative goals are not targeted directly, but individual perceive indirect factors as threats, and therefore anger arises (Aydınoğlu Avcı, 2009, p.14-15).

1.4.4. The Dimensions of Anger

It can be claimed that anger has five dimensions in general, the severity and intensity of anger may vary when these dimensions affect each other.

Cognitive and Emotional Dimension

Cognitive dimension involving mental processes and shaping the person's attitude is an important factor affecting the way of expressing anger (Kökdemir, 2004, cited in Trabzon, 2016). This dimension derives from the assumption that every reaction to anger is a cognitive and emotional source (Solms and Turnbull, 2015, p.170). Emotions affect attitudes of the individual towards anger. Furthermore, it has impacts on physical and cognitive dimensions (Feldman 1996, cited in Eroğlu and İrdem, 2016). In cognitive behavioral research, it is assumed that anger is not based on external factors and the main reason of anger is the cognitive characteristics of individuals (Robins and Novaco, 1999, cited in Eroğlu and İrdem, 2016). In other words, the reason for anger is not events but perceptions. The perception of victimization constitutes the cognitive basis of anger. Spielberg studied this issue in the 1980s. The fact that the individual has a low tolerance for mistakes and have constant ideas regarding classifications such as good - bad, beautiful - ugly, real – lie, plays an important role for the cognitive dimension of anger (Özer 1994, cited in Eroğlu and İrdem, 2016).

Communicative Dimension

It contains all the factors regarding how the individual reflects his anger around him. Communicative Dimension is important in terms of maintaining a healthy relationship, as anger mostly arises by reflecting to the people in contact (Kökdemir, 2004, cited in Trabzon, 2016).

Interactive Dimension

Individuals experiencing anger mostly can not comprehend objects or events in a logical and objective manner. The interaction dimension is about the individual's understanding and comprehension and in order to live anger at healthy levels. Individuals ought to perceive issues with a logical and realistic approach (Kökdemir, 2004, cited in Trabzon, 2016).

Behavioral and Response Dimension

It includes attitudes and behaviors of the individuals feeling anger. Individuals reflect anger with their behaviors and may have devastating consequences when their control ability in motor movements is weak (Kökdemir, 2004, cited in Trabzon, 2016). Individuals understand and realize events that cause stress with his neurological structure, but reactions of each person to anger are different. The root reason for this is the fact that each individual has a different childhood history, superstitions or unrealistic assumptions. Our families, education, homeland, ethnic groups we belong, our ethical and moral teachings constitute the belief, structures and foundations of thoughts. For this reason, anger reactions vary from person to person (Özer, 1994, cited in Eroğlu and İrdem, 2016).

Physical and Physiological Dimension

These are the differences caused by all chemical and physical reactions occurring in an individual's body. When the individual experiences anger, the signal goes to the hypothalamus and the hypothalamus is activated. The role of the hypothalamus at the moment of anger is important (Stearns, 1972, Morgan, 1989, cited in Eroğlu and İrdem, 2016). According to Selye, the physiological reactions experienced by the individual are palpitations, dry mouth and throat, exhaustion, tremors, sudden laughter, inability to speak, teeth grinding, nail eating, going to the toilet frequently, digestive and intestinal problems, pain complaints, gynecological ailments, nutritional problems and thoughtfulness (Selye, 1978, cited in Eroğlu and İrdem, 2016). Apart from these, physical symptoms that can be easily noticed are head up, eyes and eyebrows hardened, flickering in the lips, discoloration of the skin, teeth grinding, breathing problems, punching of hands, tears, trembling of the voice and uncomfortable posture of limbs such as hands, arms and legs, etc. (Stearns, 1972, Reitzinger, 1991, cited in Eroğlu and İrdem, 2016).

1.4.5. Types of Anger

It is thought to have three basic expressions of anger. These are external, internal and controlled anger.

External Anger

It is expressed physically and usually aggressive. This type of anger often has bad consequences such as psychological and physical damages. In the studies conducted, it has been observed that parents of people experiencing external anger, are generally either negligent or using unreasonable punishment methods (Baltaş and Baltaş, 2004, cited in Baydilli, 2015).

If individuals reflect their anger on another person or object, instead of directly transferring his anger to the root cause, this is called reflection of anger. For example; An employee who argues with the manager at work, yells at his wife (Eroğlu, 2007, p.68).

Internal Anger

Internal anger is a type of anger when an individual does not reflect his anger outward and directs his attention to different things. Even though this type of anger seems more harmless, the individual's constant anger may cause some difficulties such as various psychological diseases and digestive problems etc. (Bayhan, 1999, cited in Baydilli, 2015).

These individuals do not face with their anger honestly and can not accept their aggressive feelings. Although, they react more passively (interrupting communication, sulking, etc.) compared to those who experience external anger, they engage their minds with anger and the person or object causing anger more than the ones feeling external anger. They expect the person causing anger to understand the situation spontaneously and apologize to him. Whether their expectations are not met, they will be more offended and upset (Özmen, 2004, p.38).

Controlled Anger

It is the situation where individuals experiencing anger, reflects their feeling without harming people or things around them and convey their anger or express their problems. This is a learned skill (Kökdemir, 2008, cited in Baydilli, 2015).

1.4.6. Methods of Anger Management

Anger control methods are generally classified as cognitive, affective and behavioral. The cognitive method involves reevaluating anger with an objective perspective, investigating superstitions or unrealistic assumptions. Behavioral methods include individuals' understanding of anger by analyzing themselves and focusing their attention to different things at the moment of anger. By comprehending this, they can change their behaviors. Sensational methods are an important way to realize the changes in the body at the moment of anger (Cenkseven, 2003; Kökdemir, 2004; Şahin, Basım, Akkoyun, 2011, cited in Trabzon, 2016).

The beginning of anger management is acceptance. If individuals firstly accept their feelings, they will have the determination and energy to make changes about themselves (Baltaş and Baltaş, 2008, cited in Karadağ, 2017). Relaxation exercises and use of i language instead of blaming sentences like “you did” have positive effects on anger control (Kökdemir, 2004, cited in Karadağ, 2017). When individuals use i language, they are able to express his anger and tension and stress do not increase since there is no accusation in communication (Navaro 2016, cited in Karadağ, 2017). With 20 minutes head and neck relaxation exercises body functions return to normal and anger is relieved (Soykan, 2003, cited in Karadağ, 2017).

Some tips on anger control methods are provided on the e-psychiatry site: individuals may have experienced resentment and attribute unreal meanings to events or troubles due to their perceptions. One of the effective way of experiencing anger at healthy level is to improve awareness about anger situations and moments. Premisive emotions, behaviors, anger-post emotions, behaviors following anger should be observed. . Pessimistic points of view and negative communication should be avoided, so the intense of anger will be relatively reduced. Individuals should change their focus as soon as they notice their anger. After inhaling deeply, cases or problems can be evaluated and results can be generated. Breath therapy and meditation give positive results in anger control (“Anger Management”, 2019).

1.4.7. Research on Anger and Stress

Since anger and stress are often experienced together, they are mostly used together in research. Stressed individuals experience anger control problems, angry individuals have high stress levels at the moment of anger (Uğuz Toros, İnanç and Çolakkadıoğlu, 2004, cited in Karadağ, 2017).

1.4.7.1. Research Results on Anger

Karadal (2009), applied Constant Anger and Anger Expression Style Scale to 112 academic and administrative staff managers at Niğde University. This study is the first research on anger conducted at a university in Turkey. In this study, it was observed that anger levels are generally low whereas anger control levels are high. Substances where anger level is relatively high are time constraint and criticism in crowded places. A difference between genders is while constant anger level of female managers is high, external anger levels of male managers is high. While anger suppression behavior is higher in administrative staff managers, it is lower in academic staff managers.

Cartıllı (2016), has implemented an 8-weeks anger coping training program for 42 students at secondary school in Afyon. According to the pre-test and post-test evaluations at the end of the training, the anger control levels of the experimental group increased significantly, and there is a significant decrease in the level of constant, external and internal anger levels. When tests of the control group are examined, there is no significant difference among them.

Portakal (2018), applied the Constant Anger and Anger Expression Style Scale to 319 nurses. The results are as follows; nurses experiencing moderate level of stress prefer to suppress anger and seem to be successful in anger control. Constant anger levels of nurses received undergraduate education are higher than others. Constant anger levels of nurses who are married, have children and good financial status, are significantly low whereas their anger control levels are high. The most important factors creating anger among nurses are over workload and poor appreciation, the relatives of the patients who do not follow the rules at hospitals.

Erdevir (2018), applied the Constant Anger and Anger Expression Style Scale to 211 patients. Constant anger level of men is significantly higher than women. Anger levels of those considering that they can not get information about their inpatients, are significantly higher.

Sook Lee (2003), investigated the relationships of constant anger, anger expressions, and perceived stress to mental health status in middle aged women. In this research there were 157 middle aged (40-60 years old) women living in Seul. The scales were Spielberger's constant anger scale and anger expression scale, Cohen, Kamarck, and Mermelstein's perceived stress and Derogatis's SCL-90-R. In the result, there found a a significantly positive correlation between constant anger and perceived stress. Moreover , the research proved that there is a

significantly positive correlation between mental health status and perceived stress. In conclusion, Sook Lee claims that mental health is directly effected by constant anger and perceived stress.

Hee Lee and Ja Kim (2006) deducted a survey on among clinical nurses to find out the relationship between depression, perceived stress, fatigue and anger. Radloff's CES-D for depression, Cohen, Kamarck & Mermelstein's Perceived Stress Scale, VAS for Fatigue, and Spielberger's STAXI for anger were used. There found a significantly positive correlation between perceived stress, mental fatigue, physical fatigue, constant anger, anger-in expression, and anger-control expression.

1.4.7.2. Research Results on Organizational Stress

In 2013, Hakan Gökgöz studied the Effect of Stress on Employee Performance at Trakya University. 340 people among lecturers from Trakya and Kırıkkale Universities participated to the research. According to findings obtained as a result of the survey, the most important stress factor for employees is stated as excessive workload. Subsequent stressors are low salaries and unfairness in wages and work-private life balancing difficulties. Those who have completed 21 years in the same profession and have been in the same institution for 1-5 years, demonstrates a significant difference in stress level originated from employees' characters. It is observed that the work-related stress is mostly effective on specialist employees. Employees completed 21 years in the same workplace, employees working for 1-5 years in the same workplace, employees working for 11 years are more affected by the stress caused by organizational order and policy (Gökgöz, 2013).

In 2015, Vesila Ayça Yamuç and Duygu Türker conducted a research titled Analysis of Organizational Stress Sources: A Study on Female and Male Employees in a Production Company. It was applied to white-collar employees working in different departments in a production enterprise located at IAOSB. Semi-structured interview technique was used. As a result, it is observed that there is no sharp distinction between the genders in terms of organizational stress. Moreover, it is stated that the most prominent stress factors are stress factors related to nature of the job and management styles. It can be said that the main item among requests of employees is the clarification of their job definitions and the subsequent communication problems arising thereafter (Yamuç and Türker, 2015).

In 2015, Tuna Demiray conducted a research called the Effect of Organizational Stress on Organizational Silence at Afyon Kocatepe University. He applied this research on five star hotels. As a result of this survey, which was applied to 316 people through a survey, items such as excessive workload, not including employees into decisions making process, insufficient appreciation, insufficient salary increase and excessive formal social relations in the workplace are the most stressful factors (Demiray, 2015).

In 2012, Cansev Tosbıyık Duran examined the Effect of Organizational Stress on Employee Motivation at Dokuz Eylül University. The results of this research conducted on 426 engineers are as follows; data have been reached that women experience more stress than men (due to self-interpretation), as experience increases in the current profession, stress decreases, employees working more than 45 hours a week are more stressed and shift work increases stress (Tosbıyık Duran, 2012).

In 2015, a research called Effects of Organizational Stress Sources on Employees and Stress Management was carried out by Gökhan Güney at Süleyman Demirel University. Some of the results determined in this research applied on Isparta courthouse employees are as follows: factors causing the most stress are low salaries and unfairness in wages, unfairness in workload, seniority and promotion opportunities, poor physical conditions, unnecessary bureaucracy, intense work tempo, hierarchical confusion. Items standing out as stress-fighting techniques are chatting with someone about problems, getting away from problems by dealing with different things, trying to consider positively and facing with problems (Güney, 2015).

In 2020, Mutambudzi and Henkens carried out a study called Chronic Health Conditions and Work-related Stress in older Adults Participating in the Dutch Workforce. Authors investigated the relation between Chronic Health Conditions and three types of work stress (general work stress, emotional, and physical demands) among Dutch workers. They found out that sleep disorders, and arthritis are related with general stress, respiratory disorders, sleep disorders, and arthritis are related with physical demands. Moreover, there is a positive correlation between diabetes, sleep disorders, arthritis and emotional demands (Mutambudzi and Henkens, 2020).

In 2020 Wang, Sakata, Komiya and Li investigated the relationships of managerial ethical leadership, mutual monitoring, and mutual support among 307 white collar employees' work stress levels in Japan. There is a negative correlation between ethical leadership and mutual support and work stress levels. Moreover they found out that mutual support effects the

relation between ethical leadership and work stress. Additionally, mutual monitoring have improving impact on the association between ethical leadership and work stress. At high level of mutual monitoring, White collar employees' stress did not decrease with more ethical leadership. Thus, it can be claimed that ethical leadership can lessen the intense of work stress both directly and indirectly with mutual support.

1.4.7.3. Researches on the Relationship between Stress and Anger

In 2017, Serpil Aytaç conducted a research called Stress Sources and the Relationship between Stress Psychological Symptoms and Anger Control. According to the results of this survey conducted by 5725 police officers via a survey, there is a significant relationship between stress factors, mental symptoms and anger styles. It has been observed that factors such as gender, age, education, professional position make a difference in the relationship between stress and anger. Police officers experienced stress due to personal and organizational reasons are angry and aggressive in their work place and private life. Furthermore, it is stated that the experienced stress symptoms are effective in anger styles. It is seen that the most triggering of anger is not source of stress, but the mental symptoms of stress. In addition, it is stated that the level of stress and anger experienced by male police officers is higher than that of women. It is mentioned that the reason for this result is female police officers do not perform very critical tasks (Aytaç, 2017).

In 2011 Psychologist Ayşegül D. Batıgün, Psychologist Nesrin H. Şahin, Psychologist Esra K. Demirel conducted a research called Stress, Self Perception, Interpersonal Style and Anger Relationship in Individuals with Physical Diseases. The results of this research applied on 124 people with physical illness and 209 who are healthy are as follows; patients have negative communication skills and more angry attitudes compared to the healthy people. It is stated when patients experience anger, they are more inclined to express it. Patients' stress symptoms are intense compared to those who are healthy. In parallel, it was observed that they experienced anger intensely (Batıgün, Şahin and Demirel, 2011).

In 2011, Nesrin H. Şahin, Nejat Basım, Necip Akkoyun A-Type Personality and Three Important Components in Stress Relationship. They conducted a research called Anger, Coping and Job Obsession. According to the results of this research applied on 454 men working in public security; it is seen that the type A personality workers experience more stress and anger,

and their methods of struggle are weaker. Moreover they prefer to get professional help less compared to others (Şahin, Basım and Akkoyun, 2011).

CHAPTER II

METHOD

2.1. Research Assumption and Hypothesis

It is assumed that the white-collar employees participating in the research answered the scales honestly and sincerely, these responses are valid and reliable, and the methods used for data analysis are selected appropriately. The hypothesis of this research, which analyzes the relationship between organizational stress and anger, is as follows:

H1: The organizational stress experienced by white-collar employees working in the plaza has a significant effect on their anger.

Research question and Sub-Questions

Research Question: Is there a significant relationship between the organizational stress and anger experienced by the white collar employees working in the plaza?

Sub Questions

1) What are the organizational stress perceptions of white-collar employees working in the plaza?

2) What is the anger perception of the white collar employees working in the plaza?

With the answers given to these questions, it is considered that this research will contribute to the literature and a meaningful awareness will be generated for the plaza employees as there is a very limited studies on plaza employees.

2.2. The Importance and Purpose of the Research

Job and vocations are of great importance in terms meaningful life and existence of human (Yeşilyaprak, 2019, p.89).

Vocation and job choices, which are of great importance in the life of the individual, shape their career life. Trainings and education about job, vocation are generally expected to be completed in school life. However, during a long career journey the employee may face unemployment, need to change a profession, request to experience new opportunities, or prefer to acquire new skills and pursue a new profession after retirement. In this context, vocational guidance and career counseling are needed not only at school, but also for the continuous development of the employee for a lifetime (Akkök and Zelloth, 2010, cited in Yeşilyaprak, 2019).

Rapid technological changes, globalization, direct reflection of positive science results on daily life have created serious changes in the business life. These are the global unemployment situation and the globalization of the workforce (Herr, Cramer, and Niles, 2004, cited in Yeşilyaprak, 2019). As a result of these developments, it has become an important need for companies to evaluate the needs of the employee and develop a policy for vocational guidance and career psychology consultancy in order to realize their commercial and structural goals (Athanasou & Esbroeck, 2008; Erdayı, 2009, cited in Yeşilyaprak, 2019). When evaluated in this context, it can be claimed since the sectors where white-collar workers work, as well as plazas that are most affected by rapid technological changes ,are the areas mostly needed for vocational guidance and career counseling .

The main purpose of Psychological Counseling and Guidance services in our country is to raise productive individuals, and to support the choice of profession appropriate to the individual's ability and interest to ensure this productivity (Doğan, 1998; Kuzgun, 1993; Özgüven, 1990; Stockton and Güneri, 2011; cited in Yeşilyaprak, 2019). Global and social changes transform career and career choices unpredictably. Reshaping the needs arising at this point and the service are generally late and difficult in Turkey (Yeşilyaprak, 2019, p.75).

Although there have been important developments in vocational guidance and career counseling recently, it is important to evaluate the situations hindering the developments in order to develop the right strategies. Considering that the services in of vocational guidance and career counseling have reached a certain level of awareness and development momentum, it

can be thought that appropriate conditions have been created for determining a vision sensitive to social needs in line with new paradigms. The development of this service area as a professional vocation is a key function in meeting social and individual needs at an adequate level. (Yeşilyaprak, 2019, p.89).

The need for vocational guidance and career counseling by white-collar employees cannot be denied, too. One of the aims of this research is to contribute to the vocational guidance and career counseling service area for white-collar employees.

With the rapidly developing technology and urban transformation, classical buildings have started to leave their places to plazas. Although these buildings have some disadvantages, they are thought to propose various advantages regarding technological comfort, heat and lighting. It can be assumed that in the plazas which always provide a bright and a certain heat environment, are isolated from the city life, away from weather conditions and day and night restrictions, white-collar people experience organizational stress and are angry accordingly. While rapidly changing technology reshapes industries, it also requires new studies in the field of industrial psychology. The other aim of this research is to contribute to industrial and organizational psychology, which theoretically examine the causes and consequences of human behavior in the work environment, about the anger and stress experienced by white-collar employees. On this occasion, it is hoped that more suitable work environments will be created for white-collar employees, essential initiatives will be taken to reduce the stress and anger experienced by White collar workers, and thus job satisfaction will be increased. It has been noticed that research on this field is extremely inadequate, therefore, it is expected that this research will have a positive effect both to contribute to the literature in this field, to draw attention to the problems of white-collar workers working in plazas and to create an awareness for improvements that can be made in this regard.

The purpose of this study is to analyze the relationship between organizational stress and anger experienced by white-collar employees working in the plaza and to examine the state of anger and organizational stress in detail.

2.3. Limitations

This research is limited to data collected from 294 white collar workers working in plazas in the Levent district of Istanbul. Anger analysis of the employees is limited to the data obtained from the Multidimensional Anger Scale, and organizational stress analysis is limited to the data obtained from the Short Version Organizational Stress Scale.

2.4. The Universe and the Sample of the Research

The universe of the research consists of white-collar employees working in plazas in the Levent district of Istanbul. The application was done by random sampling. The scale results of the responses from 294 people were analyzed.

2.5. Data Collection Tools

In this study, a literature research was conducted on organizational stress and anger. This research has also practical techniques. Multidimensional Anger Scale and Short Version Organizational Stress Scale were applied to white-collar employees working in plazas in the Levent district of Istanbul on 01.06.2019-30.06.2019. Scales were applied via Survey Monkey.

Multidimensional Anger Scale developed by Feza Balkaya and Dr Nesrin H. Şahin is a tool suitable for Turkish culture and can measure anger in various dimensions. This scale has been prepared in a five-likert type. In the first part, the age, profession, gender and education level are asked. In the second part 14 items for determining the physical dimension of anger, in the third part 42 items for the determination of the factors causing anger, in the fourth part 30 items for the determination of anger-related ideas, in the fifth part 47 items for the determination of anger outward projection and in the last part there are 26 items for detection of anger management ways. Reliability and validity tests of the scale were conducted.

The Short Version Organizational Stress Scale was developed by Yunus Yıldırım, M. Yalçın Taştüstüpligil and Hanifi Üzümlü. In 1988 they adapted the Organizational Stress Scale developed by Theorell et al into Turkish and made a factor analysis, again. In the first part of the scale, personal information is asked. The scale is prepared according to the five-point Likert type. There are 17 questions and three sub-dimensions. Workload size (1st, 2nd, 3rd, 4th and 5th), control dimension (6., 7., 8., 9., 10. and 11.) and Social Support dimension is 6 (12th. ,

13., 14., 15., 16., and 17.). The answer options given to the questions are evaluated by coding between 1 and 5 points.

2.6. Data Analysis

On the analysis of the data descriptive statistics are presented with frequency, percentage, mean and standard deviation values. For the comparison of anger dimensions and sub-dimensions within itself, repeated Anova test and Sidak test were performed to examine different dimensions. Correlation analyzes were used to determine the relationship between anger dimensions and organizational stress levels. In the study, p values less than 0.05 were considered statistically significant. Analyzes were made with SPSS (Statistical Package for the Social Sciences) 22.0 package program.

CHAPTER III

FINDINGS

In this section, findings obtained as a result of statistical analyzes are included. The findings are given below in tables and explanations.

3.1. Findings Related to the Demographic Structure of the Participants

Table 1: Gender, Education and Income Status of Participants

Gender	N	%
Men	118	40,2
Women	176	59,8
Education	N	%
High School	8	2,7
University	181	61,6
Master Degree	105	35,7
Income Level	N	%
Low	22	7,5
Medium	244	83,0
High	28	9,5

In the study, it is seen that 40% of the participants are male and 60% are female. It is determined that 3% of the participants have education at high school, 61% at university and 36% at master degree. It is observed that the income levels of the participants are lower with 7%, medium level with 83% and high with 10%.

Table 2: Age of the Participants, Service Time and Weekly Working Hours

Measurements	N	X	s.s.	Min	Max
Age	294	33,87	7,39	22	63
Working time in the company	294	6,52	5,95	0	27
Working hours per week	294	44,37	8,75	8	90

The average age of the participants is determined to be 33.87 ± 7.39 . The average service years of the participants are found to be 6.52 ± 5.95 . On average it is calculated that the participants work 44.37 ± 8.75 hours a week.

3.2. Organizational Stress, Anger Dimensions and Sub Dimensions

Table 3: Organizational Stress and Anger Symptoms

Scales	N	X	s.s.
Organizational Stress Scale	294	3,83	0,38
Anger Symptoms	294	2,48	0,58

The organizational stress levels of the participants are determined to be 3.83 ± 0.38 on average. It is determined that the average scores of the anger symptoms dimension of the participants are 2.48 ± 0.58 .

3.3. Findings Regarding the Anger Perception of the White Collar Employees Working at the Plaza

One of the sub-problems of the research is “What is the Anger Perception of the White Collar Employees Working in the Plaza?” Multidimensional Anger Scale is used to test the problem. The results obtained are given in Tables 4, 5, 6, 7, 8, 9, 10, 11, 12.

Table 4: Anger Causes: Sub-dimensions

Scales	N	X	s.s.
Anger Causes-Not being taken seriously	294	3,19	0,34
Anger Causes-Being Unfair	294	3,76	0,63
Anger Causes-Criticism	294	3,58	0,65

It is determined that the average size scores of the participants not being taken seriously are 3.19 ± 0.34 . It is determined that the average dimension scores of being subjected to unfairness are 3.76 ± 0.63 . The criticism sub-dimension mean dimension scores are found to be 3.58 ± 0.65 .

It is determined that the mean dimension scores of the thoughts about Participants' Anger sub-dimension is 3.10 ± 0.35 . Looking at the average values, it is seen that the participants are most angry in case of injustice.

Table 5: Anger- Related Thoughts: Sub-Dimensions

Scales	N	X	s.s.
Anger-Related Thoughts-Thoughts about anger	294	3,10	0,35
Anger-Related Thoughts-Anger thoughts towards others	294	2,10	0,67
Anger-Related Thoughts-Self-Anger thoughts	294	2,09	0,67
Anger-Related Thoughts-Anger thoughts towards the world	294	2,09	0,78

It is found that the average dimension scores of the participants' anger thoughts sub-dimension is 2.10 ± 0.67 . It is determined that the average size scores of the participants' anger thoughts sub-dimension are 2.09 ± 0.67 . It is determined that the average dimension scores of the participants' anger thoughts sub-dimension towards the world are 2.09 ± 0.78 . It is determined that the mean dimension scores of the thoughts about the anger of the participants are 3.10 ± 0.35 . Looking at the average values, it is seen that the participants have the most anger-related thoughts.

Table 6: Anger-Related Behaviors:Sub-dimensions

Scales	N	X	s.s.
Anger-Related Behaviors - Offensive	29	2,57	0,38
Anger-Related Behaviors - Calm	294	2,64	0,63
Anger-Related Behavior-Anxious	294	2,37	0,69

The aggressive sub-dimension of the participants is calculated as the average size scores of 2.57 ± 0.38 . The Calm sub-dimension of the participants is calculated as average size scores of 2.64 ± 0.63 . The Anxious sub-dimension of the participants is calculated as average size scores of 2.37 ± 0.69 . Looking at the average values, it can be seen that the participants mostly remain calm when they are angry.

Table 7: Interpersonal Anger Subscales

Scales	N	X	s.s.
Interpersonal Anger-Revenge responses	294	2,26	0,68
Interpersonal Anger-Passive-aggressive responses	294	3,03	0,55
Interpersonal Anger-Introverted reactions	294	3,10	0,35
Interpersonal Anger-Careless reactions	294	2,54	0,74

It is calculated that the average size scores of the participants' Revenge responses sub-dimension is 2.26 ± 0.68 . The Anger-Passive-Aggressive responses sub-dimension mean dimension scores of the participants are calculated as 3.03 ± 0.55 . The Anger-Introverted reactions sub-dimension of the participants is calculated as 3.10 ± 0.35 in average dimension scores. The Anger-Introverted responses sub-dimension mean dimension scores of the participants are calculated as 3.10 ± 0.35 . The Anger-Careless reactions sub-dimension of the participants is calculated as 2.54 ± 0.74 in average dimension scores. Looking at the average values, it can be said that the participants experience an inward anger.

Table 8: Comparison of Participants' Anger- Sub-dimensions

Scales	N	X	s.s.
Anger Symptoms	294	2,28	0,69
Anger Causes	294	3,05	0,55
Anger-Related Thoughts	294	3,11	0,34
Anger-Related Behavior	294	2,56	0,73
Interpersonal Anger	294	2,28	0,69

Average Anger Symptoms dimension of the participants is calculated as 2.28 ± 0.69 . Average size scores of participants' Anger Causes Status dimension is calculated as 3.05 ± 0.55 . Average size scores of participants' Anger-Related Thoughts dimension are calculated as 3.11 ± 0.34 . The Anger-Related Behaviors dimension of the participants is calculated as 2.56 ± 0.73 . The average Interpersonal Anger size scores of the participants are calculated as 2.28 ± 0.69 . Looking at the average values, it is seen that the participants have the most anger-related thoughts among the sub-dimensions.

3.3.1. Examining the Difference Between Anger Dimensions and Sub-dimensions

Table 9: Examining the Difference Between Anger Dimensions

Size	n	X	s.s.	P	Difference
Anger Symptoms (1)	294	2,28	0,69	0,01*	2,2>1,4,5
Anger Causes (2)	294	3,05	0,55		
Anger-Related Thoughts (3)	294	3,11	0,34		
Anger-Related Behaviors (4)	294	2,56	0,73		
Interpersonal Anger (5)	294	2,28	0,69		

**** Repeated variance analysis is applied. Sidak test is performed for the difference test. * It demonstrates significant difference.**

In the study, it is determined that there are significant differences between anger symptoms, anger-causing situations, anger-related thoughts, anger-related behaviors, and interpersonal anger levels in order to determine the anger levels of the participants. It is found that the levels of anger and thoughts related to anger are higher than the anger symptoms, anger-related behaviors, and interpersonal anger levels ($p = 0.01$, $p < 0.05$).

Table 10: Examining the Difference Between Sub-Dimensions of Anger Causes

Size	N	X	s.s	p	Difference
Anger Causes-Not being taken seriously (1)	294	3,19	0,34	0,01*	2>3>1
Anger Causes-Being Unfair (2)	294	3,76	0,63		
Anger Causes-Criticism (3)	294	3,58	0,65		

**** Repeated variance analysis is applied. Sidak test is performed for the difference test. * It demonstrates significant difference.**

It was determined that the average score levels of the Anger Causes sub-dimensions were at different levels. It is observed that the difference is the level of anger caused by being treated unfairly is higher than the level of anger caused by being criticized and not being taken seriously. In addition, it is observed that the level of anger caused by criticism is higher than the level of anger in response to not being taken seriously ($p = 0.01$, $p < 0.05$).

Table 11: Examining the Difference Between Anger-Related Behaviors Among Sub-Dimensions

Size	N	X	s.s.	P	Difference
Anger-Related Behaviors - Offensive	294	2,57	0,38	0,01*	1,2>3
Anger-Related Behaviors - Calm	294	2,64	0,63		
Anger-Related Behavior-Anxious	294	2,37	0,69		

**** Repeated variance analysis is applied. Sidak test is performed for the difference test. * It demonstrates significant difference.**

It is determined that the average score levels of the Anger-Related Behavior sub-dimensions are at different levels. The difference is found to be due to the higher levels of Aggressive and Calmness of the participants compared to the Anxious anger levels ($p = 0.01$, $p < 0.05$).

Table 12: Investigation of the Differences Between Anger-Related Behaviors

Size		N	X	s.s.	p	Difference
Interpersonal responses	Anger-Revenge	294	2,26	0,68	0,01*	1,4<3,2
Interpersonal aggressive responses	Anger-Passive-	294	3,03	0,55		
Interpersonal reactions	Anger-Introverted	294	3,10	0,35		
Interpersonal reactions	anger-careless	294	2,54	0,74		

**** Repeated variance analysis is applied. Sidak test is performed for the difference test. * It demonstrates significant difference.**

It is determined that the average score levels of the Anger-Related Behavior sub-dimensions are at different levels. The difference is found to be due to the higher levels of anger of the participants compared to Passive-aggressive reactions and Insightful responses ($p = 0.01$, $p < 0.05$).

3.4. Findings Regarding Organizational Stress Perceptions of White-Collar Employees Working in Plazas

One of the sub-problems of the research is “What is the organizational stress perception of the white-collar employees working in plazas?” Short Version Organizational Stress Scale was used to test the problem. The results obtained are given in Tables 13 and 14.

Table 13: Relationship Between Organizational Stress Scale and Age, Service Year, and Weekly Working Hours

Scales		Age	Service Year	Weekly Working Hours
Organizational Stress Scale	R	0,10	0,12*	0,02
	P	0,09	0,04	0,71

It is determined that there is no significant relationship between the organizational stress levels of the participants, their ages and weekly working hours. It is observed that the age and weekly working time of the participants do not change organizational stress levels ($p > 0.05$).

It is determined that there is a weak, linear and significant relationship between the organizational stress levels of the participants and the years of service. The high service years of the participants causes the organizational stress levels to increase ($r = 0.12$, $p = 0.04$, $p < 0.05$).

Table 14: Examining Job Stress Expressions

Expression	N	X	s.s	min	Max
Do you have to work too hard?	294	3,84	0,73	2,00	5,00
Does your job require a lot of effort?	294	3,82	0,79	2,00	5,00
Does your job require a high level of skill and expertise?	294	3,89	0,83	1,00	5,00
Does your job require you to take action first?	294	4,03	0,73	2,00	5,00
Does your job allow you to learn new things?	294	3,66	0,80	1,00	5,00
Can you decide by yourself how to work?	294	3,72	0,80	1,00	5,00
Can you decide what to do regarding your job?	294	3,59	0,82	1,00	5,00
My business environment is calm and pleasant.	294	3,32	0,98	1,00	5,00
I get along well with other employees at my workplace.	294	4,23	0,69	1,00	5,00
My colleagues support me.	294	3,99	0,74	1,00	5,00
If I have a bad day, my colleagues will understand me.	294	3,75	0,80	1,00	5,00
I get along well with my supervisors.	294	4,05	0,73	2,00	5,00
I enjoy working with my colleagues.	294	3,91	0,81	1,00	5,00

The participants' "Do you have to work very hard?" expression scores are found as 3.84 ± 0.73 on average. The participants' "Does your job require a lot of effort?" expression scores are scored on average 3.82 ± 0.79 level. The participants' "Does your job require a high level of skill and expertise?" expression scores are scored on average 3.89 ± 0.83 .

The participants' "Does your job require you to take action first?" expression scores are found as 4.03 ± 0.73 on average. The participants' "Does your job allow you to learn new things?" expression scores are found as 3.66 ± 0.80 on average. The participants' "Can you decide by yourself how to work?" expression scores are found as 3.72 ± 0.80 on average.

The participants' "Can you decide what to do regarding your job?" expression scores are found as 3.59 ± 0.82 on average. The participants' "My work environment is calm and pleasant." expression scores are scored on the average of 3.32 ± 0.98 . It was observed that the participants scored 4.23 ± 0.69 on average, with the expression of "I get along well with other employees in my workplace". It was observed that the participants scored 3.99 ± 0.74 on average, as the expression of "My colleagues support me". It was seen that the participants scored 3.75 ± 0.80 on average, as the expression of "if I have a bad day, my colleagues will understand me". The participants' "I get along well with my superiors." expression scores are found as 4.05 ± 0.73 on average. The participants' "I enjoy working with my colleagues." expression scores are found as 3.91 ± 0.81 on average. Looking at the average values, it is seen that the participants enjoy working with their colleagues and have a good time with their colleagues and supervisors. In addition, the participants state that they must take action first regarding their work. On the other hand, the items with the lowest score are "Is your work environment pleasant and calm?" and "inadequate decision making".

In addition, it is observed that the job stress levels of employees are 3.83 ± 0.38 . In general, it can be said that the participants' job stress levels are above normal.

3.5. Findings Related to the Relationship Between Organizational Stress and Anger Experienced by White-Collar Employees Working at the Plaza

The main problem of the research is "Is there a significant relationship between the organizational stress and anger experienced by the white collar employees working in the plaza?". Short Version Organizational Stress Scale and Multidimensional Anger Scale were used to investigate the problem. The results obtained are given in Tables 15, 16, 17, 18.

Table 15: Organizational Stress, Anger Symptoms and Sub-Dimension Relationships of Anger Causes

Dimensions (n=294)		Anger Symptoms	Anger Causes-Not Being Taken Seriously	Anger Causes- Unfairness	Anger Causes- Criticism
Organizational Stress Scale	R	0,18*	0,53*	0,77*	0,61*
	P	0,02	0,01	0,01	0,01

** Correlation Analysis is applied. * 0.05 level significant relationship

It is determined that there is a weak, linear and significant relationship between Organizational Stress levels and Anger Symptoms. High organizational stress levels of participants cause anger symptoms levels to increase ($r = 0.18$, $p = 0.02$, $p < 0.05$).

It is determined that there is a moderately strong, linear and significant relationship between the Organizational Stress levels of the participants and the Conditions Leading to Anger - Not Being Taken Seriously. The high level of organizational stress of the participants causes the Anger Causes-Not Being Taken Seriously to increase ($r = 0.53$, $p = 0.01$, $p < 0.05$).

It is determined that there is a very strong, linear and meaningful relationship between Organizational Stress levels of the participants and the Situations Leading to Anger-Injustice. The high level of organizational stress of the participants causes an increase in the Anger Causes-Unfairness level ($r = 0.77$, $p = 0.01$, $p < 0.05$).

It is determined that there is a strong, linear and significant relationship between Organizational Stress levels of the participants and situations that caused anger and criticism. The high levels of organizational stress of the participants lead to an increase in the Anger Causes-Criticism levels ($r = 0.61$, $p = 0.01$, $p < 0.05$).

Organizational Stress levels of employees are found to be significantly and linearly related to Anger Symptoms and Anger Causes Sub-dimensions. It can be said that the anger symptoms and anger-causing conditions of the participants with high level of organizational stress will also be high ($p < 0.05$).

Table 16: Relationship Between Organizational Stress and Anger-Related Behaviors Sub-dimensions

Dimensions (n=294)		Anger Related Behaviours- Aggressive	Anger Related Behaviours- Calm	Anger Related Behaviours- Anxious
Organizational Stress	R	0,19*	0,12*	0,15
Scale	P	0,01	0,04	0,03

* Correlation Analysis is applied.

It is determined that there is a weak, linear and meaningful relationship between the Organizational Stress levels of the participants and the Anger-Related Behavior-Aggressive. High Organizational Stress Levels of Participants Anger-Related Behaviors cause aggressive levels to increase ($r = 0.19$, $p = 0.01$, $p < 0.05$).

It is determined that there is a weak, linear and meaningful relationship between Organizational Stress levels of participants and Anger-Related Behaviors-Calm. High organizational stress levels of participants cause Anger-Related Behaviors-Calm levels to increase ($r = 0.12$, $p = 0.04$, $p < 0.05$).

It is determined that there is a weak, linear and significant relationship between Organizational Stress levels of participants and Anger-Related Behaviors-Anxious. High organizational stress levels of participants cause Anger-Related Behaviors-Anxious levels to increase ($r = 0.15$, $p = 0.03$, $p < 0.05$).

It is determined that there is a weak, linear and significant relationship between Organizational Stress levels of participants and Anger-Related Behaviors-Anxious. High organizational stress levels of participants cause Anger-Related Behaviors- Anxious levels to increase ($r = 0.15$, $p = 0.03$, $p < 0.05$).

It can be said that the Organizational Stress levels of employees are significantly related to the Anger-Related Behavior sub-dimensions and organizational stress raises aggressive, calm and anxious behaviors at a low level ($p < 0.05$).

Table 17: Relationships Between Organizational Stress and Anger-Related Thoughts

Dimensions (n=294)		Anger Related Thoughts-Anger thoughts towards others	Anger Related Thoughts-Self- anger thoughts	Anger-Related Thoughts- Anger thoughts towards the World	Anger-Related Thoughts- Thoughts towards the Anger
Organizational	r	0,74*	0,63*	0,62*	0,59*
Stress Scale	p	0,01	0,01	0,01	0,01

** Correlation Analysis is applied. * 0.05 level significant relationship.

It is determined that there is a positive, strong and significant relationship between the Organizational Stress levels of the participants and the Anger Thoughts towards Others dimension, which are sub-dimensions of Anger-Related Thoughts ($r = 0.74$, $p = 0.01$, $p < 0.05$). As the organizational stress level of the employees increases, their anger towards others is expected to increase.

It is determined that there is a positive, strong and significant relationship between the Organizational Stress levels of the participants and the Self-Anger Thoughts dimension, which are sub-dimensions of Anger-Related Thoughts ($r = 0.63$, $p = 0.01$, $p < 0.05$).

It is determined that there is a positive, strong and significant relationship between the Organizational Stress levels of the participants and the Anger Thoughts Towards the World dimension, which is a sub-dimension of Anger-Related Thoughts ($r = 0.62$, $p = 0.01$, $p < 0.05$).

It is determined that there is a positive, strong and significant relationship between the Organizational Stress levels of the participants and Thoughts Towards the Anger sub-dimensions ($R = 0.59$, $p = 0.01$, $p < 0.05$).

Increasing the organizational stress level of the employees seems to increase the level of anger towards others, self-anger thoughts, anger thoughts towards the World, thoughts towards the anger significantly and at a high level ($p < 0.05$).

Table 18: Relationship Between Organizational Stress and Interpersonal Anger Sub-dimensions

Dimensions (n=294)			Interpersonal Anger- Revenge responses	Interpersonal Anger- Passive- aggressive responses	Interpersonal Anger- Introverted responses	Interpersonal Anger- Careless responses
Örgütsel	Stres	R	0,65*	0,67*	0,61*	0,64*
Ölçeği		P	0,01	0,01	0,01	0,01

** Correlation Analysis is applied. * 0.05 level significant relationship

It is determined that there is a positive, strong and significant relationship between the Organizational Stress levels of the participants and the dimension of Revenge responses ($r = 0.65$, $p = 0.01$, $p < 0.05$). It is determined that there is a positive, strong and significant relationship between the Organizational Stress levels of the participants and the Passive-aggressive responses dimension ($r = 0.67$, $p = 0.01$, $p < 0.05$). It is determined that there is a positive, strong and significant relationship between the Organizational Stress levels of the participants and the introverted responses dimension ($r = 0.61$, $p = 0.01$, $p < 0.05$). It is determined that there is a positive, strong and significant relationship between the Organizational Stress levels of the participants and the Diminutive Responses dimension ($r = 0.64$, $p = 0.01$, $p < 0.05$). Participants are expected to have a positive relationship between Organizational Stress levels and anger responses, and those with high levels of organizational stress are expected to increase their level of revenge, aggressive, introverted, indifferent response.

CHAPTER IV

DISCUSSION AND COMMENT

In this study, the effect of organizational stress on anger experienced by white-collar employees working in the plaza was investigated. The results obtained are stated below.

4.1. Discussion and Interpretation of Findings Related to Organizational Stress Perceptions of White-Collar Employees Working at the Plaza

As a result of this research, it is seen that the occupational stress levels of the participants are above normal. It is determined that there is no significant relationship between the organizational stress levels of the participants, their ages and weekly working hours. In other words, it is observed that the change in age and weekly working time is not an effective factor on the level of organizational stress. On the other hand, it is seen that as the working years of the participants increase, their organizational stress levels increase.

In the study conducted by Has, it is observed that there is no significant relationship between the age variable and organizational stress factors. As a result of Has's work, it is stated that there is a significant relationship between the working time variable and the stress factors arising from the organizational policies of hotels without a quality certificate (Has, 2015).

In the study conducted by Ay, which is one of the studies on age and organizational stress relationships, the relationship between age and organizational stress is found to be significant. It is found that the relationship between the working time of the employee and organizational stress is significant and positive. Considering the average values, it is seen that the participants enjoy working with their colleagues and get along well with their colleagues and superiors. In addition, the participants state that they should first take action regarding their tasks. On the other hand, the question "Can you decide what to do in your job?" is rated relatively low to other. This suggests that there is a conflict regarding authority and responsibilities. This can make the employee feel stuck in the corner. In the study conducted by Ay, it is stated that there is a significant relationship between the variable of age, children, service time in the profession and the expression of getting along with colleagues, and the expression of incompatibility in authority and responsibilities (Ay, 2015). This can create a feeling of being stuck in the corner.

In the study conducted by Ay, it is stated that there is a significant relationship between the variable of age, child, working time in the profession and the expressions "getting along with colleagues" and "incompatibility in authority and responsibilities" (Ay, 2015). The statement "My work environment is calm and pleasant" is ranked the lowest score compared to other items. In general, it can be said that there is a dissatisfaction with the working conditions.

4.2. Discussion and Interpretation of Findings Regarding Anger Perceptions of White Collar Workers Working in the Plaza

As a result of this research, it is seen that the participants generally get angry as a result of unfair situations causing anger. They state that being not taken seriously is the least irritating reason.

When thoughts about the anger of the participants are examined by descending into the sub-dimensions, the main factor is the thoughts about their own anger. When the expressions determining the thoughts about anger are examined, it is noteworthy that they feel anger almost every day and more recently. It is understood from these comments that there is a constant and intense anger. As an expression that the anger experienced is actually more intense at the cognitive level; "I am angrier than I thought, in fact, I am more angry than people think, I am like gunpowder ready-to-explode" substances are used. As a result of this analysis, it can be said that the participants have experienced more anger almost every day at an intense and mental level than it appears physically.

In a study conducted by Karadal on Niğde University staff, it is stated that female staff experienced more anger than men. According to the results of Karadal's study, female personnel prefer to suppress their anger more than men. When the sub-dimensions of anger-related behaviors are examined, the first item is the calm attitude. When this subtitle is examined, it is seen that the participants try to suppress their anger, make an effort to inspire themselves, and try to behave in a positive and solution-oriented manner. In a study conducted by Karadal among university staff at Niğde University, it is found that the participants are successful in managing their anger. It is stated that the university staff do not express their anger too much. In the analysis made on the dimension of anger expressed, it is stated that male personnels experience relatively extrovert anger compared to women (Karadal, 2009).

As a result of the practice of Baydilli on middle school teachers, it is seen that participants in all age groups have low level of anger, inward and outward anger and their anger

management skills are at a good level. Female teachers are more successful in controlling anger, but female teachers have higher trait anger levels. On the other hand, male teachers experience more external anger than females (Baydilli, 2015).

When analyzed by descending into interpersonal sub-dimensions, the item in the first place is internal reactions. This result is also consistent with the result of the anger-related behaviors sub-dimension. Sentences such as "I think you do not love me, I think you do not care about me, I find myself guilty, I become silent" demonstrate that the participants question their self-values while experiencing inter-personal anger.

4.3. Discussion and Interpretation of Findings Related to the Relationship Between Organizational Stress and Anger Experienced by White Collar Workers

As a result of this study, it was seen that the organizational stress experienced by the participants weakly increased their anger symptoms. . These anger symptoms are self-talk, loss of control, rapid blood flow, brain / headache, clenching fists and teeth, biting lips, hand and foot tremors, rapid movement, changes in breathing, nasal breathing, clouding of mind, inability to think rationally. As a result of a study conducted by Aytaç on 5715 police officers in 2017, the organizational stress levels of the police are found to be high. As a result of the stress they experience, it is observed that their angry and aggressive attitudes increase. In addition, it is stated that the organizational stress symptoms affect their anger styles. While anger styles differ between male and female staff, sources of stress vary according to working years, ages and education levels (Aytaç, 2017).

It has been determined that the organizational stress levels of the participants directly affect the Situations Causing Anger. There is a moderately strong, linear and significant relationship between organizational stress levels and Situations Causing Anger-Not Being Taken Seriously, There is a very strong, linear and significant relationship between organizational stress and injustice. That seems to be a meaningful relationship.

It was found that the Organizational Stress levels of the participants are significantly and weakly associated with the Anger-Related Behaviors sub-dimensions, and that organizational stress increases the aggressive, calm and anxious behaviors, albeit at a low level. Queirós et al. conducted a survey of police officers in 2013. As a result, a significant relationship is found between organizational stress and aggression, and the effects of sociodemographic elements on this relationship are determined (Queirós, Kaiseler and Leitaó, 2013, cited in Aytaç, 2017).

It is observed that the increase in the organizational stress level of the participants significantly increases the level of anger towards others, anger towards themselves, anger towards the world, and thoughts about anger.

It is expected that there is a positive correlation between the organizational stress levels of the participants and their anger reactions, and the revenge, aggressive, introverted, and reckless reaction levels of the participants with high organizational stress levels are expected to increase.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Considering the average values in the sub-dimension of situations that cause anger, it is seen that the participants are most angry when they experience injustice.

Considering the mean values of the thoughts about anger sub-dimension, it is seen that the participants have the most anger-related thoughts.

Considering the average values in the anger-related behaviors sub-dimension, it is seen that the participants mostly remain calm when they are angry.

Considering the average values in the interpersonal anger sub-dimension, it is seen that the participants experience internal anger.

It is determined that the anger-causing and anger-related thoughts sub-dimensions of the participants have higher levels of anger symptoms than the anger-related behaviors and interpersonal anger sub-dimensions.

It is found that there is no significant relationship between the organizational stress levels of the participants and their age and weekly working hours. It has been observed that the age and weekly working hours of the participants do not affect their organizational stress levels.

Long working years of the participants cause a weak increase in organizational stress levels.

In general, it is seen that the work stress levels of the participants are above normal.

It is observed that the high organizational stress levels of the participants cause the sub-dimension levels of anger symptoms to increase at a weak level.

It is observed that the high organizational stress levels of the participants cause an increase in the level of Anger-Causing Situations-Not being taken seriously.

It is observed that the high organizational stress levels of the participants cause an increase in the level of situations causing anger and injustice.

It is observed that the high organizational stress levels of the participants cause anger and anger-inducing situations-criticism levels increase very strongly.

Employees' Organizational Stress levels are found to be significantly and linearly correlated with the sub-dimensions of anger symptoms and situations causing anger.

It is observed that the high organizational stress levels of the participants cause an increase in Anger-Related Behaviors Aggressive levels.

It is observed that the high organizational stress levels of the participants cause a weak increase in Anger-Related Behaviors Calmness levels.

It is observed that the high organizational stress levels of the participants cause a weak increase in Anger-Related Behaviors-Anxiety levels.

It is observed that the increase in the organizational stress levels of the participants increases the level of anger towards others, anger towards themselves, anger towards the world, and anger-related thoughts sub-dimensions.

It is observed that there is a positive correlation between the organizational stress levels of the participants and their anger responses. And the participants with high organizational stress levels also experience high levels of revenge, aggressive, introverted, and reckless reaction.

5.1. Suggestions for Researchers

Research and applications can be made to determine whether the obtained results are also valid for white collar workers working in different locations.

In this study, white-collar workers working in plazas in Levent district of Istanbul are investigated. Similar studies can be conducted on white-collar workers working in different provinces and districts and the results can be compared.

5.2. Recommendations for Practitioners

Psychological counseling centers can be established at workplaces for white-collar workers working in the plaza. In this way, employees can improve their anger and stress management skills.

The employers should conduct regular surveys on organizational stress sources and employee satisfaction to identify problems and create action plans to minimize these problems.

The employers should constantly monitor and control the organizational climate. Thus, the working environment and conditions, relations with colleagues and managers will be kept under control and a more peaceful work environment will be provided.

Working hours are an important factor affecting organizational stress. The employers should take the necessary measures to prevent long meetings, unnecessary business trips, purposeless business demands and excessive e-mail traffic in order to balance work-private life.

The employers can organize outdoor activities for white-collar employees working in the plaza. In this way, employees can get the opportunity to get out of the plaza environment and strengthen their connection with real life. Thus, he/she can control his/her stress and anger at a healthier way.

A union can be established for white-collar workers. In this way, white-collar employees will feel more secure, the sense of belonging will enhance and they will have the chance to obtain better information about their rights. They can get the opportunity to act together and defend their rights against any illegal attitude.

Stress and anger management trainings can be organized in workplaces.

Activities improving social communication can be set and platforms can be founded in plazas.

The employers' flexible and democratic attitude in participating in decisions and expressing his/her opinion freely will make employees feel peaceful and thus, better quality work results will be obtained.

Requirements must be developed for fair and transparent policies and practices regarding performance evaluation, remuneration and promotion.

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APPENDICES

Appendix. 1 Çok Boyutlu Öfke Ölçeği

A Ç I K L A M A

Bu ölçek, insanların öfke konusunda duygu ve düşüncelerini belirlemeyi amaçlamaktadır. Bu kitapçıkta farklı bölümler halinde bazı ifadeler bulunmaktadır. Lütfen HER BİR İFADEYİ ayrı ayrı dikkatle okuyup, yandaki cevap bölümünde size uygun olan daireyi işaretleyin. Her sayfanın başında yer alan kısa açıklamayı mutlaka okuyun. Cevaplarınızı bu açıklamalara göre vermeniz gerekmektedir. Her madde için sadece size en uygun olan bir cevabı işaretleyin. Hiç bir maddenin doğru ya da yanlış cevabı yoktur. Size en uygun gelen cevap doğru olan cevaptır. Çalışmanın sağlıklı olabilmesi için içtenlikle ve dürüst olarak cevap vermeniz çok önem taşımaktadır. Hiç bir şekilde isim ya da kimliğe ait bilgiler vermeniz gerekmemektedir. Katkılarınız için şimdiden çok teşekkür ederiz.

YAŞ: _____

MESLEK: _____

CİNSİYET: () Kadın () Erkek

EĞİTİM: () İlkokul () Ortaokul () Lise () Üniversite () Lisans Üstü

Öfkelendiğinizde aşağıdaki belirtiler sizde ne sıklıkla ortaya çıkar?

	Hiç zaman	Nadiren	Arada sırada	Sıklıkla	Her sırada
1. Kendi kendine söylenmek.	☐	☐	☐	☐	☐
2. Kontrol kaybı.	☐	☐	☐	☐	☐
3. Kanın beyne fırladığını hissetmek.	☐	☐	☐	☐	☐
4. Yumruklarını sıkma.	☐	☐	☐	☐	☐
5. Dişlerini sıkma.	☐	☐	☐	☐	☐
6. Beynin zonklanması.	☐	☐	☐	☐	☐
7. Elin-ayağın titremesi.	☐	☐	☐	☐	☐
8. Hareketlerin hızlanması.	☐	☐	☐	☐	☐
9. Nefesin daralması	☐	☐	☐	☐	☐
10. Baş ağrısı	☐	☐	☐	☐	☐
11. Burnundan soluma.	☐	☐	☐	☐	☐
12. Zihnin allak bullak olması.	☐	☐	☐	☐	☐

13. Mantıklı düşünememe.	☐	☐	☐	☐	☐
14. Dudaklarını ısırmaya başlamak.	☐	☐	☐	☐	☐

Aşağıdaki durumlarda ne kadar kızarsınız?

	%0	%25	%50	%75	%100
1. Başkalarının önünde eleştirildiğinizde.	☐	☐	☐	☐	☐
2. Eleştirildiğinizde	☐	☐	☐	☐	☐
3. Geçmişte sizi öfkeliendiren birşeyi hatırladığınızda.	☐	☐	☐	☐	☐
4. Bir işi yaparken engellendiğinizde.	☐	☐	☐	☐	☐
5. Tehdit edildiğinizde.	☐	☐	☐	☐	☐
6. Haksızlığa uğradığınızda.	☐	☐	☐	☐	☐
7. Birisi sizi hep aynı konuda kızdırdığında.	☐	☐	☐	☐	☐
8. Önem verdiğiniz şeyler küçümsendiğinde.	☐	☐	☐	☐	☐
9. Söylediğiniz bir şey yapılmadığında.	☐	☐	☐	☐	☐
10. Azarlandığınızda.	☐	☐	☐	☐	☐
11. Size hakaret edildiğinde.	☐	☐	☐	☐	☐
12. Aldatıldığınızda.	☐	☐	☐	☐	☐
13. Yapmadığınız bir şeyden dolayı suçlandığınızda.	☐	☐	☐	☐	☐
14. Sizin adınıza kararlar verildiğinde.	☐	☐	☐	☐	☐
15. Ailenize hakaret edildiğinde.	☐	☐	☐	☐	☐
16. Size saldırıldığında.	☐	☐	☐	☐	☐
17. Sizin için değerli bir şeyi karşınızdaki kişi anlamadığında.	☐	☐	☐	☐	☐
18. Sudan sebepler yüzünden istedikleriniz yapılmadığında.	☐	☐	☐	☐	☐
19. Sizinle dalga geçildiğinde.	☐	☐	☐	☐	☐
20. Randevulara sadık kalınmadığında.	☐	☐	☐	☐	☐
21. İnsanlar yetkilerini kötüye kullandıklarında.	☐	☐	☐	☐	☐
22. Size saygısız davranıldığında.	☐	☐	☐	☐	☐
23. Önemsenmediğinizde.	☐	☐	☐	☐	☐
24. Yalan söylendiğinde.	☐	☐	☐	☐	☐
25. Arkanızdan konuşulduğunda.	☐	☐	☐	☐	☐
26. Sizi sömürmeye çalıştıklarında.	☐	☐	☐	☐	☐
27. Sizi görmezden geldiklerinde.	☐	☐	☐	☐	☐
28. Karşınızdaki kendi sorumluluğunu almadığında.	☐	☐	☐	☐	☐
29. Düşündüklerinizi ifade edemediğinizde.	☐	☐	☐	☐	☐
30. İnsanlar başınızın etini yediklerinde.	☐	☐	☐	☐	☐
31. Size değer verilmediğini hissettiğinizde..	☐	☐	☐	☐	☐
32. Düşüncelerinize değer verilmediğinde.	☐	☐	☐	☐	☐
33. İnsanlar hadlerini bilmediğinde.	☐	☐	☐	☐	☐

34. Kişisel haklarınıza saldırıldığında.	☐	☐	☐	☐	☐
35. Söylediklerinizin tam tersi yapıldığında.	☐	☐	☐	☐	☐
36. Yaptığınız bir iş takdir edilmediğinde.	☐	☐	☐	☐	☐
37. Değiştiremeyeceğiniz şeyler olduğunda.	☐	☐	☐	☐	☐
38. Birisi sizinle konuşurken konuşmasını bölüp başkasıyla konuştuğunda.	☐	☐	☐	☐	☐
39. İşler ters gittiğinde.	☐	☐	☐	☐	☐
40. Söyledikleriniz ters algılandığında.	☐	☐	☐	☐	☐
41. İnsanlar üzerlerine aldıkları bir işi yapmadıklarında.	☐	☐	☐	☐	☐

Aşağıdaki düşünceler, aklınızdan ne sıklıkla geçer?

Hiç Nadiren Arada Sıklıkla Her
sırada
zaman

1. İnsanlar beni olduğum gibi görürlerse, geçinilmesi zor biri olduğumu anlarlar.	☐	☐	☐	☐	☐
2. Ne kadar çok pişmanlık duyacağım şey yapıyorum.	☐	☐	☐	☐	☐
3. Bana neler oluyor?	☐	☐	☐	☐	☐
4. Kendimden utaniyorum.	☐	☐	☐	☐	☐
5. Ailem için yeterince bir şey yapamadım.	☐	☐	☐	☐	☐
6. Hemen hemen hergün birşeylere öfkeleniyorum.	☐	☐	☐	☐	☐
7. İnsanlar nedense hep arkamdan konuşuyorlar.	☐	☐	☐	☐	☐
8. Zaman zaman başkalarına zarar verme dürtümü kontrol edemeyebilirim.	☐	☐	☐	☐	☐
9. İstedğim gibi bir hayat sürdüremedim.	☐	☐	☐	☐	☐
10. Düşündüğümde daha da öfkeliyim.	☐	☐	☐	☐	☐
11. Aslında insanların zannettiğinden daha çok öfkeliyim.	☐	☐	☐	☐	☐
12. Sevmediğim insanlara karşı kabalaşıyorum.	☐	☐	☐	☐	☐
13. Öyle öfkeliyim ki, kontrolümü kaybedeceğimi hissediyorum.	☐	☐	☐	☐	☐
14. İnsanlar bana genellikle patronluk taslıyor.	☐	☐	☐	☐	☐
15. İnsanlar sınırlarımı çok zorluyor.	☐	☐	☐	☐	☐
16. Hayatta çok fazla haksızlığa uğradığıma inanıyorum.	☐	☐	☐	☐	☐
17. İçimde öyle çok kin var ki, kimseye anlatamam.	☐	☐	☐	☐	☐
18. Haketmediğim şekilde yaşıyorum.	☐	☐	☐	☐	☐
19. Son zamanlarda kendimi çok aksi birisi gibi hissediyorum.	☐	☐	☐	☐	☐
20. Başkalarına asla güvenmemeliyim.	☐	☐	☐	☐	☐
21. Patlamaya hazır bir barut gibiyim.	☐	☐	☐	☐	☐
22. Ne kadar çok sevmediğim insan var.	☐	☐	☐	☐	☐
23. Günahlarımdan dolayı affedilebilecek miyim?	☐	☐	☐	☐	☐

24. Bazen insanlar benimle alay ediyorlar gibi geliyor.	☐	☐	☐	☐	☐
25. Sanki bütün dünyanın yükünü ben taşıyorum.	☐	☐	☐	☐	☐
26. Bu yapılan iyi şeylerin altında acaba ne var?	☐	☐	☐	☐	☐
27. Hoşlanmadığım kurallara neden uyaım diye düşünürüm.	☐	☐	☐	☐	☐
28. Son günlerde ne kadar çok şeye öfkelendiğimi farkettim.	☐	☐	☐	☐	☐
29. Başarısızlıklarım beni utandırıyor.	☐	☐	☐	☐	☐
30. Herkes benim hiç öfkelenmediğimi sanır.	☐	☐	☐	☐	☐

Sizi öfkeliendiren bir durumda kaldığınızda aşağıdaki davranışları ne sıklıkla gösterirsiniz?

Hiç Nadiren Arada Sıklıkla Her
sırada
zaman

1. Soğukkanlılığımı korurum.	☐	☐	☐	☐	☐
2. Sinirimi boşaltmaya çalışırım.	☐	☐	☐	☐	☐
3. Bana nasıl böyle bir haksızlık yapıldığını düşünürüm.	☐	☐	☐	☐	☐
4. Kontrolümü kaybedeceğim düşüncesine kapılırım.	☐	☐	☐	☐	☐
5. Bunlar başıma neden geliyor diye düşünürüm.	☐	☐	☐	☐	☐
6. Ne yapacağımı düşünürüm.	☐	☐	☐	☐	☐
7. Sağa-sola vururum.	☐	☐	☐	☐	☐
8. Çözüme yönelik düşünmeye başlarım.	☐	☐	☐	☐	☐
9. İnsanlar bana bağırsa ben de onlara bağıırım.	☐	☐	☐	☐	☐
10. Benimle aynı fikirde olmayan insanlarla tartışmaya girmekten kendimi alamam.	☐	☐	☐	☐	☐
11. Şiddet gösteririm.	☐	☐	☐	☐	☐
12. Gözüme bir şey gözükmez.	☐	☐	☐	☐	☐
13. En iyi savunma saldırıdır diye düşünürüm.	☐	☐	☐	☐	☐
14. Unutmaya çalışırım.	☐	☐	☐	☐	☐
15. Herkes kadar ben de kavga ederim.	☐	☐	☐	☐	☐
16. Haklarımı korumak için fiziksel şiddete başvurmam gerekirse, yaparım.	☐	☐	☐	☐	☐
17. Daha da sakinleşmeye çalışırım.	☐	☐	☐	☐	☐
18. Kendime sürekli sakin ol diye telkinlerde bulunurum.	☐	☐	☐	☐	☐
19. Sakinleşmek için olayın nedenlerini sorgularım.	☐	☐	☐	☐	☐
20. Kendi kendine geçmesini beklerim.	☐	☐	☐	☐	☐
21. Kendimi sakinleştirmeye çalışırım.	☐	☐	☐	☐	☐
22. Hoşlanmadığım fikirlerimi örtbas etmeye çalışırım.	☐	☐	☐	☐	☐
23. Umutsuzluğa düşerim.	☐	☐	☐	☐	☐
24. Kendimden başka bir şey düşünemem.	☐	☐	☐	☐	☐

25. Öfkemi göstermem.	☐	☐	☐	☐	☐
26. Soğukkanlılığımı kaybettiğim zaman, birine tokat atabilirim.	☐	☐	☐	☐	☐

Sizi öfkeliendiren bir insan karşısında aşağıdaki davranışları ne sıklıkla gösterirsiniz?

Hiç Nadiren Arada Sıklıkla Her
zaman sırada

1. Kendini suçlu hissetmesi için uğraşırım.	☐	☐	☐	☐	☐
2. Beni bu şekilde sinirlendirmeye hakkı yok diye düşünürüm.	☐	☐	☐	☐	☐
3. Onu mahvetmek isterim.	☐	☐	☐	☐	☐
4. Onu hiç önemsemediğimi gösteren bir davranış yaparım.	☐	☐	☐	☐	☐
5. Anında parlarım.	☐	☐	☐	☐	☐
6. Sonuna kadar götüremeyeceğim tehditleri sıkça savururum.	☐	☐	☐	☐	☐
7. Hakaret ederim.	☐	☐	☐	☐	☐
8. Karşımdakini cezalandırmak isterim.	☐	☐	☐	☐	☐
9. Dedikodusunu yaparım.	☐	☐	☐	☐	☐
10. Hakkında düşündüklerimi ona söylerim.	☐	☐	☐	☐	☐
11. Burnunun ortasına bir yumruk hakediyor diye düşünürüm.	☐	☐	☐	☐	☐
12. Bunu kasıtlı yapıyor diye düşünürüm.	☐	☐	☐	☐	☐
13. Beni sevmediğini düşünürüm.	☐	☐	☐	☐	☐
14. Beni önemsemediğini düşünürüm.	☐	☐	☐	☐	☐
15. Karşımdakinden intikam almak isterim.	☐	☐	☐	☐	☐
16. Ona her türlü kötülüğü yapmak isterim.	☐	☐	☐	☐	☐
17. O anda öcümü almak isterim.	☐	☐	☐	☐	☐
18. Onu aşağılamak isterim.	☐	☐	☐	☐	☐
19. Bana böyle acı çektirmemeliydi diye düşünürüm.	☐	☐	☐	☐	☐
20. İstediklerinin tam tersini yaparım.	☐	☐	☐	☐	☐
21. Gerekmedikçe konuşmam, ilgi göstermem.	☐	☐	☐	☐	☐
22. Saatlerce öfkeli kalırım.	☐	☐	☐	☐	☐
23. Beni hayal kırıklığına uğrattı diye düşünürüm.	☐	☐	☐	☐	☐
24. Bana patronluk taslıyor diye düşünürüm.	☐	☐	☐	☐	☐
25. Kendimi savunarak konuşurum.	☐	☐	☐	☐	☐
26. Onu yaptığına pişman ettirmek isterim.	☐	☐	☐	☐	☐
27. Kendini ne sanıyor diye düşünürüm.	☐	☐	☐	☐	☐
28. Yüksek sesle bağırırım.	☐	☐	☐	☐	☐
29. Aklımdan neyi yanlış yaptım diye geçer.	☐	☐	☐	☐	☐
30. Nasıl tepkiler vereceğimi düşünürüm.	☐	☐	☐	☐	☐

31. Sakin olmaya çalışırım.	☐	☐	☐	☐	☐
32. Kendimi kontrol etmem gerektiğini düşünürüm.	☐	☐	☐	☐	☐
33. Onu yenmeye çalışırım.	☐	☐	☐	☐	☐
34. Ona, neye yolaçtığını iyice göstermeye çalışırım.	☐	☐	☐	☐	☐
35. İçimden onun ne kadar aşağılık biri olduğu geçer.	☐	☐	☐	☐	☐
36. Benden istediklerini yapmam.	☐	☐	☐	☐	☐
37. Ona mutlaka birşeyler söylemem gerektiğini düşünürüm.	☐	☐	☐	☐	☐
38. Kim olduğumu ona gösteririm.	☐	☐	☐	☐	☐
39. Benimle alay ettiğini düşünürüm.	☐	☐	☐	☐	☐
40. Ona gününü göstermek isterim.	☐	☐	☐	☐	☐
	Hiç	Nadiren	Arada	Sıklıkla	Her
			Sırada		zaman
41. Canı kavga istiyor diye düşünürüm.	☐	☐	☐	☐	☐
42. İçime kapanırım.	☐	☐	☐	☐	☐
43. Gülerim.	☐	☐	☐	☐	☐
44. Hiç aldırmam	☐	☐	☐	☐	☐
45. Görmezden gelirim.	☐	☐	☐	☐	☐
46. Suçu kendimde ararım.	☐	☐	☐	☐	☐
47. Ben ondan bunun acısını çıkarırım diye düşünürüm	☐	☐	☐	☐	☐

Appendix. 2 Kısa Versiyon Örgütsel Stres Ölçeği

Değerli Katılımcı, Bu anket formu “Örgütsel Stresin Öfke Üzerindeki Etkisi: Plazada Çalışan Beyaz Yakahlar Üzerine bir Araştırma” isimli yüksek lisans çalışmasında kullanılmak üzere planlanmaktadır. Lütfen aşağıdaki maddeleri okuyarak uygun olan bilgileri ve boşlukları doldurunuz Vereceğiniz samimi cevaplardan dolayı teşekkür eder saygılar sunarım.

Fidan Pesen Doğanay

KİŞİSEL BİLGİLERİ

1- Cinsiyetiniz

☐ Kadın ☐ Erkek

2- Yaşınız (Lütfen rakamla yazınız)

.....

3. Medeni Durumunuz?

☐ Evli ☐ Bekar

4. Eğitim Durumunuz hangisidir?

☐ Lise
☐ Lisans
☐ Yüksek lisans
☐ Doktora

5. İşyerindeki unvanınız nedir

1. ☐ Memur
2. ☐ Uzman yar.
3. ☐ Uzman
4. ☐ Müdür/ Yönetici
5. ☐ Grup Müdürü
6. ☐ Üst Düzey Yönetici

6- Yönetmelik bir göreviniz varmı? Var ise lütfen görevinizi belirtiniz

1. ☐ Evet (.....)
2. ☐ Hayır

7. Yabancı Dil Seviyeniz

1. ☐ Orta
2. ☐ İyi
3. ☐ Çok İyi

8. Algıladığınız Gelir Düzeyi

1. ☐ Alt
2. ☐ Orta
3. ☐ Yüksek

9- Şirketinizdeki hizmet süreniz.

..... (Lütfen Belirtiniz)

10. Haftalık çalışma süreniz.

.....Saat

ÖRGÜTSEL STRES ÖLÇEĞİ: Bu envanterde tanımlayıcı nitelikte 17 ifade bulunmaktadır. Lütfen aşağıdaki maddeleri okuyarak size uygun değerlerden bir tanesini daire içerisine alarak işaretleyiniz.	Hiç bir Zaman	Çok Nadir	Bazen	Çoğu Zaman	Her Zaman
1. Çok hızlı mı çalışmak zorundasın?	1	2	3	4	5
2. Çok yoğun mu çalışmak zorundasın?	1	2	3	4	5
3. Yaptığın iş çok fazla çaba gerektirir mi?	1	2	3	4	5
4. İşin yeni şeyler öğrenmene imkan sağlıyor mu?	5	4	3	2	1
5. İşin üst düzeyde beceri ve uzmanlık istiyor mu?	1	2	3	4	5
6. Yaptığın iş ilk olarak senin harekete geçmeni gerektiriyor mu?	1	2	3	4	5
7. İşinde nasıl çalışacağının kararını kendin verebiliyor musun?	5	4	3	2	1
8. İşinde ne yapacağının kararını kendin verebiliyor musun	5	4	3	2	1
9. İş ortamım sakın ve hoştur.	5	4	3	2	1
10. İş yerimde diğer çalışanlarla iyi geçinirim	5	4	3	2	1
11. İş arkadaşlarım beni destekler	5	4	3	2	1
12. Eğer kötü günümdeysem iş arkadaşlarım beni anlar.	5	4	3	2	1
13.Üstlerim ile iyi geçinirim.	5	4	3	2	1
14. İş arkadaşlarım ile çalışmaktan zevk alırım.	5	4	3	2	1