NEAR EAST UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
BUSINESS ADMINISTRATION PROGRAMME

THE MODERATING ROLE OF TRUST IN THE EFFECT OF CONFLICT RESOLUTION MANAGEMENT APPROACHES ON EMPLOYEE ATTITUDES

Gülnur MERT

PhD THESIS

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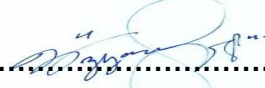Assoc. Dr. Ahmet ERTUGAN

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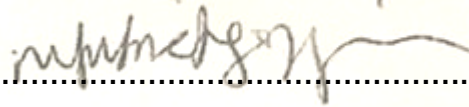
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ÖZ

ÇATIŞMA ÇÖZME YÖNETİMİ YAKLAŞIMLARININ İŞGÖREN TAVIRLARINA ETKİSİNDE GÜVEN OLGUSUNUN ILIMLAŞTIRICI ROLÜ

Günümüzün işletmelerinde kullanılan çatışma çözme yaklaşım biçimlerinin işgören tavırlarına gösterdiği etkide güven olgusunun ilimlaştırıcı rol oynadığı görülmektedir. Bunun nedeni çatışma çözme yaklaşım biçimlerinin işgörenlerin tavırlarında olumlu etkiye neden olması, güven olgusunun da gerek yöneticilerin kendi aralarında gerekse de çalışanların kendi aralarında güven boyutu ile çalışanların daha fazla ılımlı olmalarını desteklemeleridir.

Bu noktada araştırmanın temel amacı hiyerarşik yapıya sahip olan devlet hastanesi ve özel hastanede çatışma çözme yönetimi yaklaşımlarının işgören tavırlarına etkisinde güven olgusunun ilimlaştırıcı rolünü tespit etmektir. Sözkonusu rolün ne şekilde gerçekleştiğini tespit etmek açısından literatür kapsamınsa farklı araştırmalar bulunmakla beraber, çatışma çözme yönetimi yaklaşımlarının işgören tavırlarına etkisinde güven olgusunun ilimlaştırıcı rolünün tespit edilmesi hususunda gerçekleştirilen araştırmaların adedi çok az sayıdadır. Sözkonusu araştırma literatür içeriğinde bulunan konu ile ilgili eksikliğin giderilmesine destek verecektir. Sözkonusu destekle sağlık kurumlarında güven olgusunun ilimlaştırıcı rolü sayesinde çatışma çözme yaklaşım uygulamalarının işgören tavırlarına olumlu etkisi gerçekleşecektir.

Araştırmamız bölüm olarak dörde ayrılmaktadır. Araştırmada ilk bölüm içeriğinde; çatışma çözme yaklaşımları ile ilgili temel kavramlar, çatışma çözme sürecinden bahsedilecektir. Araştırmanın ikinci bölümünde; yöneticiye güven tanımı, yöneticinin rol ve işlevleri araştırılmıştır. Araştırmanın üçüncü bölümünde; iş doyumu kavram ve kuramları incelenmiştir. Dördüncü bölümde, uygulamanın verileri bulunmaktadır. Araştırma uygulanması Bursa Çekirge Devlet Hastanesi ve Bursa Özel Doruk Hastanesi hekim, hemşire ve teknisyenlerine gerçekleştirilmiştir.

Bursa Çekirge Devlet Hastanesi ve Bursa Özel Doruk Hastanesi'nde 1346 sağlık yöneticisine anket uygulanmıştır. Elde edilen verilere SPSS 23.0 paket

programı ile güvenilirlik analizi, ortalama, regresyon ve korelasyon analizleri yapılmıştır. Gerçekleştirilen analizlerin neticesinde en çok güven olgusunun çatışma çözme yaklaşımları ve iş doyumlarında ılımlaştırıcı rol oynadığı saptanmıştır.

Anahtar Kelimeler: Kişilerarası çatışma çözme yönetimi, İş doyumu, Yöneticiye güven, Bursa

ABSTRACT

THE ROLE OF THE CONFLICT RESOLUTION MANAGEMENT APPROACHES IN THE EFFORTS OF THE COOPERATIVES

Confidence in the way that confrontational attitudes are demonstrated by the forms of conflict-resolution approaches used in today's businesses appears to play a moderating role. The reason for this is that the conflict resolution approaches lead to a positive effect on the attitudes of the occupants, and the confidence aspect is that both the managers should support themselves and the employees should be more moderate among them.

The main objective of this research is to identify the moderating role of confidence in the impact of conflict management approaches on occupational attitudes in state and private hospitals, which have a hierarchical structure. To determine what this role is, there are few studies in the literature on the identification of the moderating role of conflict-resolution management approaches in business affecting attitudes, albeit with a variety of investigations. This research will contribute to closing the gap in the literature. Due to this contribution, the moderating role of trust in enterprises will positively affect the occupational attitudes of conflict resolution approaches.

The research consists of four parts. In the first part of the research; the basic concepts of conflict resolution approaches, the process of conflict resolution will be mentioned. In the second part of the research; definition of manager's trust, roles and functions of manager are investigated. In the third part of the research; concepts and theories of job satisfaction are examined. In the fourth chapter, the application section is given. In the implementation of the study, Bursa Higher Specialized Education and Research Hospital and Private MedicalPark Hospital are composed of physicians, nurses and technicians.

Bursa Çekirge State Hospital and Bursa Private Doruk Hospital, 1346 health administrators were surveyed. These data were then subjected to reliability analysis, mean, regression and correlation analysis in the SPSS 23.0

package program. As a result of the analyzes made, it was determined that the most trust is playing a moderating role in conflict resolution approaches and job satisfaction.

Keywords: Interpersonal conflict resolution management, Job satisfaction, Manager trust, Bursa

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ABBREVATIONS

p.   : Page

et al.   : and others

etc.   : and such

USA   : United States

INTRODUCTION

Today, people are struggling to keep up with the speed of technology in the flow of information. During this period, it was revealed that health care businesses and organizations of all kinds played a moderating role in expressing their success in achieving their goals through their managers and employees and their confidence in their managers in solving conflicts and achieving job satisfaction

While the norms of society and businesses gain power due to the right managers and employees, Conflict Resolution, Trust and job satisfaction cannot be ignored. Trust is the most unquestionable element in businesses. Trust is not just a conscientious phenomenon, it is a very comprehensive matter involving the past and the future. As it affects the characters of people, it is a factor that has a serious role in the emergence of the character of the business.

The discovery and operation of the communities that have been oriented towards the identified goals and objectives necessitates a personal ability and persuasion abilities that are seen as very difficult in individuals. When multiple explanations on conflict resolution and trust in the manager are examined and a synthesis is attempted, we can express these concepts as being able to create a climate of trust between individuals within a society, resolve conflicts, as well as increase job satisfaction.

The concept of trust is a subject that is explored in the field of literature in terms of more than one discipline and shows a lot of importance in the life of the individual. The needs for trust in connections between individuals, the formation of trust, the determination of connections in the state of trust, and the types of effects that occur in decisions made and in the stages they see, are decisive in every phase of one's life. The trust factor is a psychological condition found within Maslov's hierarchy of needs (Arı, 2003). Trust, which is one of the main factors of working together, is also effective in the continuity and consistency of businesses. High-level confidence increases conflict resolution and job satisfaction in direct proportion (Asunakutlu, 2006).

Conflict resolution means that managers and employees have access to organizational goals and act in line with existing laws and policies as well as the code of professional ethics. Conflict resolution practices begin with managers and employees understanding the environment in which they work and making it conceptual. A management that implements conflict resolution approaches, increases job satisfaction and is trusted is an effective, adequate and foolproof management style for efficient use of human resources. In order to achieve this kind of management, the manager must not only be reassuring in his actions, but also have management integrators consisting of purpose, knowledge, trust and authority, and must be able to comprehend and develop them (Arslan, 2005).

Employees ' conflicts with their managers and organizations have an important role in shaping their attitudes and behaviors that are relevant to their organizations. The role of trust and communication between employees and managers in the organization, the role it plays in implementing conflict management and increasing job satisfaction in the organization and its positive effects on the work life of the employee are mostly among the topics that have been examined in the literature (Aslan, 2004).

Ensuring that managers and employees act in the direction of the organization's objectives is one of the most important goals of all administrations and organizations. When taken from this perspective, it can be stated as a basic condition that managers and employees trust each other to work collaboratively without going beyond the framework of their business objectives. It is stated that social capital is an important source of synergy created by working together with individuals and that this can be created by trust (Aykan, 2007).

It is very important for the organization to have a sense of trust between the employees as they face each other in terms of their activities without conflict. Trust is a concept that occurs spontaneously in interpersonal relationships, which are created and made meaningful by the person. Individuals have an important role in creating connections, streamlining and bringing them into a fixed shape.

Enterprises that are defined as a social system in which their efforts are co-driven in line with common goals have to adapt to changes related to the enterprise in order to achieve success. According to Judith's statements, there are variables in the form of learning, development of employees, understanding, becoming new, organizing work, conflict, power, leadership, communication, decision-making, grouping and character as well as the issues related to business behavior includes conflict resolution approaches of managers and employees, trust in managers and job satisfaction (Cinamon et al, 2007).

The main goal of managers to implement conflict resolution approaches is to influence the activities of business employees. Being influenced in their activities will cause employees to achieve their goals by reflecting on their job satisfaction levels. Conflict resolution approaches, strategies and tactics affect the followers' values, beliefs and behaviors as well as the best accomplishment and motivation in the organization. Behaviors of managers and employees and the types of strategies they implement will become meaningful when properly perceived (Aşçıoğlu, 2007).

The purpose of this thesis study is to determine the moderating role of trust in the effect of conflict resolution management approaches on employee attitudes in public hospitals and private hospitals that have a hierarchical structure. In this context, since the research conducted according to the moderating role of the trust phenomenon in the effect of conflict resolution management approaches on employee attitudes is limited in the literature, our research will support the researchers who will carry out a study related to our topic in the future.

In this thesis, which is about an empirical study on the modulating role of trust in the effect of conflict resolution management approaches on employee attitudes in public hospital and private hospital with hierarchical structure, the sections are listed in general terms as follows: In the research, theoretical explanation of the concepts was made first. For this reason, firstly, literature related to the subject was carried out. In the literature review, which is the second part of the study, trust in the manager was examined. In the third part

of the study, job satisfaction has been investigated. In the fourth section, information about the method of the study is given, and in the fifth section, different statistical analyzes performed are included. As a result of the study, both the results obtained from the study were interpreted and recommendations were made to administrators and researchers.

CHAPTER 1

GENERAL EXPLANATIONS ON CONFLICT AND ORGANIZATIONAL CONFLICT

1.1. Definition and Features of Conflict

Conflict is a social situation that is defined in all social groups and manifested either between individuals, groups, organizations or countries (Yıldırım et al., 2002).

The conflict has more than one definition. Certain title centers are common in more than one of the definitions compared to the changes in the definitions. Firstly, the conflict must be understood by the parties that face the conflict. In other words, the presence of a conflict situation is a matter of perception. If the parties are not aware of a conflict situation, it is generally decided that there is no conflict. In contrast, more than one situation, which can be called as the origin of a conflict situation, does not constitute conflict because they are not perceived by the parties (Koçel, 2010).

In another way, more than one type of definition of conflict has expressions of dissent, reversal, prevention, and the assumption that there are two or more parties whose interests and goals do not align are centers of joint emphasis. In addition, it is assumed that the conflict situation is an act that can be found at a hidden or open level (Atiker, 2004).

The occurrence of conflict is undoubtedly related to more than one reason. First, the presence of a state of conflict is closely linked to changes in

interest, thought or purpose. In addition, it is a strong reason for the conflict that one of the parties presents behavior that hinders the other (Çıtak, 2006).

Therefore, it is possible to state that situations such as intransigence, antagonism, non-compliance, and contrasting one to the other are the main factors of the conflict situation. In the circumstances where these factors are fundamental, individuals who are parties are in a position to assert their interests or to dominate their own opinions (Koçel, 2010).

One of the definitions of conflict that takes into account these factors was made by Rahim (2000). Rahim explains that the conflict situation is a normal outcome of the individual's interaction, and that the conflict is related to incompatible situations in individuals and groups in the organization, among themselves, in their goals, attitudes, behavior, value judgments and beliefs (Rahim, 2000).

In the definition of March and Simon that focus on conflicts at the individual level, conflict is described as a destruction on decision-making mechanisms and as a result of this destruction the individual or group has difficulty in determining the preference for harmonious activities in accordance with the choices faced by the individual in order to achieve their goals and expectations (Deutch and Coleman, 2000). As can be seen in the definitions, it is more likely that conflict is an interaction that results in incompatibility.

Akçakaya (2003) describes this situation as common assumptions about conflict and emphasizes that conflict often refers to abnormality in relationships, is the same phenomenon as conflict, is a result of personal pathology, should never be encouraged, and that anger is a dominant feeling for conflict parties. However, Akçakaya also states that the conflict does not only have negative consequences, but also it should be assumed that it has positive human-enhancing effects as an alternative assumption. On the other hand, Akçakaya addresses the structural features of the conflict from three aspects: culture, gender and elements of the conflict.

Conflict Interaction in the Field of Culture: Cultural differences exist at various levels in each society. It is important to gain these cultural differences that spread all over. Migrations, like in various societies, contain a wide range

of cultural richness and diversity. For example, 150 different languages are spoken in America. As the years passed in the north of America, Latin-American culture began to be challenged, Western European culture began to spread at an increasing rate, resulting one in two children of school age in Los Angeles started entering the Latin-American local school. The situation created by this different cultural structure also affects working life, and changes in working life require that different ways of conflict process be more sensitive. For example, a study by the Hudson Research Institute found that among 2,000 previously reported employees, the number of minorities and women increased by 85 % (Dursun, 2008).

In conflict interaction, conflict languages need to be translated, reconsidered, and those languages need to be more fluent. In addition, conflict interaction creates a person's own custom background and custom expectations. At the moment, Westerners are trying to understand Asian culture. If one's self-expression in this culture does not address the needs of the group, it doesn't mean much. But in the Western perception of autonomy, one's self-expression is more important. So in the West, it's important that one wants to adapt by expressing oneself. America in general is a poorly constructed culture. A person, whether male or female, hopes to be able to produce something together and use their own power to eliminate conflicts and to say what he is aiming for (competition). This approach, which aims to communicate and eliminate differences, aims to make oneself felt (collaboration) (Düşükcan, 2003).

This defines equal powers and freedom free from fear. Since these attitudes occur only slightly, they are rewarded for these behaviors, even if they are stressful and impossible for some people within American culture. As in Barnlund's notes, one of the most frequent shocks is among those who come to America from Japan, where a clash of powerful ideas reveals factors such as the power of friendships to overcome difficulties. Friends may clash with each other, but tight friendships emerge from contrasting views and debates (Haraway and Haraway, 2005).

According to the researchers, the scarcity of individualism and the formation of more collective culture are defined as cultures of high structure. Within

highly structured cultures, there is a discrepancy between what is said and what it means. These conflicts can be eliminated by supressing or avoiding them. Communication differences are very important in high-rise culture, members of this culture will draw conclusive meanings, but in low-rise cultures, literary meaning is tried to be understood (Karahan, 2005).

In order to bridge the gap between high and low-built cultures, there is a need for a greater explosion of cultural wealth in America; many cultural groups share characteristics of American culture that are in some ways distant from each other, which mediate the method of conflict and fights against one of the dominant cultures (Düşükcan, 2003).

Conflict Interaction In The Field Of Gender: Memberships to the" gender club " remain the exclusive chosen ones throughout your private life, striving with the pressures and some power that are always felt about improving the repertoire of conflict. Your own gender and the gender of those you are in conflict with strongly influence your behaviour. One of the primary paths to the view of gender role in conflict interaction comes from the tradition of communication differences, a popularizing scientific field of study in linguistics and communication (Karahan, 2007).

Although there are differences in communication as narrative, in general the difference is seen as equal. Although it has been stated that there are men who fail to meet women, that is, in relation to the opposite sex, or women who lack the ability to communicate with men, both sexes can be said to be open in their gender-based preferences. This said workspace is shown here, depending on the direct conflict interaction. Current research shows that in some cases, there is a distinction between male and female in legalized conflict. In laboratory studies, men often exhibit dominant and winning behaviors, while women exhibit cautious and mutually compromising behaviors (Erdenk, 2016).

In the study, it is clear that adolescent (11-year-old boys-girls) young girls use aggressive meanings indirectly, while boys also engage in more physically aggressive behaviors. Interestingly, the research also shows that both sexes use a naturally aggressive approach equally (Tanrıverdi, 2008).

Contrary to the findings, ongoing studies on physical aggressiveness and gender are little surprising. In relationships with physical anger, women showed more anger than men at the time of instinctive events. Another finding shows some consistency between subject and content; when powerlessness is felt, men " tend to offer sensible reasons and win their positions "to get close to or support women, depending on the gender of their opponents (Yörükoğlu, 2008).

Another researcher puts more independent criteria in the name of managing conflict, as men are more dependent on women (Şamdan, 2008). If women choose responses based on interpersonal imperatives, as a result of what they point out in men, women in conflict appear to exhibit less of the movements that are their own presentations (Martin, 2001).

In Gottman's classic work on previously reported divorces (1994), ladies in unhappy marriages are told to engage in conflict, with this as if husbands were retreating. Similarly, Dutch men in personal relationships also reflect a trend occurring in other Western countries; men tend to soothe differences and steer themselves away in emotional discussions (Bell and D'Zurilla, 2009).

Before we make decisions about male and female behavior, we need to resolve the similarities between men and women's conflicted behavior. In an interpretation in the analysis of gender differences, the researchers found that there were no significant gender differences in "positive impact behavior, effective strategies, autocratic behavior, democratic behavior, communication, freedom and leadership assistance". They reported that "in revised and observed studies, we discover that there are more similarities between the conflict behaviors of women and men than there are differences" (Chang et al., 2004).

When we ask College children about the differences between men and women in conflict choices rather than in individual conflict, they respond more as general conflict than one-on-one conflict. College students have a record of belief that there are gender distinctions, which summarizes research reports on gender distinctions. When relational content is explored on

humans, gender segregation tends to decrease. For example, Dixon and Sagas, (2007) show that gender influences are absent in their work on marriage.

Studies by Kim and Yang (2016) show that experienced managers clearly demonstrate that there is no gender discrimination in style, but in the assessment among participants without administrative experience, it is stated that women are more integrative, harmonious and accommodating than men.

In a similar concluding context, it is the result that women "do not pity or be fair to others as much as they should," when compared to men. An important contribution to gender studies is to make sure that the key issue in conflict behavior is emphasized. When we see it in our own relationship, such as the theoretical starting point, it allows us to concentrate on the following in the pursuit of the dimension of conflict (Kirti, 2016):

- Above all others, there must be more mutual solidarity than strength,
- It should provide mutual empathy, which is fundamental to communicating and understanding,
- Relationship should be as relational self-confidence rather than pervasive self-esteem,
- There should be constructive conflict instead of pressure,
- It should be able to engage with others while in conflict,
- It should value connected information and common information,
- It should be able to benefit from mutual speech and report speech,
- It should be able to continue the dialogue when there is a conflict.

Conflict Interaction in the Field of Conflict Elements: Just like culture and gender, conflict occurs in the section that underlies the elements of conflict, showing how the conflict is legalized. The ensuing elements of conflict allow you to see what is really operating above the surface, to open up and show the dynamics of conflict to someone. The new model of constructive conflict is that it occurs in the relationship on the idea of one's own and friendship (Koklu, 2012).

- It explains how to fight.
- Styles and tactics are used.
- The level of mutual solidarity

- How much one side needs to the other
- Distinctions noticed in the aims of the parties
- Perception of famine
- Enough for everyone is not enough
- Intervention perception by others

1.2. Definition and Properties of Organizational Conflict

The phenomenon of conflict is in the organization as it is in every part of the individual's life and it manifests itself as a concept that cannot be rejected. In particular, in situations of conflict seen in the organizational systems of businesses, methods of "avoiding" or "helping" the conflict should be used in a way that is most compatible with the workplace interest, efficient research should be carried out for more than one purpose, such as maintaining the highest level of productivity and productivity, maintaining a peaceful, trustworthy and transparent working atmosphere, maintaining positive connections to work and other employees and the reasons for showing themselves to be identified in a transparent manner, in a way that is most compatible with the interests of the workplace (Koçel, 2010).

At this point, the element that is wanted to be explained by helping in conflict arises from the assumption of time about conflict and the fact that it is necessary to accept the conflict situation in certain situations. Thus, while conflict means nothing more than a clear expression of feelings of hostility according to certain individuals, other major behavioral scientists see conflict as the inevitable result of marketing conditions that increase organizational activity and efficiency. According to those who think that conflict will increase productivity in marketing conditions, conflict situation should be seen as normal, moreover conflict should be supported (Karcıoğlu and Alioğulları, 2012).

In the most common sense, it can be stated that the types of conflict are manifested by the feelings of aggression found in the individual system, which are claimed to be genetic. The expression of these motives in the form of something or groups one by one also leads to organizational conflicts. In a narrow sense, organizational conflict can be seen as conflict or hostility

between individuals or groups in the organization, or as a person's understanding of intransigence or inability to resolve problems that manifest themselves on the ground. At the same time, a person or group of job description in the form of a result of the system can be considered as a result of the development of requests and further up to a level can indicate the meaning of being involved in the market (Maqsood et al., 2017).

March and Simon (1975) used the state of organizational conflict to mean "a deterioration in standard decision-making mechanisms". This distortion causes the" individual "or"group " to have difficulty in determining an activity preference, resulting in organizational conflict (Narrated by: Abacıoğlu, 2005).

O'grady (2004) (Narrated by: Altıntaş, 2007) has used the term organizational conflict in terms of expressing the following issues:

1) preconditions for conflict behavior (e.g., limited resources or change in political thinking);
2) Feelings of people (psychological tension, being restless, feeling hostility, anxiety, etc.) ;
3) People's mental status (i.e., to recognize and perceive conflict situations)
   "Confrontational behaviors" that are inactive, non-resisting, and visibly attaining aggression.

According to Ricci (2010), efforts to decide which of the conditions in the form of conditions, attitude, perception and behavior are in real conflict are in vain. Since all of the aforementioned statements constitute a linked stage in the development of the conflict situation, the problem is not the choice of one of these alternative conceptual definitions, but to try to enlighten their connections.

Changes between individuals, changes in objectives, changes in methods to achieve objectives, changes in value judgments, changes in understanding, changes in defining problems, etc. cause various conflicts in organizations. It

is impossible to get rid of all of these changes. Therefore, the administrator should be aware of this in case of conflict. (Koçel, 2010).

The managers of successful organizations are the managers who are able to maintain the most appropriate level of conflict situations and are effective in these situations (Kaya and Solmaz, 2009).

Because, in a way, Administration is conflict management. It is doubtful that an administrator who is unable to manage the conflict situations in accordance with the organization's objectives will be present in that organization for a very long time (Koçel, 2010).

1.3. Causes of Organizational Conflict

There can be many reasons and factors for organizations to realize and understand that a conflict situation will arise. The existence of information about the causes of conflict situations in terms of the perception of conflict situations, their solution and their use to the benefit of the organization has a lot of importance for all organizations (Kaya and Solmaz, 2009).

Multiple factors such as personal reasons, organizational structure, communication, group connections and technological reasons, especially in large-scale organizations, prepare the ground for conflict, and demographic features such as age, gender, education level, working time, and rank can also be cited as reasons for the conflict to be experienced in the organization. In the studies of S. Robbins, some systematic investigation of some factors causing conflict situation was followed and sources of conflict were divided into three in the first stage (Karcıoğlu and Alioğulları, 2012):

1. Causes of conflict arising from individual changes
2. Organizational system and reasons for conflict of work
3. Communication-related causes of conflict

1.3.1. Causes of Conflict Caused by Personal Differences in Organizational Conflict

One of the reasons why conflicts occur in organizations is that the individuals who make up organizations have differences in terms of values, attitudes, beliefs, goals, knowledge, ability, experience. This difference causes

personal disagreements, thus being one of the major causes of conflicts (Kaya and Solmaz, 2009).

Personality Differences: "Personality is the name given to the whole tendency and character that determines all of the differences and partnerships in the psychological behaviors (thoughts, feelings and actions) that time imposes on people as biological and social traits and that maintain continuity over a given time" (Akca and Erigüç, 2006).

Even if there are various similarities between individuals, the concept of personality is a phenomenon established on changes between individuals. To talk about a change in character is essentially to talk about a change in the qualities that individuals possess. In this case, no individual in the world is similar in terms of his mind, body and spirit. How many individuals have survived, so many different characters (Karcıoğlu and Alioğulları, 2012).

These different personalities, different perspectives, different behaviors in individuals are important reasons for the formation and continuation of conflict in organizations. Scholars investigating the connection of character traits with conflict in the form of high-level oppressor, dogmatism, and low self-respectability have shown that oppressive and authoritarian character duplicate conflicts. The dogmatic character structure, which again appeals to innovation and differentiation, also causes conflicts. The low level of respect for one's own self is a contributing factor to conflict and animosity by causing others to be understood as aggressive and hostile (Tekarslan et al., 2000).

Research has proven that the individual is intended to be aggressive because of his or her character. Sports encounters, suicide events and feelings of hostility are described as a sign of being underneath. According to these studies, social groups are monitored in the form of conditions in which individuals ' aggressive attitudes are put forward. Individuals show these attitudes within the organization in ways of nonconformity with coworkers, constantly complaining about the supervisor and management, and damaging the materials and equipment of the workplace (Akca and Erigüç, 2006).

The person's very ambitious, perfectionist, challenging, personality that puts his/her individual success above all else and does everything to win, and her desire to win causes conflict among the individuals in the market. Within the same organization, it is highly probable that individuals who are calmer, forgiving, leave things to chance, who do not like the claim and race may have conflict with other individuals who are available to discuss. In organizations, there are and there will always be such personality differences between individuals. Different personality structure is the cause of different attitudes and behaviors and is one of the strongest justifications for conflict formation (Karcıoğlu and Alioğulları, 2012).

Goal Differences:

In organizations, personal wishes and requirements vary from individual to individual. It is imperative to find the reason for this situation in the character changes of people in different cultures in the form of growth styles, feelings and tastes. Since each person has different goals, their behavior and attitudes towards events are different. In addition to the conflicts that can be created by the difference in goals and values between individuals, each organizational structure has a common purpose that is different from everyone else, and conflict is possible if there is no harmony between the goals of the individuals who make up this structure and the goal of the organization (Basım et al.,2009).

In organizations, the parts that emerge from different activities have different aims. While the aim of the production part is to have less expense and less way of product purpose, the aim of the research and development part is to replicate commercial success, to pursue modern products and creative thinking. It may lead to different expectations in the employees of the two parts with different aims, in which case it may create conflict between the individuals in question (Aktaş and Çetin Gürkan, 2015).

Not every person should be expected to have a similar purpose. However, it is important that differences of purpose are addressed in accordance with the benefit of the organization and that unifying is achieved, otherwise it is possible for conflict to occur (Moberg, 2001).

Status and role: Status is a concept that arises from an individual's connection to the plane of behavior in which he or she resides. People in the organization may perceive their own situation or others' situations differently. Differences in the understanding of status are the cause of conflict. For example, computer experts accept their own situation as the ultimate situation, or members of the production department may accept that they have a higher situation (Koçel, 2010).

The types of conflicts related to the organization's location often arise from the inability of younger and less senior individuals in terms of age and seniority to take command. For example, the accounting manager, who is older and more senior, may secretly turn to hostility if he hears a scolding from the general manager, who is younger, or if his advice is not accepted. A typical example of a status conflict is the fact that managers often disobey the advice of consultant individuals whose situation is at a low level (Karcıoğlu and Alioğulları, 2012).

Status issues arising from the impact of technology may also be the cause of conflict. It may be a problem for an inexperienced person who has just started a job but has a high level of technological knowledge to come across someone who has served in that company for many years with slow progress in his/her step system. Status is the whole of behaviors that must be made real in the behavior plane. When people in connected statuses perform the expected actions as requested, it is called as role behavior (Arslan, 2005).

Duty is, in a sense, the moving side of status. Organizations can cause conflicts of duty for individuals. Duty conflicts can be seen in different ways compared to other kinds of conflicts that have arisen (Moberg, 2001):

a. The person who submits the role may have conflicting non-compliance expectations from the individual to whom it is requested to play the role, causing the role manager to fall into conflict (Conflict of the role sender).

b. If the requests of many role forwarders conflict (conflict between role forwarders), the role manager will fall into conflict. For example, workers whose superiors have a desire to increase production will

face such a conflict where they are faced with the non-formal group's work restriction norm.

c. Another type of task conflict arises from the inability of the officer to choose one of the mandated tasks to perform (Inter-role conflict). If an executive is required to periodically evaluate the achievements of employees, it is in the form of preventing the judiciary from preventing the ability to accomplish the development task or conflict between women's work life and housewifery.

d. While the above three role conflicts are related to the expectations of others, it is a consequence of the duty obligation that the person defined as individual-duty conflict is not compatible with the job. It is a result of this conflict that a Muslim does not sell pork products.

e. Finally, giving the person more tasks than he / she can do will push the person into the conflict of duty (over-acting). The fact that production, marketing and accounting managers send a letter to the company secretary at the same time and request that it be written in a very short time will confront the secretary in question.

1.3.2. Causes of Conflict Regarding Organizational Structure and Functioning

Organizations formed by individuals have qualities arising from formal or social systems. There are also conflicts arising from these systemic features. Apart from this, different conflicts occur during the activities of the organizations. The reasons for the conflict are examined in detail below (Karcıoğlu ve Alioğulları, 2012):

Organizational Size: There is a parallelism between the size of the organization and the conflict. As organizational systems grow, the likelihood of conflict increases. The growth of the systems means the complexity of the objectives, the increase of the steps, the excess number of communication channels and the means of communication (Atiker, 2004).

The proliferation of employees and groups with personal differences also causes organizational conflict. Because in small organizations, people do not have problems without reaching the goals and the connections are closer.

With the increase in the system size, it will create the most compatible conditions for the conflict situation, as the employees will have the opportunity to show mutual connections and know each other (Baykal and Kovancı, 2008).

Participation: People want to express their opinions in making all kinds of decisions about themselves or to get their thoughts on these issues. The persons ' demands are that they do not demand to be present at the site of the vehicle, which is managed by others (Basım et al.,2009).

It is confirmed by those who examine the idea that participation of individuals in decisions that may be influenced by their results will reduce the conflict. It has been observed that the state of participation, rather than coordinating and working together, shows more thought by reinforcing differences and consequently reproduces conflict (Karcıoğlu and Alioğulları, 2012).

While there is not much conflict before participation in decision-making, the intensity of conflict decreases after participation in decisions, and the intensity of conflict increases after participation, and secret conflicts turn into transparent conflict. For example, one-way differentiation of the administration in working Times leads to dissatisfaction and prevention among the employees and increases the conflict in question (Atiker, 2004).

Speaking to the employees about the fact that it is compulsory for the company to carry out more production, and that there is a situation arising from the order to be trained, in this case, the gain of the organization will increase; thus, prevention is eliminated and satisfaction is increased (Karcıoğlu ve Alioğulları, 2012).

Functional Dependence: If one part of the organization is dependent on another part to perform its function, then the two parts in question have functional dependence. The functional dependence between the groups or parts that show itself in the organizations as a result of the business division is often at stake. In functional dependence, a person or group may be more or less dependent on another person or group than the other party is dependent on (Basım et al.,2009).

In such a situation, the dependent party feels more need to work together than the other party and puts pressure on the other party for that reason. If the Independent Party does not have the capacity to relieve such pressures, conflict may occur. Functional dependence in organizations has three varieties. The first is dependence on the whole, the second is sequential dependence and the third is interdependence (Atiker, 2004);

1. Dependency on the whole is a situation where the departments work differently but each part supports all of them and in return gets help from all of them For example, a bank is not expected to act jointly from different branches and to influence another part, but each success determines the bank's success and is deemed interconnected as it endangers the whole of one's misconduct (Çelik and Turunç, 2010). Conflict power is very low in case of commitment to the whole. Coordination is achieved through the development and procedures provided from the headquarters.

2. It is a situation that sequential addiction studies are carried out sequentially, and the performance of one group's work is related to the other group's work. Conflict is possible when the issue that has entered one of the groups is found to be the output of another group. It requires good coordination and planning (Karcıoğlu and Alioğulları, 2012).

3. Interdependence is the commitment of two or more groups to one another in terms of completing their work, where the output of each section is mutually used in the way each other inputs. The link between anesthesiologists, nurses, surgeons and technical staff in the operating room during surgery is to be interdependent. It is the form of dependency that has the highest potential for conflict (Brinkert, 2010).

Difference in Reward Systems: The basis of many conflicts is the awarding of the people according to the degree of their success. Associating the types of awards with the success that will be presented, and distributing the organizational possibilities according to the successes take the individuals into the competition. The atmosphere of the competition makes people feel vindictive in their senses, and business-related assessment flaws cause

individuals or groups to show themselves, rather than involving different tricks, jealousy and joining forces in the organization. When these types of conflicts are not resolved well, it will weaken all organizational activity and collaboration (Basım et al.,2009).

Organizational reward structures are effective in strengthening hidden or closed conflicts or losing sight. The investigations have revealed that if the success of each section is evaluated differently instead of the joint success of all sections, the conflict situations will increase. When different reward structures are applied in terms of two or more groups, it is impossible to avoid conflict if one of the groups' income causes the other's income. For example, policies that rely on rewarding fast delivery of production to preferred customers will reveal the most important elements that cause conflict (Karcıoğlu and Alioğulları, 2012).

Inadequate Identification of Responsibilities: In organizations, the problems that arise from the lack of a clear transparency of the duties related to the task are monitored as conflict-generating elements. In particular, it is observed that those who are new to the organization or working group often clash with the group due to the uncertainty of their obligations or enter into conflict with themselves. Again, the failure to determine its obligations in a transparent manner leads to a further escalation of personal and Intergroup disputes by not taking on anyone any defect that may present itself, but placing it on other people. (Atiker, 2004).

In organizational systems, many managers are responsible for working or having a general connection with each other, but the conflicts that arise from the fact that the chief of the two departments work in relation to the different departments also result from the fact that the responsibilities of the departments are intertwined. In certain conflicts, it is observed that the administrators in charge of the organizations are trying to order subordinates while they are in a position to give orders to the departments associated with them. On the other hand, even if a matrix is attached to more than one base in an organizational structure, the inadequacy of both verbal and written job definitions may lead to conflicts (Basım et al.,2009).

Impact Of Organizational Change: Differentiation in organizational life indicates an important place of tension. The inclusion of a Modern technological diversity in the organization causes employees to come into conflict with the organization because of their character and concerns. In the case of differences in the way that two new organizations combine or one organization adds another organization to itself, a conflict of forces between the organizations (elements) manifests itself. In general, it is often very difficult to avoid such force demonstrations, even though plans are being made, before moving to such a differentiation in order to prevent this situation (Karcıoğlu and Alioğulları, 2012).

In particular, if individuals are required to perform different tasks due to different circumstances, they may feel a kind of role conflict. As a result of the attempts to re-systematize and reorganize, such conflicts can manifest themselves. A similar situation may also come into question for managers appointed to a higher office. As it is known, as the steps of the organization rise to the higher authorities, it is imperative that their managers follow a differentiation from technical to managerial in expertise. This situation necessitates new knowledge, behavior, attitudes, abilities and approaches. This is how managers who fail to succeed in a transfer will be involved in a possible conflict of duty (Koçel, 2010).

Bureaucratic Qualifications: Uniformity, expertise and standardization, which are the three main factors of bureaucracy, revealed the following in the examinations carried out regarding the connection with organizational conflict: there is a negative link (lowering stress in the event of conflict) between conflict and uniformization, and a positive (enhancing) link between conflict and specialization. There is no transparent link between standardization and conflict (Karcıoğlu and Alioğulları, 2012).

Competition For Scarce Resources: If the different units that make up the organization had limited resources, limited number of employees, money, materials, equipment and a limited number of the same factors, there would not have been a problem in sharing these factors. Because they are directed to the satisfaction of these vital resources in economic life, because they are

limited to individual needs by quantity and because they share among organizational units, they create potential sources of conflict. When sharing, one or more of the units will inevitably have to be satisfied with obtaining less resources than they demand or feel a need for, and cause disagreement in the case (Koçel, 2010).

After all, the parts that are not satisfied with the share provided to them will not wish to work with other parts and will engage in conflict in order to obtain more shares from the resources. Although it is possible to allocate organizational resources within the framework of being productive, this time it is often possible for each group to have a dispute over their proportional importance in their organizational efficiency (Sims, 2002).

A difficult market is observed in terms of resources that are less than needed in the organizations (physical area, interest, money, status, equipment, etc.) and that are allocated to those who are parties. In the market in question, if what one party has achieved causes the harm of another party, it causes conflicts between persons (Seren and Baykal, 2004).

The situation in question, particularly intergroup conflict, constitutes the most important cause of the situation. In mixed-system organizations, individuals or groups are constantly struggling to obtain the individual power, means, or sufficient funding required to carry out their duties. Conflict will occur if the types of resources in question are not sufficient for everyone and if the types of resources in question are to the detriment of the party providing them, the other party (Koçel, 2010).

In this way, the managers of the two units who have competitions in an organization where there is a limited resource will have a hard time in budget sharing. This conflict will become even more violent, especially if one of the parties is defeated in competition and its availability is compromised. Again, people who take advantage of the limited time of peak managers will also enter into a conflict arising from the competition (Karcıoğlu and Alioğulları, 2012).

Problems Arising From Hierarchical Structure: Conflicts can be monitored due to the desire for different thoughts, perceptions and use of force at different levels of organizational steps. Members of the organization at the top of the hierarchy have long-term thinking and common obligations, while those at the lower levels tend towards more technical and short-term goals. For this reason, conflicts can often occur between the middle-stage and lower-tier directors of the board of directors. The fact that the chairman of the board shows importance to show long-term development and to be respectful of the members of the organization is generally observed to be the opposite in the major centers that the master has given to the aim of producing short-term production (Karcıoğlu and Alioğulları, 2012).

Status Differences: In organizations, certain individuals or groups may accept their status in a situation that is different from others and has more prestige. Similarly, others may consider certain individuals (or Groups) prestigious. Such changes in the perception of status can affect understanding and communication, causing conflict. For example, computer experts can accept their own situation at the highest level, or production unit workers can see themselves in a higher status (Koçel, 2010).

Differences In Management Styles: Each of the managers has a unique management procedure. From the decision-making stages to the best use of time, each of the managers can follow different methods and have different priorities. If there are significant changes in these matters between the manager and his / her employees, they may be considered as a cause of conflict. There is a possibility of conflict between managers and their employees, especially those named as job addicts (Karcıoğlu and Alioğulları, 2012).

Problems Arising from the Division of Labor: Division of Labor is an obligation of the organization. Organizations share these tasks realistically in order to achieve success in the tasks they are assigned, creating a division of work among the employees. The realization of the division of Labour causes each unit to do its own work in a way that is generally more prioritized and important than that of the other part. It is a significant reason for the conflict

to arise that members of the section think that the organization's survival is only dependent on them and believe in it, and that they believe that their work force is more than the employees in other units (Baykal and Kovancı, 2008).

Problems Arising From Crisis Periods: The crisis that organizations can overcome in different periods during their lifetimes is defined as the most widespread form of tension, which is unexpected and undetected, which needs to be answered quickly, threatening the current values, goals and assumptions of the organization by making the methods of prevention and compliance inadequate (Bellavia and Frone, 2005).

Establishment crises explain situations where there is a surprise progress that puts the operation of the organization at risk and the institution cannot provide a mandatory response (Brauchli et al., 2011).

In another comprehensive definition, the crisis is a group of differentiation stages without plan, that includes limited time that can be minimized, that threatens the organization's values, goals and resources, exposing the entire organization to the risk of failure to survive, creating stress on the members of the organization due to uncertainty and timeliness, or the effects that can be eliminated by timely supply of mandatory measures (Ataman, 2001).

In times of crisis, the inability to be fully informed, the presence of communication measures and the psycho-social situations of the employees make the atmosphere of the organization different. The differentiated atmosphere will be able to have an important effect on organizational behavior in the form of communication, motivation, organizational fairness, morale, organizational citizenship and trust. In times of crisis, the necessity of rapid information flow, the need for communication with many aspects, and the occurrence of certain defects from the occasional lack of data flow increase organizational stress. Conflict and stress can be seen in the organization and employees because of these reason or reasons (Ceylan et al., 2000).

In times of crisis, it is imperative that the managers or managers who are responsible for the management of the organizations should dominate the stress inherent to the crisis conditions and perform on-site diagnoses without creating the conflict conditions. By taking into consideration the availability of satisfactory results at the diagnostic points performed, it should ensure that the central position is reached at these points (Akkas et al., 2015).

1.3.3. Causes of Conflict Regarding Communication

Communication is defined as the functions of transferring data, thoughts, attitudes, events, opinions, and emotions from one person to another, verbally or non-verbally. In other words, it is called the process of transmitting a message to another person, perceiving and receiving messages from the other party. And some problems may be encountered in this process. Organizational communication is a continuous flow of data and thoughts, which both ensure the necessary connections between the departments of the business and the external conditions of the organization, in order to achieve the objectives of the institution and to maintain its continuity (Kaushal and Kwantes, 2006).

Having a good communication structure with the organization enables the organization and the person to show a better orientation to their goals and to carry out the work of the organization in an active manner with integrity. The problems that will manifest themselves during communication cause differences between people, groupings, and in this case is the cause of conflict. Again, communication in organizations is hampered by a number of rules. Hierarchical control over communication, dense status barriers impede communication and cause conflicts (Ceylan et al., 2000).

Difficulties Of Meaning: They are obstacles caused by the inability to speak or lack of appropriate means of communication. People use different symbols to convey their feelings and ideas from one person to another. The symbols in question are verbal-written or nonverbal symbols. The effectiveness of communication is related to the intelligibility of these symbols. The absence of common symbols or the inability to perceive these symbols for different reasons causes difficulties in meaning and causes conflicts. For example, if

individuals working in two different departments want to communicate using their own professional terms, it may cause their messages to be misunderstood or incomplete (Karcıoğlu ve Alioğulları, 2012).

Insufficient Exchange of Information: Conflicts can manifest themselves from the fact that organizational sub-demands are oblivious to each other and the change of understanding and expectations. The lack of sufficient information exchange may result in different biases from the transfer of incomplete data to other places. It is a fact that prejudices often develop without having direct contact with other people. People may develop prejudices based on their conversation, behavior, beliefs, or what is explained in connection with them. If there is no information exchange structure established between individuals or groups with prejudices that will enable them to truly know each other, conflict is inevitable in some place (Tekarslan et al., 2000).

Disturbance In Communication Channels: Disorder within the communication channels creates a barrier to the communication of the message in real terms. The difference between the meaning of the message when it comes out of the source and the meaning it is perceived by the recipient causes erroneous meanings and therefore conflicts. Good communication is the requirement for effective conflict management among decision-makers. It is very important to establish and maintain effective communication channels for a good conflict resolution process (Altun and Ekinci, 2015).

1.4. Process of Conflict

Conflict begins when a person realizes that he or she has been coerced, hindered, or resisted by the other party. The aim of this process is to recognize the occurrence of the conflict and to control the conflict. The organizational conflict process has been investigated in different ways by different scientists. In this study, we discussed in particular how Robbins and Rahim investigated conflict processes. Although the conflict process models of both scientists differ from each other, it has been seen that they treat conflict as an interconnected process within a cause-and-effect relationship.

Robbins (1993), one of the scientists who has done research on organizational conflict, considers conflict to be a four-phase process (Resource: Çağlayan, 2006):

1.4.1. Conflict Phases According to S. P. Robbins

Phase One: Potential Opposition

The first step in the conflict phase is to find the conditions for the emergence of the conflict. These conditions do not have to create a direct conflict, but one of these conditions must be found in terms of conflict. For convenience, these conditions (these conditions, which are followed as causes or sources of conflict in similar times) can be grouped into three general categories: Communication, structure and personal variables. Communication represents communicative resource, opposing forces resulting from meaningful difficulties, false meanings and "noise" in communication channels (Karcıoğlu and Alioğulları, 2012).

One of the views that most of us have is that weak communication is the cause of conflict. Considering the time each of us spends communicating, this kind of judgment is not unreasonable. But undoubtedly poor communication is definitely not the cause of all conflicts. However, there is substantial evidence suggesting that problems in the communication process delay cooperation and increase misunderstandings. When studies are reviewed, it is seen that semantic difficulties, inadequate information exchange and noise in the communication channel are an obstacle to effective communication and potential preconditions for conflict (Tekarslan et al., 2000).

In summary, the evidence shows that semantic difficulties arise as a result of insufficient knowledge of educational differences and selective perception. Studies show more surprising findings. Very little information, like much information, prepares the environment for conflict. In addition, the channel chosen for communication may have an encouraging effect on the opposition. The filtering process formed by the transfer of information between the members and the distancing of communication from formal or

pre-established channels are potential opportunities for conflict to arise (Atiker, 2004).

Structure: The term structure is used in this context to include variables such as size, degree of uniformity, gaining expertise in the duties assigned to group elements, and standardization, differentiation of elements, leadership styles, reward structures and the degree of dependency in groups. The reviews reveal that the size and agreement are in the form of forces that lead to conflict. The size of the group and the agreement reached due to the work made reduces the possibility of conflict. The stages of the conflict and the conflict itself were determined to be opposite in correlation (Ceylan et al., 2000).

The conditions where the group members are young and have a high turnover rate are environments where there is conflict. The evidence is weak, although there are indications that the leadership style is close, or that strict and continuous monitoring with a control that limits the actions of others raises the conflict situation. Too much participation can also encourage conflict. Reviews tend to verify that there is a high-level link in support and conflict (Atiker, 2004).

Because supporting allows to reveal differences. It was also found that reward systems in which one's earnings caused another's losses caused conflict. Finally, if a group is dependent on the other group (as opposed to the fact that both groups are mutually independent), or if interdependence leads one group to win at the detriment of the other, opposing forces are encouraged. Organizations have different organizational goals in organizations; sometimes these different goals are incompatible with each other, or even contradictory, which may cause conflict from time to time (Basım et al.,2009).

Personal variables: The most important individual elements are the structures that the individual sees as valuable, and the individual qualities and changes. Evidence for evidence reveals that certain characteristics - for example, authoritarian, dogmatic and less reputable - cause conflict. The most important and perhaps the most studied variable in social conflict

studies is the concept of different value systems. Behaviors are built on values. It is logical that differences in value structure are an important explanation for the reason why conflicts arise. Discrepancies of value differ very well, such as prejudices, differences of opinion about a person's contributions to the group, and the rewards a person desires or comments on whether a book is good (Atiker, 2004).

For example, Can does not like some people because of his religion and race and Derya believes that this situation shows Can's ignorance; while an employee thinks that the total salary he receives per year should be 5 times, his boss believes that he is worth as much as his current salary; While a book is very interesting for Ahmet, Mehmet doesn't like the same book…. All these are value judgments, and these differences are important elements to create potential for conflict. Therefore, each individual's perspective of events, their evaluation and attitudes towards events are different. Even individuals' coming from another environment and culture can be a cause of conflict in their own way in that different behavior patterns and traditions have been adopted (Ceylan et al., 2000).

Phase Two: Conception and Personification

If the conditions described in the first phase cause inhibition, the opposition shows itself in the second phase. Prerequisites can only cause conflict if one or more parties are affected by the conflict situation and the difference of the conflict situation. As stated in our definition of conflict, it is necessary to understand the situation of conflict. Therefore, one or more preconditions must be realized. But understanding a conflict does not mean that it is given personality. It can be noticed that you are in a state of intransigence with your colleagues. Despite this situation, the situation may not create stress or irritability and may not affect the love towards the person she works with. When individuals act with feelings of conflict, they may show anger, stress, prevention or hostility on both sides (Atiker, 2004).

Phase Three: Behavior

The third phase of the conflict process is experienced if a member displays behavior that prevents the other member from achieving his or her goals or preventing others from replicating his or her interests. The behavior in question should have a characteristic of behavior with intent, rather it should exert a conscious power to prevent others. In this case, the conflict has manifested itself (Ceylan et al., 2000).

Public conflict encompasses a wide range of behavioral differences, ranging from hidden, indirect and highly supervised conflict styles, directly to attacks, violent and uncontrolled conflicts. A student who raised his hand in the classroom and questioned a point that the teacher said could be an example of low level conflict. Strikes, riots, and wars come to mind at high levels of conflict (Basım et al.,2009).

In addition, behaviors of managing the conflict situation begin in the third phase. When conflict is observed, the parties to the conflict will set out the method of how the conflict will continue. This method does not exclude the conflict method behaviors that started in the second phase. However, these methods, which are generally used to reduce preventiveness, are not used as preventive measures, but only when conflict is found to be traceable (Atiker, 2004).

Five kinds of behavior occur in the form of public conflict. If we take a brief look at these behavioral approaches, which we will cover broadly in the next section, "Competition", which is the first type of behavior, involves the parties to mutually resist and compete among themselves. Competition manifests itself in ways such as pressure, discussion, and exercise of authority. Competition is power-oriented and depends on the losing-winning axis (Basım et al.,2009).

"Cooperation", which is the second way of behavior, is a method in which individuals seek mutual solutions, and as a result, mutually beneficial solutions are produced for both parties (Seren and Baykal, 2004).

The third behavior, "Avoidance", is the situation where one of the conflicting parties gives up resisting and sharing the request. The fleeing party will be indifferent to most events.

The fourth behavior, "Harmony", is a method in which the parties agree to fulfill some of their wishes by giving up some of their own wishes to prevent conflict (Altun and Ekinci, 2015).

"Compromise", which is the fifth behavior, is a mode of action between assertive and collaborative behaviors. Includes groups leaving their own interests and merging on common interests (Tabak and Koprak, 2007).

Phase Four: Result

The final stage of the working process is the final stage. The conflict, which matures through certain phases, begins to show its effects on the group at this stage. Conflict has positive and negative results in group success. If the conflict situation positively affects the success of the group, the situation can be defined as "Functional Results". In contrast, if it can influence the success of the group negatively, it can be evaluated as "Non-Functional Results". (Atiker, 2004).

Functional results: it is difficult for an open or violent conflict to produce a functional situation. But there are cases when some low and medium level conflicts increase group effectiveness. Conflict is constructive when it increases its decision qualities, when it reveals something and is motivated by innovation, when it encourages the group members to be interested, when conditions arise where problems arise and stress are easily revealed and accelerate the conditions of self-criticism and difference. Evidence suggests that the quality of decision-making improves because all ideas are permitted in conflicts (Altun and Ekinci, 2015).

It improves quality, especially by handling unusual and minority ideas in important decisions. Conflict is an antidote for group thinking. It does not allow group members to take personal decisions due to weak assumptions, inadequate handling of related options, or other weaknesses. Conflict forces the status quo and enables the creation of modern ideas, a reconsideration

of group goals and functions, and raises the possibility of the group reacting to differentiation (Başak, 2010).

Non-functional results: The destructive effects of conflict on the working power of a group or organization are generally well known. Uncontrollable dissidents create discontent situations, eliminate common relations, and ultimately cause the group to disappear. There is sufficient literature showing that types of conflict that are not functional can reduce the group's level of activity. One of the most undesirable consequences of the conflict situation is the delay in communication, the decrease in group loyalty, and the importance of the group goals to go to the second level in exchange for the conflict in the elements. If the conflict is at its most recent point, it could disrupt the group's activities and risk the group's lives (Çağlayan, 2006).

1.4.2. Conflict Phases According to M. A. Rahim

M. A. Rahim has developed a five-step model about conflict in a review. The first stage is the ones from the past. It describes the situations in which individuals or groups were present before the conflict occurred. These situations can be categorized as situations related to behavior, demography and structure. At this stage, it is desired to explain the thoughts, attitudes and compatibility of individuals with the organization, who are in conflict with the situations related to behavior (Choi and Murdock, 2016).

Demographics include variables such as age, gender, education, working levels and working periods of individuals in conflict situations. The situations related to the structure represent both the organizational system and the systematic state of the duty. Although the system of the organization has been defined in a way in which employee-manager connections and their areas of responsibility are not fully clarified, the situation may result in individuals or persons harassing each other's positions or roles (Cramer, 2000).

These situations can evolve into conflicts in the form of the tendency to blame others by not taking responsibility by anyone in case of failure and by accepting the status of success that will be achieved in the organization by

everyone. The system of duty similar to these situations also has an effect on the emergence of conflict at any moment. Tasks that are assigned according to the knowledge and abilities of the people and whose goals are transparently defined tend to create fewer conflicts than those where the conditions in question are not fulfilled (Aslan, 2008).

The second stage is the differences in behavior. Differences in behavior occur after the beginning of the conflict. When a person faces with a measure to achieve the goal, he/she develops defense systems. These types of behavior, which can be monitored in the form of aggression, escape, resistance or agreement, can change perception or opinions. This situation makes it difficult to work together in the future in case of conflict with people. At this stage, each of those who experience conflict can accept the other as the enemy (Asunakutlu and Safran, 2004).

When the individuals in conflict become more rigid in their connections, the third phase of the systematic order is formed, in which the behavior patterns of the conflicts are based on the rules and written communication is carried out in their connections with each other. Each of the people in conflict calls the other by title. The links are becoming as official as possible. The situation in question can reveal the result that the conditions, the level and severity of the conflict situation, the methods of conflict resolution are determined by the organization of its members, and that a detailed description of how the conflict will act in the event of a conflict, and which methods will be followed. Following such a point of view, the administration makes the conflict situation institutional (Koçel, 2010).

The fourth phase is the decision stages in which the conflict persons develop their conflict resolution methods. In this phase, the conflicting parties experience different methods of dealing with the conflict situation. In our time, the conflicts of unions and administrations are often resolved by the method of thought unity and negotiations, rather than long term discussions, moreover, due to the refereeing of a third party. In the employee-manager conflict, the method of ordering and publishing circulars is often preferred. In

case of conflict of the same level of people, the support of a joint manager is applied (Basım et al., 2009).

The final stage, which is the fifth and the last phase, occurs after the conflict is resolved. If the management has resolved the conflict situation unfairly to one of the conflicts, the situation can easily come to future connections and cause hidden conflicts. On the other hand, if the conflict results in a unity of thought in line with the general view, the parties will be able to show more positive and co-working behavior in their future connections in connection with the reconciliation that has taken place. M. A. Rahim's Phases of Conflict Model is a valid and valid model for defining the causes of conflict and things realised during the conflict (Basım et al., 2009).

1.5. Types of Conflict

We can classify the conflict, which is a situation in which individuals and organizations, as well as individuals, and nations are often faced, in different ways, especially in the organizational sense. The most obvious classification regarding the types of conflict is as follows:

1.5.1. Types of Conflict According to the Form of Emergence

Our first classification is about the way the conflict manifests itself. The conflicts in this group can be classified into four types:

Potential Conflict: It explains the reasons that may indicate the conflict situation within the organization. For example, in an organization, the purpose changes of the groups, the distribution of limited resources in the sub-units of the organization, and the procedures followed during the distribution can be taken into account such as situations that may create conflict (Şimşek, 2002).

Perceived Conflict: Those who are parties are closely linked to their understanding of the subject or situations of conflict. If perception is the comprehension of an object or event by considering the internal or external impulses, attitudes, and experiences, the situation is open to right and wrong evaluation in this understanding, and it allows the person to evaluate it as a threat or loss while evaluating it. The way to protect from false assessment of

the real situation and also to avoid false perceptions leading to conflict is by increasing communication (Basım et al., 2009).

When the conflict is first noticed, individuals try to prevent-restrict themselves by using the disregard mechanism (in terms of organizational assets) in order not to cause too many losses in terms of themselves in the future. Since individuals do not want to understand, they try to prevent and restrict using the suppression mechanism (in terms of personal values). Individuals try to prevent-restrict using the mechanism of concentration of attention (in terms of organizational assets) by paying attention to the conflicts that can be resolved for short-term and easily resolvable conflicts (Baykal, 2014).

Felt Conflict: The state of conflict sensed describes the feelings of those who are party to the state of conflict in the face of the cases. Being angry, being resentful, anxiety and stress indicate some markers of sensed forms of conflict (Şimşek,2002). Emotions and behaviors influence whether the current situation is personalized in a way that creates conflict. While it is possible to resolve the problem resolution method of cases that have not been brought to personal status, the situations that have been made personal constitute stress and anxiety. Feelings and behaviors related to the common connection between the parties to the conflict have an effect on the final behavior (Baykal, 2014).

Open Conflict: It can be defined in the form that the conflict party acting in question has a destructive effect on the objectives of the other party in the case of the other party (Karcıoğlu and Alioğulları, 2012). That is, it shows the actual behavior of the parties in conflict situations. For example, it can manifest itself in the form of arguing against each other, using words they cannot tolerate each other, not transferring certain data and information to the other party, and also using physical violence (Koçel, 2010).

1.5.2. Types of Conflict within the Organization

The types of conflicts in this categorization are linked to their place in the organization. In general, the types of conflicts that manifest themselves in the hierarchical steps of the organization are listed in three forms:

Vertical Conflict: Generally, they are the forms of conflict that occur in the individual and hierarchy steps in the organization-employee connection in the organization. It is manifested by the manager's desire to control the employee and the employees' reaction to the said action. Since employees accept this control as a precaution to reach their goals, they can engage in conflict with their managers by understanding this type of initiative as a harassment to their personal liberty (Karcıoğlu ve Alioğulları, 2012).

Horizontal Conflict: Horizontal conflict is the type of conflict that occurs in individuals who are at similar levels in the organization. Conflicts in employees who share similar goals in the organization, realize the use of limited resources, compete against one another at similar level, can be set for example as horizontal conflict (Baykal and Kovancı, 2008).

It should be noted that the type in the people at a similar level is also related to the attitudes and behaviors of other people whom they identify as fans and opposite parties. In other words, seeing the individuals with the same goals as adherents and those with different goals as opposed causes grouping within the same organization; this creates a situation conducive to conflict (Koçel, 2010).

Order-Command Staff Conflict: The type of conflict that is generally followed in organizations is the command-staff conflict type that is followed by order-command and staff. The basis of this conflict situation is that the command and staff members have different understanding of each other and their duties in the organization. Like the members of all the parts of the organization that have changed, the members of the command and staff have different understandings, goals, interests, and different understandings about the problems. These changes serve as strengthening factors for the command and staff groups to perform their duties effectively on the one hand, and on the other hand, they cause different compliance and conflict situations in these two groups (Şimşek, 2002).

Staff members are often individuals with a good level of education and specialized in the subject they work. The order-command employee is not sanctioned, but only guides and advises in connection with his / her

business. Compliance with these recommendations is related to the employee of the order and command (Baykal and Kovancı, 2008).

Nevertheless, line workers experience various conflicts with staff members; at the root of these reasons are the tendency of staff members to wish to exercise a power that they do not have, the ability of staff members to use their knowledge and expertise to obtain the help of senior managers and to use such assistance as a means of coercion, usually in lower level managers. the failure of staff members to provide full, accurate, sound advice (because the employees of the command in the position of the staff are not aware of the real situations that they face in a daily manner and are directly related to the realization of further work) (Karcıoğlu and Alioğulları, 2012).

The reasons for the conflicts perceived by the staff include the inability of the line elements to attract staff members, the fact that the line elements object to contemporary ideas as they risk their situation and position, the fact that they oppose new ideas as they endanger their position and status, and the social and physical changes in respect for the age, education, clothing and attitudes (For example, although the staff members are younger, their experience and education levels are higher). In order to reduce the number of command-staff conflict situations, it would be beneficial for the command and staff responsibilities to become transparent, to complete the command-staff functions, to train the commanders and to show them jointly responsible for the problems (Koçel, 2010).

1.5.3. Types of Conflict within the Parties

It is about who or who the parties to such conflicts are made up of. The types of conflict are divided into two forms of conflict, in which the person engages himself or with many people. While the consequences of the types of conflict that a person experiences in him include the types of conflict that he personally can feel, conflict is divided into purpose, role conflict, frustration and role ambiguity. Conflicts seen in many people are explained as interpersonal, intra-group, inter-group and inter-organizational conflicts.

Individual-Level Conflicts: There are undesirable changes between the movement of the individual and the movement he/she wants to perform on the basis of his/her conflict (Greenglass and Burke, 2000).

It is a form of conflict in which the individual is ambivalent about what he or she expects, or where there is an expectation of him or her about things that seem different and contradictory (behavior, decisions) to him or her. It is a form of conflict that manifests itself in situations where most of it is expected to perform, and which causes the individual to become uncomfortable, angry and under pressure (stress) (Koçel, 2010).

These types of conflicts, which generally relate to psychology, are important because one's response patterns to other types of organizational conflicts are often shaped by the impact of this type of conflict. For example, a person who is exposed to stress due to the effect of a strong conflict situation from the inside may exhibit a disagreeable or disruptive reaction to destructive and organizational purposes in the same situations, which reveals a very uniform feature in the organization with the effect of this stress (Şimşek, 2002).

We can examine such conflicts under three headings:

Frustration: It can be examined as the easiest form of personal conflict situation in organizations. The situation, which explains how the person, who is prevented from reaching an organizational goal, falls into a desperate and hopeless state, can be followed in different ways. For example, the person who wants to reach a target on his/her capacity and cannot succeed in this situation, feels strongly about this kind of conflict situation. In this case, the person tries to eliminate the missing parties in himself/herself. If the person fails to succeed at this point, the person will go into crisis, or if the person who is focusing on a goal is prevented by another person, aggressive and hostile behavior will occur to eliminate the prevention (Karcıoğlu and Alioğulları, 2012).

Research from the past to our time has shown that a person's response to a prevention initiates other defense mechanisms as well (escape, resistance, compromise are some of them.) As the obstacles facing the individual

negatively affect the success and relationships of the individual, there are cases where the individual's success increases by revealing the untapped powers of the individual and which have positive effects in line with the goals of the organization. For example, the individual's desire to remove the obstacle can make his performance much higher or find new ways towards the goal. A motive element is used to increase the potential power of the individual by putting obstacles to the goal that needs to be reached, with superiors believing that the individual will set new goals to eliminate the obstacle and improve himself. But in doing so, it should be noted that there are different personality structures, because each individual approaches the same obstacle with a different defense mechanism (Koçel, 2010).

Conflict Of Purpose: The individual feels uncomfortable, angry and under pressure when he / she does not know or be sure which of the two or more goals that have positive or negative results or competitors can be more useful; so he has a conflict of purpose. This kind of conflict arises in three ways: (Şimşek, 2002).

Approach-approach conflict: This conflict arises when the individual encounters more than one equal and positive choice. In preferences that have the same equality appeal, the individual cannot easily decide and clashes with himself. In this conflict, the individual tries to find the most appropriate answer to the question "what do I want?" in terms of his knowledge and experience in reducing tensions faced during the decision-making process (Tekarslan et al., 2000).

While trying to find an answer to this question has a positive effect such as increasing the knowledge and experience by giving a detailed research opportunity for getting to know yourself better and making the right decision, the tension experienced in decision making has a negative effect.

Approach-avoidance conflict: In this style of conflict of purpose, the result is that the individual remains undecided in choosing one of the positive and negative choices. It is a closer style in terms of organizational conflict. Just as organizational goals have positive and negative effects on individuals in the organization, this type of conflict has a role on the organizational behavior of

the individual. For example, working in a job in another city, away from your family, because of the pay, status and opportunities it provides. In this kind of conflict, the person is forced to take risks, make a good plan, and face his/her situation (Şimşek, 2002).

Avoidance-Avoidance Conflict: When the individual has to choose one of the two situations that are not preferred, the individual makes the decision of the ones mentioned in the case that will cause him or her the least harm when the negative preferences are found to be similar. Which of the situations he / she encounters and how much he / she can endure are the effective factors in the decision process of the individual. Of course, the negative consequences of the situations faced in making this decision increase the individual's stress and tension (Tekarslan et al., 2000).

When making this decision, individual's personal characteristics such as knowledge, experience, values and personality will be effective. Even if the individual does not want one of these at all - there is an obligation to choose. The person who feels obliged to work in a job he does not like for fear of being unemployed can be given as an example of this situation (Akca ve Erigüç, 2006).

Role Conflicts: Individuals have different roles in the communities or organizations in which they are located. Of course, these roles are seen as mixed and exaggerated by factors such as the size and complexity of the structure of the group and organization to which they belong. Role conflict is the negative difference between what they do and what they have to do under those circumstances. Therefore, there are conflicts between the role they want in the organization and the role they are expected to perform (Koçel, 2010).

Role conflict can occur in a variety of ways. The role may be that the sender sends conflicting expectations at the same time, conflicted in itself. For example, a Superior may tell his subordinates to increase production and not provide the additional resources necessary to increase production. Another role conflict is when the role sender expects performance far above the individual's capacity and overloads the role, and the individual feels unable to

meet expectations in the face of the situation exceeding himself. Another role conflict arises because the role conflict with the person includes role requirements that do not comply with the role sender's role obligation, such as knowledge, skill, value, belief. An example is the fact that the general manager in a manufacturing firm uses fraudulent production techniques that do not conform to their beliefs and values for slightly less cost and competition (Şimşek, 2002).

Conflicts Between Multiple Parties: As a second part for those who are parties to the conflict, there are conflicts between multiple parties. Organizationally, as well as individual conflicts, conflicts between individuals have different importance. We can examine such conflicts in four sections:

Interpersonal Conflicts: They are conflicts caused by two or more people falling into different differences of thought, feeling and approach with each other. The types of conflicts in the organizations that are most frequently encountered are the forms of conflict arising from employee-manager conflicts and individual conflicts between the top manager and mid-manager (Basım et al.,200).

However, the different ways in which individuals' goals, procedures, data, assets and approaches they follow in order to reach these goals are also effective in the occurrence of these conflicts (Şimşek, 2002).

Factors such as the level difference in education, the difference in relation to culture, the difference in feeling, the feeling of being jealous, irritability and the feeling of proving itself are also factors that cause conflicts in individuals. The increase in conflicts in the organization creates negative consequences for the organization. As time goes on, the oppositional actions of individuals increase to physical harassment and conspiracy types, in this case causing a lot of problems to the organization (Erözkan, 2013).

Conflicts between Individuals and Groups: These types of conflict are generally the forms of conflict that arise from the power practices of the working groups in the members in order to impose their rules on their members and not to object. Those who do not agree with the group's rules,

objectives and the procedures followed in order to achieve these goals, or who realize that they are contradicting themselves, will engage in conflict with the group. A person who falls behind the production target identified by the group or who produces above it and is therefore punished may become angry and engage in conflict with the group (Şimşek, 2002).

The person will necessarily comply with the group's goals and standards. Again, the presence of people who have similar goals, such as the goal of being a leader in the group, and the desire to be appointed to higher titles, is a situation that will create conflicts in the group.

Conflicts Between Groups: The forms of conflict that are monitored between the groups generally arise from the struggle of the groups working in connection with a manager (Eren Basım et al.,2009).

These kinds of conflicts are the types of conflict that are generally and widely encountered in organizations and which affect the organization's target, efficiency and effectiveness on the positive or negative side according to the way it is handled. Conflict in groups has an effect on competing groups with different aims and principles. In order to be active and efficient in an organization, it is necessary to determine the working subject connections and organizational constraints in the interdependencies between groups. The causes of conflict between groups are as follows: the tasks facing experienced as being dependent on conditions, competitors, goals, asset given, biases, interests, and status changes, communication disruptions, ambiguities in responsibilities. Management of such types of conflicts is very difficult for the manager, since occasionally the manager can also participate in conflicts in the form of a member of the group. Even if this is not the case, even if it acts as a mediator, the organizational actions will be affected if the analysis method to be followed does not satisfy the groups (Koçel, 2010).

Blake and Mouton made some conclusions, explaining that if the types of conflicts seen between the groups can be kept at the market level, these conflicts will evolve from destructiveness to constructivism and will produce positive results. Accordingly, the goals examined with the management of the organization by new and effective leaders can support the organization to

adapt to the changes and if the disputes can be institutionalized in a way that will not cause any loss to the organization, the conflicts may have constructive consequences (Şimşek, 2002).

Inter-organizational Conflicts: Inter-organizational conflicts show the similarity in terms of the factors causing intergroup conflicts. Here, the conflicts experienced in other organizations other than an organization itself are mentioned. For example, two competing firms have conflicts with each other or the differences of thought in terms of different employee policies and practices being implemented in a company with a worker non-governmental organization are examples of conflict situations between organizations (Koçel, 2010).

Provided that they are restricted to the economic market, conflicts in organizations create competitive situations and create desired situations in an economic and working system that is based on a transparent structure approach. It is acknowledged that these types of conflict situations will lead to the development of qualified product types, technology types and service types and to use large resources with low wages (Şimşek, 2002).

1.5.4. Functional and Non-Functional Conflicts

Functional or functional types of conflict are the types of conflict that support the achievement of organizational objectives and the improvement of the performance of the organization. If organizations do not have such forms of conflict, there is little demand for differentiation and, as a result, organizations become stable. For this reason, the types of functional conflicts enforce status and lead to the emergence of contemporary ideas, re-evaluation of Group objectives and activities, and increase the likelihood of the group reacting to change (Koçel, 2010).

Functional conflicts provide dynamics and creativity to the organization by pointing out the problems in various parts of the organization, and by presenting them to the administrators ' scrutiny, they bring benefits to the whole organization through this method (Şimşek, 2002).

The non-functional forms of conflict can be expressed in the form of conflicts that prevent the organization from achieving its goals or support it to achieve its goals. It reduces the efficiency of the organization, reduces morale and motivation, and increases the stress in the organization. It is an erroneous behavior to accept all kinds of conflict situations that show themselves in the organization at the beginning stage and as a conflict that is not functional with prejudices and to try to destroy it; because whether a conflict situation is functional depends entirely on the approach of management and its acceptance. Based on this situation, it is possible that unskilled administrators will cause many losses to the organization by evolving conflicts that are not functional in even a short period of time (Eren Basım et al.,2009).

1.6. Managerial Evaluation of Organizational Conflict

How the conflict situation is monitored and accepted over time from the organizational side can be perceived by investigating the managerial views made about the conflict. These views are gathered around three main ideas (Karcıoğlu and Alioğulları, 2012).

1.6.1. Traditional Approach

The first thoughts on conflict are the acceptance that the conflict situation is a bad situation. Conflict has been accepted in a negative way and used in the same terms as the types of terms in the form of violence, destruction and irrationality in order to strengthen its negative perception (Çağlayan, 2006).

It is therefore imperative that the conflict situation be prevented. Classical thinking was not at odds with dominant attitudes regarding group behaviour in the 1930s and 1940s. From the findings of the research conducted at Hawthorne, it was accepted that the conflict situation was a result of a lack of functionality as a result of situations such as poor communication, lack of transparency and trust in individuals. The idea that not all studies are good puts forward a simple view in investigating the behavior of individuals who create conflict (Eren Basım et al.,2009).

It is imperative to focus solely on the causes of conflict and improve the activities that are not good in order to ensure the development of Group and organizational performance. The research of our time does not accept conflict reduction, which is the view that it will result in high-level group work force. Current research studies do not accept the idea that reducing the conflict situation will result in higher group work force. Compared to this situation, many people still evaluate the conflict using this outdated standard (Başak, 2010).

According to classical thought (Çağlayan, 2006);

a) Conflict creates stress and distress. Decisions or actions taken while in question will create dissatisfaction and reduce production and support for production.
b) Conflict causes disconnection in people and loneliness between groups.
c) The organization manager has to develop different conflict management procedures in order to prevent or completely eliminate the conflict. This situation causes the administrator to lose ability and time.

1.6.2. Behavioral Approach

The behavioral approach believes that the conflict situation is a natural phenomenon for all groups and organizations. Behavioural thinking is in the direction of the acceptability of conflict because the state of non-confrontation is impossible. Supporters of the school of behavior state that when explaining the logic of conflict, the conflict cannot be destroyed and the conflict may actually support the organization's workforce. Behavioral theory is dominant in the conflict approach in the 1940-1970 period (Eren Basım et al.,2009).

The goal of conflict management is to recognize and respect the merits of changes in the social system, along with the adoption of changes, and to advance the ability to consistently use conflicts in terms of serving the goals of individual growth and community development (Çağlayan, 2006).

1.6.3. Interactive Approach

Today's thinking about the state of conflict is the interactionist perspective. The behavioral approach considers the conflict situation appropriate. The interactive approach promotes the conflict situation by relying on the idea that a group that is harmonious, peaceful, calm and working together will be found to be stable and unresponsive to differentiation and innovation needs. Therefore, the greatest support of the interactionist approach is to encourage group leaders to maintain a minimum level of conflict – to keep the group vigilant, self – critical and creative (Başak, 2010).

The following can be said about the interactive approach if a brief summary is made: (Karcıoğlu and Alioğulları, 2012):

a) It accepts that the conflict situation is inevitable,
b) Openly supports the objection,
c) Defines conflict management in a way that includes incentive and solution methods,
d) Accepts the conflict administration as the main responsibility of the administrators.

1.7. The Importance of Conflict

Conflicts are really a value if they are well evaluated and made useful for the organization. Conflict is an important social phenomenon in organizational development. Today's contemporary management approach is of the opinion that it will contribute to the development of effective change and organization by treating the conflict and its structure and process as a tool used to create effective change. By using the energy generated by the conflicts as an igniter force, keeping the negative effects at a certain level and reducing them under control, significant contributions are made in terms of the success and impact of the organization. To understand the importance of conflict, examining the impact of organizational conflict on performance will show us better. The biggest contribution of conflict to the organization is that it has a role to increase individual or group performance and motivation (Eren Basım et al.,2009).

Each organization has the best level of conflict that can be understood functionally, at a level to support its positive workforce. Organizational performance, such as low level of conflict, lack of innovation and change, lack of real potential, lack of exposure to individuals' anger to harm the organizational structure, and ejaculation and relaxation, play a lowering role. The high level of conflict also drags the organization into chaos, making it possible for parties to see each other as enemies (Başak, 2010).

Conflict drives differentiation. Adaptation to differentiation is influenced by the level of conflict types. If we do not manage it well, it will have a negative impact on our products, services, customers, tracking new technological developments, and on our employees; in this case it will cause the health of the organization to be lost and further destroyed (Çağlayan, 2006).

1.8. The Concept of Organizational Conflict Management

A conflict situation is a term that cannot be denied in organizational content as it is in every part of an individual's life. Due to multiple purposes such as conflict situations in organizations, keeping the level of efficiency and productivity at the highest level, achieving a happy, trustworthy and transparent working atmosphere, good connections to work and other employees, a good review should be made, the reasons for the occurrence of a clear conflict situation should be avoided or support methods should be applied in a manner that will be compatible with the benefit of the company (Karcıoğlu and Alioğulları, 2012).

In organizations where the conflict situation is not experienced in any way, the state of putting something new is decreasing day by day, the development of individual capabilities can become stagnant and organizational productivity can decrease. In organizations where there is more conflict with the situation in question, they may face problems such as disengagement from the objectives, the occurrence of conditions of struggle that harass the parties and the risk of the organization's survival. The situation to be focused on at this point is that the administrator follows a direction that is compatible with this situation by deciding which of the studies are functional and which are not functional (Arslan, 2005).

For a long time, conflict has often been regarded as a destructive factor, and subordinate, senior and administrative scholars have used the conflict management situation as a means of resolving the conflict. However, managing the conflict situation and resolving the conflict are different issues. First, resolving conflict situations is only one scale of conflict management. On the other hand, there is a need for functional studies in order for the organization to survive (Çağlayan, 2006).

M. A. Rahim claims that it is wrong to use the concepts of conflict resolution and Conflict Management in the same way, and has identified these changes as follows: (Rahim, 2000);

- Conflict resolution is a form of conflict management. The administrator may or may not prefer the method of resolving the conflict under his or her status.
- While the conflict resolution approach claims the complete elimination of the conflict situation, in the conflict management approach it is imperative that a level and possible level of conflict in certain situations be efficient and continuous in the organization.
- While the goal of the initiative carried out within the scope of the analysis approaches is to eliminate the conflict situation that is examined as a problem, the initiative movement to be realized within the scope of conflict management is to achieve the results demanded in terms of organizational success by raising or lowering the level of conflict.

It is also very important to choose the most compatible form of conflict management in terms of whether the state of conflict has functionality or not. At this point, the circumstances of the organization's survival and productivity growth and achievement of its goals should be taken into account.

1.9. Organizational Conflict Management Approaches

It is the duty of the manager to determine the level of benefit that the conflict will bring to the organization when it is considered that the results of the conflict situation are not as good as the losses that are brought by the

situation of conflict in organizational terms. Blake R. et al. (1964) created the two-dimensional model for conflict management and based their model on three basic assumptions (Ada, 2013).

Within the framework of the first assumption, if the forms of conflict are inevitable and if there is no compromise on the sides, the three alternatives to follow are listed from active to stationary (Akçakaya, 2003):

- To ensure that the parties become competitors or to win and lose competition by ensuring the conflict to rise even more.
- To make a third party or individual intervene in terms of analysis and to consent to the referee in question.
- To leave the solution state to fate in the parties (drawing lots etc.)

The second approach is that it is not even possible that the conflict situation will occur, but it is not possible to compromise the parties when it occurs. When the conflict manifests itself on the sides, the dependencies between the parties are reduced. In this case, three solution preferences are shown (Akova and Akın, 2015):

- Decline of conflict parties (business, group or person)
- One of the parties to abstract itself from the situation of conflict, to isolate the other side
- Those who are on the conflict side behave as if they do not know the issues of conflict

The third assumption is that conflict arises; Where a compromise is possible to bring a solution to this situation, there are three preferences from passive to passive solutions (Basım et al.,2009):

- To continue discussions and talks with problem solving approach until a clear agreement is reached by confronting those who are in conflict
- Confrontational bargaining and compromise agreements in order to reconcile those who are in conflict at a common point
- The call to work together, which the conflict situation will provide to the conflict parties, unity in destiny and efforts to continue life together and

express happiness is a situation of softness in a nutshell by showing the common interests of the conflict parties.

In managing the conflict situation, the approach to be applied by the manager is very important. Deciding to find out whether the conflict is in its functional form, examining the approaches to manage the conflict and choosing the most compatible method are among the most important problems of the managers. Moreover, in order to use the conflict situation in a functional way, it is not expected that the conflict situation will occasionally show itself, and certain situations also encourage conflict in organizations (Altan, 2010).

The promotion of conflict situation is an important concept in terms of adapting to differentiation, sustaining the life of the organization, increasing its continuity and efficiency in our time when environmental conditions and the market are very difficult. Conflict situations are encouraged by the management in terms of showing new and more working procedures and increasing the creativity of the employees. According to Çağlayan (2006) from Robbins (1986), the main markers that indicate that the organization needs a conflict situation are as follows:

- Are the employees working in the organization afraid to criticize their managers?
- Are all the people around here talking "Yes, sir"?
- Do workers want peace and quiet conditions to be protected no matter what?
- Do managers believe it is more important than the working situation, which has popularity, ability and high-level performance?
- Do administrators think other people's decisions are unnecessary?
- Are modern ideas being produced?
- Is there a low level of labor turnover?
- Do employees resist differentiation?

If there are similar situations in the organization, it is necessary to promote the type of functional conflict in terms of the development of

creativity and increased productivity levels, and the following types of practices are recommended in this regard (Aslan, 2004):

a. Differentiating the organizational system: In terms of recovery from the stationary system, differentiation can be made from time to time in the organization system. Lost energy can be regained by removing old members of the organization, recruiting new members and assigning new responsibilities, carrying out inter-departmental transfers. Innovation studies and new members create different forms of conflict in the organization. However, these conflicts enable people to use their creativity qualities in order to be successful (Çağlayan, 2006).

b. Encouraging Competition: Trying to achieve a high level of success in the enterprise by paying bonuses, incentive premiums to those working in the organization, or announcing their names in certain places in the business for their honor will provide and encourage competition. If the competition situation can be maintained at a high level, then the system and productivity will encourage the conflict situation if one of the groups tries to gain the upper hand over another (Şimşek, 2002).

c. To Realize Contemporary Structures In Communication In Organization: The organizational force is redistributed by removing the main individuals and groups in the state and classical communication network out of that network and adding modern groups.

d. Recruiting New Staff: In order to regain the strength of a fixed organization, the way it is raised to include it in its coverage, its values, thoughts and management perception will be effective in increasing creativity and productivity by means of promoting certain positive disagreements and conflicts that will bring about a state of discomfort if necessary (Çağlayan, 2006).

e. Selection of appropriate managers: an authoritative form of manager leads to still movements in response to opposing ideas. The choice of a manager whose individual qualities vary, who has the creative nature of conflict roles, who will develop nonconformity can encourage beneficial conflicts (Başak, 2010).

1.10. Conflict Resolution Methods

The types of conflict differ from those of each state and party in the conflict. There is no optimum method for resolving the conflict situation. Application forms may differ according to administrative qualifications (such as age, education, gender, experience). Even a conflict that has been encouraged in the organization after a period of time and amount of damage to the organization too much, can produce deforming results (Demir, 2010).

From a historical point of view, with the first positive approaches related to conflict management in the 1940s, different conflict resolution methods began to manifest themselves. For the first time, Mary Follet (1940) identified three main ways: oppression, agreement and integration. Then Blake & Mouton (1964) categorized interpersonal conflict management differently and identified five types of conflict resolution methods: Use of force, evasion, softening, treaty and problem solving. The different aspect of the Blake & Mouton model was the two-scale explanation of executive behavior in the detection of five different conflict resolution methods. One of these scales is production concern, the second is human concern (Düşükcan, 2018).

In subsequent researches, Rahim (1983) and Rahim & Bonoma (1979) stated that there were two main scales of the conflict situation in a different way. Two main scales have been developed in the conflict resolution method, explaining them in the form of concern to oneself and concern to others. The first scale describes the level at which men or women work to satisfy their concerns. The second is to explain how others work to their individual satisfaction by worrying. These scales are a picture of motivational direction during individual conflict (Rahim, 2000).

According to Çağlayan, (2006) from Robbins (1993); in his understanding of conflict resolution, he used the scales of working together (the level of one party's effort to satisfy the other party's interests) and asserting (the level of one party's effort to satisfy its own interests).

1.10.1. Conflict Resolution Methods of S.P.A. Robbins

Robbins (1993) illuminates the conflict resolution methods explored in the form of two scales (working together-putting forward) with five management approaches: Competition (asserting and not working together), working together (asserting and working together), Agreement (obvious in terms of the scale of assertiveness and cooperation), avoidance (not assertive and not Cooperative), Compliance (not assertive but cooperative). (Narrated by: Demir, 2010).

Competition: If one of the parties tries to achieve its goals and reproduce its interests without paying attention to the consequences of its influence on the conflicting parties, it is an adversary and dominant. In such types of income-loss intransigence within formal groups or within an organization, the formal authority of the one who is superior in two ways is often used as the dominant force. Each of the combatants uses his or her ground of force to differentiate a state of success for his or her own benefit (Başak, 2010).

The most compatible conditions for the realization of the use of this understanding are as follows (Düşükcan, 2018):

a. When it is necessary to act swiftly and decisively
b. In the important matters which oblige the application of behavior which is not recognized by everyone (in reducing expenses, in implementing rules that have not been adopted by everyone, and in terms of discipline).
c. When you know that you are justified in matters of vital importance for the peace of the organization
d. Non-competitive behavior patterns against individuals who benefit.

Cooperation: If each of the parties in the conflict wants to satisfy the interests of all, there is a need to work together and seek a result that is beneficial in the face-to-face way. The actions of the conflicting parties in the study are aimed at solving problems and showing changes instead of agreeing different thinking. Those who are in the conflict state pay attention to all alternatives; the similarities and changes in the thought centers are

more clearly followed. According to behavioral scientists who value clarity, confidence and spontaneous occurrence in connections, resolving conflicts are the strengths of the collaborative approach (Başak, 2010).

The conditions that are most compatible with the use of the collaborative approach are listed below (Düşükcan, 2018):

a. In terms of producing a solution for the whole, when it is substantial enough to enforce the agreement for two jobs.
b. When the goal is to learn.
c. In order to bring together the opinions of individuals with various opinions
d. In order to build loyalty by bringing the conflicting parties together in an agreement
e. In order to work with connection with conflicting feelings.

Compromise: If each of the parties to the conflict renounces certain things, the agreement is concluded. There is no net gain or loss in the agreement. In exchange for this situation, if the phenomenon of conflict cannot be shared or divided, one of the parties is rewarded by giving something to the other. Therefore, the distinctive feature of the agreement is that each party must give up some things. An agreement is mandatory in order to reach a decision and to decide on a employment contract in the compromises between NGOs and management (Çağlayan, 2006).

We can list the conditions in which the consensus approach is most compatible in terms of use as follows (Düşükcan, 2018):

a. If the goals are important, but not so much to do with the challenge and potential confusion of claiming more,
b. If the opposing parties with similar strength are connected to different targets
c. In order to produce solutions that do not show continuity in complex issues
d. In order to access the solution in a short way due to the time limitation

e. Since it provides a step back in the failure of working together and being a competitor.

Avoidance: One of the parties to the conflict may not be aware of the conflict situation, but may react by stepping back or raiding the conflict situation. Being indifferent or afraid to react clearly to a disagreement leads to withdrawal. The parties to the conflict consent to physical separation and each party determines its path. If withdrawal is not possible or unwelcome, the parties to the conflict may exert pressure and therefore hide the changes within themselves. If it is necessary for members of the group to interact because their duties are related to each other, it is more possible to avoid the outcome in the form of coercion (Düşükcan, 2018).

The following are the terms of use of the avoidance (Başak, 2010):

a. If one of the subjects is unimportant or if more important matters predominate
b. In case you have no chance of finishing the job
c. If the disruption potential is stronger than what will be achieved as a result of the solution
d. In order for individuals to calm down and return to their own views
e. If sudden decisions can replace information
f. If others are more effective in conflict resolution
g. If the considerations are shallow or are a sign of other issues

Compliance: If the parties to the conflict strive for the satisfaction of the opposition, they may wish to keep the interest of the opposition above their own. One of the parties may be willing to sacrifice himself in order to maintain his connections. This type of behavior is called compliance (Düşükcan, 2018).

The following are the terms of use of the compliance approach (Çağlayan, 2006):

a. To allow a good thought to be heard when a mistake is made, to learn and to demonstrate that it is logical,

b. If matters are of great importance to others and to ensure that others are satisfied and to continue working together

c. To get social credit for the future,

d. To end a state of defeat with minimal damage,

e. Where compliance and balance are important,

f. To help employees improve themselves by making them learn from their flaws.

1.10.2. Conflict Resolution Methods of Blake Shepard and Mouton

The scientists who first investigated conflict resolution methods in a systematic and analytical way are Blake, Shepard and Mouton. They have investigated the ways of resolution of conflicts based on whether the power exerted during the solution is active or stationary, whether the danger posed by the success of the solution method is high or low (Basım et al.,2009).

In addition to the previously explained model, they have developed another model for conflict resolution. This model is based on the model of management styles that Blake and Mouton have developed in order to clarify the management behavior and which they call the administrative grid. Blake and Mouton have described their manager behavior in five ways, based on the view that it is done for the individual and for production (Ceylan et al., 2000):

Back off: There are very few connections with the manager and the organization employees. Communication level has decreased and organizational goals have become insignificant. The manager is insufficient to show success in his / her work or to pay attention to the demands and needs of the people he / she manages (Basım et al.,2009).

The manager leaves the resolution of the problems and conflicts to the employees themselves. The manager does not take responsibility for the conflict, but does not hesitate to criticize. Defeat is accepted in the form of this administration. Conflicts are often resolved by withdrawal in cases where such management is accepted under organizational conditions. In case of withdrawal, the parties that often clash feel the sense of threat. It will be away

from conflicts where a physical behavior may occur, and when it is avoided from another area of narrative separation, it will be passed away in case of conflict (Karcıoğlu and Alioğulları, 2012).

Moderation: Ensuring the happiness of the employees of the organization is in the first plan. The organization has a friendly environment. Managers are considerate with the mistakes. The view of "anyone can make mistakes" prevails. In the organization, however, efforts to achieve organizational goals are minimal. This style of management can be said to be weak in terms of organizational success (Basım et al.,2009).

The method that this management type will follow in conflict situations is the moderating situation. In this matter, disagreements are calmed down to keep the links at a good level. The agenda is created with the most common compromises and the climate of friendship is attempted. The manager prevents those who are parties to the conflict from showing different aspects and encourages them to show solidarity. Efforts of the executive to show better than they are, can create positive results in case of moderation (Şahin, 2004).

The actual way of thinking of the method of moderation is explained in the framework of "let's talk about the issues we can agree on, let's not talk and discuss the issues we don't agree". The fact that people only converse on the subjects they agree with makes them think that they are identical to each other and that they are not as different from each other as is assumed. The situation in question makes it possible for those who are the parties to the conflict to be calm and get rid of the conflict, and thus to calm down (Tekarslan et al., 2000).

Although the moderation method is found in the form of a general confrontational method in management, it is on the analytical surface reached by the method. Changes remain similar, only forms of conflict are postponed to a later time. For example, expressions such as "our fates are united", "we are like a family" are connected with the strategy of moderation (Koçel, 2010).

If the forms of conflict have reached a very serious scale, the softening method will not be enough for a solution. Even if there is no disagreement in a short time, the parties that are in conflict will clash again at the first opportunity. To develop cooperation, to show that destruction will cause harm, to not know the real reasons in question, which means temporary pressure is the nature of the procedure (Basım et al.,2009).

Moderation can work when it is necessary to make a quick decision in the form of timely preparation of a technical, critical project. But when used for the purpose of managing significant conflicts, except for resolving conflicts, the technique causes the conflict to grow (Düşükcan, 2018).

Pressure: The individual is monitored differently from other means of production in achieving organizational goals. The demands and requirements of the employees are neglected. In the organization, both interpersonal and person-organization communication is not important (Basım et al.,2009).

The method that the management style will follow in conflict situations is to establish pressure. The executive who is responsible for the employee performing the production goals has widespread powers over these persons. A typical method of repression management is when a manager who has a disagreement with his/her employees turns himself/herself into a war of winning-losing and justifying himself/herself by using his/her authority in order to justify himself/herself and blow his/her opponent (Karcıoğlu and Alioğulları, 2012).

The employee bears responsibility for the errors and defects that occur during the production. In the event of conflict, the administrator can exert pressure on the conflict by using his/her authority (Rahim, 2000).

Although suppression is usually effective in the conclusion of a clear conflict situation, it is obvious that the conflict situation cannot be resolved because the factors that cause the conflict are not eliminated by reaching the foundation of the problem. Therefore, the forms of conflict that cannot be resolved but accepted are manifested by different methods such as reducing the working speed, not paying attention, increasing the defects; the level of

working together decreases and the efficiency becomes less in production. It is also clear that a manager who usually applies the method will have negative effects on the employee's morale and motivation (Karcıoğlu and Alioğulları, 2012).

Conciliation: This managerial behavior shows the midpoint of the administrative grid. At this point, an effort is made to achieve an organizational effectiveness and efficiency that will not reduce the moral levels of the staff with their demands and requirements and in relation to this situation. The importance given to production is equal to the importance given to the individual (Basım et al.,2009).

The basic assumption of this form of management is that if it is explained why individuals should do their jobs as such, more efficient and more successful results will emerge. For this reason, much emphasis is placed on both interpersonal and person-organization communication. The style that this management style will follow in cases of conflict is the agreement. The parties in conflict or their representatives are gathered to try to eliminate the intransigence by negotiating or voting. There is no winning or losing side in its entirety. Finding a common way to partially satisfy the two directions is provided (Rahim, 2000).

In cases where the conflict is divided between the parties, the method is used effectively and those in the case of the parties are required to make concessions against their wishes and goals. Of course, the degree to which the parties will sacrifice is directly proportional to their forces. The strength of this method is that there is no clear loss. Democracy is consistent with contextual values. The weak side of this method is that there is no clear winner. The strong side of this procedure is that there are no clearly losing sides and it does not contradict the values of democracy. The weak side is that there are no winners, it is not continuous and it can be difficult to adapt (Başak, 2010).

Problem Solving: In this form of administrative behavior, there is much importance to both the individual and the function of production. Management strives to fully meet individual demands and requirements. Relying on the

confrontation works to increase the level of organizational success by fulfilling the respectful and supportive conditions. There is a belief that organizational success will be achieved through team work in harmony. Management's attitude towards the mistakes made is positive and educational. But it is really difficult to implement this form of management (Basım et al.,2009).

The method to be followed by the management style in conflict situations is problem solving. Within the scope of the mentioned method, the manager tries to find solutions to the problems by collecting the parties who face the conflict and discussing their problems (Düşükcan, 2018).

The problem solving method can be explained as follows by its activity in providing continuous solutions: "If the co-workers are afraid of carrying out their efforts together or solving the stress-causing problems due to the stresses required by being dependent on the face, organizational goals are considered to have been carried out in vain or the current energy has been wasted due to personal efforts to reach a good solution. Therefore, if these people perceive the problems and examine the problems, they are likely to come up with satisfactory solutions by gathering and communicating (Karcıoğlu and Alioğulları, 2012).

The problem solving method is particularly useful in solving the forms of conflict that arise from the communication problem. When a problem-solving meeting is held, communication conditions are formed where the discussion of objective, organizational and individual realities and strategies are carried out. The conditions for doing it correctly in the direction of misunderstanding and perceptions are fulfilled, conditions with peace occur, and the power, time and resources to be used for conflict situation are used for solution in conflict. In this model Blake and Mouton put forward, the problem solving method is the most effective method, while the pressure conflict resolution method is the least effective method (Düşükcan, 2018).

1.10.3. Conflict Resolution Methods of Rahim and Bonoma

M. A. Rahim and Bonama (1979) and M. A. Rahim (1983) mentions five methods for resolving the conflict situation. The types of methods within the model they develop are used both for personal conflict resolution by people in conflict and for conflict resolution by their managers. Rahim & Bonoma (1979) set out two main scales for the conflict resolution method, which are anxiety for oneself and anxiety for others. The first scale is that women or men are more or less concerned about themselves, while the second scale is that they feel more or less concerned about others. The satisfaction scale is preferred by staying under the influence of two scales. The manager, on the other hand, tries to choose the most appropriate method, taking into account the characteristics of the conflict situation (Rahim et al.., 2000).

In this model, developed by M. A. Rahim and Bonama, the level of anxiety for the individual and for others indicates the behavior of individuals in conflict situations. Researches in Ruble and Thomas in 1976 and Van De Vliert and Kabanoff in 1990 have shown that individuals present solutions within the scope of these two scales in cases of conflict. As a result of combining these two scales, five different conflict resolution methods have emerged. The qualities of each method are shown below (Rahim et al., 2000):

Integration: If the individual is concerned at a high level in terms of both himself and his opponent in case of conflict, he tries to find a solution to the conflict with the integration method. When the literature related to the conflict method is investigated, integration is also shown in the form of problem solving, working together, win-win or positive sum. Integration makes it necessary to work effectively in those who are parties to seek a common solution method that eliminates the anxiety of the conflicting parties. Transparency, information and examination of changes are the main characteristics of this solution method. The first rule in achieving integration is to open all the cards in your hand, face the reality and examine the issue that reveals the conflict clearly (Düşükcan, 2018).

Within the scope of the integration method, the conflict issues are examined, the main causes are examined and the causes of these conflicts are

completely eliminated. As the persons in conflict can accept this procedure, they may face another direction or be compared by the administrators. Managers arrange the conditions so that they can discuss the issues that cause conflict by gathering the conflicting parties. The aim of confrontation is to eliminate the problems arising from the communication between the conflicts and to ensure that the hidden causes causing the conflict show itself. In this way, the responsibility for resolving the problem will also belong to the conflicting parties. Conflicting parties will also have the chance to gather by confrontation, to examine the real causes of conflict and to develop creative solution methods for everyone (Karcıoğlu and Alioğulları, 2012).

The most important issue of the integration method is the realization of communication between the parties. The main claim of the method is that changes can be demonstrated through transparent communication and thus intransigence can be eliminated. This method enables people to examine problems transparently, express their feelings and opinions, feel comfort and have less stress. In this case, it helps people to be more peaceful in their work lives and makes positive impact on their success (Düşükcan, 2018).

Within the scope of this method, contention of who is the winner, who is the loser or who is the right person is not permitted. The goal is to determine the differences of opinion of the parties and to achieve the optimum solution. Those who are in conflict express their thoughts clearly and listen to the thoughts and opinions of the other person. The situation will continue until a compromise is reached (Rahim et al., 2000). It is possible to express that the integration method is a win-win strategy, since the solution sought to be found is aimed at satisfying the parties.

There are certain issues that must be addressed by a manager who prefers to resolve conflict situations by integration method. These can be sorted as (Greenglass and Burke, 2000);

- To realize data sharing,
- To reach the ground of problems in resolving conflicts,
- To try to find solutions that the parties can achieve,

- To make people refrain from judging, evaluating and criticizing before perception,
- To be against new methods and methods,
- To make sure the correctness by reviewing the decision obtained.

When the related literature about the solution of the conflict is researched, it is observed that the integration method has a lot of effect and it is accepted as a successful technique. The main reasons for the success of the method are that it allows active participation and makes it necessary to demonstrate the main reasons by making the issue of conflict a subject of discussion. However, it is observed that certain administrators do not generally use this method during the implementation. Because, instead of trying to find methods of accepting and resolving the conflict situation in many managers, there is a tendency to accept the conflict as if it did not exist (Düşükcan, 2018).

Because managers often prefer to interview people who are in conflict, say harsh words against them and tell them not to clash. This often causes the conflict to be accepted as if it does not exist, rather than to be resolved, in a way that does not lead to any other harsh statements from those who show conflict. Therefore, if a confrontation is made in a positive connection by a successful manager, it reduces stress by ensuring that the conflicting parties understand each other, even if the sides do not create satisfaction (Arslan, 2005).

Pressure (Supression): If the individual is concerned about conflict at a high level and at a low level in terms of himself or herself, he / she tries to resolve the conflict situation with the pressure method. This method can be defined as win-loss at the same time. Those who prefer to resolve the conflict with the method of repression wish to win no matter what is done (Rahim et al., 2000).

Within the scope of the mentioned method, the feelings, ideas and expectations of the other party are not valued in the gain procedure. The impact of achieving his goals on the other side is not taken into account. The party, who thinks that he is stronger than the other, uses force to turn the

situation in favor. This power may be his education, experience or formal authority (Arslan, 2005).

For example, it is a typical example of the suppression method that a manager who disagrees with his employees turns the conflict into a win-lose effort and justifies himself with the strength of being a manager in order to justify himself and put the opponent in trouble (Tekarslan et al., 2000).

During conflict resolution, it is generally seen that the superiors are in search of a solution by means of suppression. The administrator, who prefers a method of reaching a solution by using his power and authority, puts his attitude in the form of "I am the chief here, I make the decision". He likes to accept his demands by using force on the employees and to make them obey his orders (Rahim et al., 2000).

Although the decision does not bring consensus in the parties, it is a reality that the parties will be accepted by both. There are many different forms of behavior within the scope of the oppression method. The most conspicuous of these acts are persistence, intimidation and punishment in their own case. Insisting on his cause is an individual's struggle to accept his own demands and expectations. Success in insisting on his case is related to the ability of the other person to withstand the said insistence process (Arslan, 2005).

In addition, the individual who insists on accepting his/her own demands to the other person or forcing him to accept this situation requires him to be higher in terms of formal authority. Threatening is the reminder to the individual by the manager of the ideas and attitudes that will be rejected by the organization. This situation has a kind of warning feature. The manager, who understands that this situation does not show any benefit, may also decide to use his power in effect. The penalty is the actual use of force. The punishment may be related to the dismissal of the individual or his transfer to a lower level task. However, both being insistent in his case and threats and punishment do not show the true cause of the conflict situation, but can be considered a short cut solution. Apart from this, it is obvious that the manager who applies to this method will have negative effects on the morale and motivation of the people (Tekarslan et al., 2000).

The solution of the conflict situation by the method of suppression is to eliminate intransigence by the method of fear by dominating the one against the powerful. The party in charge will use its own force to defeat the other party (since it realizes that this is the case). Even if a visible conflict is perhaps prevented in that moment, feelings of hatred, anger and hatred may arise on the defeated side. In addition, the suppressed forms of conflict are likely to grow and manifest themselves again. However, the method is a procedure that is applied and has the most effect in cases that require prompt decision-making (Altun, 2011).

Compliance: If the individual is less concerned for himself or more concerned for another party during the conflict, he or she may be able to resolve the conflict by means of compliance. It is also defined as being ready or not responding to support at the same time (Arslan, 2005).

The basis of this procedure is that one of the parties demonstrates ready-to-help behaviors in order to alleviate the other's anxieties and eliminate the conflict. The individual, who is ready to support, gives up his ideas and feelings in terms of others and tries not to hinder the connections. At this point, there is an altruistic form, philanthropic or submissive attitude towards being sacrificial. The party, who is in support, responds to the hostility shown to him with less hostility and occasionally with friendship (Rahim et al., 2000).

Occasionally, in conflict situations, the cause of the conflict is much less important for one of the parties than the other. The manager can make a sacrifice in terms of the solution, who sees the cause of the conflict as negligible for them. The manager tries to emphasize the common sides by minimizing the changes. During persuasion efforts, the manager can also assure that the party will obtain new opportunities or help as a result of the solution, if necessary (Basım et al.,2009).

Avoidance: Avoidance is a preferred method when the person in conflict has little concern for himself or others. In connected and different sources, it is observed that it is also defined in the form of non-verbality or non-recognition. The method does not have the ideas of "not seeing the devil, not hearing the devil and not talking to the devil" (Arslan, 2005).

Avoidance, which is accepted both in the personal way of resolving the conflict situation and in the form of the manager's struggle to resolve the conflict, is generally one of the most widely used procedures. In certain cases, the parties to the conflict do not attempt to resolve the conflict situation. They do not feel the need to compete in terms of profit or to work together in terms of solution, as they believe that the conflict situation will be resolved by itself. According to them, the only thing that is compulsory in terms of solution is conflict avoidance: standing still, running away, ignoring and throwing back (Rahim, et al.,2000).

In spite of situations where there is conflict, it can be stated that the oldest reaction that has been developed is avoidance. Both persons and administrators usually apply to the method in question. Managers may pretend not to know about situations of conflict between individuals. They are apparently not sides and are not directly involved in the conflict. Decisions linked to the conflict are postponed. The manager believes that people will solve their problems within themselves over time. In cases where the situation that is essential to the conflict is negligible and the struggle for a solution will result in waste of time and energy consumption, this method may have an effect. But dealing with the solution of each problem with the said method of confrontation may cause more problems in the future (Koçel, 2010).

Avoidance is particularly effective in situations where there is no dependence on the confrontees in performing their duties. For this reason, the first work to be carried out in situations where conflict situations present itself is to reduce the level of dependence faced by the parties. There are three ways to turn this situation into reality: Isolation, indifference, withdrawal (Arslan, 2005).

Isolation: Abstraction is a method that those who experience conflict prefer in terms of resolution, in personal conflict management. In this procedure, the opposite connections are dropped, as if a set is pulled across. Each of the conflicting parties defines their problems according to their situation and investigates them accordingly. By behaving as if no one was present against him/her, the other side is ignored. (Tekarslan et al., 2000).

Not paying attention to the other person, bringing forward only the types of personal expectations in solving problems and trying to resolve the conflict by lowering the level of connections ensures that the conflict does not appear for some time. By providing such a solution, the situation of conflict has not been completely destroyed, but has only been postponed for a period of time (Arslan, 2005).

Indifference: Both those who have conflicts and managers can prefer the solution method by showing indifference to the conflict situation. Those who have mutual commitment do not accept the logic and basis of their dependence within the scope of this method (Karcıoğlu ve Alioğulları, 2012).

In the indifference method, there is a philosophy that the problem will be solved by itself at the end of a certain time. Because of this situation, there is no need to reduce the changes and deal with the solution. For example, it is typical of indifference to conflict that two employees who think that they have the right to take the same title do not address the situation at all when working together and act as if there are no problems (Tekarslan et al., 2000).

In cases where the conflict situation is not much and does not have a destructive feature, the conflict can resolve automatically. However, in many cases, this method is not so much desired from an organizational point of view, as it will cause the problem to gain more depth (Arslan, 2005).

Withdrawal: Avoidance is the most common method. Here, one or both parties to the conflict are physically drawn to their own limits in conflict conditions. In general, the feeling of threats prevails in the conflicting parties and the conflicting parties compete with each other (Karcıoğlu and Alioğulları, 2012).

Conflicts often apply with this method in cases where the balance of force is not present at the time. The party, who thinks that he has more power than himself, pays attention not to be in similar conditions with those individuals physically. For example, changing the path of the individual who sees the individual he / she clashed in the corridor is a kind of physical withdrawal from the conditions in which the conflict is experienced. As perceived, at this

point, only the conflict situation was prevented for that moment. Conflict was not destroyed in real terms, but only for a moment (Tekarslan et al., 2000).

These three methods, which are used to resolve the conflict situation by avoidance method, have a conflict-enhancing effect as they cause the communication to be reduced or closed, to create disbelief and to disappear. However, in organizational life, it is observed that both individuals and managers generally use these procedures (Koçel, 2010).

Compromise: In personal terms, it is the procedure that the individual prefers when he or she is of moderate concern, both in terms of himself or the other. Both parties agree to give-take and share by means of joint concessions in order to create an opinion that can be seen as appropriate in the face of each other. Therefore, there is absolutely no gain or loss party (Rahim et al., 2000).

The basis of the method is the philosophy that direct confrontation with the conflict situation can produce certain negative results. Because the situation in question will result in the gain of one side from the conflicts and the loss of the other side. The agreement procedure sees the general types of conflict as the exposure of high stress at a certain time. If these feelings are under-pressured and cases are expected to develop, they claim that there are procedures to collect the conflicts. Conflicting parties are able to reach an agreement on their own in terms of resolution as well as support of their agreements by managers. The agreement can be concluded in more than one form. Negotiations, third party intervention, voting and sharing of differences are the most used in these forms of agreement (Arslan, 2005).

Intervention of the Third Party: If the parties to the conflict are unable to reach consensus on their own and the manager cannot provide their persuasion, then he/she may apply for the support of a third individual or group whose objectivity is relied upon. It is imperative that the individual used as a mediator is a person who has gained the trust of those in conflict and is believed to act without taking sides. Whatever the decision of the mediator, the respect of the conflicting parties is essential to the effective resolution. In this way, the person or persons designated as the mediator will listen to the

parties one by one, ask them different questions and ultimately disclose final decision (Basım et al.,2009)

Third-party initiatives can be put forward in more ways than one. But what is usually encountered is mediation and arbitration.

Mediation: In certain cases, conflict types can be resolved with the support of a mediator. The mediator, without a formal authority, attempts to make voluntary compromises easy only through different tactical behaviors without having the conflicting parties agree to compromise. The duty of the mediator is to support the differentiation of the opinions of those in conflict. Experienced mediators can recognize position differences and the fundamental changes they are interested in by sensing (Altun and Ekinci, 2015).

They do not decide who is right and who is wrong in the conflict. They try to find a solution to the conflict by persuasion by explaining that the parties are harming each other. They investigate conflict issues by ensuring the development of communication in conflict and provide support for clarification of issues as a result of discussion. The problem experienced during mediation is that the conflicts reject the results of the solution. In this case, the absence of a solution is continuous (Akbalık, 2001).

Arbitration: Another third party initiative is arbitration. Another third party initiative is arbitration. The arbitrator's attempt is to reach a consensus on the conflict parties' agreement to seek solutions and to accept the analysis of a third group or individual. Referees have the power to impose consensus on the opposing sides. They can identify right or wrong in a conflict. There are major benefits to resolving the conflict with the interpretation of the referee. It is possible to list these benefits as follows (Tabak and Koprak, 2007);

- Since the conflicting parties have agreed to use the said procedure, they will accept the consequences that show themselves and the conflict will be resolved.

- Since the referees are experts in certain matters and receive training, they will be able to provide more appropriate solutions in solving the conflict.
- With the support of Arbitration, the conflict will be resolved in a short time.

Both mediation and arbitration strategies are generally used to eliminate friction between workers and employers and to find solutions in the collective bargaining phase (Basım et al.,2009)

Negotiation: One of the most well-known methods of conflict resolution situation is when the parties negotiate or try to negotiate the situation. Negotiation is the effort of two or more individuals or groups to realize the differentiation of their goods and services or to reach a mutually shared center (Tabak and Koprak, 2007).

In other words, it is the steps of working towards realizing their goals by negotiating in terms of reaching the target of individuals or groups. Negotiation is not to gain or lose, but to gather to access the agreement. There are four common elements in each negotiation (Basım et al.,2009);

-The groups included in the negotiation are randomly linked with each other.
-The groups clash with each other regarding goals and processes.
-Groups have the ability to influence each other,
-The groups believe that they can act and decide in a similar way.

Voting: Another method of reconciliation is to reach a resolution of the state of conflict by voting. It is a question of people in this technique to look at the problem based on democracy by relying on the principle of "more votes will win". How democratic the method is depends on how much people are allowed to express their thoughts in the community and make their voices heard (Tabak and Koprak, 2007).

In the context of the method, the ideas put forward in terms of resolving the conflict issue are put to a vote. The opinion that receives the most votes and the proponents of this opinion get the upper hand, while those who get the

lowest number of votes lose the vote and have to accept the opinions of the majority. Therefore, since there is a winner and a loser, it is not even a question of whether both sides are satisfied (Basım et al.,2009).

There is no time in the organization to achieve a complete unity of thought in order to resolve the conflict in certain situations. It is preferable to resolve the conflict by voting method where there is absolutely no need to reach a result. Conflict solutions are often made in the systems of associations and cooperatives. In addition, those who succumbed to voting could not accept losing and continue their efforts to get the majority and ask for the repetition of voting processes, they wanted to explain that the conflict did not resolve and that it only seemed so for the moment (Tekarslan et al., 2000).

As is clear, there are more than one method of reconciliation. But it is accepted that consensus from multiple points of view is a non-continuous method of solution. Waiting for self-sacrifice in conflict can bring new disagreements together, creating a feeling of discontent among people. With this side, he entered the literature as a non-permanent method of struggle (Tabak and Koprak, 2007).

Sharing Differences: This method also tends to share various issues with the conflict until an acceptable solution is achieved. One of the most remarkable ways of sharing differences is to achieve a common path between two opposite choices. The common method or path in question will support the solution by realizing more of what the conflict sees differently. For example, if the managers of the controversial province of these cases have news of the managers, the manager negotiates with each party and consequently determines the common point where the conflicting parties can compromise and report this situation to their employeesBecause at the end of the said time, even if they are in the conditions of intransigence, a fundamental base of compromise will be achieved in which their employees can continue their lives together (Karcıoğlu and Alioğulları, 2012).

The sharing of differences may include the physical separation of the conflicts, the relocation of those who do not match each other, and the drawing of new organizational schemes in which the conflicts are prevented

from being committed to a joint director. In general, it is very difficult to make a decision about the situations in which conflict resolution procedures explained in the context of the model developed by Rahim and Bonama will be used. Because there is no standard solution method that can be used in each type of conflict. Different methods of resolution can be used within the context of the conflict. In this case, it shows that the situational approach is valid in determining which conflict resolution methods are to be used (Tabak and Koprak, 2007).

According to the situational approach, time and conditions determine what to use in what situation. The investigations on this issue reveal the generalizations shown below in connection with conflict resolution procedures (Karcıoğlu and Alioğulları, 2012):

Integration method is a method that has an effect especially in solving complex problems. The integration method is ideal if the conflicts cannot solve the problems themselves and feel the need for a change of thought. However, it is necessary to have the time to implement this method. In addition, the belief that the conflicting parties can reach an acceptable solution and the mutual trust of the conflicting parties is a prerequisite for the implementation of the method. If the conflict is irrelevant to one of the conflicts and one of the parties considers itself to be weak compared to the other party, the method to be implemented in the case is compliance (Tabak and Koprak, 2007).

The pressure (supression) method is a method that is generally used and has an effect when the decision is required to be made very quickly. But there must be a power imbalance in the conflict. If the conflicts are strong at the same level, the technique in question causes larger conflicts to arise than to resolve the conflict. In case of conflict, if the bad effect of the parties' encounters is more than the benefit to be obtained as a result of conflict resolution, avoidance method may be the most ideal choice. It is possible to resort to situations where the issue that causes conflict is negligible in this method (Basım et al.,2009).

The compliance method, on the other hand, is a method that can be preferred in situations where the forces of the conflict parties are approximately at the same level and that the goals of the conflict parties can yield beneficial results for both parties (Tabak and Koprak, 2007).

Conflict management claims that an acceptable level of conflict is mandatory in organizations, and that destructive and non-functional conflicts are required to be resolved. Although the integration method is accepted as the method with the greatest effect by more than one scientist, the qualifications of the conditions in question may require the use of other methods. In case the preferred method does not provide the desired results, it is imperative not to insist on the method in question and to experience different methods. Consequently, it is an important factor on the moderating role of trust in the effect of conflict management approaches on employees' attitudes (Karcıoğlu and Alioğulları, 2012).

CHAPTER 2

TRUST IN THE MANAGER

The importance expressed by the concept of trust is not only the type that can be limited to business life, because it is a structure that needs trust in every part of a person's life. When working life is examined, the fact that employees have a sense of trust against their managers is considered as factors that directly affect their performance. Therefore, it can be said that the trust of the employees towards the manager is of great importance. In this part of the study, the definition of trust, the dimensions of trust, trust as a personal life need, trust in terms of organizations and trust in the manager will be examined under different headings and information will be given within the context of trust in the manager.

2.1. Description of the Manager

The manager is the person who has the obligation to operate the company on behalf of the entrepreneur in order to supply the elements of production in order to realize the production in such a way that the income and danger situations belong to other people (Budak and Budak, 2004).

Koçel (2010) describes the manager as "the person who works through his accomplishments". The manager, in the easiest sense, is the individual who has the management obligation at the company and is not affected by the income and expense provided at the end of the period.

Peter Drucker, who has a reputation in management science, describes the manager as "the person responsible for the application and performance of information"; because the knowledgeable administrator can take over other

resources. But it remains unclear whether an uninformed individual can have other sources (Tengilimoğlu, Atilla and Bektaş, 2008).

Ülgen and Mirze (2007) defined the manager as "the person who is responsible for reaching the business effectively and efficiently in the works he is held responsible for."

Bellavia and Frone (2005) define the manager as "the person who directs the material and human production factors assigned to his/her order within a certain period of time, taking into account the developments in the environment and responsible for the efficiency of his/her resources."

Managers plan the works to achieve a specific goal, organize who will do what in this direction, organize the necessary equipment, lead the employees, coordinate the work and check whether the goal is achieved (Tabak and Koprak, 2007).

The manager makes the work plan of the employees who are connected with him/her, keeps the means of harmonization and control. The manager is not only satisfied with ordering, he/she identifies the individuals he/she ordered, encourages their development in all aspects by enabling them to learn the works and volunteers with them. He/she clearly explains to the people they manage, how they will work and what their competences are (Budak and Budak, 2004).

The executive director has a structure that is repetitive, maintainer, that focuses on structures and systems, trusts control, can make decisions in a short time, asks questions in the form of how and when, always looks at the ground, always has the right thoughts, always accepts the current situation. Within the framework of a human definition, the administrator is the individual who works together and works in order to achieve various goals determined by many individuals under his command. Technical, human and conceptual dimensions are distinctive for the concept of management. The technical dimension describes the functional expertise of the manager, the human dimension describes the human element, and the scale associated with the

concept explains the ability of the manager to monitor the entire organization in the whole way (Özen Kutanis and Alpaslan, 2006).

Firms are in the form of living organisms; they are born, grow and die. The individual factor in the living thing is the firm's neural network, the money phenomenon is the blood flowing through the veins, and the manager is the brain in the organism. The managers make the most important decisions concerning the future of the business, make the plans of the works, make the arrangements, perform the work system and workflow, control the employees, support them to work in compliance and, if necessary, to train them. It is imperative that managers who have significant work at this level must, without doubt, gather more than one feature and ability on them. The following is a summary of the essential features in a good manager (Sabuncuoğlu and Tokol, 2005);

- Knowing the job and the employees closely,
- Making timely and correct decisions,
- Acting impartially and individually,
- Being an example with his character and movements,
- Having obligation,
- Ignoring defects,
- Encouraging group work,
- Democratization,
- Having educational aspect,
- Being patient, determined, willing, common sense and courageous

2.2. Roles and Functions of the Manager

What managers do is about the roles they play, how they do, while emphasizing their functions or tasks. Executives at different levels of management fulfill the roles in three categories defined by Mintzberg. The priority of these roles can change depending on the level of the managers, and these roles determine the characteristics of the management task. The role played by the manager at different levels is the whole of expected

behavior expectations from him. The basic roles can be examined in the following groups (Tuncer, Aydan and Varoğlu, 2008);

- *Interpersonal roles*: Especially three of the managers' interpersonal duties give them a lot of support in managing the organization regularly and rationally. Even if the administrative duties of the said duties have a similar feature, they are accepted as a common idea in our time when the administrators cannot accept and ignore these duties as if they did not exist.

- *Representative role:* The first of his interpersonal duties manifests himself in the form of a man doing his activity as a leader. Being the leader of his unit, the manager occasionally performs his interpersonal duties by performing various ritual tasks (such as accepting guests, participating in the engagement and wedding rituals of one of the organization's employees, ordering food to a recipient). In his review, Mintzberg states that 12% of the administrators' time is devoted to rituals and 17% to the attestation of incoming letters and letters.

- *Leadership role:* The task of leadership and the tasks such as giving motive, mobilizing, training and controlling employees again foresee interpersonal relationships. It is explained in the form of recruitment, training, placement and encouragement of employees. This task covers all kinds of work that will increase the success of the organization. Jobs that cannot be carried out with authority can be achieved with leadership ability.

- *Connecting role:* The manager who takes the role of connection is in contact with different interest groups, such as sales people and buyers, other than employees and managers. The administrator has to perform the activity or duty of a relationship-provider factor in the entire organization or its own unit. Administrators establish such connections to enable the development of individual data sources.

- *Role In Providing Information:* According to minzberg, the acquisition of data from different types of sources and the transfer of such data to areas and units in need constitute the most important aspect of

management. A manager needs sufficient and accurate data in order to make correct, rapid and non-contradictory decisions as well as to guide the employees in his / her unit to do business.

The individual who takes on the management function performs the data acquisition and sharing function with three different tasks, one of which is different from the other (Şimşek, 2002):

1. The individual who performs the management function in the form of a monitor examines where data can be obtained that can be used continuously. Within the framework of this purpose, it is attempted to obtain data by directing questions to employees or by connecting them with other people. The monitor task often brings the individual who performs the management task to the point of the individual who gets the best data in his / her group.

2. Carrying out the distribution function distribution of the data to the connected foci constitutes the second part of the task of obtaining information from the executive officer. The individual who performs the task of distribution and the task of management distributes important data to employees and units that are not otherwise impossible to provide.

3. As a speaker, the manager in the position of a business representative delivers some of the data he collects to people outside the unit and, moreover, the organization. The organization transmits some of its employees ' information to individuals outside the unit or even the organization. Embellishing the employees of the organization with mandatory data and thus ensuring that they reach satisfaction in the organization constitutes one of the many aspects of the importance assumed by the representative of the management.   Another important part of the mission is to provide and conduct sound, fast and effective communication with other competing organizations.

Role Types Related To Decision Making: The main input types of the types of administrative decisions are generated by the data obtained by the administrator from different places. The basic input of managerial decisions is

the information provided by the manager from various sources. Mintzberg divided the decision-making roles of the individual performing the management function into four (Şahin, 2004);

- The individual who carries out the role of Management in the role of entrepreneur tries to ensure the development of the institution, to realize its spread and to do similar activities. For example, when the administrator obtains a good idea or advice about the future of the institution in accordance with his / her duty, he / she immediately initiates a development project in order to do this situation. In the form of an entrepreneur, he/she starts or leads the change process without waiting for a response.

- Individual who performs management function within the framework of conflict resolution role reacts to or responds to situations beyond its control in cases of strikes, in cases of violations of contracts between the company and other companies in their customers who have declared bankruptcy, etc.

- The manager, who assumes the role of resource distributor, has to decide which resources of each organizational unit under his responsibility and to establish a balance in this regard. The administrator may have to make complex choices. The effects of each decision on other decisions should be taken into account. As the distributor of the resource, the person performing the management function is obliged to decide how and to whom the resource types related to the organization will be distributed. In addition to the situation in question, the person who performs the management function examines all decisions made by others before or during the implementation.

- With the role of negotiators, a business manager can resolve a random job with a consulting firm. For example, the manager of the production department can examine and conclude the status of a contract with a vendor, and finally the department manager can discuss and resolve a problem with his subordinates or chiefs. The roles of managers in performing the management function are very

important in terms of directing the views of those who perform the management function to the environment in which they are operating, which are not obvious and where there is confusion. Mintzberg emphasized that the events and situations related to real life can only be seen and controlled in part beforehand, and emphasized that the manager has to deal with these events and situations as they arise.

The five functions of management constitute the duties of the manager. If we briefly consider the functions of management (Şimsek and Çelik, 2009);

1. Planning: It is the process of determining the tasks and objectives that the enterprise wants to reach in the future and how to reach them. In other words, planning is the determination of who, what, how, when and with which authority to reach the goals (Esen, 2010).

2. Organizing: It is the function of preparing a structural arrangement that will enable the most efficient use of all the human resources of the enterprise and creating meaningful relations between them in order to transform the objectives and plans laid out in the first place into action and to achieve success. The success of an organization depends on management's ability to effectively and effectively organize and use all enterprise resources in line with planning requirements (Tuncer, Ayhan and Varoğlu, 2008)

3. Order-Command: In this function, unlike other functions, the superior and the subordinate face for the first time. Other phases are mostly on paper. In this function, employees are mobilized, guided and motivated to achieve the goal (Ataman, 2001).

4. Coordination: Coordination is in the press of the factors that ensure the integrity and hence of the organization. It is an organization's system and mechanism for working as a group, making efforts towards the same purpose in cooperation. Even in the simplest group work, the effectiveness of efforts increases as they are harmonized. Coordination means coinciding with the most common meaning. For example, people who support the transfer of an item from one place to another must always struggle. But in the case of working together, success will be achieved. Working together in coordination is

mandatory. Subordinates need to communicate. The fact that the different parts that make up the organization are not aware of each other, the enterprise starts to show a feature that cannot make decisions and compete against itself (Akova and Akın, 2015).

5. Control: The last function, control, is the stage of determining whether or not the specified goal has been achieved or to what extent it has been achieved. This function covers all activities to determine the extent to which the works are performed in accordance with the objectives, procedures, and standards and to ensure that the works are carried out in accordance with the objectives and plans by making corrections when necessary (Ataman, 2001).

2.3. Trust

Many explanations of the concept of trust have been made and have become the subject of study in the social sciences literature in terms of various disciplines. How and in what situations people trust, how trust shapes social relations as the basic structure of a solid and effective personality, how it affects the basis of the relations and cooperation between individuals and how it establishes the stability of social institutions have always been tried to be explained by social psychologists, political scientists, psychologists, economists, historians and organizational behaviorists (Yılmaz, 2006). Many definitions of trust have been made in the light of these studies and explanations. Some of these definitions are listed below:

Trust is based on the belief that the person is found to be accurate, sufficient, predictable and reliable for other people (Baltaş, 2000). As can be understood from all definitions, trust explains the positive demands of the individual from other people around him. Within the framework of these expectations, trust is a product of mutual relations. For this product to occur, people entering into relationships need to have a mutual sense of responsibility. The things that require this responsibility include mutual love, respect and behavior that will not allow for vulnerability.

An individual's expectation that the other party will behave selflessly and a sense of trust with a certain level of dependence on the other party gives rise to the belief that the other party will benefit from it (Kara, Sarıkaya and Temizel, 2009). It is possible to divide the interpretation of the concept of trust from the point of view of people and its becoming meaningful into three different points. Together with these different issues, it will be possible to achieve positive results from an individual and organizational perspective (Basım et al.,2009). These considerations can be listed as follows:

i.   Having self-confidence,
ii. Reflecting a sense of reliability,
iii. Nurturing trust in people

Self-confidence (self-confidence) forms the basic structure of being reliable and trusting others. Self-confidence is the awareness of the individual's own value. Self-confidence requires an individual to perceive their own abilities. Individuals with self-confidence are individuals who self-assess in line with their personal goals, recognize their own feelings and who can control them. These people first draw the boundaries of their abilities correctly. In parallel with being aware of the limits they have, they also accurately determine where they will need their qualifications. Self-confident individuals can take on a task that is difficult to accomplish and make their presence felt to all people. Self-confident individuals love themselves, evaluate their needs equally with other people's needs, and do not find themselves guilty because of their needs. Individuals with self-confidence are proud of their positive side, make these sides stand out, they share other people's happiness. They communicate with different people from all walks of life, and they try to understand them by talking to them (Yılmaz, 2006).

The individual has to create a sense of trust in people through his actions, personality, thoughts and actions. In order to accept a person as trustworthy, one must keep his word, have integrity in all aspects, have the competence and responsibility to perform a task, and meet all expectations for him (Asunakutlu, 2003).

It is important to have confidence in others, to live with people in a collective and targeted way. Through a sense of trust, there will be expectations for people's initiatives to progress in a way that will bring benefits. Regardless of what kind of activity is concerned, trust in others is considered to be a very important issue, as people who are aware of the presence of a sense of trust in the other side will be expected to produce more positive results in their work (Erdem and İşbaşı, 2000).

2.4. Dimensions of Trust

In order to perceive the concept of trust, it is necessary to perceive its versatile structure perfectly. Different cognitive, emotional and behavioral factors are included in the concept of trust (Pekcan, 2010).

There is a relationship between people's behavior and confidence levels (Yılmaz, 2009).

Rather than being a form of behavior, trust appears to be a psychological state that has the characteristic of directing behaviors. The trust reveals attempts to reduce the impact of the risk factor on people's behaviour, which elicits positive expectations in their activities. Individuals taking risks in their behavior is a result of their acting based on psychologically formed trust (Önen, 2007).

In the context of the dimensions of trust, it is important to have an environment of trust or mistrust in behavior within the organization. As a result of the competitive behavior of the members within the organization, there may be an atmosphere of mistrust. In contrast to this situation, it will be possible to obtain organizational trust along with the existence of an environment of trust according to the behavior of individuals. As mentioned in the concept of trust section, there has been a lot of research on trust and there have been many different definitions of trust. With the broad meaning of the concept of trust, the importance of understanding the dimensions of trust has also become an important issue. Although the dimensions of the moth are easily classified cognitively, emotionally and behaviorally, understanding

what these dimensions state does not express a simple process (Demircan and Ceylan, 2010).

Therefore, efforts to understand the dimensions of the trust may have significant benefits. One of the things that needs to be addressed about the dimensions of trust is the impact of organizational trust. In order to understand the scope of organizational trust, which will be examined later in the study, the dimensions of trust need to be properly understood (Demirel, 2008).

It would not be wrong to say that an accurate assessment of the concept of trust and its dimensions would produce positive results at the personal and institutional levels.

2.4.1. Trust as a Personal Vital Need

It is stated in motivation theories that trust is a vital requirement for the person. At this point, it can be said that the work of the researcher named Maslow made trust more talked about.

Since Maslow examined trust in motivational studies, such a result emerged. Maslow, who argued that many needs occurred in human beings, stated the motivation theory he prepared in this context in a hierarchical way.

The need for trust can simply be expressed as the expectations of the individual to continue his life in a calm and safe manner without fear. All people living in the community are in need of a safe, organized, predictable and organized world (Kesici, 2002).

Table 2.1.

Maslow's Needs Hierarchy

SATISFACTION OUT OF WORK	HIERARCHY OF NEEDS	SATISFACTION AT WORK
Education, religion, hobbies, personal development	Completing Yourself	Educational opportunities, progress, development, creativity
Consent of family, friends and society	Showing Yourself	Recognition, high status, increased responsibilities
Family, friends, communities	Being Social	Workgroups, customers, colleagues, moderators
Avoiding war, pollution, brutality	Feeling Safe	Safe working conditions, side payments, job security
Food, water, sexual needs	Physiological	Warming, air, base charge

Reference: Ercan Yılmaz (2006). Examination of organizational trust level in schools in terms of ethical leadership characteristics of school administrators and some variables, p.58.

As can be seen in table 2.1 many different needs can be mentioned within the hierarchy of needs. In this model set out by Maslow, trust is evaluated within the scope of social needs (Koçel, 2010).

It can be said that the scope of human social needs is quite wide. It can be said that these needs consist of the needs that human beings have due to their nature such as loving, being loved, being adopted, showing interest and waiting for attention, and the number of examples can be increased. The existence of a feeling of mutual trust in meeting the expectations of individuals in the social needs mentioned here is very important. It is normal for people to be in need of trust throughout their lives. When an individual meets a new person, makes new friends, and interacts with individuals around him / her, he / she pays attention to the presence of a feeling of trust (Kesici, 2002).

It is possible to replicate the examples listed here. Based on the information given, it can be said that the basic needs of people have a direct relationship with the fact of trust. Confidence can vary with time. Trust in a person or institution may develop over time, or it may be weakened. The formation and

development of trust are the stages that follow each other, and it should be noted that there are issues such as reassurance and loss of trust after the behaviors exhibited in this process (Tüzün, 2007).

At this point, it can be said that changes in the level of trust can have the effect of one-sided behavior of individuals, as well as the effect of the behavior of both parties to renew trust and loss of trust. Trust is one of the factors that enables people's relationships with their environment to continue, to be permanent, in short, to be shaped. Therefore, trust is a concept of personal need.

2.4.2. Trust in terms of Organizations

Trust is a belief that the person's actions will develop in a way that satisfies his own wishes without having any controlling effect, and that within the context of this belief, the person's activities are open without the need to defend himself. Trust is when, under circumstances of risk, the person decides to trust someone or a group (Currall and Epstein, 2003: Narrated by: Yılmaz, 2006). In the light of this explanation, the definition of organizational trust can be made as follows:

The concept of organizational trust means that when there is a risk, the individual should be confident in the activities and policies that will affect the organization, as well as provide support to them. The level of support mentioned here can be increased with the correct orientation of the employees within the organization (Turunç and Çelik, 2010).

Organizational trust has many explanations. However, the key words common to all statements are faith and volunteerism. According to Mishra (1996: Narrated by Yilmaz, 2006), organizational trust is the desire of a person to be open, honest, relevant and believable in the relationships, interactions, cultural structure and communication of the organization. Below are some explanations related to organizational trust:

Organizational trust expresses the opinion that the managers within the organization will also fulfill their promises in order to support the organization.

At this point, managers who do not fulfill their promises will reveal the result of non-compliance within the organization (Doğan and Demiral, 2009).

Organizational trust is a commonly used concept in expressing the employee's belief within the organization that leaders will be true to their promises. Because of this characteristic, it can be said that organizational trust is a tool for understanding the wishes and expectations of individuals against the organization (Bökeoğlu and Yılmaz, 2008).

Organizational trust is an understanding established within the framework of bilateral relations based on reputation and experience among individuals. Organizational trust is not a combination of trust relationships within an organization. Trust is one of the essential conditions of working, which is based on real collaboration. The more an organization relies on the creativity and cooperation of its members, the more trust becomes important in that organization. The trust develops and supports transparency in the institution (Cohen and Prusak, 2001: Narrated by: Yılmaz, 2006).

Based on the information given about organizational trust, it can be said that it is possible to obtain positive results in many issues together with organizational trust. Some of the positive results in this context are listed below (Uslu and Ardıç, 2013):

   i.   Formation of organizational identification,

   ii.   High morale of employees,

  iii.   Increased creativity level,

  iv.   Effective management of information,

   v.   Increased level of communication,

  vi.   The formation of loyalty towards the organization of employees,

 vii.   Adaptation to the environment in which the organization operates,

viii.   Increasing the efficiency of the organization in a holistic sense,

viii.   To be able to achieve the goals of the organization with increased communication and interaction within the organization.

One of the most important details for the realization of the above mentioned articles is that everyone within the organization, regardless of their position, should put effort in the process. In other words, it will not be possible to produce positive results of organizational trust through individual efforts.

Organizational trust contributes to identity acquisition for institutions. In particular, the level of organizational trust that organizations with large-scale activities will have will affect the image of trust that the business has. From here, it can be said that it is possible to talk about many dimensions of the concept of organizational trust. Organizational trust provides an understanding of the level of trust that everyone in the organization has. Therefore, it is important to know the dimensions of organizational trust (Çıtır and Kavi, 2010).

2.5. Trust in Manager

Managers are the most serious factor in their relationship and interaction within the organization with respect to employees. The manager is in charge of important decisions related to subordination such as promotion, appointment, performance evaluation. The power difference between the employee and the manager leaves the employee amenable to the manager's effects (Pekcan, 2010).

The subordinate who trusts his / her manager will also be open to the influence and interactions of his / her manager in risky situations and circumstances. The subordinate who has confidence in his / her manager can put himself / herself at risk in his / her relations with his / her manager through active and passive behaviors. The employee can actively share information that could harm him or her with the manager he or she trusts. On the other hand, passive employee may not monitor the communication of his trusted manager with other people. By sharing confidence with his manager, the subordinate can get closer to him and get the opportunity to improve himself in his work or career. The subordinate, who does not need to supervise his manager while working, can fully concentrate on his work. Thus, it will be possible for managers to take a more active role in the

organization, that is, performance indicators will increase (Özarallı and Torun, 2011).

In the research carried out by İslamoğlu et al. (2007) in different institutions and sectors in Istanbul, trust factors to the manager were combined under ten headings. The elements of trust in the manager identified are seen in table 2.2.

The relationship between the leader and the subordinate has a side that is both system-oriented and personal-oriented. The manager has a certain position and role within the organization that the system has provided him. In the early stages of the leading subordinate relationship, perceptions of role and authority within the organization and the degree of confidence the subordinate approaches people in general are more effective in determining the level of trust relationship, while in the later stages of the relationship, the influence of the interaction between subordinate and superior is considered to increase. In order to increase this interaction, coordination and communication must be ensured within the organization (Küçükilhan and Lamba, 2007).

Trust and reliability are integrated concepts. The most important tool of the manager to ensure the trust and confidence of his subordinates is to act in support of his trustworthiness (Hardin, 1996, Narrated by: Pekcan, 2010).

Given that the manager's primary duties are to establish trust within the organisation, the importance of communication levels with the manager's subordinates will be clearly understood (Özarallı and Torun, 2011).

Table 2.2.

Factors Of Trust In The Manager

Factor 1	Supporting employees
Factor 2	Honest and fair
Factor 3	Team Leader
Factor 4	Creating a positive working environment
Factor 5	Confident
Factor 6	Sharing Information
Factor 7	Non-Tension
Factor 8	Confidential
Factor 9	Authority
Factor 10	Who gives authority and cares for his subordinate

Reference. Güler İslamoğlu, Melek Birsel and Deniz Börü, (2007)Kurum İçinde Güven, p.59

For the last ten years, researchers and practitioners in the field of management have stated that the element of trust has an increasing importance in business life. However, researchers have come to a common view that trust is important and beneficial when it comes to organizational effectiveness. Trust creates benefits in expressing elements related to the organization's effectiveness, such as leadership, ethical behavior, teamwork, performance evaluation and employee relations. In the literature, many studies on trust in the organization have focused more on managers and it has been stated that the trust that subordinates will hold on managers will be determined by the behavior of managers (Özdaşlı and Yücel, 2010).

Trust is a concept where many sociologists, economists, psychologists and management researchers agree that it is an important factor in building and maintaining inter-individual relations. However, trust has been defined by people who have different specialties from different disciplines from different perspectives. Annette Baier has described the trust as "meeting the expectations of the trusting person regarding the institution of trust." Trust, according to Francis Fukuyama, is "the expectations that arise in a society that acts in the direction of regular honesty and cooperation, based on norms shared jointly by its members" (Özdaşlı and Yücel, 2010).

According to Solomon and Flores (2001), trust is something that the individual produces, builds, builds, maintains and sustains through his or her

promises, commitments, emotions, and his or her own internal consistency. Trust is an option, a choice, an active part of human life.

Butler (1991) stated that "literature on the subject of trust is united in the belief that trust is useful in developing a managerial career when trust is an important aspect of interpersonal relationships, and that the outcomes of trust in the person are better suited to the goal in estimating". Trust between individuals and groups within the organization is highly important for the stability of the organization and the happiness of its members (Narrated by: Koç and Yazıcıoğlu, 2011).

Trust is a vital issue for organisations to survive and succeed. Without trust, there will be no sharing of ideas, innovation, job satisfaction and motivation. In the concept of trust in the manager, the basic belief is that the actions of the manager will be for the benefit, not the detriment of the employee (Basım et al., 2009).

Trust does not manifest itself within organizations. In creating conditions of trust, it is imperative that the managers systematize the feeling of trust in all elements of the organization and handle it sensitively. In this case, the positions of the administrators are important. Because, if they wish, they can create trust in the organization with all their functions and practices, their expression and actions, or they can eliminate trust that has already occurred. Although the presence of subordinates ' information about the processes belonging to the organization constitutes the opinion that these processes are fair and trustworthy, the evaluation of the managers and the job satisfaction of the subordinates are determinative. It not only leads those who try to perceive the types of decisions made in the organization to believe that their decision-making processes are impartial, but also gives them confidence in the decision-makers (Büte, 2011).

A trusted manager is someone who is trusted, loyal, honest, consistent, self-destructive, benevolent, non-discriminatory, open to everything and can be supervised. The trust of the managers of the employees in an organization depends on the technical and comprehension ability of the manager, the

accuracy and honesty, the success of his work and the degree of hit in his decisions. This affects employees ' confidence in the manager (Basım et al.,2009).

According to Mayer (1995), trust in the manager is defined as "a willingness to be vulnerable to the manager that an employee cannot control their actions and behaviors". (Narrated by: Tan and Tan, 2000).

Trust in the manager is handled within the organizational structure and within the scope of interpersonal trust. In this context, the individual's sense of trust in the manager is shaped by the manager's attitudes in ethics and justice practices (Kılıçlar, 2011).

Trust in the manager can also directly affect the performance of subordinates, which can help subordinates comply with organizational rules, procedures and achieve organizational change. Managers ' consistent and honest relationships with subordinates, open communication, sharing information about organizational decisions and practices with them will increase the level of trust in the manager (Arslantaş and Dursun, 2008).

The hierarchy of employees and managers in organizations is a very important and well-known form of connections. The concept of trust is in focus, as there are certain circumstances and the possibility of hurting and showing resentment in these cascading connections. The trust felt in the manager, who is the individual who makes the members of the organization move towards a determined target, is reflected by the employees throughout the organization. When the literature is examined, it is stated that the state of trust is a mandatory stage to be started by the administrators. In this sense, what is expected from a reliable administrator is that he / she acts in accordance with the rules and that he / she is consistent with the principles of justice and ethics. As a result, it is sufficient to examine the credibility of the administrators to show the level of trustworthiness in the companies (Büte, 2011).

The factors that make the manager reliable in the eyes of the members of the organization are his personal integrity and managerial effectiveness.

Competence, consistency, honesty, benevolence, showing interest shows that the manager does not only consider self-interest, which increases his credibility in the eyes of the employee. Therefore, while determining personal integrity based on an ethical basis, sharing of control, quality of communication and willingness to strengthen authority influence the manager's perception of credibility by determining managerial effectiveness (Basım et al., 2009).

Managers' consistent and honest relationships with subordinates, open communication, sharing information about organizational decisions and practices with them will increase the level of trust in the manager. Therefore, as the perception of subordinates is influenced by the ethical behavior of managers, human resources policies and procedures and organizational culture, managers are required to act in support of subordinates (Özdaşlı and Yücel, 2010).

2.5.1. Reliability Behavior of the Manager

In the context of social interaction, it is thought that the manager may influence the subordinates' confidence in the manager through their attempts and behavior to establish trust within the organization. In this sense, the manager's trustworthiness behavior is expressed as "the interaction and behavior that the managers voluntarily engage in in order to gain the trust of the employees" (Whitener et al., 1998: Aktaran: Pekcan, 2010).

The main features that managers must maintain in order to reflect trust in their employees and to be perceived as trustworthy by employees are as follows: (Çelik and Turunç, 2011).

i. Behavioral Consistency: The consistency of behavior according to time and conditions allows future behavior to be predicted in advance.

ii. Behavioral Integrity: To be consistent with promises and actions is to keep promises.

iii. Sharingand Delegation of Control: Enabling subordinates to participate in the decision-making stages allows them to have more control over

   issues that affect subordinates, especially so that the manager shows confidence in their subordinates.

iv. Communication: The manager provides the right flow of information to the subordinates, explains the decisions he or she makes, and is open to communication with the subordinates.

v. Demonstration of Concern: It explains how to respond to the demands and needs of the employees and to protect the interests of the employees. Thus, the individuals in the position of manager will also fulfill their ethical responsibilities towards their employees (Yatkın, 2013).

Elsbach and Elofson's (2000) study concluded that people do not strain their cognitive resources in the process of attaining thoughts about other people's trustworthiness. People do not seek different clues or evidence or seriously analyze these clues in their minds after reaching some clues about a particular person's credibility and confirming that person's trustworthiness (Pekcan, 2010).

The behaviors displayed by the managers in the process, their approach to the employees, as well as the employee's confidence in the manager directly affect their loyalty to the organization. In other words, the level of organizational commitment will increase with subordinates having confidence in the manager (Kurşunoğlu, Bakay and Tanrıöğen, 2010).

The research conducted by Bijlsma and Van de bunt (2003) showed that the manager's support, guidance, standing on their subordinates and being open to them explained 69.2% of the subordinates'trust in the manager (Narrated by: Pekcan, 2010)

Likewise, Yılmaz's (2004) study investigating the relations of primary school teachers in Yozgat city center with school principals found that the relationship between the supportive leader behavior of school principals and the trust of teachers in school principals was strong (r=0.86).

In an environment where relationships and interactions are prominent in the working life, the manager's interaction with his employees and his

trustworthiness can respond to the employee's cognitive and work-related needs as well as his emotional needs (Dunn 2000: Narrated by: Pekcan, 2010).

Organizations are expected to achieve positive results if the emotional needs are met by managers and employees. The reason for this is that meeting emotional needs and forming emotional confidence positively affects decision-making processes (Tokgöz and Seymen, 2013).

In case of lack of emotional confidence, the decision-making processes will be adversely affected. Although the relationship of trust between subordinate and superior has been examined in a bilateral context, it is necessary to focus on the Working Group and organization context in which this relationship has passed. Managers may have to take into account the balances within the organization and the different interest groups due to their position. It is very effective for the manager to maintain a balance in the relations between his subordinates, especially in the direction of fairness within the organization. When a manager takes into account the existing balances within the organization, his or her credibility is a situation that can limit or guide his or her behavior. The manager's efforts to build trust in bilateral relations can affect his / her relations with other employees within the organization (Wech, 2002: Narrated by: Pekcan, 2010).

The manager needs to show sensitivity in his / her relations with his / her subordinates and have a balanced approach. Because if the behavior of managers is perceived by employees as different from person to person, the results of this situation will be negative for the organization. Since employees expect managers to behave fairly, it is very important that managers have the sensitivity to meet this expectation (Arslantürk and Şahan, 2012). The main thing to know here is that organizational life is based on trust relationships between managers and subordinates.

It can be replaced by the sign that the manager increased trust relations with some of his subordinates and gave them more authority to certain subordinates, that he knew them and rewarded their efforts in one place. The

manager's reliability behavior towards some of his subordinates can be felt as biased and favoritist in terms of other employees and may negatively affect the perceptions of trust and equity at the institutional level within the organization. As mentioned before, the emergence of such a perception will harm the organization. For this reason, managers will have to act with the awareness that they should consider the interests of the organization first (Burke et al.,2007).

A support understanding will emerge among co-workers if members of upper-level organizations have a good faith approach to lower-level employees (Kurşunoğlu, Bakay and Tanrıöğen, 2010). Thus, it is possible for the employees to fulfill their determined duties on time.

Another factor that leads the leader to reliability behavior is that the leader trusts his subordinates. The possibility that the subordinates do not behave as expected as a result of their trust-building behaviors such as communicating with the leader subordinates and delegating authority to them is the risks that the leader faces, and the degree of these risks indicates the extent to which the leader trusts his subordinates. The level of risk that a leader will engage with his subordinates is related to different organizational, individual and relational factors (Pekcan, 2010).

The trustworthiness of the leader is also an indication that the leader trusts his subordinates if the trust is mutual. The trust of the subordinate against the manager and the trust of the manager against the subordinate is in a separate state and causes separate results (Brower et al., 2009: Narrated by: Pekcan, 2010).

Addressing the difference between mutual trust perceptions between subordinate and manager can help us understand trust dynamics in business relationships.

2.5.2. Different Perspectives of the Manager and Employee in the Relationship of Trust

The position of individuals in the hierarchy within the organization can influence their view of the relationship of trust. It is thought that trust has a more instrumental role for those in the upper layers of the hierarchy and a more relational role for those in the lower echelons of the hierarchy. Another factor affecting the parties in the relationship of trust is the dependence of the parties on each other (Kerkhof, 2015: Narrated by: Pekcan, 2010).

There is interdependence in subordinate and superior relations. The positions of the parties in the hierarchy at the level of interdependence and the asymmetry of information between the parties also play a role. Subordinate depends on the decisions of the manager on issues such as wages, promotion, where, with whom, and which job to perform. The difference in the level of dependency between the parties can affect the perception of trust between the parties (Wells and Kipnis, 2001: Narrated by: Yıldırım et al., 2002).

It was mentioned in previous sections that trust is the determining factor in people's relations with each other. When analyzed within the organization, an environment of trust must be formed in order for good relations to emerge. In order to realize long-term plans, everyone in the organization must feel safe. Because of this quality, it can be said that trust creates an environment for both individual satisfaction and organizational growth (Hacıefendioğlu, 2005).

In a study by Zalesny et al. (1985: Narrated by: Yıldırım et al., 2002) in a public organization, while the trust of the employees, who are in a low or moderately positive social environment, are at the highest level, the trust in the administration is increased in the environments where the social environment is more positive for the lower level civil servants. Based on the fact that the position of the employee in the relationship of trust affects the view of the relationship, it can be stated that the relational dimension of trust stands out for those working at lower levels.

Managers should reflect confidence in their employees in order to achieve maximum efficiency from their employees. An employee who feels that his / her superior has confidence in him / her will contribute to development both individually and in organizational terms. Some of the things managers need to do to improve their performance by instilling confidence in their employees are as follows(Develioğlu and Çimen, 2012):

    i.   Exhibiting consistent behavior even when faced with different situations,

    ii.   Being honest with its employees,

    iii.   Not to refrain from transferring authority and responsibility to employees when deemed necessary,

    iv.   Having effective communication with all employees in the process,

    v.   Always dealing with employees, not just working on important jobs.

People have some needs by their nature. Among these, the need for communication and attention listed among the items required to build trust above are some of them. At this point, it is necessary to mention the importance of communication. Employees need high-level communication not only with their superiors but with all their colleagues. This issue, which is seen as a result of being human, will also create an environment of trust in the organization and thus it will be possible to achieve success (Tokgöz and Seymen, 2013). For this reason, it can be stated that managers are in a place where it is important to act in a manner that will create trust in employees, especially in ensuring communication efficiency.

CHAPTER 3

JOB SATISFACTION

3.1 Meaning and Importance of Job Satisfaction Concept

The business of producing goods and services in order to generate income is expressed as business, which is done at a certain time under organizational conditions, carries with it certain connections. It is therefore an important value for the person. Employees get a lot of experience with the work they perform, the business they perform, and the working conditions during their working life. Employees have the happiness and their concerns that they watch, achieve, lose during their business life. As a result of all these data and emotions, employees show an attitude towards the work they perform or the company they do their job. Job satisfaction is the result of these attitude types and explains the physical and mental well-being of the employee (Aşık, 2010; Cornelißen, 2009; Sempane et al., 2002).

Job satisfaction or satisfaction is the positive feeling that the employee has gained ground in his or her experience of working, and that the employee feels satisfaction or attainment when he or she makes an evaluation of his or her entire work or certain aspects of the work (Cerit, 2009; Soyer, 2008).

Locke (1983) describes job satisfaction as "the sense of satisfaction formed by the perception of what work provides to the person". Smith, Kendall and Hulin (1969) described job satisfaction as "an emotional one that the employee develops through his or her assessment of his or her work and work environment" (Narrated by: Aşık, 2010).

Keith Davis describes job satisfaction as the satisfaction or discontent that people feel in their jobs, and suggests that job satisfaction can be achieved when the characteristics of the employee and their demands match one another (Aşan and Erenler, 2008).

Satisfaction occurs when the demands that the workers want to create in the business life and the observations they obtain in the working environment are in harmony (Kurt, 2009) .

Job satisfaction has been linked to the degree to which the job satisfies the individual's essential requirements and has three dimensions (Konuk, 2006; Kurt, 2009):

- Job satisfaction is the answer to the feeling given to a job.
- Job satisfaction is often the determination of the degree to which requirements are met or the degree to which expectations are exceeded.
- Job satisfaction shows mutually divergent attitudes. These are the work itself, salary, career opportunities, management style, co-workers etc.

Job satisfaction is the reaction to the perceptions, feelings and behaviors that employees create in response to their job at work. Job satisfaction is the indicator of the physical and psychological soundness of the employees and their feelings at the same time. Job satisfaction is the financial benefits gained as a result of the work and the happiness of creating a work with colleagues who enjoy the cooperation of the employees (Cornelißen, 2009; Kanbay, 2010).

It is a reality in which the working life affects the individual and the individual affects the working life. The positive side of the progress in question results in the firm's success and robustness of the person. (Kurt, 2009).

The importance of job satisfaction increases in employees in the health field due to the fact that health services take on people and make it necessary to work carefully and continuously. It may be possible for employees working in health services to provide an effective and efficient service by satisfying their

work. Job satisfaction affects the normal lives, physical and psychological robustness, behavior and productivity of health personnel, and therefore affects their work on the positive or negative side. Therefore, a high level of satisfaction is required among employees (Tengilimoğlu and Yiğit, 2005).

3.2. Job Satisfaction Theories

3.2.1. Scope Theories

Scope theories examine individual factors that mobilize and give direction to the individual, slowing or stopping the behavior. It emphasizes that the factors within us lead to behavior and that the internal factors motivate the individual. The main topics of scope theories are Maslow's requirements hierarchy theory, Herzberg's dual factor (hygiene – motivation) theory, Mc Clelland's acquired needs theory and Alderfer's ERG approach (Cebeci, 2006).

3.2.1.1. Maslow's Requirements Hierarchy Theory

Abraham H. Maslow is the first scientist to scientifically examine individual needs. In his paper published in 1943, he explained what human needs are, supporting them with his clinical observations. In his work describing human needs hierarchically, he mentions that there is an orientation towards an uppermost need by the provision of the lowest needs. Based on three basic assumptions in the study, a person's conduct is oriented to the needs of Maslow and the need is not the motivator that needs fixed in order of importance in a hierarchical order that is in the trust of the business and the individual in terms of the requirement is eliminated, the behavior was directed at the satisfaction of needs assumes successfully the welcome. One's needs are divided into 5 categories; physiology-related, security-related, love-belonging, being respectable, self-realization.

The first two of these needs are called basic needs, while the last three are sociopsychological and secondary needs.

 a) Physiological requirements: They are the main needs of the individual from birth. While the requirements of being hungry, thirsty, sexuality,

rest, sleep, eating and breathing are included in the said criteria, they suppress the individual when they are not eliminated.

b) Security requirements: These are the needs that arise from the struggle to protect the lives and wealth of individuals, to have the rights to own property and sovereignty. The main requirements in the form of threat, old age, unemployment, stability have been removed from acting as an active motivator by the guarantees and arrangements given to social life.

c) The need for belonging and love: The need for belonging and love that arises after the elimination of the needs in front of it manifests itself. Social needs arise such as a spouse, family, to be included in the group, to love, to be loved.

d) Need for respectability: A desire for respectability arises in individuals whose real needs are met and loved. Needs in the form of being known, status to be found, to achieve, to be known, self-confidence manifests itself.

e) The need of Self-Realization: It is the need to express itself by using the talents found in the normal life of the individual effectively and fully. Individuals feel the need to reflect themselves with the impulse types such as making their thoughts come true, showing success and enjoying them. Compared to the other 4 needs, it is the most difficult and sometimes impossible to satisfy.

Individual requirements are varied and high. The most important thing is to motivate these requirements flawlessly and use them in the most effective way to be satisfied in the workplace. In business life, organizations should be able to provide these motivations with factors such as additional payment, safe working conditions, professional management, a good working environment and status opportunities (Çelen et al., 2004; Derin, 2007; Kanbay, 2010; Polat, 2008).

3.2.1.2. Herzberg and Dual Factor Theory

Between 1950 and 1960, Frederic Herzberg concentrated on two different dimensions by interviewing about 200 engineers and accountants and asking

them to describe the job satisfaction and dissatisfaction they felt while working towards the past. According to this, the presence of certain factors in the workplace provides positive motivation, while the absence of certain factors provides negative motivation. These factors, which are divided into internal (related to the work itself) and external factors (related to the environment of the work), are called motivating factors if they are internal and protective factors if they are external (hygiene).

a) Protective Factors: These are the factors that decrease motivation that hinders job satisfaction. Business management, wages, subordinate relations, company policy, and job security are factors that prevent job satisfaction in its absence. Providing them reduces the dissatisfaction, but does not fully fulfill the satisfaction.

b) Motivating Factors: They are factors increasing people's desire to work in their presence, such as sense of success, taking responsibility, recognition, personal development, promotion, appreciation, and the nature of the job (Ağırbaş et al., 2005; Derin, 2007; Koçel, 2010; Polat, 2008; Yahyagil, 2004).

3.2.1.3. Alderfer's Existence-Relatedness-Growth (VIG) Theory

Clayton Alderfer, who regulates Maslow's theory, which is not regulated especially for business life, in a more progressive nature and in parallel with the previous two theories, examined the requirements with 3 requirements as existence, relationship and development.

a) Existence Requirement: It is a need to meet physically healthy and existing needs. In terms of business life, wages can be met with job security and a healthy work environment.

b) Relationship Requirement: It is the need to establish relationships with family and colleagues, and to exchange ideas. The social relationships that will be established in the business environment and in one's own environment are important. According to Adler, healthy communication can be satisfying with open, correct and honest interaction.

c) Development Requirement: Includes the requirements for personal development, use and development of talents, respectability. It is

impossible to fully satisfy due to the developed talents giving birth to new talents (Derin, 2007)

3.2.1.4. McClelland's Acquired Needs Theory

In this theory developed by David C. McClelland, the roles that success, power and relationship building requirements play in interpersonal relationships, academic life, business life, and lifestyle choice are explored.

a) Need for Achievement: It is a person's choice of goal, taking responsibility for a job and using their personal knowledge and abilities to achieve it. People, constantly engage their minds in the work they are responsible for, do not hesitate to take personal responsibility and jungles success by taking calculated risks and necessarily receiving feedback. This requirement and level of success has been shown to affect the economic situation and economic/cultural wealth of the country.

b) Need for Power: They are requirements for expanding power supplies, authorizing others, and extending power. People aim to control their environment, economic resources, knowledge and other people. The motivation to control the effect on one's own and apply it to the stage leads to this requirement.

c) Need to Establish Relationship: To join groups, to love, to be loved, to establish positive relationships, to be adopted, to correct relationships are related requirements. The need for the presence of other people and the exchange of ideas and feelings will make people feel happy (Derin, 2007)

3.2.2. Process Theories

Process theories are related to how motive arises. These theories explain motivation, expectations about one's perceptions, beliefs, and achievability of job rewards, and their values of satisfying needs. Process theories examine how the driven process works, define the variables that make up the process and examine the relationships between these variables. Process theories aim to explain how behavior begins, how it is directed, how it is maintained and

how it is stopped. The most known Process Theories are Locke's Goal Setting Theory, Vroom's Expectancy Theory, Lawler-Porter Model Equality Theory (Koçel, 2010).

3.2.2.1. Locke's Goal Setting Theory

Within the framework of this theory developed by Edwin Locke, the targets identified by individuals will also show the levels of their motivation. An individual who sets high-level goals that are difficult to achieve will produce more performance than the individual who sets easily achievable goals and will be motivated by excess. The main consideration of the approach is the level of accessibility of the goal that individuals have identified in terms of themselves. Individuals understand the cases in their environment by evaluating them within the scope of their values. Therefore, they determine what is good or bad or useful and useless within the framework of their values and determine a number of goals for themselves in this direction and behave in line with the realization of these goals (Arısoy, 2007).

Goal setting theory is focused on factors linked to forced labour in terms of demonstrating work satisfaction itself. The approach stated that these factors would not be similar for all mankind, but would change within the framework of the values of each person himself. By emphasizing values, goal setting theory explains that job satisfaction can manifest itself in relation to more than one element. For this reason, an effective way to increase the satisfaction of their employees is to identify what they are demanding and give it to them as much as possible. For this reason, a method that has the effect of increasing the satisfaction of its employees is to determine what is desired and to do as necessary as possible (Koçel, 2010).

Goal-oriented feedback also affects business performance. An employee who receives feedback on his or her work performance will seek to set goals for himself or herself based on the information he or she receives. In addition, an employee who knows that he has achieved his goal will tend to raise his goal a little more. Telling the employee that he or she has little effort to achieve his or her goal may make him or her more willing to do so (Cebeci, 2006).

3.2.2.2. Vroom's Expectancy Theory

One of the assumptions on which vroom's "expectancy theory"is based is that "the factors that cause a behavior to arise are determined and driven by the co-effect of an individual's own personal characteristics and environmental conditions." The second approach is that each person has different needs, desires and goals from other individuals and is different from others in terms of reward structures (material-spiritual) that he desires. The third assumption is that" people have to choose according to their perceptions among alternative forms of behavior that will give them the rewards they desire" (Şahal,2005).

Within the framework of the expectancy approach, motive retrieval is the multiplication of the values that the individual tries to find and wishes to find and prediction of the possibility of a detected pattern of behavior causing these values. When formulated: degree of desire X expectancy = motivation

3.2.2.3. Equality Theory

The Equality Theory a theory that J. Stacy Adams developed in the 1960s. Equality theory is based on the assumption that people will be motivated by their perspectives or perceptions about whether they are rewarded fairly socially with their peers in return for what they do (Kanbay,2010).

Equality theory developed by Adams is primarily a motivation theory, but it points out important points regarding job satisfaction and dissatisfaction. It shows the employees' contributions to the organization and their strengths, minds, knowledge, experience and capabilities, and their success levels in relation to this. The types of rewards they receive from the organization include salaries and promotions, premium types, bonuses and similar social supports, types of authority and resources granted by management, rehabilitating occupational safety and working conditions, and similar issues. Employees measure the relative rates of these two factors in terms of determining justice in awards. When input / output rates show imbalance, inequality and injustice are mentioned. If the employee feels unfair in this comparison, his/her motivation decreases and he/she does not show his/her

full effort. When the inequality situation among the other employees is removed, the employee will get peace as a result of achieving balance (Çömezoğlu,2007).

Equality Theory has four main concepts. Among them, the concept of the individual describes the person who understands the state of equality or the state of inequality. Another concept, comparison with others, refers to other people or people whom the individual performs comparisons in terms of the types of rewards received in return for the studies performed. The concept of inputs refers to the characteristics such as talent, control, age, gender brought to the job by the individual. The concept of Outputs (Results) refers to the proportion of the results provided by the individual as a result of the work, the types of inputs that the person carries to the organization in the form of recognition, salary and additional earnings by other individuals. Outputs are expressed as "equal" if the proportion of individuals in the same jobs is the same. In the comparison of the two groups, if one is bigger or smaller than another, the equality will be broken (Kanbay, 2010).

3.3. Factors Affecting Job Satisfaction

It is possible to examine the factors that provide job satisfaction under two groups:

- Individual factors affecting job satisfaction
- Environmental / organizational factors affecting job satisfaction

3.3.1. Individual Factors Affecting Job Satisfaction

It has been established in studies conducted in connection with job satisfaction, where multiple personal characteristics of employees and individual variable types affect job satisfaction in various ways and in a mixed manner. Personal factors affecting job satisfaction are gender, age, marital status, education level, profession, seniority, personality (Değerli, 2010; Kanbay,2010; Yaman, 2009).

3.3.1.1. Age

Age is a variable associated with work satisfaction. The ages of people affect their attitudes, perceptions, demands and expectations. Employees are generally treated as young, middle-aged, and elderly. Young people experience the difficulties of job placement at the beginning of working life. In addition, the desire to work in a job suitable for the education and characteristics of the youth is high. Having such a work and work environment will positively affect job satisfaction of employees at a young age. However, the fact that young people have the opportunity to find more interesting engagements outside the job may cause them to have a strong commitment to their jobs (Kanbay, 2010).

Herzberg et al. claimed that there was a U-shaped link between the individual's age and satisfaction with his work. According to the assumption of Herzberg et al., employees have high job satisfaction levels before the age of 25 and after age 45. Although job satisfaction is high at first entry, it decreases in the following years and shows an increasing trend with advances in career (Akca and Erigüç, 2006).

3.3.1.2. Gender

The roles that are socially worthy and given to men and women affect their behavior in business life and reveal a significant difference in the value they give to their work. Women's classical work at home, such as taking care of their children and the father's acceptance as a person who carries on the family life by working outside the home in general caused a social role division between men and women that lasted for centuries. It is emphasized that there is a statistically significant difference between men and women in terms of job satisfaction and unsatisfaction. It can be stated that the differences between men and women in the provision of job satisfaction are due to the different expectations of both sexes (Boyles et al., 2009; Kanbay, 2010; Karimi,2009).

3.3.1.3. Marital Status

Since the responsibilities of the individual increase with marriage, a regular work life is important to him. Therefore, married individuals may be more organized (Kanbay, 2010).

The literature found that those who are married have fewer absences, fewer layoffs, and more satisfaction than those who are single (Cerit, 2009).

It is found that the satisfaction levels of single workers differ positively when they get married (Çömezoğlu, 2007).

In addition, although married workers are working with fewer absences, higher productivity and job satisfaction, discussions and conflicts between married spouses negatively affect job satisfaction and productivity (Boyles et al., 2009; Kanbay, 2010).

3.3.1.4. Education Level

It is observed that the level of education is widely influenced by the expectations of the employee and their understanding of work, and that individuals with higher education have different expectations in line with their education, in the form of higher salaries and promotions (Cerit,2009).

With the increase in the level of education, the meaning attributed to work in business life differs. The level of education affects both the workforce and work behavior of the employee. It has been determined that the level of education affects the expectations and job perceptions of the employee and that the effect is found to increase the level of employee expectations as the level of education increases (Dede and Çınar, 2008).

However, it cannot be stated that the situation in question generally occurs. It is not possible for an individual with a good education to settle in a job that meets their expectations and may not have the opportunity to work with a good wage level (Cerit, 2009; Öztürk and Özdemir, 2003).

3.3.1.5. Profession

Occupational types of people also affect the pleasure they receive from their work. Individuals with high level of social respectability in social life have better working conditions and wages. These individuals, who have more opportunities to use and develop their talents, are expected to get more satisfaction from their jobs (Yaman, 2009, Boyles et al., 2009).

3.3.1.6. Personality

An individual's personality affects whether their thoughts and feelings about a job are positive or negative and their satisfaction with that job (Değerli, 2010).

Skills related to the subject of study can be obtained and competence types can be developed. However, individuals who have not developed themselves, who are in such a raw state of feeling, do more harm than good to businesses, no matter what degree of education and intelligence they are (Aşık, 2010; Strydom et al., 2006).

Job satisfaction varies according to the personality of the individuals. The person's enjoyment of his or her work differs from that work and the organization according to their expectations. Individuals who rely on themselves and develop their own sense of self gain more junility than those who have weak confidence in themselves, have limited abilities and do not fit the environment (Çelik, 2010).

3.3.1.7. Seniority

Seniority shows how long you've been working in a job. The longer a person stays in a job, the higher the job satisfaction can be expected. When it is assumed that the individual who is unable to satisfy his / her employment will tend to quit, it may be assumed that there will be a very high link between his / her seniority and his / her job satisfaction (Kanbay, 2010).

3.3.2. Environmental / Organizational Factors Affecting Job Satisfaction

Various factors affect job satisfaction in different ways, in connection with work and organization. The most mentioned elements in the studies and researches on this subject are their job and characteristics, monthly income,

promotion opportunity, subordinate relationship, and connections with the people they work with.

3.3.2.1. Job and Its Features

Job characteristics and job itself are important factors affecting employee satisfaction. In order to increase the motivation of employees and the pleasure of working in relation to this situation, it is necessary to convince people that the work done is important and meaningful. Making employees feel that the benefit they have shown to the work results in significant results positively affects the pleasure of the study. Removing some really unnecessary and eliminable duties and responsibilities at work will bring higher efficiency and satisfaction (Demir, 2005).

3.3.2.2. Wage

Wage is one of the most important variables affecting job satisfaction; because the employee can meet many requirements with the wages he/she receives in return for his/her work. The monthly salary received in another way is often understood as an indicator of success in social life and being known by other people. With these qualifications, monthly salary is one of the factors that directly affect working pleasure (Narin, 2010).

3.3.2.3. Promotion Opportunity

The opportunity to be promoted in terms of the pleasure that individuals receive from their work has more impact than monthly salary. The increase in status in the workplace increases the social situation along with the material aspect in terms of the individual. If the person shows success in his work, using the possibility of promotion will increase his pleasure. The flawed act of the structure in which the achievement is assessed will be negatively affected by the work pleasure of a person who believes that he or she has been awarded the prize on merit, along with the worthy ones (Yorulmaz, 2007).

3.3.2.4. Superior-Subordinate Relationship

In a study on job satisfaction in 1983, Scarpello and Campbell worked on the issue of job satisfaction after the relationship between the subordinate and

the superior, whatever conditions occurred. According to Scarpello and Campbell, if the superior or supervisor clearly defines the job responsibilities of his subordinates, if he gives them his directions clearly, if he can always take his subordinates behind him, if he evaluates their performance objectively, and he gives them the right time to perform the work he gives, if he does not create an environment of stress, if he gives his subordinates enough time to learn jobs, if he exchanges information with his subordinates, if he helps his subordinates in the job and guide them, if he tolerates mistakes, if he provides opportunities for career development and training opportunities, when the employees are succesful,, it is possible to talk about job satisfaction in this environment. In such an environment, the job satisfaction level of the employees is high (Ergincan, 2010).

3.3.2.5. Relations with Colleagues

In order to create more beautiful living conditions for individuals, individuals work together with other individuals in the environment where they live together and perform performance together. In this way, they get the possibility of access easily and as they wish against what they desire to access. The employees who help each other amicably form the source of job satisfaction. The situation, intimacy, friendly relations and cooperation between colleagues in the working group where employees spend most of their time together positively affect job satisfaction (Değerli, 2010).

3.4. Results of Job Dissatisfaction

Job dissatisfaction has important consequences:.

- Personal Consequences Of Not Getting Pleasure from Work
- Organizational Consequences Of Not Getting Pleasure from Work

3.4.1. Individual Results of Job Dissatisfaction

Working pleasure often helps the person to be happy, while not being able to enjoy working causes the person to become unfamiliar with his work and unable to adapt. The person who enjoys his job is pleased with his work and is proud of his work. However, the person who cannot get pleasure from his

work is bored to talk about what he does and where he does work in compulsory situations, as he is not proud of working. With this situation, the person may be satisfied with the prestigious life he gained due to his work, but may not be satisfied with his salary or other conditions associated with his work. In this case, it is natural that the person does not enjoy the work (Kanbay, 2010).

The health of an employee who does not experience job satisfaction may deteriorate, as well as it is natural to face burnout or be in stress. If this situation continues for a certain period of time, it will be inevitable for the individual to react. In the following figure, the ways in which personnel express their job dissatisfaction are discussed in two dimensions, constructive/destructive and active/passive.

Quitting (Escape): It's a form of behavior in the way of quitting job. This can happen in the form of resigning from the work place or trying to find another work place.

Increasing the volume of his/her voice: It is a form of active and systematic behavior towards correcting the current conditions. Suggestions to improve the current status at work, to tackle problems with the commanders and to be involved in major union actions constitute such behaviors.

Commitment: They are behaviors that are inactive but have good thoughts within, waiting for conditions to improve. These behaviors can be monitored in the form of protecting the organization against external criticism and relying on the administration.

Indifference: They are behaviors that allow inactive conditions to worsen. These can manifest in the form of absenteeism, late arrivals, yield decline and high level defects (Türk, 2007).

3.4.2. Organizational Results of Job Dissatisfaction

Absenteeism and Late Arrivals: It is the absence of an employee who is scheduled to continue his / her work, be on leave and continue to work outside of the annual holidays. There is a knowledge that the employees who

have low satisfaction from their work do not come to work all the time. But it is a fact that there are various elements that destroy the link between satisfaction with working and not coming to work all the time.. Employees' emphasis on work done is in front of these factors. It is another form of not coming to work if there is a delay in work and no significant reason. Failure to come to work on time and to leave work early in case there is no significant reason is another form of permanent absenteeism. Failure to arrive at the routine time is an image of dissatisfaction with the work. If the employee constantly requests leave or does not continue his job according to his pleasure and comes to work late, it is possible to determine that the employee does not get satisfaction from his work and his loyalty to work and organization has decreased (Yaman, 2009).

Quitting job: As the level of responsibility of the individual employee is reduced, there is an increase in the desire of the employee to leave the organization. The duration of the work of those who are only financially satisfied with the work is shorter than that of those who are socially and spiritually saturated. The employee who left his job will be replaced by a new one. Job placement and training costs of the new employee, mistakes made during the inexperience period and low efficiency rate in this period affect the effectiveness of the organization negatively (Çelik, 2010).

Business efficiency effect: In order for management to make sense, it must perform the function of ensuring efficiency, whether in terms of goods or services. In order to achieve this, first of all, it is essential for the effective use of the labor force to ensure the compliance and job satisfaction of the individuals who make up it. (Kanbay, 2010).

CHAPTER 4

A RESEARCH ON THE MODERATING ROLE OF THE CASE OF TRUST IN THE EMPLOYMENT OF CONFLICT RESOLUTION MANAGEMENT APPROACHES IN THE HEALTH SECTOR OF BURSA

The aim and scope of the research, question and model, rationale and level of analysis and research method are given in this chapter.

4.1. Purpose and Scope of the Research

In our study, it was determined as the main purpose to determine the moderate role of trust in the effect of conflict resolution management approaches on employee attitudes in public and private hospitals that have a hierarchical structure. At the end of the research, the relationship between the dependent and independent variables is examined and it is aimed to form a source for the moderate role of trust in conflict resolution management approaches and job satisfaction.

4.2. The Question and Model of the Research

This research will examine the mediating effect of the moderate role of trust in conflict resolution approaches and job satisfaction. Conflict resolution management approach dimensions are fusing, helpful, compromising, dominating and preventive. Job satisfaction dimensions are internal, external and general satisfaction. Trust dimensions are emotional and cognitive. In the light of these distinctions, a basic research question has been created. In

the conflict resolution management approaches and job satisfaction, the moderate role of trust in the manager was tried to be examined.

In this study, depending on the basic research model below, dependent variable conflict resolution approaches are independent variable job satisfaction and trust is established as an intermediary variable. In other words, the moderating effect of trust in managers in health workers' conflict resolution approaches and job satisfaction has been underlined.

This research design is illustrated below. In addition, research questions are also mentioned here.
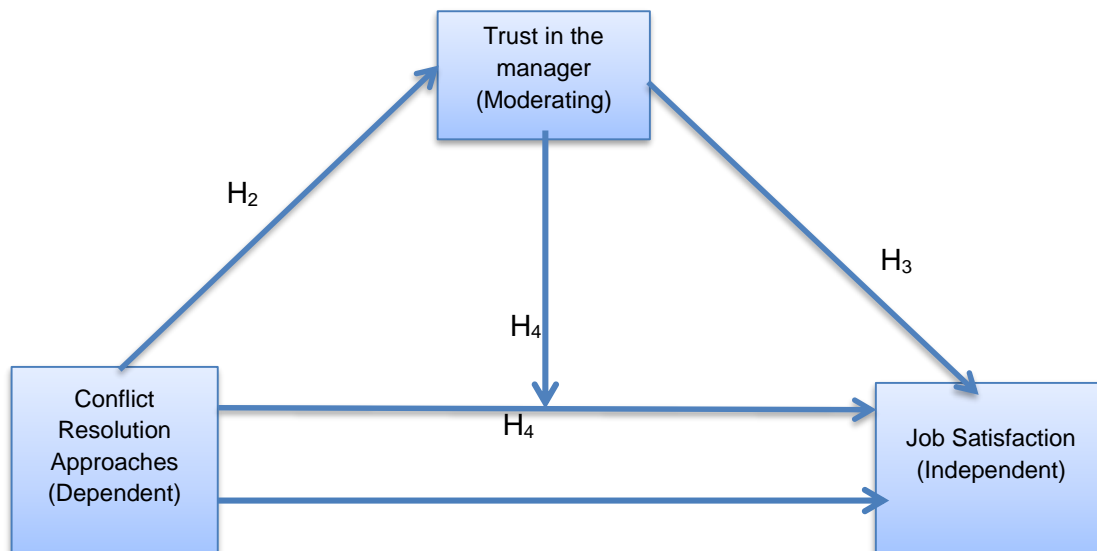
Figure 4.1. Dependent and Independent Variables with the Design of the Research

Conflict-resolution management approaches

The detailed research question regarding the design of the research can be expressed as follows:

Does trust in the manager have a moderating role in conflict resolution approaches and job satisfaction for public hospital and private hospital health workers?

4.3. Justification and Analysis Level of the Research

The level of analysis of this research is individuals. The survey was conducted to physicians, nurses and technicians of Bursa Çekirge State Hospital and Bursa Özel Doruk Hospital. The moderating role of trust in the manager in health care workers' conflict resolution approaches and job satisfaction is the basis of the study. In this context, it will be investigated whether there are differences between conflict resolution approaches and job satisfaction within the framework of the demographic information of health workers in the moderating role of trust in the manager.

The rationale for the field of research being conducted in public and private hospitals is to investigate whether conflict resolution approaches and job satisfaction remain within the framework of the moderate role of trust in the manager in institutions under the state assurance. In addition, it is aimed to learn what the moderate role of trust in the manager is, since people who do not have a conflict resolution approach working under state assurance and who have low job satisfaction do not have the fear of losing their jobs. In addition to this, it was aimed to investigate which type of trust in the manager is more, how much conflict resolution approaches and job satisfaction levels can increase. The reason for this study to be made is Bursa Çekirge State Hospital and Bursa Private Doruk Hospital, because it is a public hospital under public guarantee and a private hospital.

4.4. Method of the Research

In order to determine the moderating role of trust in the manager in Bursa Çekirge State Hospital and Bursa Private Doruk Hospital in health conflict resolution approaches and job satisfaction, a questionnaire, which is one of the primary data collection methods, was organized. The scale prepared for the research consisted of three parts. The first section consists of questions about the gender, age, marital status, educational status of the employees, the service in which they work, the duration of work in the position they are in, and the total professional experience of the employees that determine the demographic characteristics of the employees. In the second section,

questions prepared on the scale of interpersonal conflict resolution approaches developed by Goldstein (1999) and adapted to Turkish by Arslan (2005) are given.

The third section of the research uses the scale developed by McAllister (1995) to measure trust in the manager. Validity and reliability study of the scale was done by Sağlam Arı (2003). The scale consists of 11 questions in 5-point Likert type and the person answers the questions himself. Scoring is done by giving 1 point to absolutely disagree option and 5 points to absolutely agree. Questions 1-5 measure emotional confidence, questions 6-11 measure cognitive confidence. The maximum score that can be obtained from each subscale is 25.

The fourth section used statements of the Minnesota job satisfaction scale developed by Weiss, David, England, and Lofquist (1967) to measure job satisfaction. Likert-type ratings between 1 and 5 were used.

Quantitative research methods will be used in this research. Quantitative research is a type of research that reveals facts and cases in a way that can be monitored, measured and explained numerically by making them objective. In the quantitative research method, the direction of the research universe's idea of the subject of research is questioned. That is, it is not an intensive analysis of the subject, but rather more superficial, more determined to numerical data (Kafadar, 2014).

Approval will be obtained from Bursa Çekirge State Hospital and Bursa private Doruk Hospital for the implementation of the survey. Then, reliability and validity analysis of the survey questions will be carried out. SPSS 23.0 package program and Windows computer program will be used for analysis. The survey forms consisting of 39 questions in total will be sent to 1346 people who are employees of the hospitals. All statistical analyses will be based on 0.05 significance level.

4.5. Explanatory Variables and Hypotheses

Based on our research model, the following hypotheses have been developed to explain the moderating role of trust in managers in conflict resolution approaches and job satisfaction of health workers.

H_1: The demographic information of public hospital healthcare professionals has an impact on job satisfaction, the moderate role of trust in the manager, and conflict resolution approaches.

H_2: The demographic information of private hospital health workers has an impact on job satisfaction, the moderate role of trust in the manager, and conflict resolution approaches.

H_3: Job satisfaction of healthcare professionals has an impact on the moderate role of trust in managers and conflict resolution approaches.

H_4: Trust in the manager has a moderating role in conflict resolution approaches and job satisfaction.

Independent Variable Sub-Hypotheses of Interpersonal Conflict Resolution Approaches

H_1 hypothesis is rejected since the significance value of conflict resolution approaches according to the hospitals where healthcare professionals work is $p > 0.05$.

H_4 hypothesis is accepted since the significance value of conflict resolution approaches of healthcare professionals according to their gender is $p < 0.05$.

H_7 hypothesis is accepted since the significance value of conflict resolution approaches according to the age of healthcare professionals is $p < 0.05$.

H_{10} hypothesis is accepted because the significance value of conflict resolution approaches is $p < 0.05$ according to the marital status of healthcare professionals.

H_{13} hypothesis is accepted because the significance value of conflict resolution approaches is $p<0.05$ according to the educational status of healthcare professionals.

The H_{16} hypothesis is accepted because the significance value of the conflict resolution approaches of healthcare professionals is $p<0.05$, according to their work places.

H_{19} hypothesis is accepted because the significance value of the conflict resolution approaches according to the healthcare professionals' duties is $p<0.05$.

H_{22} hypothesis is accepted because the significance value of conflict resolution approaches is $p<0.05$ according to the duration of work of healthcare professionals in their positions.

H_{25} hypothesis is accepted because the significance value of conflict resolution approaches is $p<0.05$ according to the total professional experience of healthcare professionals.

Dependent Variable Sub-Hypotheses of Trust in the Manager

H_2 hypothesis is accepted since the significance value of the trust of the healthcare professionals to the manager according to the hospitals they work in is $p<0.05$.

H_5 hypothesis is accepted since the significance value of the trust of healthcare professionals in the manager according to their gender is $p<0.05$.

H_8 hypothesis is accepted since the significance value of trust in the manager according to the age of healthcare professionals is $p<0.05$.

H_{11} hypothesis is accepted because the significance value of healthcare workers' trust in the manager according to their marital status is $p<0.05$.

H_{14} hypothesis is accepted since the significance value of healthcare workers' trust in the manager according to their education level is $p<0.05$.

H_{17} hypothesis is accepted since the significance value of healthcare professionals' trust in the manager according to their place of duty is $p<0.05$.

H_{20} hypothesis is accepted since the significance value of healthcare professionals' trust in the manager according to their duties is $p<0.05$.

H_{23} hypothesis is accepted since the significance value of the healthcare professionals' trust in the manager according to their working time in their position is $p<0.05$.

H_{26} hypothesis is accepted because the significance value of trust in the manager is $p<0.05$ according to the total professional experience of the healthcare professionals.

Mediating Variable Sub-Hypotheses of Job Satisfaction

H_3 hypothesis is accepted since the significance value of job satisfaction according to the hospitals where healthcare professionals work is $p<0.05$.

H_6 hypothesis is rejected since the significance value of job satisfaction of healthcare workers according to their gender is $p>0.05$.

H_9 hypothesis is rejected since the significance value of job satisfaction according to the age of healthcare workers is $p>0.05$.

H_{12} hypothesis is rejected because the significance value of job satisfaction according to the marital status of healthcare workers is $p>0.05$.

H_{15} hypothesis is rejected because the significance value of job satisfaction is $p>0.05$ according to the education level of healthcare workers.

H_{18} hypothesis is accepted since the significance value of job satisfaction of healthcare workers according to their positions is $p<0.05$.

H_{21} hypothesis is rejected because the significance value of job satisfaction of healthcare workers according to their duties is $p>0.05$.

H_{24} hypothesis is accepted because the significance value of job satisfaction is p>0.05 according to the duration of work of healthcare professionals in their positions.

H_{27} hypothesis is accepted because the significance value of job satisfaction is p<0.05 according to the total professional experience of healthcare professionals.

4.6. Limitations of the Research

The research will only be applied to physicians, nurses, midwives and technicians working in Bursa Çekirge State Hospital and Bursa private Doruk hospitals.

Health care workers who do not agree to fill out the questionnaire while data is collected for research will be excluded.

The research is restricted to survey questions on a 5-Likert scale. Questions are not left out. Semi-structured and meaningless questions were prepared in a clear language that was not included in the questionnaire.

In order to determine the survey participants, the number of physicians, nurses, midwives and technicians working in Bursa Çekirge State Hospital and Bursa Private Doruk hospitals were determined.

4.7. Population, Sample and Selection of the Research

The universe of the research is **1346 in total**, according to official records. A total of 1076 of them work in Bursa Çekirge State Hospital; 274 Specialist Physicians, 224 Assistant Physicians, 9 Practitioners, 378 Nurses, 28 Midwives, 80 Health Officer Class Technicians (Anesthesia, Dental Technician, Physical Therapy Technician, Laboratory, Audiometry, X-ray , Medical Secretary, Other = Radiotherapy, Emg, Pathological Anatomy, Operating Room Technician), 83 Medical Officer Class Technicians (Anesthesia, Dental, First and Emergency Aid, Laboratory, Audiometry, Orthopedics, X-ray, Community Health Technicians, Medical secretary) A total of 270 of them are 90 doctors, 150 nurses, 20 laboratory technicians

and 10 x-ray technicians working in Bursa Private Doruk Hospital. The research will be applied to 1346 physicians, nurses, midwives and technicians. Since this number is the most optimal number for our study, the number of samples was not determined.

4.8. Data Collection

In the research, a survey form was designed to be applied to healthcare workers of Bursa Çekirge State Hospital and Bursa Private Doruk hospitals. The questionnaire consists of 5 questions based on Likert scale: (1) General questions consisting of the demographic information of the participant, (2) Questions about job satisfaction (3) Questions about trust in the manager (4) Questions about conflict resolution approaches.

11 of the questionnaires were used to measure confidence in the Manager, 10 of the questionnaires were used to measure job satisfaction and 10 of the questionnaires were used to measure Conflict resolution approaches. Likert type ratings from 1 to 5 were used.

4.9. Statistical Analysis to be Used in the Research

While analyzing the data collected in the study, the statistical solutions of the data obtained from the survey results were made with the SPSS 23.0 package program and the Windows computer program. Firstly, socio-demographic variables are grouped. The data analysis was based on 0.05 significance level. All the analyzes made have been interpreted in accordance with the purpose. While analyzing the data, reliability analysis was performed in terms of all scaled questions and basic dimensions. Cronbach's Alpha (α) analysis was applied to the dimensions. Frequency, independent sample T test, ANOVA, correlation and regression analyzes were performed for all scales.

4.10. Findings

The data collected using the scale of the participants in our research are found in the form of analyzes in this part in order to solve the problem of the

research. Explanations and comments were made based on the findings provided.

4.10.1. Socio-Demographic Findings Related to Healthcare Professionals Participating in the Survey Application

The socio-demographic information of the health professionals participating in the survey is given in this section.

Table 4.3.

Frequency Analysis Of The Demographic Status Of The Participants

		Frequency (n)	Percentage (%)
Hospital name	Bursa Çekirge State Hospital	1076	79,9
	Bursa Private Doruk Hospital	270	20,1
Gender	Female	647	48,1
	Male	699	51,9
Age	17-24	341	25,3
	25-34	492	36,6
	35 and above	513	38,1
Marital status	Married	644	47,8
	Single	702	52,2
Educational status	Health vocational high School	77	5,7
	Associate	149	11,1
	Graduate	319	23,7
	Post Graduate	204	15,2
	PhD	597	44,4

The distribution of healthcare workers according to the hospital variable they work in is as follows: (n= 1076) (79.9%) Bursa Çekirge State Hospital, (n= 270) (20.1%) Bursa Private Doruk Hospital The distribution by gender variable is as follows: (n= 647) (48.1%) female, (n= 699) (51.9%) male. The distribution according to the age variable is as follows: (n= 341) (25.3%) 17-24, (n= 492) (36.6%) 25-34, (n= 513) (38.1%) 35 and above. The distribution according to the marital status variable is as follows: (n= 644) (47.8%) is married, (n= 702) (52.2%) is single. The distribution by educational status variable is as follows: (n= 77) (5.7%) Health Vocational High School, (n= 149) (11.1%) Associate Degree, (n= 319) (23.7%) Graduate degree, (n= 204) (15.2%) Post graduate degree, (n= 597) (44.4%) PhD degree.

Table 4.4.

Frequency Analysis Of The Demographic Status Of The Participants (Continued)

		Frequency (n)	Percentage (%)
	Anesthesia	84	6,2
	Urology	28	2,1
	Biochemistry	43	3,2
	Dermatology	58	4,3
	Pediatry	71	5,3
	Internal medicine	106	7,9
	Endocrinology	10	,7
	Infectious Diseases	7	,5
	Physical therapy and rehabilitation	20	1,5
	General Surgery	38	2,8
	Thoracic Surgery	32	2,4
	Eye diseases	48	3,6
Service you work	First and Emergency Aid	94	7,0
	Gynecology and Obstetrics	61	4,5
	Cardiovascular surgery	38	2,8
	Cardiology	47	3,5
	ENT	67	5,0
	Microbiology	29	2,2
	neurology	7	,5
	Radiology	35	2,6
	Orthopedics and Traumatology	48	3,6
	General practitioner	9	,7
	Psychiatry	23	1,7
	Sports Doctor	29	2,2
	Other	314	23,3
	Total	1346	100,0

Health workers are distributed as follows according to the service variable they work with: (n= 84) (6.2%) Anesthesia, (n= 28) (2.1%) Urology, (n= 43) (3.2%) Biochemistry, (n= 58) (4.3%) Dermatology, (n= 71) (5.3%) Pediatry, (n= 106) (7.9%) Internal Medicine, (n= 10) (0.7%) Endocrinology, (n= 7) (0% 5) Infectious Diseases, (n= 20) (1.5%) Physical Therapy and Rehabilitation, (n= 38) (2.8%) General Surgery, (n= 32) (2.4%) Thoracic Surgery, (n= 48) (3.6%) Eye Diseases, (n= 94) (7.0%) First and Emergency Aid, (n= 61) (4.5%) Obstetrics and Gynecology, (n= 38) (2.8%) Cardiovascular Surgery, (n= 47) (3.5%) Cardiology, (n= 67) (5.0%) ENT, (n= 29) (2.2%) Microbiology, (n= 7) (0.5%) Neurology, (n= 35) (2.6%) Radiology, (n= 48) (3.6%) Orthopedics and Traumatology, (n= 9) (0.7%) General Practitioner, (n= 23) (1.7%) Psychiatry, (n= 29) (2.2%) Sports Doctor, (n= 314) (23.3%) other services.

Table 4.5.

Frequency Analysis of the Demographic Status of the Participants in the Research

		Frequency (n)	Percentage (%)
	Nurse	528	39,2
	Midwife	28	2,1
	Health Officer Operator	113	8,4
Position	Health Officer Technician	80	5,9
	Specialist Physician	364	27,0
	Assistant Physician	224	16,6
	General practitioner	9	,7
	Total	1346	100,0
	0-5 years	572	42,5
	6-10 years	257	19,1
Working time at the	11-15 years	263	19,5
current position	16-20 years	237	17,6
	21 years and above	17	1,3
	Total	1346	100,0
	0-5 years	375	27,9
	6-10 years	292	21,7
Total professional	11-15 years	369	27,4
experience	16-20 years	214	15,9
	21 years and above	96	7,1
	Total	1346	100,0

The distribution of healthcare professionals by job variable is as follows: (n= 528) (39.2%) Nurse, (n= 28) (2.1%) Midwife, (n= 113) (84.4%) Health officer class - Operator, (n= 80) (% 5.9) Health officer class - Technician, (n= 364) (27.0%) Specialist Physician, (n= 224) (16.6%) Assistant Physician, (n= 9) (0.7%) Practitioner Physician. The distribution of health workers according to the variable of working time in the position they are in is as follows: (n= 572) (42.5%) 0-5 years, (n= 257) (19.1%) 6-10 years, (n= 263) (19.5%) 11-15 years, (n= 237) (17.6%) 16-20 years, (n= 17) (1.3%) 21 years and over. The distribution of health professionals according to the total professional experience variable is as follows: (n= 375) (27.9%) 0-5 years, (n= 292) (21.7%) 6-10 years, (n= 369) (27.4%) 11-15 years, (n= 214) (15.9%) 16-20 years, (n= 96) (7.1%) 21 years and above.

4.10.2. Reliability Analysis Results for Basic Dimensions

The items of the scales used in the study were made by using Cronbach's Alpha reliability analysis. In the evaluation criteria of Cronbach's Alpha coefficient, the scale was determined as follows: $0,00 \leq \alpha < 0,40$ not reliable,

0,40≤ α <0,60 low reliability, 0,60≤ α <0,80 quite reliable, 0,80≤ α <1.00 highly reliable

4.10.2.1. Reliability Analysis of Interpersonal Conflict Resolution Approaches Scale

Table 4.6.

Reliability Analysis of Interpersonal Conflict Resolution Approach Scale (Teacher)

Reliability Analysis	
Cronbach's Alpha	N of Items
,749	10

The internal consistency coefficient of the interpersonal conflict resolution approaches scale was calculated. As a result of the analysis, Cronbach's Alpha value is 0.74.

Table 4.7.

Reliability Analysis Results Regarding Interpersonal Conflict Resolution Approach Scale Items

	Adjusted Item-Total Correlation	Cronbach's Alpha value when item is deleted
It's more comfortable for me to argue with someone on the phone than to argue face-to-face..	,368	,735
I'd be ashamed if the neighbors heard me arguing with someone in my family.	,461	,721
During the debate, I try not to let other people know what I think	,646	,695
Before I take action to resolve a discussion, I wait to see if the discussion will settle on its own.	,030	,777
Expressing emotions during a debate is a waste of time	,445	,723
I hate arguments.	,580	,701
There are not many people that I can easily say that I disagree with him/her.	,423	,728
When discussing with someone, I find it more comfortable to sit side by side rather than face to face.	,247	,751
Revealing emotions only makes conflicts worse.	,623	,697
In a discussion, I try to reveal my own perspective as little as possible	,325	,741

As seen in table 4.7 Cronbach's Alpha (α) values were found to be quite reliable in the analysis of all scaled expressions within the survey. Internal coherence analyses of 10 items (including sub-dimensions) of the scale of interpersonal conflict resolution approaches were conducted. As a result of the analysis, Cronbach's Alpha (α) internal consistency coefficient of the interpersonal conflict resolution approaches scale was determined as .74. In addition, correlations of all items with total score were determined. As seen in table 4.7 item-total correlations are between .03 and .64.

4.10.2.2. Trust Scale for Manager Reliability Analysis

Table 4.8.

Reliability Analysis Of The Scale Of Trust To The Manager

Reliability Analysis	
Cronbach's Alpha	N of Items
,952	11

The internal consistency coefficient of the manager confidence scale has been calculated. Cronbach's alpha value was 0.95 as a result of the analysis.

Table 4.9.

Reliability Analysis Results For Manager Confidence Scale Items

	Adjusted Item-Total Correlation	Cronbach's Alpha value when item is deleted
I can easily share my thoughts, feelings and hopes with my manager.	,776	,948
Since I know that you will listen to me, I can easily talk to my manager about the difficulties I have at work.	,775	,948
If my manager moves to another business, I regret that I will not be able to work with him again.	,764	,948
I know that when I share my problems with my manager, he will approach me with interest and respond constructively.	,789	,948
I can say that we interlocked with each other while we worked with my manager.	,744	,949
My manager is a person who approaches his business with a professional perspective and is committed.	,870	,945
I do not see why I am skeptical about my manager's ability and way of doing business.	,777	,948
I know that my manager will not force me into unnecessary work.	,836	,946
Even those who do not work with my manager trust and respect him.	,865	,945
My colleagues who have worked with my manager think he is reliable.	,820	,946
Those who know my manager closely and know his past know that he is committed to his job and will work to deliver the best performance.	,597	,954

Cronbach's Alpha (α) test statistic values of all scaled expressions in the survey in table 4.9 are seen to be among the quite reliable limit values. Internal consistency analyzes of 11 expressions (with its sub-scales) constituting the scale were performed. In the analysis, it was determined that the scale's Cronbach's Alpha internal consistency coefficient was .95. In addition, correlations of all expressions with total score were determined. Item-total correlations range from .59 to .87.

4.10.2.3. Job Satisfaction Scale Reliability Analysis

Table 4.10.

Reliability Analysis of Job Satisfaction Scale

Reliability Analysis	
Cronbach's Alpha	N of Items
,934	10

The internal consistency coefficient of the job satisfaction scale was calculated. As a result of the analysis, Cronbach's Alpha value was determined as 0.93.

Table 4.11.

Reliability Analysis Results Regarding Job Satisfaction Scale Items

	Corrected Total Item-correlation	Cronbach's Alpha value when item is deleted
1) In terms of having the ability to work alone	,692	,930
2) In terms of my manager's ability to make decisions	,725	,928
3) In terms of the way my manager handles the people under his command	,736	,928
4) In terms of providing me with a fixed job opportunity	,714	,929
5) In terms of having a chance to tell people what to do	,771	,926
6) In terms of having a chance to do something using my own skills	,786	,925
7) In terms of putting business decisions into practice	,780	,926
8) In terms of the fee I get for the work I do	,795	,925
9) In terms of the opportunity to be promoted within the business	,647	,932
10) In terms of providing me with a chance to use my own skills while doing my job	,754	,927

When table 4.11 is analyzed, it is seen that Cronbach Alpha (α) test statistic values of all scaled items in the survey are among the highly reliable limit values. Internal consistency analyzes of 10 items (with their sub-dimensions)

that make up the scale were performed. As a result of the analysis, it was determined that the Cronbach alpha internal consistency coefficient of the scale was .93. In addition, the correlations of all items with the total score were determined. As can be seen from Table 9, item-total correlations vary between .64 and .79.

4.10.3. T Test and Variance Analysis

Table 4.12.

Comparison of conflict resolution approaches, trust in managers and job satisfaction scales scores according to the hospitals of the participants

Scales	Hospital Worked	n	$\bar{x}$	ss	t	p
Conflict resolution approaches	Bursa Çekirge State Hospital	1076	28,47	0,68	1,572	0,116
	Bursa Private Doruk Hospital	270	27,73	0,70		
Trust in the manager	Bursa Çekirge State Hospital	1076	25,97	1,10	-2,034	0,042*
	Bursa Private Doruk Hospital	270	27,49	1,08		
Job satisfaction	Bursa Çekirge State Hospital	1076	32,43	0,97	2,628	0,009*
	Bursa Private Doruk Hospital	270	30,67	0,99		

*p<0,005

As can be understood from the above table, the average level of use of conflict resolution approaches of 1076 Bursa Çekirge State Hospital health workers was determined as (28.47±0.68). The average level of use of conflict resolution approaches of 270 Bursa Özel Doruk hospital health workers who contributed to the study was determined to be (27.73±0.70). Bursa Çekirge State Hospital health workers have a higher average of using conflict resolution approaches.

The average trust level of 1076 Bursa Çekirge State Hospital health care workers was determined as (25.97±1,10). The average trust level of 270 Bursa Özel Doruk hospital health workers who contributed to the study was

determined as (27.49±1,08). Bursa Özel Doruk hospital health workers have a higher average of trust in the manager.

The average job satisfaction of 1076 Bursa Çekirge State Hospital health workers was determined as (32.43±0.97) while the average job satisfaction of 270 Bursa Özel Doruk hospital health workers was determined as (30.67±0.99). Bursa Çekirge State Hospital health workers ' job satisfaction averages are higher.

We can understand whether this difference between the conflict resolution approaches of healthcare workers of Bursa Çekirge State Hospital and Bursa Private Doruk Hospital is significant from the 2-point value in the Table above. When this significance value is less than 0.05, it can be said that "there is a significant difference between the two groups". Since the significance value of our analysis is 0,124> 0,05, it is understood that the conflict resolution approaches of Bursa Çekirge State Hospital and Bursa Private Doruk Hospital do not differ significantly. The H_1 hypothesis is rejected because the significance value of health care workers ' conflict resolution approaches is p>0.05. In other words, the conflict resolution approaches of health workers do not differ significantly in terms of the hospital segmentation they serve. Health workers have given similar responses on conflict resolution approaches.

Since the value of significance is 0.042<0.05, it is understood that the trust of the health workers of Bursa Çekirge State Hospital and Bursa Özel Doruk Hospital to the manager differs significantly. Since the significance value of healthcare workers ' trust in the manager is p<0.05, the H_2 hypothesis is accepted. In other words, the trust of health workers to the manager differs significantly in terms of the hospital segmentation they serve. Health workers have given different responses to trust in the manager.

Since the value of significance is 0.009<0.05, it is understood that the job satisfaction of the health workers of Bursa Çekirge State Hospital and Bursa Özel Doruk Hospital differ significantly. Since the significance value of the job satisfaction of health workers is p<0.05, the H_3 hypothesis is accepted. In

other words, job satisfaction of health workers differs significantly in terms of hospital segmentation they serve. Health workers have given different responses on job satisfaction.

Table 4.13.

Comparison of conflict resolution approaches, trust to manager and job satisfaction scales scores by the gender of the participants

Scales	Gender	n	$\bar{x}$	ss	t	p
Conflict resolution approaches	Female	647	28,89	0,59	2,942	0,003*
	Male	699	27,79	0,75		
Trust in the manager	Female	647	27,33	1,06	3,404	0,001*
	Male	699	25,30	1,12		
Job satisfaction	Female	647	31,96	0,97	-,430	0,667
	Male	699	32,19	0,98		

*p<0,005

As can be seen from the above table, the average level of use of conflict resolution approaches of the 647 female health workers who participated in the study was determined as (28.89±0.59). The average level of use of conflict resolution approaches of 699 male health workers who contributed to the study was determined as (27.79±0.75). Female health workers have a higher average of using conflict resolution approaches.

The average level of trust in the manager of the 647 female health workers who participated in the study was determined as (27.33±1.06). The average level of trust in the manager of the 699 male health workers who contributed to the study was determined as (25.30±1.12). Female health workers have a higher average of trust in the manager.

The average job satisfaction of 647 female health workers was determined as (31.96±0.97) while the average job satisfaction of 699 male health workers was determined as (32.19±0.98). Male health workers have a higher average of job satisfaction.

Whether this difference between male and female health care workers ' conflict resolution approaches is a significant can be understood from the 2-point value in the table above. When this value with significance is less than 0.05, it is called "there is a significant difference between the two groups". Since the significance value is 0.003<0.05, it is understood that the conflict resolution approaches of male and female health workers differ significantly. The H_4 hypothesis is accepted because the significance value of health care workers ' conflict resolution approaches is p<0.05. In other words, health care workers ' conflict resolution approaches differ significantly in terms of gender segmentation. Health workers have given different responses to conflict resolution approaches.

Since the value of significance is 0.001<0.05, it is understood that the trust of male and female health workers to the manager differs significantly. The H_5 hypothesis is accepted since the significance value of health workers ' trust in the manager is p<0.05. In other words, health workers ' trust in the manager differs significantly in terms of gender segmentation. Health workers have given different responses to trust in the manager.

Since the value of significance is 0.667>0.05, it is understood that the job satisfaction of male and female health workers does not differ significantly. The H_6 hypothesis is rejected because the significance value of health workers' job satisfaction is p>0.05. In other words, job satisfaction of health workers does not differ significantly in terms of gender segmentation. Health workers have given similar responses on job satisfaction.

Table 4.14.

Comparison of conflict resolution approaches, trust to manager and job satisfaction scales scores by age of participants in the study

Scales	Age group	n	$\bar{x}$	s	Belove	Above	F	p	Difference
	17-24	341	25,29	7,88	10	46	62,872	0,000*	1-3
Conflict resolution approaches	25-34	492	28,20	5,24	21	40			
	35 and above	513	30,45	6,81	21	47			
	17-24	341	21,33	7,51	10	32	66,140	0,000*	1-2
Trust in the manager	25-34	492	29,85	10,8	10	47			
	35 and above	513	26,14	11,8	10	46			
	17-24	341	31,44	9,63	10	50	1,317	0,268	
Job satisfaction	25-34	492	32,56	9,31	10	50			
	35 and above	513	32,09	10,39	10	49			

*p<0,005

The average of conflict resolution approaches (30.45±6.81) of health workers age groups 35 and older was highest. The mean of conflict resolution approaches of health workers between 17-24 age groups (25.29±7.88) was the lowest. According to the results of the F test conducted at 95% confidence level, the significance value for conflict resolution approaches was found to be p=0.000<0.05. Since the significance value of conflict resolution approaches is p<0.05, the H$_7$ hypothesis is accepted. As a result of the post-hoc and scheffe analysis of which groups or groups of significance are due, the 17-24, 25-34 age groups are more likely to participate than the other age groups (35 and over). In other words, health care workers ' conflict resolution approaches differ significantly according to age groups.

Among the healthcare workers, the average age of trust among managers aged 25-34 (29.85±10.8) is highest, while the average of trust among healthcare workers aged 17-24 (21.33±7.51) is lowest. According to the F test result at 95% confidence level, the significance value for the trust of the manager was found to be p= 0.000<0.05. H$_8$ hypothesis is accepted because the reliance significance value of the manager is p<0.05. As a result of post-hoc and scheffe analysis on which group or groups originated from

significance, the age group of 17-24, 25-34 participates at a higher rate than the other age group (35 and above). In other words, the trust of healthcare professionals to the manager varies significantly according to age groups.

While the average of job satisfaction (32.56±9.31) among the healthcare workers, whose age groups are between 25-34, is the highest, the average job satisfaction of the healthcare workers between the age groups 17-24 (31.44±9.63) is in the lowest level. According to the F test result at 95% confidence level, the significance value for job satisfaction was found to be p= 0.262>0.05. Since the job satisfaction significance value is p>0.05, the H_9 hypothesis is rejected. In other words, job satisfaction of health workers does not differ significantly by age group.

Table 4.15.

Comparison of conflict resolution approaches, confidence in managers and job satisfaction scales scores according to the marital status of the participants.

Scales	Marital status	n	$\bar{x}$	ss	t	p
Conflict resolution approaches	Married	644	29,60	6,58	6,650	0,000*
	Single	702	27,14	6,95		
Trust in the manager	Married	644	27,75	11,41	4,738	0,000*
	Single	702	24,92	10,46		
Job satisfaction	Married	644	32,61	9,96	1,901	0,058
	Single	702	31,59	9,67		

*p<0,005

While the average of conflict resolution (29,60±6,58) of married healthcare workers is high, the average of single people (27,14±6,95) is low. Since the significance value is 0.000<0.05, it is understood that the conflict resolution approaches of married and single healthcare workers differ significantly. H_{10} hypothesis was accepted because the significance value of conflict resolution approaches was p<0.05. In other words, conflict resolution approaches reveal a significant difference according to their situation. Married health professionals have more conflict resolution approaches.

While the average of the trust of the married healthcare workers to the manager (27.75±11.41) is high, the average of the single people (24.92±10.46) is low. H_{11} hypothesis was accepted because of the significance value of their trust in the manager p<0.05. In other words, their trust in the manager reveals a significant difference according to their marital status. Married health professionals have more confidence in their managers.

While the average of job satisfaction of married healthcare workers (32.61±9.96) is high, the average of job satisfaction of single healthcare workers (31.59±9.67) is low. In our analysis, the significance value was determined as 0.058>0.05. H_{12} hypothesis was rejected due to the significance value of job satisfaction p> 0.05. In other words, job satisfaction of health workers does not differ significantly according to their marital status.

Table 4.16.

Comparison of conflict resolution approaches, trust in managers and job satisfaction scales scores according to the educational status of the participants

Scales	Educational status	n	$\bar{x}$	s	Belove	Above	F	p	Difference
Conflict resolution approaches	Health vocational high School	77	26,75	8,77	10	40			
	Associate	149	28,16	5,69	16	40			
	Graduate	319	28,26	6,67	10	47	7,997	0,000*	1-4
	Post Graduate	204	30,67	7,02	21	46			
	PhD	597	27,79	6,79	10	47			
Trust in the manager	Health vocational high School	77	21,48	8,73	10	40			
	Associate	149	24,77	8,82	10	43			
	Graduate	319	28,29	11,25	10	47	7,369	0,000*	1-3
	Post Graduate	204	26,83	11,68	10	46			
	PhD	597	26,01	11,16	10	46			
Job satisfaction	Health vocational high School	77	32,37	9,72	10	50			
	Associate	149	34,08	10,16	10	50			
	Graduate	319	32,05	9,45	10	50	1,942	0,101	
	Post Graduate	204	31,96	10,17	10	47			
	PhD	597	31,59	9,78	10	48			

*p<0,005

While the average of conflict resolution (30.67±7.02) of graduates from healthcare professionals is at the highest level, the average of the Health Vocational High School graduates (26.75±8.77) is the lowest. As a result of the F test carried out, the significance value was determined as p= 0.000<0.05 at 95% confidence level in terms of conflict resolution. H_{13} hypothesis was accepted because the significance value of conflict resolution approaches was p <0.05. The group or groups where the results obtained were significant were determined by post-hoc and scheffe analysis. In this context, post graduates have more participation than those of other education level (Health Vocational High School, Associate Degree, Undergraduate). In other words, conflict resolution approaches of healthcare professionals reveal a significant difference according to their education levels. Of the health workers, the averages of trust in the manager of graduates (28.29±11.25) are the highest, while those of health vocational high school graduates (21.48±8.73) are the lowest. As a result of the F test, the significance value at 95% trust level was determined as p=0.000<0.05 for their trust in the manager. The H_{14} hypothesis has been accepted because the significance value of their trust in the manager is p<0.05. Post-hoc and scheffe analysis determined the group or groups from which the results were significant. In this context, post graduates have more participation than those at other level of education (health Vocational High School, Associate Degree, graduate degree). In other words, the trust of health workers to the manager reveals a significant difference according to their level of Education.

Job satisfaction averages of associate degree graduates (34.08±10,16) of health workers were highest, while those with a Phd (31.59±9,78) were lowest. As a result of the F test, the significance value of 95% confidence level in terms of job satisfaction was determined as p=0.101>0.05. The H_{15} hypothesis has been rejected because the work satisfaction value is p>0.05. In other words, job satisfaction of health workers does not differ significantly according to their level of Education.

Table 4.17.

Comparison of conflict resolution approaches scale scores according to the duty places of the participants of the research

Scales	Department	n	$\bar{x}$	s	Belove	Above	F	p	Difference
Conflict resolution approaches	Anesthesia	84	27,94	8,99	10	46			
	Urology	28	25,64	3,70	23	33			
	Biochemistry	43	28,04	5,42	22	40			
	Dermatology	58	27,77	4,75	22	35			
	Pediatry	71	30,04	5,20	22	39			
	Internal medicine	106	27,33	4,66	21	40			
	Endocrinology	10	30,80	3,45	24	35			
	Infectious Diseases	7	33,14	8,57	23	40			
	Physical Therapy and Rehabilitation	20	23,95	2,37	22	29			
	General Surgery	38	31,71	6,76	22	40			
	Thoracic Surgery	32	29,68	4,83	22	33			
	Eye diseases	48	31,08	6,61	24	41			
	First and Emergency Aid	94	27,89	4,51	22	33	7,258	,000*	9-15
	Women's Diseases and Birth	61	28,23	4,43	22	35			
	Cardiovascular surgery	38	35,65	8,82	24	47			
	Cardiology	47	29,74	5,74	21	40			
	ENT	67	31,00	9,30	10	42			
	Microbiology	29	30,10	3,85	24	33			
	Neurology	7	28,85	8,53	23	45			
	Radiology	35	27,74	6,34	23	40			
	Orthopedics and Traumatology	48	28,70	6,54	23	40			
	General practitioner	9	30,88	4,42	25	34			
	Psychiatry	23	33,26	3,84	29	37			
	Sports Doctor	29	27,96	1,72	26	30			
	Other	314	25,77	7,89	10	45			

*$p<0,005$

Conflict resolution approach averages (35.65±8.82) of healthcare workers in Cardiovascular Surgery Service were highest, while those in Physical Therapy and Rehabilitation Service (23.95±2.37) were lowest. As a result of the F test, the significance value at 95% confidence level for conflict resolution approaches was determined as $p=0.000<0.05$. The H_{16} hypothesis has been accepted because the significance value of conflict resolution approaches is $p<0.05$. In other words, the conflict resolution approaches of health workers are significantly different according to the services they work in.

Table 4.18.

Comparison of the scores of trust scale to the manager according to the duty places of the participants

Scales	Department	n	$\bar{x}$	s	Belove	Above	F	p	Difference
Trust in the manager	Anesthesia	84	23,91	13,22	10	46	4,942	,000*	7-11
	Urology	28	33,83	9,26	15	40			
	Biochemistry	43	27,01	11,71	10	46			
	Dermatology	58	23,27	12,20	10	46			
	Pediatry	71	23,23	9,25	12	46			
	Internal medicine	106	26,10	10,29	10	40			
	Endocrinology	10	18,54	6,73	14	32			
	Infectious Diseases	7	18,96	14,47	10	46			
	Physical Therapy and Rehabilitation	20	35,04	11,19	14	46			
	General Surgery	38	30,52	14,87	10	47			
	Thoracic Surgery	32	35,51	9,86	14	46			
	Eye diseases	48	24,84	10,45	10	40			
	First and Emergency Aid	94	27,55	10,80	14	46			
	Women's Diseases and Birth	61	27,18	11,96	10	46			
	Cardiovascular surgery	38	22,99	10,52	10	32			
	Cardiology	47	27,15	11,63	10	40			
	ENT	67	25,11	13,12	10	45			
	Microbiology	29	31,22	14,47	14	46			
	Neurology	7	30,39	3,22	25	32			
	Radiology	35	26,49	9,75	10	33			
	Orthopedics and Traumatology	48	31,32	10,17	10	40			
	General practitioner	9	20,30	8,15	15	40			
	Psychiatry	23	20,98	6,01	13	27			
	Sports Doctor	29	26,89	5,98	20	32			
	Other	314	25,17	8,69	10	43			

*p<0,005

Among the health workers, the thoraric surgery service staff had the highest levels of trust in the manager (35.51±9.86), while those in the Endocrinology service had the lowest levels (18.54±6.73). As a result of the F test carried out, the significance value of 95% confidence level was determined as p= 0.000 <0.05 in terms of trust in the manager. H_{17} hypothesis was accepted because of the significance value of their trust in the manager p<0.05. In other words, the trust of healthcare professionals to the manager reveals a significant difference according to the services they work with.

Table 4.19.

Comparison of the job satisfaction scale scores of the participants of the research by their places of duty

Scales	Department	n	$\bar{x}$	s	Belove	Above	F	p	Difference
	Anesthesia	84	30,63	12,00	10	50			
	Urology	28	29,64	4,70	26	39			
	Biochemistry	43	24,81	11,51	10	42			
	Dermatology	58	33,55	7,47	21	50			
	Pediatry	71	33,84	6,96	21	50			
	Internal medicine	106	33,42	6,27	26	45			
	Endocrinology	10	41,80	5,53	28	50			
	Infectious Diseases	7	36,42	8,73	21	42			
	Physical Therapy and Rehabilitation	20	20,25	13,43	10	49			
	General Surgery	38	36,47	6,24	21	42			
	Thoracic Surgery	32	29,06	7,04	21	47			
	Eye diseases	48	30,31	11,47	10	43			
Job satisfaction	First and Emergency Aid	94	28,84	9,52	10	43	7,453	,000*	7-9
	Women's Diseases and Birth	61	32,13	11,18	10	49			
	Cardiovascular surgery	38	39,05	5,30	33	46			
	Cardiology	47	32,97	6,92	24	43			
	ENT	67	29,85	13,09	10	46			
	Microbiology	29	33,51	9,16	21	43			
	Neurology	7	35,14	7,01	30	50			
	Radiology	35	35,37	5,02	29	42			
	Orthopedics and Traumatology	48	25,68	12,65	10	48			
	General practitioner	9	37,66	6,14	28	47			
	Psychiatry	23	28,43	12,57	10	39			
	Sports Doctor	29	32,58	5,15	28	39			
	Other	314	33,87	9,12	10	50			

*p<0,005

While the average of job satisfaction (41,80±5,53) among the healthcare professionals working in the Endocrinology service is the highest, the ones working in the Physical Therapy and Rehabilitation service (20,25±13,43) are the lowest. As a result of the F test performed, the significance value was determined as p= 0.000 <0.05 at 95% confidence level in terms of job satisfaction. H_{18} hypothesis was accepted because job satisfaction was significance value of p<0.05. In other words, job satisfaction of healthcare workers reveals a significant difference according to the services they work with.

Table 4.20.

Comparison of conflict resolution approaches, trust to manager and job satisfaction scales scores according to the tasks of the participants

Scales	Position	n	$\bar{x}$	s	Belove	Above	F	p	Difference
	Nurse	528	28,67	6,90	10	47			
	Midwife	28	30,32	9,82	10	47			
Conflict resolution approaches	Health Officer Officer	113	28,83	6,23	10	46			
	Health Officer Technician	80	28,53	7,02	10	46	4,728	,000*	2-5
	Specialist Physician	364	26,81	6,00	12	40			
	Assistant Physician	224	29,42	7,71	10	47			
	General practitioner	9	27,00	4,92	22	34			
	Nurse	528	27,10	11,11	10	47			
	Midwife	28	20,77	8,49	10	32			
Trust in the manager	Health Officer Officer	113	24,63	9,55	10	47			
	Health Officer Technician	80	27,13	11,23	10	47	2,892	,008*	2-3
	Specialist Physician	364	26,69	10,87	10	46			
	Assistant Physician	224	24,85	11,57	10	46			
	General practitioner	9	26,86	11,52	14	46			
	Nurse	528	32,25	9,60	10	50			
	Midwife	28	31,53	11,70	10	46			
Job satisfaction	Health Officer Officer	113	33,60	10,39	10	50			
	Health Officer Technician	80	32,58	9,94	10	50	,803	,567	
	Specialist Physician	364	31,67	9,85	10	48			
	Assistant Physician	224	31,42	9,78	10	48			
	General practitioner	9	32,55	7,50	21	43			

*p<0,005

While the mean of conflict resolution approaches of midwives from healthcare workers (30.32±9.82) is at the highest level, specialist physicians (26.81±6.00) are at the lowest level. As a result of the F test carried out, the significance value of 95% confidence level was determined as p= 0.000<0.05 in terms of conflict resolution approaches. H_{19} hypothesis was accepted because the significance value of conflict resolution approaches was p<0.05. In other words, conflict resolution approaches of healthcare professionals reveal a significant difference according to their duties.

While the average of trust of the officers-technicians among the healthcare professionals to the manager (27.13±11.23) is at the highest level, the average of trust of the midwives to the manager (20.77±8.49) is the lowest. As a result of the F test performed, the significance value of 95% confidence level was determined as p= 0.008<0.05 in terms of trust in the manager. The H_{20} hypothesis was accepted because the significance value of their trust in

the manager was p<0.05. In other words, the trust of healthcare professionals to the manager reveals a significant difference according to their duties.

While the average of job satisfaction (33,60±10,39) among healthcare professionals and technicians is at the highest level, the average job satisfaction of assistant physicians (31,42±9,78) is at the lowest level. As a result of the F test performed, the significance value was determined as p= 0.567> 0.05 at 95% confidence level in terms of job satisfaction. H_{21} hypothesis was rejected due to the significance value of job satisfaction p>0.05. In other words, job satisfaction of health workers does not differ significantly according to their duties.

Table 4.21.

Comparison of conflict resolution approaches, confidence in manager and job satisfaction scales scores according to the working time of the participants in current position.

Scales	Working time in current position	n	$\bar{x}$	s	Belove	Above	F	p	Difference
Conflict resolution approaches	0-5 years	572	27,15	7,62	10	46	27,956	,000	1-5
	6-10 years	257	28,46	6,00	20	42			
	11-15 years	263	28,68	5,56	22	40			
	16-20 years	237	29,52	5,74	21	40			
	21 years and above	17	43,17	6,10	34	47			
Trust in the manager	0-5 years	572	27,15	8,52	10	43	17,086	,000	3-5
	6-10 years	257	28,46	11,87	10	46			
	11-15 years	263	29,80	13,18	10	47			
	16-20 years	237	29,52	11,64	10	46			
	21 years and above	17	11,60	2,56	10	15			
Job satisfaction	0-5 years	572	33,26	9,72	10	50	14,598	,000	2-5
	6-10 years	257	29,00	9,81	10	49			
	11-15 years	263	31,99	8,73	10	50			
	16-20 years	237	31,84	10,36	10	49			
	21 years and above	17	43,35	4,22	37	46			

*p<0,005

The average of conflict resolution approaches (43.17±6.10) of health workers 21 years and above in the position of working time was the highest, while those between 0-5 years (27.15±7.62) was the lowest. As a result of the F test, the significance value at 95% confidence level for conflict resolution approaches was determined as $p=0.000<0.05$. The H_{22} hypothesis has been accepted because the significance value of conflict resolution approaches is $p<0.05$. In this context, groups with total professional experience period of 0-5 years and 21 years and above show more participation than other groups (6-10 years, 11-15 years, 16-20 years). In other words, the conflict resolution approaches of health workers differ significantly according to their working time in the position they are in..

Of the health workers with working time between 11-15 years, the average of trust in the manager (29.80±13.18) was highest. For those 21 years and above, the average of trust in the manager (11.60±2.56) is the lowest . As a result of the F test, the significance value at 95% trust level was determined as $p=0.000<0.05$ for their trust in the manager. The H_{23} hypothesis has been accepted because the significance value of their trust in the manager is $p<0.05$. In other words, health workers ' trust in the manager reveals a significant difference in their working time in the position they are in.

Among health workers, the average job satisfaction of those in the position of working time of 21 years and above was highest (29.44±7.24), while those between 6-10 years (29.00±9.81) were lowest. As a result of the F test, the significance value of 95% confidence level in terms of job satisfaction was determined as $p=0.000<0.05$. The H_{24} hypothesis has been accepted because the work satisfaction value is $p>0.05$. In this context, the group with total professional experience period of 21 years and above shows more participation than the other group (0-5 years, 6-10 years, 11-15 years, 16-20 years). In other words, the job satisfaction of health workers is significantly different according to their working time in the position they are in.

Table 4.22.

Comparison of conflict resolution approaches, confidence in managers and job satisfaction scales scores according to the total professional experience time of the participants.

Scales	Total professional experience time	n	$\bar{x}$	ss	Belove	Above	F	p	Difference
	0-5 years	375	27,44	8,82	10	46			
	6-10 years	292	29,44	7,24	20	47			
Conflict resolution approaches	11-15 years	369	28,19	5,22	22	40	5,795	,000	2-5
	16-20 years	214	29,25	5,57	21	40			
	21 years and above	96	26,76	4,20	23	36			
	0-5 years	375	21,42	7,37	10	33			
	6-10 years	292	27,50	11,79	10	46			
Trust in the manager	11-15 years	369	29,03	12,38	10	47	28,401	,000	3-5
	16-20 years	214	27,88	11,92	10	46			
	21 years and above	96	27,35	5,50	14	31			
	0-5 years	375	32,97	9,15	10	50			
	6-10 years	292	31,54	10,35	10	49			
Job satisfaction	11-15 years	369	32,17	9,58	10	50	7,237	,000	4-5
	16-20 years	214	33,17	8,72	10	49			
	21 years and above	96	27,40	12,36	10	43			

*p<0,005

The average of conflict resolution approaches (29.44±7.24) of health workers with a total professional experience period between 6-10 years was the highest, while those 21 years and older (26.76±4.20) were the lowest. As a result of the F test, the significance value at 95% confidence level for conflict resolution approaches was determined as p=0.000<0.05. The H_{25} hypothesis has been accepted because the significance value of conflict resolution approaches is p>0.05. Post-hoc and scheffe analysis determined the group or groups from which the results were significant. In this context, the group with total professional experience period of 6-10 years, and 21 years and above has more participation than the other group (0-5 years, 11-15 years, 16-20 years). In other words, the conflict resolution approaches of health workers vary significantly according to the total length of professional experience.

Health workers with total professional experience period between 11-15 years have the highest level of trust in the manager (29.03±12.38), while those between 0-5 years have the lowest level of trust in the manager (21.42±7.37). As a result of the F test, the significance value at 95% trust level was determined as p=0.000<0.05 for their trust in the manager. The H_{26} hypothesis has been accepted because the significance value of trust in the manager was p>0.05. Post-hoc and scheffe analysis determined the group or groups from which the results were significant. In this context, the group with total professional experience period of 0-5 years and 11-15 years has more participation than the other group (6-10 years, 16-20 years, 21 years and above). In other words, the trust of health workers in the manager is significantly different according to the total length of professional experience.

Health workers with a total professional experience period between 16-20 years (33.17±8.72) are at the highest level while those with a total professional experience period of 21 years and above (27.40±12.36) are at the lowest level. As a result of the F test, the significance value of 95% confidence level in terms of job satisfaction was determined as p=0.000<0.05. The H_{27} hypothesis was accepted because the work satisfaction value is p>0.05. Post-hoc and scheffe analysis determined the group or groups from which the results were significant. In this context, the group with total professional experience period of 16-20 years, 21 years or older has more participation than the other group (0-5 years, 6-10 years, 11-15 years). In other words, job satisfaction of health workers is significantly different according to the total length of professional experience.

4.10.4. Conflict Resolution Approaches, Trust in Manager and Job Satisfaction Scale Correlation Analysis

In this section, the averages, standard deviations and correlation analysis of the scales of the study are shown.

Table 4.23.

Average and Standard Deviations of Scales

Scales	$\bar{x}$	ss
Conflict Resolution Approaches	28,32	6,88
Trust in the Manager	26,28	11,01
Job Satisfaction	32,07	9,82

The mean and standard deviation of the conflict resolution approaches scale was determined as (28.32±6.88). The average and standard deviation of the confidence scale to the manager was determined as (26,28±11,01). The average and standard deviation of the job satisfaction scale was determined as (32.07±9.82). In this framework, it was determined that there was more understanding of the job satisfaction scale.

Table 4.24.

Correlation Between Conflict Resolution Approaches, Trust in Manager and Job Satisfaction Scale

		Interpersonal conflict resolution	Trust in manager	Job satisfaction
Interpersonal conflict resolution	r	1		
	p			
Trust in manager	r	-,281**	1	
	p	,000		
Job satisfaction	r	,379**	-,337**	1
	p	,000	,000	

**p<0,001

When table 4.24 is examined, the relationship between conflict resolution approaches and trust in managers is negative and statistically significant (r= -0.281, p<.01).

The relationship between conflict resolution approaches and job satisfaction is positive and statistically significant (r= 0.379, p<.01).

The relationship between trust in the manager and job satisfaction is negative and statistically significant (r= -0.337, p<.01).

In this context, it can be said that there is a relationship between conflict resolution approaches, trust in managers and job satisfaction. When we pay attention to the link between conflict resolution approaches and trust in the manager, we can see that when one of the variable types increases, the other decreases. When we draw attention to the connection between trust and job satisfaction, we see that when one of the variable types increases, the other also increases.

4.10.5. Regression Analysis of the Moderating Role of Confidence in the Effect of Conflict Resolution Management Approaches on Employee Attitudes

Due to these data, it is convenient to test the main hypotheses. Correlation and regression analysis is performed and data about the relationship between variables is obtained. These two structures are related to each other, and correlation studies the causality context of the relationship between variables, while regression studies the effect in the context of cause and effect between variables.

Based on the established model, first of all, the effect of interpersonal conflict resolution approaches on trust in managers was found. Then, the effect of the moderating role of trust on the effect of interpersonal conflict resolution management approaches on employee attitudes was analyzed and interpreted. Baron and Kenney's (1986) tool variable review model was used. Hypotheses for the acceptance of the established model according to this approach have been tested in three stages. The three stages are as follows: "The independent variable must have an effect on the mediator variable; the mediator variable must have an effect on the dependent variable; The effect of the independent variable on the dependent variable should decrease or disappear with the mediator variable" (Baron and Kenney, 1986). In this context, the variables in the study were examined as the effect of interpersonal conflict resolution management approaches on manager trust, and the effect of trust in manager on job satisfaction.

In the examination of the main hypotheses under these conditions, the effect of interpersonal conflict resolution management approaches stated in the H_3 hypothesis on job satisfaction was tested first. Then, whether the trust in the manager, which is the reason of the study, affects job satisfaction through the mediating role of interpersonal conflict resolution management approaches, was tested.

The effects of the mediating variable were examined and interpreted in the form of model summary, anova table, and coefficients table in the regression analysis.

In the model summary table, it is aimed to show the effect between variables. The effect between variables is decided by looking at this table. Durbin-Watson value is also one of the elements of this table. Comments were made on whether there is an autocorrelation between Durbin-Watson value and variables. The desired range of values for this element of the table is between 1.5 and 2.5. The fact that the values of the variables are moving in this medium means that there is no autocorrelation (Kalaycı, 2010).

In the Anova table, the significance level of the hypotheses related to the model is determined. In order for the established model to have statistical meaning, it is necessary to be in the 95% confidence range and the significance value should be less than 0.05.

H_0: the established model has no meaning at all.

H_1: the established model has full meaning.

If the H_1 hypothesis is accepted, it is possible to continue the interpretation of the coefficients table.

The significance level of the variables covered by the Model was examined from the coefficients table. Hypotheses for coefficients are established in this way.

H_0: coefficients for variables have no statistical meaning

H_1: coefficients for variables have statistical meaning.

Here, in order for hypotheses to be accepted, the values must be in the 95% confidence range and less than 0.05. The coefficient that provides these values is meaningful and must be kept in the model. Another important element of this table is the tolerance and VIF values for multiple linear connections. Values must be greater than 0.2 for tolerance and less than 10 for VIF (Can, 2017) in order to avoid multiple linear connection problems. It is useful to re-emphasize the main hypothesis of research.

Basic hypothesis or H₄: Trust has a moderating role in the effect of interpersonal conflict resolution management approaches on employee attitudes.

In the coefficients table tested by the Baron and Kenney (1986) approach, first the model summary table should give a significant relationship result, then the model with the Anova table should be found to be significant, and then the coefficients of the variables related to the model should be significant in the coefficients table. In this process, after supporting results were obtained in the tables that were tested by regression analysis, other tables were examined. The "Entre" method was used throughout the study.

Table 4.25.

Regression Analysis Between Interpersonal Conflict Resolution Approaches and Job Satisfaction

Model Summary					
Model	Correlation	Correlation Square	Corrected Correlation Square	Standard Error of Estimation	Durbin-Watson
1	,379	,144	,143	,90930	1,727

a. Predictors: (Constant), Interpersonal Conflict Resolution Approaches
b. Dependent variable: Job Satisfaction

ANOVAᵃ						
Model		Sum of Squares	Degree of Freedom	Average of Squares	F	Sig.
1	Regression	186,494	1	186,494	225,554	,000ᵇ
	Error	1111,251	1344	,827		
	Sum	1297,745	1345			

a. Dependent variable: Job Satisfaction
b. Predictors: (Constant), Interpersonal Conflict Resolution Approaches

Coefficientsᵃ								
		Non-Standardized Coefficients		Standardized Coefficients			Multiple Linearity	
Model		B	Std. Error	Beta	t	Sig.	Tol	VIF
1	(Constant)	1,677	,105		15,986	,000		
	Interpersonal Conflict Resolution Approaches	,541	,036	,379	15,018	,000	1,000	1,000

a. Independent variable: Job Satisfaction

In the first stage, the relationship between interpersonal conflict resolution approaches and job satisfaction was examined. Test results for the model are given in Table 4.25. At this stage, H1 hypothesis, which is one of our main hypotheses, has been tested. As can be seen in Table 4.25, according to the correlation value in the model summary, a relationship at the level of 37.9% is observed between interpersonal conflict resolution approaches and job satisfaction. It is understood that interpersonal conflict resolution approaches explain job satisfaction at the level of 14.4%. When we look at the Anova table, it is accepted that the model is meaningful since the 0.00 significance value of the model established is lower than 0.05 (H1 is supported). A Durbin-Watson value of 1.727 indicates that there is no autocorrelation. The first of the main hypotheses (**H1 hypothesis is supported**) as the results are supported in all three stages. You can move on to the next, last stage.

Table 4.26.

Regression Model Between Interpersonal Conflict Resolution Approaches and Trust in Manager Results

Model Summary					
Model	Correlation	Correlation Square	Corrected Correlation Square	Standard Error of Estimation	Durbin-Watson
1	,281ª	,079	,078	1,05750	1,045

a. Predictors: (Constant), Interpersonal Conflict Resolution Approaches
b. Dependent variable: Trust in Manager

ANOVAª						
Model		Sum of Squares	Degree of Freedom	Average of Squares	F	Sig.
1	Regression	128,757	1	128,757	115,136	,000ᵇ
	Error	1502,993	1344	1,118		
	Sum	1631,750	1345			

a. Dependent variable: Trust in Manager
b. Predictors: (Constant),Interpersonal Conflict Resolution Approaches

Coefficientsª								
Model		Non-Standardized Coefficients		Standardized Coefficients	t	Sig.	Multiple Linearity	
		B	Std. Error	Beta			Tol	VIF
1	(Constant)	3,900	,122		31,967	0.001		
	Interpersonal Conflict Resolution Approaches	,449	,042	,281	,10,730	0.003	1,000	1,000

a. Independent variable: Trust in Manager

Autocorrelation was not found in the model. The Durbin-Watson autocorrelation value is 1.045 and this value is not between 1.5 and 2.5.

However, since the multiple linearity values (Tolerance 1.000; VIF 1.000) meet the necessary criteria, there was no problem here. As the results are supported in all three stages, the next stage can be passed. As can be seen from table 4.26, according to the correlation value in the model summary, there is a 28.1% relationship between interpersonal conflict resolution approaches and trust in the manager. It is understood that interpersonal conflict resolution approaches explain the trust in the manager at the level of 7.9%. When we look at the Anova table, it is accepted that the model is meaningful since the value of 0.00 significance of the model established is lower than 0.05. Since the organizational identification coefficient in the coefficients table is significant, it is concluded that the model has an explanatory feature (**H2 hypothesis is supported**). As the results are supported in all three stages, the next stage can be passed.

Table 4.27.

Regression Model Between Job Satisfaction and Trust in Manager Results

Model Summary

Model	Correlation	Correlation Square	Corrected Correlation Square	Standard Error of Estimation	Durbin-Watson
1	,337[a]	,11,3	,11,3	1,03756	1,200

c. Predictors: (Constant), Job Satisfaction
d. Dependent variable: Trust in Manager

ANOVAa

Model		Sum of Squares	Degree of Freedom	Average of Squares	F	Sig.
1	Regression	184,898	1	184,898	171,754	,000[b]
	Error	1446,852	1344	1,077		
	Sum	1631,750	1345			

a. Dependent variable: Trust in Manager

b. Predictors: (Constant), Job Satisfaction

Coefficientsa

Model		Non-Standardized Coefficients		Standardized Coefficients			Multiple Linearity	
		B	Std. Error	Beta	t	Sig.	Tol	VIF
1	(Constant)	3,839	,097		39,730	,000		
	Job Satisfaction	,377	,029	,337	,13,106	,000	1,000	1,000

a. Independent variable: Trust in Manager

Autocorrelation was not found in the model. The Durbin-Watson autocorrelation value is 1,200 and this value is not between 1.5 and 2.5.

However, since the multiple linearity values (Tolerance 1.000; VIF 1.000) meet the necessary criteria, there was no problem here. As the results are supported in all three stages, the next stage can be passed. As can be seen from table 4.27, according to the correlation value in the model summary, there is a relationship at the level of 33.7% between job satisfaction and trust in the manager. It is understood that job satisfaction explains trust in manager at 11.3% level. When we look at the Anova table, it is accepted that the model is meaningful since the value of 0.00 significance of the model established is lower than 0.05. Since the organizational identification coefficient in the coefficients table is significant, it is concluded that the model has an explanatory feature (**H3 hypothesis is supported**). As the results are supported in all three stages, the next stage can be passed.

Table 4.28.

Regression Analysis Between Interpersonal Conflict Resolution Approaches and Job Satisfaction and Confidence in Manager

			Model Summary			
Model	Correlation	Correlation Square	Corrected Correlation Square	Standard Error of Estimation		Durbin-Watson
1	,375a	,141	,139	1,02176		1,202

a. Predictors: (Constant), Job Satisfaction, Interpersonal Conflict Resolution Approaches
b. Dependent variable: Trust in Manager

			ANOVAa			
Model		Sum of Squares	Degree of Freedom	Average of Squares	F	Sig.
1	Regression	229,679	2	114,840	110,001	,000b
	Error	1402,071	1343	1,044		
	Sum	1631,750	1345			

a. Dependent variable: Trust in Manager
b. Predictors: (Constant), Interpersonal Conflict Resolution Approaches, Job Satisfaction

		Non-Standardized Coefficients		Standardized Coefficients			Multiple Linearity	
Model		B	Std. Error	Beta	t	Sig.	Tol	VIF
1	(Constant)	4,406	,129		34,257	,000		
	Interpersonal Conflict Resolution Approaches	,286	,044	,179	6,549	0.001	,856	1,168
	Job Satisfaction	,301	,031	,269	9,83	0.003	,856	1,168

a. Independent variable: Trust in Manager

In the last stage, the main hypothesis, interpersonal conflict resolution approaches and the moderating role of trust in the manager on job satisfaction was tested. Findings regarding the analysis results of this test are

included in the table 4.28. According to the analysis results, there is a 37.5% correlation between interpersonal conflict resolution approaches and job satisfaction and trust in the manager. In parallel, the effect of interpersonal conflict resolution approaches on job satisfaction explains 14.1% of the change in the role of trust in manager. When we look at the results in the Anova table, this established model is significant because the significance level has a value (0.00) less than 0.05. A Durbin-Watson value of 1.202 means that it is autocorrelated. However, in order to avoid a multi-linear connection problem, the values should be greater than 0.2 for tolerance and less than 10 for VIF, since the linearity values in Table 4.28 (tolerance 0.856; VIF 1.168) meet the necessary criteria, there was no problem here.

When we examine it in terms of coefficients at the last stage, it is concluded that the coefficient for interpersonal conflict resolution approaches is (0.00), and the coefficient for trust in the manager is 0.00. Although the coefficient regarding interpersonal conflict resolution approaches in the role of the independent variable has a meaningful stance, trust in the manager plays a role in the mediator variable role. When trust in the manager was added to the effect of interpersonal conflict resolution approaches on job satisfaction, the rate increased from 7.9% to 14.1% and a low increase was observed.
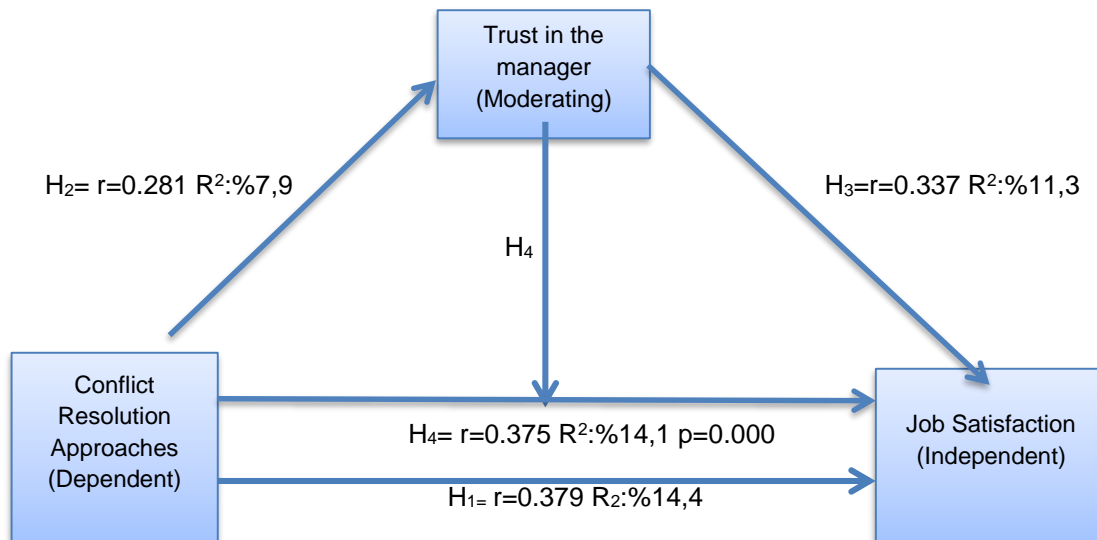
Figure 4.2: Testing the Main Hypothesis of the Research on the Model

The significance level of 0.00 in the correlation coefficient of interpersonal conflict resolution approaches in the third stage remained the same in the last stage. When the final results are examined, the interpersonal conflict resolution approaches of healthcare workers have a significant and positive effect on job satisfaction with the moderating mediator role of trust in the manager, (***The basic hypothesis is supported***). In the effect of interpersonal conflict resolution approaches on job satisfaction, trust in the manager has a moderating mediator role (Figure 4.2).

RESULTS AND SUGGESTIONS

Results

Here is a general summary of the study.

It was determined that 79.9% of the participants (1076 people) were from Bursa Çekirge State Hospital. It was determined that 51.9% of the participants (56 persons) were male, 38.1% of the participants (513 persons) were 35 years old or above, and 52.2% of them (702 persons) were single. It was stated that 23.7% (319 people) of the participants in our research were undergraduates, 23.3% of the participants (314 people) worked in other services, 39.2% of them (528 people) were nurses. It was determined that the working period of 42.5% (572 persons) in their current position was between 0-5 years and 27.9% (375 persons) had a total professional experience period of 0-5 years.

As a result of the reliability analysis, the survey study was found reliable. It was found that the perception of the job satisfaction scale was higher.

Bursa Çekirge State Hospital health workers ' conflict resolution approaches and job satisfaction averages are higher. Bursa Özel Doruk hospital health workers have a higher average of trust in the manager. Health workers have given similar responses to conflict resolution approaches and different responses to manager confidence and job satisfaction compared to the hospitals they serve.

Female healthcare workers have higher conflict resolution approaches and average confidence in managers, and male health workers have higher job satisfaction averages. Healthcare workers responded similarly to their job satisfaction by gender, and responded differently to conflict resolution approaches and confidence in the manager.

The average of conflict resolution approaches among healthcare workers who are age groups 35 and above is high. The average of trust and job satisfaction of the managers among the age groups 25-34 is high. Conflict resolution approaches and trust of managers in healthcare workers differ

significantly according to age groups, job satisfaction does not differ significantly by age groups.

Conflict resolution approaches of single healthcare professionals are high. Married health professionals have higher average confidence and job satisfaction. According to their marital status, healthcare professionals gave different responses in conflict resolution approaches and trust in the manager, and similar responses in job satisfaction.

The average of conflict resolution approaches of graduates of healthcare professionals with a Master's degree is high. Those who have a bachelor's degree have high confidence in the manager. The average job satisfaction of those who graduated from associate degree is high. According to the educational status of health professionals, conflict resolution approaches and trust in managers differ significantly, while job satisfaction does not differ significantly.

The average of the conflict resolution approaches of the healthcare professionals in Cardiovascular Surgery is high. The average confidence of the employees in chest surgery is high. The average job satisfaction of those working in endocrinology is high. Conflict resolution approaches, trust in managers and job satisfaction differ significantly according to the workplace groups of healthcare professionals.

The average of conflict resolution approaches of the midwives of healthcare professionals is high. Those who are technicians of health officers have high confidence in the manager. On the other hand, those who are technicians and health technicians have high average job satisfaction. Conflict resolution approaches and trust of managers differ according to their job groups, and job satisfaction does not differ significantly.

The average of conflict resolution approaches and job satisfaction of those with 21 years or more working time groups in the position of healthcare workers is high. Those who have 11-15 years of working time in their positions have high confidence in the manager. Conflict resolution approaches, trust in managers and job satisfaction differ significantly according to working time groups in the position of healthcare workers.

The average of conflict resolution approaches among healthcare professionals with a total professional experience of 6-10 years is high. Those with a total professional experience of 11-15 years have high confidence in the manager. The average job satisfaction of those with a total professional experience of 16-20 years is high. Conflict resolution approaches, trust in managers and job satisfaction differ significantly according to the total professional experience period groups of healthcare professionals.

It can be said that there is a relationship between conflict resolution approaches, trust in the manager and job satisfaction. When we look at the relationship between conflict resolution approaches and trust in the manager, one of the variables increases and another decreases. When we look at the relationship between manager confidence and job satisfaction, as one of the variables increases and the other also increases.

Suggestions

In this section, suggestions were made for practitioners and researchers based on the results of the research.

Suggestions for practitioners

- Considering the moderating role of trust in the impact of conflict resolution management approach practices on the attitudes of health workers, it is necessary for health management managers to apply conflict resolution approaches more effectively. To this end, health management managers should develop awareness by taking conflict resolution management trainings.

- Considering that the effectiveness of conflict resolution management practices increases with respect to more trust, mentoring practices inside or outside the healthcare business should be used to deal with problems related to the inexperienced healthcare managers who are new to the profession and younger than age, to give confidence to healthcare workers and other managers. .

- Internal and external audit pressure and workload should be relieved at any time on healthcare managers and healthcare professionals, and

the psychological aspects of healthcare managers should not be ignored.

- Trainings should be organized so that healthcare managers and employees can better understand the issues of trust and job satisfaction, and the trust levels of healthcare managers should be increased.

- The physical and infrastructural deficiencies of health care businesses should be addressed as soon as possible and more alternatives should be offered to health care workers about the units they want to work in. In addition, meetings and various events should be organized to strengthen internal communication in Health Enterprises.

- Awareness-raising seminars should be organized on healthcare business managers and employees, who are among the factors that will increase the moderating role of trust in the healthcare business in applying conflict resolution approaches and increasing job satisfaction. In this sense, various activities should be organized for healthcare managers and employees on certain days to ensure that healthcare managers and employees are merged with the enterprise.

- In order to further increase the reputation of healthcare management and employees, it is necessary to support health managers and employees, especially with the discourse and actions of the upper levels of the state. In addition, there is a need to produce policies that will increase the effectiveness and resolve the situation of mistrust in the implementation of conflict resolution approaches. In addition, employee policies should be reconsidered to give healthcare businesses more flexibility.

- Considering the impact of the experiences of health care managers and employees on the management of conflict resolution approach, it would be appropriate for health care managers to be assigned to health care units where they can more easily achieve success in conflict resolution approaches, confidence and job satisfaction. In this sense, Health business managers and their employees need to move

to strong health businesses after gaining professional experience for some time.

- The orientation of health care managers and employees to activities aimed at ensuring their personal and professional development will increase the effectiveness of conflict resolution approaches in their implementation. In this sense, health enterprise managers should attend a certain number of scientific meetings a year and visit Health Enterprises in different countries.

- Healthcare professionals should have postgraduate education. In addition, more attention should be given to foreign language education.

- Considering the personal characteristics, consultancy units should be used more effectively in order to eliminate the factors that may decrease the confidence and job satisfaction levels of healthcare managers and employees.

Suggestions for researchers

- It is seen that there are very limited number of studies on conflict resolution approaches, trust and job satisfaction in the literature. For this reason, researchers' approach to conflict resolution, in-depth studies on the phenomenon of trust and job satisfaction will increase awareness.

- Considering its relationship with positive organizational behaviors, conflict resolution approach practices, trust and job satisfaction development programs should be put in place for healthcare enterprises to have a more efficient structure.

- Quantitative research can be carried out which can reveal more clearly the relation of each of the factors that arise in the qualitative dimension of the research with conflict resolution approach applications, trust phenomenon and job satisfaction.

- Conflict resolution approach practices, the fact of trust and the contribution of job satisfaction in the context of the organization, as well as individualistic contributions to individuals can be explored.

- Studies can be conducted to reveal the effect of conflict resolution approach practices, trust and job satisfaction on problem solving skills.
- It is important to conduct theoretical researches in order to further expand the conflict resolution approach practices, the phenomenon of trust and job satisfaction, which are available in the literature, by considering the Turkish health sector.

In terms of the contribution of the research to the literature;

Academic research on the moderating role of trust in the effect of conflict resolution management approaches on employee attitudes in the state hospital and private hospital, which have a hierarchical structure, is thought to be based on the findings obtained by previous scientific studies, the ideas expressed and the approaches considered. In academic research conducted as a continuation of each other, previous studies on the subject of research have been reviewed and the research has been studied for the first time in the Turkish literature. As part of the process called literature review in academic research, research, discovery, study, reading, sorting, summarizing and synthesizing previously published works related to the research topic were carried out. In the literature review and analysis, the point at which the previous literature came about the subject being investigated was determined, gaps and jumps in the literature were revealed, and it was determined where our own study would be placed in the previous literature. Considering that literature screening is a must for academic research, a total of 278 literature has been reached. In the academic study, the aim, research questions, problem situation, hypotheses, method, findings and results were supported by the information obtained as a result of the literature review. Academic research has gained a scientific depth and identity through literature review conducted as required. The contribution of academic research to humanity and science has also been shown by the importance it attaches to literature screening. It is thought that the research carried out by taking into account the previous studies on the subject will eliminate the important deficiencies in subjects such as originality, competence, responding to the needs of the target audience and contribution to science. In the scientific study carried out with the literature review, almost

all of the technology, equipment, systems, ideas and trends that are a part of daily life have been adequately evaluated. Literature search was carried out in different formats and details in book and article studies, undergraduate, graduate and doctoral theses, project and thesis proposals, and even assignments. Literature reviews were made in separate sections of thesis proposals and theses, and mainly in introduction sections for articles. It was not easy to search the literature, read and synthesize the sources found, especially in the thesis stage, and the process was followed meticulously and systematically. As a result of the realization of the thesis, scientific accumulation on conflict resolution approaches, job satisfaction and trust in the manager was contributed and benefits were provided. It is thought that the entire health management will benefit from the trust of health managers in the behaviors that healthcare professionals exhibit as a result of the impact they face in conflict resolution. The research was first studied in Turkish literature. It is believed that this study, which is the first review conducted, will contribute to the field. Due to the contribution of research to the literature in an empirical, theoretical or methodical sense, it will be able to increase accessibility by transferring it into a publication. In this study, conflict resolution approaches, job satisfaction and trust in managers were examined from the point of view of public hospital and private hospital employees, unlike Turkish and foreign literature. It is thought that the fact that the study was conducted to 1346 health workers in Bursa province will be a very important support to the health literature of the province, and will contribute to the national health management. At the first stage of transferring research results to practice, conflict resolution management trainings should be programmed for health managers and employees taking into account the pandemic process.

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ANNEXES

NEAR EAST UNIVERSITY
SOCIAL SCIENCES INSTITUTE
BUSINESS DEPARTMENT

SURVEY FORM

Dear participant,

The following questionnaire is about the research of the thesis study on "The Effect of Conflict Resolution Management Approaches on Employee Attitudes: The Moderating Role of the Concept of Trust" conducted in the Department of Business Administration, Near East University, Institute of Social Sciences. The data collected will be evaluated collectively, not personally, and will be used for purely scientific purposes. I would like to thank you for joining our research and supporting our work, and wish you a successful and healthy working life. Kindest regards,

Gülnur MERT

Near East University
Social Sciences Institute
Business Administration

1. **Gender:**

☐Female   ☐Male

2. **Age:**

☐ 17-24   ☐ 25-34   ☐ 35 and above

3. **Marital Status:**

☐Married   ☐Single

4. **Educational Status:**

☐Health vocational high School   ☐Associate   ☐ Graduate

☐Post graduate   ☐PhD

The service you work for

☐Anesthesia   ☐Urology   ☐Biochemistry

☐Dermatology   ☐Pediatry   ☐Internal medicine

☐Endocrinology   ☐Infectious Disease ☐Physical therapy and Rehabilitation

□Gastroenterology □General Surgery □Geriatric

□Thoracic Surgery □eye diseases □First aid/ Emergency Aid

□Obstetrics and Gynecology □Cardiovascular Surgery □Cardiology

□ENT □Microbiology □Nephrology

□Neurology □Neurosurgery □Radiology

□Orthopedics and Traumatology □General practitioner □Psychiatry

□Rheumatology □Sports Doctor

□ Other…………………………………….. (Specify)

5. Your task:………………………………….. (Specify)

6. Working time in your position:

□0-5 years □6-10 years □11-15 years

□16-20 years □21 years and above

7. Your total professional experience:

□0-5 years □6-10 years □11-15 years

□16-20 years □21 years and above

INTERPERSONAL CONFLICT SOLUTION APPROACH SCALE

		I strongly disagree	I disagree	I'm undecided	I Agree	Absolutely Agree
1	It's more comfortable for me to argue with someone on the phone than to argue face-to-face..					
2	I'd be ashamed if the neighbors heard me arguing with someone in my family.					
3	During the debate, I try not to let other people know what I think					
4	Before I take action to resolve a discussion, I wait to see if the discussion will settle on its own.					
5	Expressing emotions during a debate is a waste of time					
6	I hate arguments.					
7	There are not many people that I can easily say that I disagree with him/her.					
8	When discussing with someone, I find it more comfortable to sit side by side rather than face to face.					
9	Revealing emotions only makes conflicts worse.					
10	In a discussion, I try to reveal my own perspective as little as possible					

SCALE OF TRUST ON MANAGER

	I would ask you to mark the following statements as the most appropriate answer, considering your manager.	Agree a lot	Quite Agree	Moderately agree	Agree a little	Disagree a lot
1	I can easily share my thoughts, feelings and hopes with my manager.					
2	Since I know that you will listen to me, I can easily talk to my manager about the difficulties I have at work.					
3	If my manager moves to another business, I regret that I will not be able to work with him again.					
4	I know that when I share my problems with my manager, he will approach me with interest and respond constructively.					
5	I can say that we interlocked with each other while we worked with my manager.					
6	My manager is a person who approaches his business with a professional perspective and is committed.					
7	I do not see why I am skeptical about my manager's ability and way of doing business.					
8	I know that my manager will not force me into unnecessary work.					
9	Even those who do not work with my manager trust and respect him.					
10	My colleagues who have worked with my manager think he is reliable.					
11	Those who know my manager closely and know his past know that he is committed to his job and will work to deliver the best performance.					

JOB SATISFACTION SCALE

How satisfied am I with my job in this regard?	I am not satisfied at all	I am not satisfied	I'm undecided	I am satisfied	I am very satisfied
1) In terms of having the ability to work alone					
2) In terms of my manager's ability to make decisions					
3) In terms of the way my manager handles the people under his command					
4) In terms of providing me with a fixed job opportunity					

5) In terms of having a chance to tell people what to do					
6) In terms of having a chance to do something using my own skills					
7) In terms of putting business decisions into practice					
8) In terms of the fee I get for the work I do					
9) In terms of the opportunity to be promoted within the business					
10) In terms of providing me with a chance to use my own skills while doing my job					

CURRICULUM VITAE

RESUME

NAME SURNAME: GÜLNUR MERT

BIRTH PLACE AND HISTORY:: ESKİŞEHİR 16/01/1976

MOBILE: 0505 3693346

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INSTITUTION: Bursa Çekirge State Hospital

LICENSE: SAMSUN ONDOKUZ MAYIS UNIVERSITY - Midwifery license

MASTER ADDITIONAL LICENSE S: ISTANBUL BEYKENT UNIVERSITY

DEPARTMENT: Hospital and Health Institutions Management

THESIS TOPIC: Health Care Marketing Health and Thermal Tourism

DOCTORAL: CYPRUS NEAR EAST UNIVERSITY

SECTION: Business Management

THESIS TOPIC: The Moderating Role of Confidence Phenomenon in the Effect of Conflict Resolution Management Approaches on Employee Attitudes

PROFESSIONAL EXPERIENCE:

1994/2000 Responsibility in different departments in Kütahya Yoncalı Physical Therapy Hospital,

 2000/2017 Bursa Çekirge State Hospital Gynecology Family Planning, Polyclinics, Physical Service, Responsible Nursing in Pilot Industry District Polyclinic Units,

2017-2018 Ministry of Health Yalova Thermal Facility Deputy Manager. And Directorate,

 2018/2020 Bursa Çekirge State Hospital Support and Quality Services Manager.

MANAGEMENT EXPERIENCE:

2017-2018 Ministry of Health Yalova Thermal Facility Deputy Manager. and Directorate.

2018/2020 Bursa Çekirge State Hospital Support and Quality Services Manager.

PROFESSIONAL AND ACADEMIC STUDIES:

1- Health Services Marketing Health and Thermal Tourism (Book)

2-Published Academic Studies (Thesis, Papers and Articles)

2013 YLT Opened to Accessibility - Health services marketing, Health and Thermal Tourism (Master Thesis)

2014 May- PrincessSrinagarindraAward Foundation -

Healthcare Marketing, Health and Base Tourism

May 2015 6th International Congress of Quality in Health, Accreditation and Patient Safety Healthservices marketing, Health and Thermal Tourism (Published Notice)

2015 International Journal of Health Administration and Education Congress:

- The level of knowledge of healthcare professionals on practices that are effective in preventing hospital infections

Conflict Management / Methods and an Application in Hospital Organization (in Russian):

Accepted article on "Investigation of Quality of Life in High Risk Working Units in the Bandırma State Hospital" (in Russian)

Institute of Management Business and Law Health Sciences Health Management Department

Accepted article on "Investigation of quality of life of personnel working in high risk units" at Bandırma State Hospital.

Institute of Management Business and Law Health Sciences Health Management Department

Accepted article on leadership and organizational commitment perception of healthcare professionals

2015 December 9th International Congress on Quality in Health, Accreditation and Patient Safety Leadership in Conflict and Conflict Management

2015 International Healtcare Management Conference (IHMC): Savethedate!

Accepted paper and article on "InHealtWorkirsLeadershipsand Organizational Commitment".

2015 Intemational Magement Research Congress Inmar

1. "Conflict resolution behavior and anger expression styles of healthcare professionals".

2. Published paper on "Prevention of aggression and problem solving skills of healthcare professionals".

2015 Joumal ofInternational Health Sciences and Management (JIHSAM) -

The relationship between self-leadership perceptions of healthcare professionals and conflict management styles of managers "published article.

2015 State Duma of the Russian Federation Kidyolovski Magazine

Organizationalconjlict solvingmethoılsspersonality locus of controlandprosocialbehavior published article.

2015 Moldova Chisinau Congress: Perceived in the organization organization alconjlictrelati on ship with justice accepted declaration.

In 2015 Russian Akademic Journal -

1. Conflivt managementaplication in hospital

2.Conflict managemed menthod sand an application in hospital organization. (2 Articles Published)

RUSSIAN VAK JOURNAL- ARTICLE 2019

SSCI Expert projects: MANUSCRİPT NUMBER: RCIS 220-2742

The Artıcle Entıtled: The relati on ship between confilict resolation approaches and menegerial trust

PLAGIARISM REPORT

THE MODERATING ROLE OF TRUST IN THE EFFECT OF CONFLICT RESOLUTION MANAGEMENT APPROACHES ON EMPLOYEE ATTITUDES- GÜLNUR MERT

thesis

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ETHICS COMMITEE APPROVAL

YAKIN DOĞU ÜNİVERSİTESİ

BİLİMSEL ARAŞTIRMALAR ETİK KURULU

22.05.2019

Sayın Gülnur Mert

Bilimsel Araştırmalar Etik Kurulu'na yapmış olduğunuz YDÜ/SB/2019/349 proje numaralı ve **"Çatışma çözme yönetimi yaklaşımlarının işgören tavırlarına olan etkisi: güven kavramının ılımlaştırıcı rolü"** başlıklı proje önerisi kurulumuzca değerlendirilmiş olup, aşağıdaki öneri dikkate alınmak üzere, etik olarak uygun bulunmuştur. Bu yazı ile birlikte, başvuru formunuzda belirttiğiniz bilgilerin dışına çıkmamak suretiyle araştırmaya başlayabilirsiniz.

- Veri toplanması planlanan kurumlardan izin alınması

Doçent Doktor Direnç Kanol

Bilimsel Araştırmalar Etik Kurulu Raportörü

Not: Eğer bir kuruma resmi bir kabul yazısı sunmak istiyorsanız, Yakın Doğu Üniversitesi Bilimsel Araştırmalar Etik Kurulu'na bu yazı ile başvurup, kurulun başkanının imzasını taşıyan resmi bir yazı temin edebilirsiniz.