

EMPLOYEES' PERCEPTION OF CRISIS AND METHODS OF COPING WITH STRESS

Geliş Tarihi : 12.07.2023

Dr. Fereshteh KARIMIVAND¹

Kabul Tarihi : 19.12.2023

Makale Türü : Derleme

Abstract

Organizations, throughout their entire development procedures, constantly face risks and crises arising as a result of not correctly assessing these risks. When businesses try to get out of a crisis with an intense working tempo, the rapid decision-making and intensification of the implementation effort deepen the crisis further with wrong practices. Thus, even if they succeed in managing the crisis, it will take a long time to recover from the jolt. Stress in organizational life is inevitable. As stress levels of employees increase in times of crisis, it is vital to develop correct coping methods. In this study, a literature review is conducted on the definition and characteristics of the crisis and stress, the organizational and environmental factors causing the crisis, and methods to cope with stress. The systematic review method is used, and articles with high numbers of citations have been taken from Google Scholar and Yök Thesis databases.

Keywords: Crisis, Crisis Process, Crisis Management, Stress in Workplace, Coping with Stress.

JEL Codes: M10, M12.

ÇALIŞANLARIN KRİZ ALGISI VE STRES İLE BAŞA ÇIKMA YÖNTEMLERİ

Özet

İşletmeler kuruluş aşamasından başlayarak, tüm değişim ve gelişim süreçlerinde, sürekli olarak riskler ve bu risklerin doğru değerlendirilmemesi sonucu ortaya çıkan krizlerle karşı karşıya kalabilmektedirler ve kriz oluşum sürecini takiben yoğun bir çalışma temposu ile bu krizden çıkma çabasına girerler. Ancak, hızlı karar alma ve uygulama çabasının yoğunlaşması neticesinde, krizin yanlış uygulamalarla daha da derinleştiği sıklıkla görülen bir problemdir. Böylece, nihayetinde krizi yönetme konusunda başarı sağlansa da, işletme geçen süre içerisinde önemli kayıplara uğramış olup sarsıntıdan kurtulması zaman alacaktır. Örgütsel hayatta stres kaçınılmazdır. Özellikle kriz dönemlerinde çalışanların stres seviyeleri arttığı için bu stresle doğru başa çıkma yöntemlerinin geliştirilmesi çok önemlidir. Bu çalışmada, işyerinde kriz ve stresin tanımı ve özellikleri, krize neden olan örgütsel ve çevresel faktörler, ve stress ile başa çıkmanın bireysel ve örgütsel yöntemleri üzerine bir literatür taraması yapılmıştır. Çalışmada sistematik derleme yöntemi kullanılmakta olup, alıntı sayısı yüksek olan çalışmalar Google Akademik ve Yök Tez veri tabanlarından araştırmaya dahil edilmiştir.

Anahtar Kelimeler: Kriz, Kriz Süreci, Kriz Yönetimi, İş Yerinde Stres, Stres ile Başa Çıkma.

JEL Kodları: M10, M12.

¹ Çukurova Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, fereshte_karimivand@yahoo.com, ORCID 0000-0001-8959-2097

1. INTRODUCTION

Organizations are social tools created to achieve certain goals. For an organization to be established, there should be individuals who can communicate with each other, the desire to contribute to the realization of the goals and common goals to be realized (M. Aydın, 2014a). As open systems, organizations are dependent on their ability to realize their goals and maintain their existence, to adapt to the environment they are in, to form their behaviors in line with the expectations of the environment, and to regulate the interactions of the subsystems in their structures (Dinçer, 2013). The organizational environment is constantly changing, creating dangers for organizations that cannot take the necessary precautions against environmental impacts and can't provide balance. The success of businesses depends largely on seeing these dangers beforehand and evaluating them.

Organizations may face threats and crises from various organizational and environmental sources. Because of its destructive effects, the ability of administrators to cope with the crisis is of vital importance due to the pain of the organization (Can, 2011). The crisis experienced in organizations from time to time, also causes the organizational functioning to deteriorate and daily practices to become ineffective. The most important responsibility of the manager is to avoid a crisis or successfully resolve a challenge. To get out of the crisis advantageously, the organization needs to be prepared before the crisis begins. Managers must prepare their companies to be able to respond as quickly as possible. Crisis-ready organizations have some main characteristics. For example, they have effective crisis intervention and coping plans, effective crisis management infrastructures, and they evaluate crises rationally.

Managing a crisis effectively depends on crisis preparedness first and then a strong response plan (M. Aydın, 2014b). It would not be right to think that an ideal organization will not have a crisis. The crisis is inherently unpredictable. Successful organizations may also experience crises from time to time, but they can get out of this process with the least damage by being prepared and applying the necessary strategies at the right time and in the right way. On the other hand, as a result of today's rapid changes and competitive environment, people work in a stressful work environment, unrelatedly to their profession and in such an environment, it is impossible to stay away from stress. Since the stress levels of employees in organizations increase, especially in times of crisis, it's vital to develop and apply correct coping methods to this stress (Drafke & Kossen, 1998). There can be many different sources of stress that affect employees in an organization. The most common sources of work-related stress are dismissal, drop in rank, problems with the manager, changes in job conditions, job design, job demands, boring and routine jobs, a new job, promotion, success, job deliveries, insufficient support, role conflict, job uncertainty, unpredicted changes, new technology, excessive or insufficient workload, excessive rules and regulations, fear of failure, inadequate interpersonal relationships, inadequate participation in decisions, organizational leadership, organizational structure, organizational policies, communication problems, lack of control, lack of organizational culture, unfair payments, lack of joint goals, opinions and feelings, and differences between company and employee values. Drafke and Kossen (1998) also added rapid change to work-related equipment, inconsistent managers, inadequate and inaccurate performance appraisal, incomprehensible and ineffective communication, insecurity, low morale, inability to use skills, unclear job requirements, inadequate planning, and performance anxiety to stress sources (Drafke and Kossen, 1998, s. 410-426).

It's known by managers that the factor which affects the performance of employees most is stress, especially work stress, or in other words, organizational stress. According to Özmutaf (2006), organizational stress can be caused by a conflict between colleagues, job dissatisfaction,

the uncertainty of job expectations, and time pressure (Özmutaf, 2006). Organizational stress is a consequence stated the relationship between individual and environment, is affected by individual diversities and psychological procedures, enforces excessive psychological and physical demands on the person, and is the consequence of the external situation and environment. It is a situation that ascends from personal and commercial relationships and causes changes that avoid people from their normal roles (Erdogan & Wu, 1996). Stress sources in work environments can have many different effects on individuals such as distress, lack of emotion, high accident rate, complaints, absenteeism, constant fatigue, insomnia, changes in appetite, increased use of alcohol and drugs, and indecision. Also, stress causes several organizational displeasures such as reductions in work efficacy, dismissal from work, and psychological and mental problems. So, personnel who can cope with stress in work environments where stress is penetrating are less affected by the negative consequences of it.

2. THEORETICAL BACKGROUND

2.1. What Is Crisis?

Crisis in the dictionary means depression. A crisis can be defined as the depression seen in the life of a person, an organization, or a society. However, it is possible to come across some different definitions of crisis in domestic and foreign literature, in some definitions, a crisis is stated as the incompetence to intervene in threatening situations (Can, 2011). Some authors emphasized the crisis as the necessity of overcoming unforeseen circumstances. Generally, a crisis is a situation that threatens organizational life (Can, 2011). It is useful to evaluate the crisis by making a general synthesis of these definitions. In addition to political, financial, psychological, medical, cultural, and natural crises in human and social life, organizational crises can also be seen in business and management life. A crisis refers to an unforeseen, unexpected, and extraordinary situation that occurs out of nowhere. Therefore, a crisis is an imperative situation in organizational life that needs to be managed specifically. A crisis is also an important source of stress in the lives of managers and employers (Mitroff et al., 1987).

Within the framework of these considers, a crisis can be defined as follows: A crisis is an unexpected and unforeseen tension situation in an organization, threatening its current goals, values, and assumptions by reducing its prevention and adaptation mechanisms inadequate, which needs to be responded and solved urgently (Booth, 2015). A crisis is an unexpected sudden event that requires urgent action. A crisis is a situation that threatens an organization's upper-level goals, endangers the organizational life, and creates tension, the organization's crisis foresight and prevention mechanisms are insufficient, and an urgent response is required. The inability to intervene in a threatening situation has been stated by some researchers as the main distinguishing feature of the crisis (Can, 2011).

In this case, it can be said that a crisis can be stated as an unplanned situation, event, or sequence of events with an undesirable result (Sikich, 2002). When a crisis is defined as any attempt or unsuccessful action perceived as having a detrimental personal impact by employers, customers, or partners that significantly impedes the normal functions of an organization, its acceptable success in achieving its goals, its existence or its survival, only negative and threatening aspects of the crisis gets focused. This is an incomplete definition because a crisis can lead to positive developments in some cases and can be an opportunity; it can be a turning point for the development of the organization. In this context, the crisis can be a turning point that enables the organization to gain new knowledge and experiences (Demirtaş, 2000).

As has been seen, it is possible to make different definitions of the crisis. The mutual point of the diverse definitions is that a crisis refers to an extraordinary situation in organizations that cannot be predicted and requires urgent intervention. The crisis is unpredictable by its

nature and requires an effective response system and a strong management understanding. Effective management of the crisis in organizations can help to get out of the crisis stronger and to attach stronger to organizational goals.

2.2. Characteristics Of The Crisis

There are some basic features of the organizational crisis: The crisis cannot be predicted, organizational prevention and prediction processes are inadequate, it threatens the purpose and existence of the association, there is not enough time and information to overcome, it needs urgent intervention and causes tension in decision-making (Can, 2011). A crisis is a situation that every organization can face in its lifetime. Managers should be prepared against the crisis by predicting the events that will threaten their businesses. Managerial skill gains special importance in times of risk and crisis. The way to deal with a crisis effectively is to be ready for the crisis and to be able to manage it when it occurs. It is not likely to expect organizations without crisis management skills to survive (Demirtaş, 2000, s.335). The administration should always be ready for the crisis, take the necessary measures with a proactive understanding and manage the crisis effectively. The features included in the definition of crisis reveal the characteristics of the crisis. The main features that fundamentally distinguish the crisis from the usual tensions are as follows:

- _ Crisis refers to an unforeseen sudden change,
- _ The crisis must be responded to quickly,
- _ The change that occurs seriously threatens the continuity of the organization,
- _ The organization requires urgent intervention as it cannot be overcome with standard decision-making mechanisms, and this increases the tension in decision-making processes (Can, 2011, s. 300).

The crisis represents an extraordinary period. This shows that some wrong decisions were made in the ordinary management processes in the enterprises and that environmental formations and changes were not monitored sufficiently.

2.3.Factors Of The Crisis

The factors causing a crisis in organizations can be analyzed into two groups: environmental (external) and organizational (internal) factors (Hurst, 2000, s. 160). The causes of crises encountered in organizational life may be environmental as well as organizational origin. In the literature, environmental factors causing the crisis, are described as external factors, and organizational factors are known as internal factors. External issues play the greatest imperative role in the organization entering into a crisis. The dynamic environment shapes the degree of uncertainty and complexity that the organization will face, diminishing the accuracy of managerial evaluations and can cause the organization to drift into a crisis (Demirtaş, 2000, s. 359-361).

External and environmental factors leading to crises in the organization can be enumerated as the common structure of the world and the country, the country's social, political, economic, and security situation and problems, technological progresses and variations, natural disasters, social explosions and international threats and hazards (Mitroff et al., 1987). Organizational structure and the administration's decision qualities are counted as the organizational issues causing the crisis. Inexperience and insufficiency of skills of top managers in supervising environmental changes, collecting, interpreting, and evaluating data related to changes may cause the organization to experience a crisis (Can, 2011). Internal crisis factors are mostly from the management, budget, personnel, and technical equipment. Structural or

functional disorders of the organization, financing insufficiency, and incompetence of the managers and personnel are the factors of organizational crisis (DeFrank & Ivancevich, 1998). An organization with an improved awareness of the near and distant environment in which it is located is less likely to suffer from crises caused by environmental factors. The organizational crisis factors require the organization to have an effective communication system, a strong understanding of participation, and effective leadership skills, too.

2.4.Crisis Process

Although it is said that crises emerge suddenly, all crises that occur due to other sources, except those caused by natural disasters such as fire, flood, earthquake, etc. send some signals during the formation process. Indeed, a crisis occurs as a result of not paying enough attention to these signals or not knowing that the signals belong to the crisis. The crisis process affects the organization by going through phases that follow each other in recent times and sometimes occur at the same time (Can, 2011). The first stage is the perception of crisis alerts and inactivity. Signals about the purpose and the situations that threaten the existence of the organization emerge. Problems begin to appear in the organization and also in the relationship between the organization and the environment. Information systems of the organization cannot receive the crisis signals sufficiently and cannot transmit them to the administration. Therefore, necessary precautions for the crisis cannot be taken because the necessary information cannot be obtained (Can, 2011). So, the organization needs to provide the necessary crisis plans by foreseeing and calculating the crisis factors, establishing crisis management systems and teams and keeping them up to date, and always being prepared for the crisis, to overcome the crisis (Mitroff et al., 1987).

The second stage is the crisis period; in this period, great fear and panic arise in the organization among managers and employees. If the signals of the approaching crisis are not received, interpreted, or evaluated and healthy responses are not given; it is inevitable for the organization to enter a crisis period (Can, 2011). During this period, managers and employees should be calm and not to be panic or anxious. A healthy and conscious decision should be made; the causes and extent of the crisis should be evaluated objectively. The next stage is the recovery period, after the crisis occurs, to manage the crisis successfully, it is necessary to find solutions, take necessary remedial measures and apply them successfully (DeFrank & Ivancevich, 1998). Otherwise, crises that cannot be managed effectively may cause the collapse of the organization and the termination of the administration. It is important to demonstrate a strong sense of management and effective leadership skills in the crisis period. The crisis period requires urgent intervention and necessary decisions to be taken without wasting time.

2.5.Strategies For Preventing The Crisis

When a crisis occurs, a situation happening unexpectedly and causing significant losses in businesses is mentioned. In this respect, the procedures established to avoid the crisis are significant for the continuity of organizational life. As mentioned before, businesses get various signals before they reach the crisis stage. If these signals are assessed appropriately and the essential safeguards are taken, the organization will know how to exit the existing situation most advantageously, whether it is within a crisis or at the beginning of the crisis formation process.

In dealing with the crisis, the techniques and strategies to be developed against the crisis are as important as managing the crisis. The preparation of these strategies is a predictive skill. While everything continues in its normal course, preparing for the crisis may be difficult. Especially if a business has not had a crisis before and also receives false signals from the market, it will be caught unprepared (Silver, 1990, s. 13). Businesses should make preparations

to get rid of the crisis in an advantageous way before it starts. Managers should prepare their companies spiritually and materially to respond to the crisis as quickly as possible. It should not be forgotten that crisis-prepared companies not only survive but also grow by finding strength from the crisis (Smart & Vertinsky, 1977) To be ready for the crisis, the enterprise must constantly and carefully monitor its internal factors and external environment and carefully analyze the received signals.

Another important factor in preventing the occurrence of a crisis is to ensure correct and sufficient information flow. Quality information, which is included in decision-making processes depending on the capability of the system, prevents overloads in the system by including an effective information flow (Smart & Vertinsky, 1977, s. 640) This ensures that the right information reaches the right person at the right time, and prevents risk factors from turning into a crisis caused by a lack of information or misunderstandings. It should not be forgotten that starting from the establishment process, throughout the entire organizational change and development processes, at each stage, institutions constantly may face crises that arise as a result of not correctly assessing the potential risks (Tağraf & Arslan, 2003, s. 154). Another critical strategy is to plan preventive programs against the crisis. Managers should tend to focus their attention on anticipating future market pressure for future crises. Such a strategic sense is a great advantage when tension rises. With effective planning, when the problem reaches its extreme point, it becomes possible to focus on the real problem and provide a structure for action (Regester & Larkin, 2008, s. 170).

One of the most important points in crisis management is that the business must have action plans that will be fulfilled when faced with a crisis. The preparation of the applied plans is generally similar for all crises. Plan implementation strategies do not differ significantly for different types of crises. While preparing a suitable crisis management plan for the business, it is necessary to provide serious support to the personnel, too. When the crisis begins to occur or is in the process of formation, it is usually possible to find an advantage, by identifying the crisis potentials correctly and preparing the necessary plans. Besides, it is very important to write down the plans prepared for crisis prevention (Regester & Larkin, 2008, s. 182). It is very often seen that the plans expressed in words cannot proceed to the implementation phase. When a crisis arises, a written list of things to do and people to do them can be checked and an immediate response to the current situation can be made. The plans should be able to recognize the unpredictable aspects of the crisis and provide flexibility to managers. Thanks to the writing of the plans, issues such as who will do what and how to do it against crises can be determined, entering into wrong decision processes and wasting time can be prevented, thus the destructive effects of the crisis can be reduced or even prevented (Silver, 1990). All of the plans should be developed with a focus on continuing organizational success, which is the main purpose of the enterprise, and should be implemented even though there are no signs of crisis. Because even if there is a threat outside the business, it is possible to turn it into an advantage with the right management thanks to the correct decisions and implementation. All of the concepts such as the right choice of the place where the business will produce, the correct market analysis, the right choice of the technology to be used, and the selection of the personnel with the appropriate skills are potential approaches for preventing the crisis (Silver, 1990).

2.6.Organizations And Crisis Management

As mentioned above, organizations may encounter different crises while surviving, and a crisis may be caused by organizational factors, as well as non-organizational ones. A crisis describes a period of depression in the life of a person, an organization, or a society and is a concept involving uncertainty and the possibility of loss, and risk. A crisis may occur gradually

or suddenly, it may cover a narrow or a wide area. Every crisis is a problem in the life of the government, and it can be said that every problem is a crisis. Because every problem is also a harbinger of a crisis and signals it. The important thing is to see the problem on time. Being able to see the problem makes it easier to find and apply the necessary solutions. This also applies to crises. The key to dealing with the crisis effectively is the perception of possible crisis signals and the pre-emption of the factors that may cause the crisis. While most organizations live in constant danger of facing a crisis, some are more ready for it. Organizations ready for the crisis have four main characteristics (Booth, 2015, s. 95-96): 1. There are always effective crisis response and coping plans. 2. There are effective crisis management infrastructure systems. 3. Crises are evaluated with rational logic. 4. There are focuses on the real causes of the crisis, instead of defense mechanisms to show the crisis responsible.

As discussed, Managing a crisis effectively depends on crisis preparedness first and then a strong response plan. Organizations denying their crisis or not being able to admit the existence of the crisis make it difficult to take action against it (Hamarat & Kalite, 1994). It would not be right to think that a good organization will not suffer from a crisis. A crisis is an unpredictable situation due to its nature. Successful organizations may also experience crises from time to time. If there are signs of a crisis, it is critical to take necessary measures and create an effective response plan. Successful recovery from crises requires effective crisis management planning. Crisis management planning ensures that all possible crisis areas in the organization are determined virtually and the necessary principles are established. It includes the evaluation and testing of everything available; listing potential crises, creating crisis prevention policies, formulating strategies and tactics to be used to deal with each potential crisis, determining who will be affected by crises to what extent, establishing effective communication channels with those who will be affected by crises and strategies to minimize the damage to the organization (Regester & Larkin, 2008, s. 173-174). Crisis management is a process that requires a good analysis of possible success and failure situations. It requires a planned, regular and coordinated effort. Crisis management process can be defined as a process that includes the determination of possible problems and danger factors for the area of study and the future, the organization's implementation of the measures that can cope with the crisis, and the evaluation of the reactions. Crisis management is the process of receiving and evaluating crisis signals to identify, freeze and avoid the crisis in the first place, and to adopt and implement the necessary measures to respond to the crisis in the next step, that is, to solve the crisis and even to benefit from it (Augustine, 1995, s. 17-35).

In summary, to prevent the organization from entering a crisis, all kinds of efforts should be spent, such as receiving crisis signals, crisis preparedness, and protection, taking the crisis under control, learning methods of returning to a normal state, etc. If there is a crisis, it should be acknowledged and managed and the organizational vision should be focused on the long term.

In times of crisis, rules and theories lose their function or have to be set aside or changed for a while (Tack, 1994, s. 9-10). The managerial skills that the managers will exhibit at this time will save the organization from disintegration and eliminate the panic created by the crisis and allow the crisis to be overcome as soon as possible. In an organization, when a crisis occurs, the manager must first determine the nature and dimensions of the situation. Asking timely questions often plays a key role in resolving a crisis. Searching for a criminal at such a stage not only causes a waste of time but also creates permanent personal unrest even after the problem has been resolved (Tack, 1994, s. 16-18). The success or failure of crisis management also depends on effective communication skills (Seeger et al., 1998). Establishing an applicable communication ethnicity in the organization is a vital factor affecting the achievement of crisis

management. The existence of such a communication climate can also assist to receive crisis signals ahead of time and to be equipped for the crisis. The crisis resolution manager must deal with the problem regardless of the personal tendencies of the employers and maintain his neutrality. In addition to solving the problem immediately, he must also consider human factors, evaluate the situation well, and determine and implement the necessary measures. According to (Vu et al., 2022) in times of crisis, employers should be allowed to speak and explain their feelings and thoughts. Employer's reactions should not be judged and communication barriers should be removed. Employers should be understanding and focus on work. Besides, security plans should be reviewed and organizational expectations should be re-examined. (Moynihan, 2008) state that some crisis management techniques should be applied to effectually cope with the crises that occur in organizations. Within the framework of these crisis management techniques, a crisis emergency action plan and a crisis management center should be created first. Crisis management teams and a crisis communication system should also be formed. People's trust and support must be secured. Necessary disciplinary measures should be adopted and implemented. Successful people should be rewarded. Damages to personnel and citizens must be compensated. Employees and people should be encouraged and the crisis management process should be evaluated.

When a crisis arises and the functioning mechanism is broken, restoring the situation as soon as possible should be a priority approach and an effective problem-solving plan should be established. Leadership qualities are especially sought after in times of crisis. One of the dimensions of these leadership qualities involves considering the team as a whole, and the other includes managing conflicts between individuals (Tack, 1994, s. 35). The manager must be a man of action. There are always risks to taking action, but when the dimensions of the crisis require large-scale measures, the person who should implement them is the manager. Behaviors such as fear, exhaustion, insecurity, overreaction, and self-defense may be observed in employers (Seeger et al., 1998). To eliminate the negative effects of the crisis and reactivate the organization, it is necessary to remove the factors that prevent productive work, to determine the goals of the organization again and higher than before, and to use the constructive criticism method to evaluate personal efforts during the crisis process. When the crisis is over, it is necessary to relate to common goals, reconsider the values and norms of the organization, and emphasize common values again.

2.7. Stress In The Workplace

Stress can be a condition that occurs with the strain of physical and mental integrity, or it can be defined as factors that strain and disrupt individual integrity (Baltaş & Baltaş, 2020). (Selye, 1991) was the first to introduce the concept of stress. According to Selye, stress is the wear rate of the body against incoming stimuli. Stress has been addressed from many angles. Therefore, there are quite different definitions of stress. Stress in business life also consists of different definitions. The reason for this is that the occupational groups researched are different. Work stress is the reaction one gives to situations consisting of incompatibilities in the environment or the work's own rules and conditions (Baltaş & Baltaş, 2020). Stress in the workplace has become a universal concern for all managers and employees. When the studies on workplace stress are examined, the factors of work stress include the employee's wage, the structure of the job and working conditions, the people working in the same environment, and the employee's promotion opportunities. In addition to these, other factors affecting work stress, such as age, marital status, gender, educational status, and the number of children, have been taken into account. Considering different occupational groups, they may have their sources of stress. The reason for the negative situations that the employees have experienced in their work life may sometimes be due to the situations that trigger the stress they have encountered in their

private life (Ağma, 2007). In the United States, healthcare professionals, technicians, executives of all kinds, military officers, sports coaches, corporate executives, demonstrators, entertainment directors, farmers, and clergy have been recognized as the most disposed to workplace stress. In Japan, by comparison, healthcare suppliers, manufacturing plant employees, vendors, mid-level managers of businesses, and educators were identified as those most likely to experience workplace stress (Lambert & Lambert, 2001). The differences in work-related stress between Japan and the United States are likely due to cultural differences in work environments. What workers in one country perceive as stressful may not be stressful for workers in another country. Additionally, role expectations in the respective work settings will likely differ between the two countries. Unfortunately, there is partial research and publication comparing work stress across cultures in the work environment (Lambert & Lambert, 2001), but there is no doubt that a stressful workplace becomes a breeding ground for behavioral health problems everywhere.

Dr. Paul Preston (Preston, 1996), stated that these indicators show workplace stress and impending low morale: a significant decrease in overall initiative, work interest, and work productivity, denial to collaborate with others, citing displeasure, undesirable behavior with the work team, organization or profession, blaming others for their own mistakes, disorientation, and symptoms of physical and mental impairment.

Another important factor to cause organizational stress in employees is the occurrence of a crisis. As mentioned above, the crisis is inherently unpredictable and stressful. A sudden encounter with an unknown and unfamiliar situation that can potentially cause many personal and organizational problems for individuals will undoubtedly induce a sense of fear and stress for employees of the organization.

Yurtsever (Yurtsever, 2009) investigated the effects of students' personalities on their methods of coping with stress and their stress level. As a result of the study, it was determined that there was a relationship between students' particularly educational status, gender, place of residence, marital status of the parents, income status of the student and family, exercise habits and alcohol use, and coping with stress and also their type of personality variables with their stress levels. Savcı and Aysan (Savci et al., 2014) investigated the relationship between the stress level felt by university students and the methods of coping with stress; it was found that most of the students were moderately stressed. It was observed that there was a positive and low-level relationship between the stresses they felt and their strategies for coping with stress. In addition, it was found that methods of coping with stress vary according to the perceived stress level. So, when assessing the presence of workplace stress, it is necessary to look at behavioral outlines for a certain period, not just a single event.

2.8.Ways To Cope With Stress

The concept of coping with stress has been evaluated in various ways as well as the definition of stress. The reason for this is that everyone's reactions and behaviors towards coping with stress are different (Aslan, 2007). The factors that cause stress may differ in each individual and naturally their reactions to them will vary. Therefore, it is possible to define the concept of coping in various ways. According to Lazarus and Folkman (Lazarus & Folkman, 1984), coping with stress is the constantly changing efforts of the individual to overcome the specific, internal, and external demands that exceed his / her competencies in the face of the stressful event. Stress occurs when the individual is not competent in any situation and cannot cope with this situation which affects the health status of the individual. The emotional and psychological effects of the causes of stress are quite disturbing and affect the physical and mental health of the person (Atkinson, 1996).

Some of the ways to cope with stress can be classified as effective and some are ineffective methods. While effective coping methods can be expressed as a self-confident approach, social support, and an optimistic approach, ineffective coping styles are called the desperate approach and the submissive approach (Sahin et al., 1992, s. 361). When the patterns of coping with stress are examined, social support, an optimistic approach, and a self-confident approach, which are expressed as effective approaches, are mostly seen in academicians and teachers. Submissive and helpless approaches, which are ineffective, are seen especially in the military, police, and miners and partially in healthcare workers. This result may be because academics approach the events scientifically, at this point, by creating more social networks and performing their profession. Because while scientific opinions develop a self-confident approach, social networks, and the environment provide a great deal of benefit to the point of social support. Also, scientific approaches and social networks can develop an optimistic outlook from this professional point of view. The fact that miners and security forces, who reveal their lives while performing their professions, adopt more ineffective coping styles may be because their lives are related to their professions. However, considering that the soldiers and police act in a command-to-command relationship, it may have caused them to adopt ineffective approaches (Atkinson, 1996). Miners, on the other hand, may not have any other business alternatives to do, forcing them to do this job. This requirement may cause them to prefer more ineffective approaches. In terms of healthcare professionals, it can be stated that it may be because they are a professional group directly related to the lives of people (Etkin et al., 2019, s. 89).

Nowadays, it is very important for people who always live with stress to perceive the sources that cause stress and to be able to cope with them. People have tried many ways to cope with and control stress. These approaches are divided into two, individual and organizational methods. Some of the individual methods are relaxation techniques, physical exercises, ways to cope physically with proper nutrition, avoiding negative situations, mental regulation and transformation techniques, mental coping methods, meditation and yoga, anger control, positive imagination techniques, and time management strategies. Another method of individually coping with stress, which is frequently encountered, is coping with the belief that enables him/her to develop himself spiritually and gain inner wealth (Westman & Shirom, 1995, s. 91). Some of the organizational methods on the other hand are: participatory management, improving working conditions, organizational and emotional climate control, mitigating and preventing conflicts, teamwork and social support, occupation and stress counseling, etc.

Two basic strategies, problem-oriented and emotion-oriented, are used to combat stress sources. Problem-focused coping involves the individual's active use of information and logical analysis to eliminate the stressful situation (Arslan, 2010, s. 20). The individual evaluates the threatening situation he encounters, makes an effort to reduce or eliminate its impact, and plays an active role in the situation he or she is in (Kara & Koç, 2009, s. 37). People try to diminish the effect of the event by taking suggestions, learning new expertise, trying to get away from the problem by sleeping more, making plans or going elsewhere (B. Aydın & İmamoğlu, 2001, s. 44). In emotion-focused coping, the individual can use techniques such as avoidance and denial that will eliminate the feeling of the stressful situation. This is a temporary solution, but it prevents the individual from being sad and distressed (Arslan, 2010, s. 10). In an emotion-oriented approach, people are inclined to discharge their emotions by eating, crying, drinking, and trying not to be worry (B. Aydın & İmamoğlu, 2001, s. 44). This of the strategies to cope with stress varies according to the characteristics of the individual. The basic idea of stress management and control approaches, in general, is that an important part of today's tensions can be avoided and controlled.

Distinctly stress is unavoidable in organizational life and its costs are pretty high. Consequently, major efforts are made to develop methods of managing stress in organizations properly. As stress ascends as a consequence of the relationship between individuals and their environment, preventing the negative effects of stress means controlling the environment in a sense. This phenomenon, which means managing stress in short, involves constantly monitoring the changes in the environment and consciously controlling them. These three goals are aimed at doing so (M. Aydın, 2014, s. 58):

- Eliminating or controlling the causes of stress
- Eliminating the effects of stress
- Increasing the resistance of individuals against stress by making them stronger.

The factor that makes the organizational struggle against stress effective is each employee's ability to cope effectively with stress individually. To cope with stress, the employee who is under stress must know the factors that cause him / her stress, have knowledge about their attitudes to cope with stress, and be able to use these methods when necessary (Aslan, 2007, s. 69).

As discussed in detail, one of the major factors causing stress to employees in organizations and workplaces is the occurrence of a crisis. Crisis prevention approaches and coping with crisis solutions mentioned in this article can greatly reduce the stress levels of employees in unpredictable crises and will help employees manage their stress at the workplace.

3. METHODS

The research was conducted using the systematic review method. As known, the systematic review is a comprehensive synthesis of many studies conducted with similar methods (Karaçam, 2013) and collects and summarizes the research that has been previously addressed on the subject and complies with the inclusion criteria. Various studies have been carried out by many researchers on the definitions and characteristics of the crisis, the organizational and environmental factors causing it, the process itself, and the management strategies which can be used to prevent the crisis within organizations and contributed to the literature. There also are lots of studies focusing on stress and stress-coping methods between employees in workplaces. In the current study, the results of various research in these two areas were discussed and shared.

4. RESULTS AND DISCUSSION

For organizations established to achieve common goals, effectively realizing their predetermined goals requires strong management and effective leadership. While trying to reach their goals, organizations sometimes encounter undesirable events and unexpected situations. The normal functioning and procedures of the institution may be ineffective in such situations. The crisis experienced in organizations from time to time also causes an increase in employees' stress levels, organizational functioning to deteriorate, and daily practices to become ineffective. The most important task and responsibility of a manager is to prevent or successfully resolve crises in the organization. As mentioned above, it can be said that leaders-managers emerge in important situations and especially in times of crisis. Effective crisis management makes it necessary to be prepared for the crisis beforehand. Crisis management requires determining potential crises ahead of time and deciding how to deal with them. Organizations should allocate the necessary resources against possible crises, establish their infrastructure systems and strengthen their equipment. An important factor in dealing with a crisis is that the organizational administration is knowledgeable and competent in crisis

preparedness and management. It is very important in crisis management to take the necessary administrative and rational measures and to apply these measures successfully in a time of crises that comes from outside the organization and arises due to environmental factors such as natural, political, economic, and technical reasons that could not be predicted before. There is, unfortunately, no definitive method to prevent the crisis completely beforehand, and that is why dealing with the crisis requires effective and strong management from the perspective of organizations. It is necessary to determine the factors causing the crisis calmly and seriously, to take corrective measures that will not cause problems in the long term, and to make a flexible emergency plan against a possible crisis in the future. Thanks to the crisis management plan, the damages of a possible crisis can be minimized and preparedness for the crisis is made. This will help employees to calm down and be able to control their stress and cope with it more effectively during a crisis. In this direction, organizations must determine the possible crises beforehand and create the necessary infrastructure systems, implementation procedures, and strategies to reach the targets they have determined. On the other hand, considering that stress is inevitable in organizational life and its cost is quite high, we understand the necessity of making efforts to develop methods of preventing stress in organizations. Since stress occurs as a result of the relationship between the individual and his environment, preventing the negative effects of stress means controlling the environment. In other words, it includes continuous monitoring and conscious control of the changes in the environment. The most important elements to be considered for this can be summarized as eliminating or controlling the causes of stress, eliminating the effects of stress, and increasing employees' resistance to stress by empowering them. The factor that makes the organizational struggle against stress effective is the ability of each employee to effectively deal with stress individually, that is, to know appropriate attitudes to cope with stress and the ability to use these methods when necessary.

REFERENCES

- Ağma FŞ (2007). The negative effects and reasons for stress in work life (In Turkish). Master's thesis, Atılım University, Ankara, Turkey.
- Arslan, C. (2010). An investigation of anger and anger expression in terms of coping with stress and interpersonal problem-solving. *Educational Sciences: Theory and Practice* 10(1):25- 43.
- Aslan, Ş (2007). “Örgütsel ortamda bireysel stresle başa çıkma tutumlarının araştırılması”, *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, s: 69.
- Atkinson, I. A. (1996). Introductions of wildlife as a cause of species extinctions. *Wildlife Biology*, 2(3), 135-141.
- Augustine, N. R. (2000). *Önlemeye çalıştığınız krizi yönetmek*. Çev. Salim ATAY, Kriz Yönetimi, MESS Yayınları, (328).
- Aydın, B., & İmamoğlu, S. (2001). *Stresle başa çıkma becerisi geliştirmeye yönelik grup çalışması*.
- Aydın, Mustafa. (1994). *Eğitim Yönetimi. Kavramlar, Kuramlar, Sureler, İlişkiler*. Genişletilmiş 4. Bası. Ankara: Hatiboğlu Yayınları.
- Aydın, Ş. (2004). *Örgütsel stres yönetimi*.
- Baltas, A., & Baltaş, Z. (2008). *Stress and the ways to cope with it*.
- Booth, Simon A. (1993). *Crisis management strategy. competition and change in modern enterprises*. London: Routledge Publishing.

- Can, H. (1997). *Organizasyon ve Yönetim*, Siyasal Kitapevi, 3. Baskı, Ankara, (s 21), 29.
- DeFrank, R. S., & Ivancevich, J. M. (1998). Stress on the job: An executive update. *Academy of Management Perspectives*, 12(3), 55-66.
- Demirtaş, A. G. H. (2000). Kriz Yönetimi. *Kuram ve Uygulamada Eğitim Yönetimi*, 23 (23), 353-373.
- Diñçer, Ömer (1992), *Stratejik Yönetim ve İşletme Politikası*, Timaş Yayınları, 2. Baskı, İstanbul.
- Drafke, M. W., & Kossen, S. (1998). *The human side of organizations*. Reading, MA: Addison-Wesley.
- Erdogan, F., & Wu, B. H. (1996). Crack problems in FGM layers under thermal stresses. *Journal of thermal stresses*, 19(3), 237-265.
- Etkin, A., Maron-Katz, A., Wu, W., Fonzo, G. A., Huemer, J., Vértes, P. E., ... & O'Hara, R. (2019). Using fMRI connectivity to define a treatment-resistant form of post traumatic stress disorder. *Science translational medicine*, 11(486).
- Hamarat, Şeref (1994), "Kriz Dönemlerinde Modern Yönetim Sistemlerinin Etkinliği", *Önce Kalite*, Ekim, Sayı: 9, 20-22.
- Hurst, David K. (2000). *Kriz ve Yenilenme. Krizin Sunduğu Fırsatlar*. (Çeviren: Ela Gurdemir). İstanbul: Alfa Basım Yayım Dağıtım.
- Kara, D., & Koç, H. (2009). Determination of the attitudes of lecturers towards overcoming the stress in terms of some variables. *İşletme Araştırmaları Dergisi*, 1(2), 35-50.
- Karaçam, Z. (2013). Sistematik derleme metodolojisi: Sistematik derleme hazırlamak için bir rehber. *Dokuz Eylül Üniversitesi Hemşirelik Fakültesi Elektronik Dergisi*, 6(1), 26-33.
- Lambert V, Lambert C. Literature review of role stress/strain on nurses: An international perspective. *Nurs. Health Sci.* 2001; 3: 161–172.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer publishing company.
- Moynihan, D. P. (2008). Learning under uncertainty: Networks in crisis management. *Public Administration Review*, 68(2), 350–365.
- Özmutaf, N. (2006). Örgütlerde insan kaynakları ve stres: ampirik bir yaklaşım. *Journal of Fisheries and Aquatic Sciences*,.
- Mitroff, I. I., Shrivastava, P., & Udwadia, F. E. (1987). Effective crisis management. *Academy of Management Perspectives*, 1(4), 283-292.
- Preston, P. (1996). Stress management. *Administrative Radiology Journal: AR*, 15(8), 18-20.
- Savcı, M., & Aysan, F. (2014). Üniversite öğrencilerinde algılanan stres düzeyi ile stresle başa çıkma stratejileri arasındaki ilişki. *Uluslararası Türk Eğitim Bilimleri Dergisi*, 2014(3), 44-56.
- Selye, H. (1991). History and present status of the stress concept. *In Stress and coping: An anthology* (pp. 21-35). Columbia University Press.
- Silver, A. David (1990), *Kriz dönemlerinde şirket yönetimi*, (Çeviren: Naz Türer) Form Yayınları, İstanbul.

- Sikich, Geary W. (2002). All Hazards. *Crisis Management Planning. Logical Management Systems*, Corp.
- Smart, Carolyne and Ilan Vertinsky (1977), "Designs for Crisis Decision Units", *Administrative Science Quarterly*, December, Volume. 22.
- Sahin, N. H., Ruganci, N., Tas, Y., Kuyucu, S., & Sezgin, N. (1992, June). Stress related factors and effectiveness of coping among university-students. *International Journal of Psychology* (Vol. 27, No. 3-4, pp. 355-356).
- Tack, Philip B. (1994). *Kriz Zamanı Yonetim*. (Ceviren: Yakut Guneri). İstanbul: İlgi Yayıncılık.
- Tağraf, H., & Arslan, N. T. (2003). Kriz oluşum süreci ve kriz yönetiminde proaktif yaklaşım. *CÜ İktisadi ve İdari Bilimler Dergisi*, 4(1), 149-160.
- Özmutaf, N. M. (2006). Örgütlerde insan kaynakları ve stres: ampirik bir yaklaşım. *Ege Journal of Fisheries and Aquatic Sciences*, 23(1).
- Vu, T. V., Vo-Thanh, T., Chi, H., Nguyen, N. P., Nguyen, D. V., & Zaman, M. (2022). The role of perceived workplace safety practices and mindfulness in maintaining calm in employees during times of crisis. *Human Resource Management*, 61(3), 315-333.
- Westman, M., & Shirom, A. (1995). Dimensions of coping behavior: A proposed conceptual framework. *Anxiety, Stress, and Coping*, 8(2), 87-100.
- Seeger, M. W., Sellnow, T. L., & Ulmer, R. R. (1998). Communication, organization, and crisis. *Annals of the International Communication Association*, 21(1), 231-276.
- Yurtsever, G. (2009). *Teftişten iç denetime banka müfettişliği*. Türkiye Bankalar Birliği.