We witness astounding developments in this age of information and communication. Technology has influenced all the aspects of our lives by causing inevitable changes and improvements in every field. Naturally, the world of science has greatly benefited from this change and development. In consequence, the rapid circulation of information and technology in the scientific world has increased the cooperation among scientists. This cooperation highly contributes to researches and studies in the fields of language, history, literature, education, economy, social and cultural life, politics, sports, tourism, and media and communication along with many other areas. Thus, this book contains new horizons in Social Sciences in parallel with the improvements in the world of science. In this context, Turkish language and literature, history, geography, sociology, demography, psychology, linguistics, fine arts, tourism, environment, women studies, cultural research, sports, social services, child development, sports management, other social sciences belong to the disciplines Studies are included. It took about one year to prepare and print the book. We would like to express our deepest gratitude.

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New Horizons in Social Sciences



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Foreword

We witness astounding developments in this age of information and communication. Technology has influenced all the aspects of our lives by causing inevitable changes and improvements in every field. Naturally, the world of science has greatly benefited from this change and development. In consequence, the rapid circulation of information and technology in the scientific world has increased the cooperation among scientists. This cooperation highly contributes to researches and studies in the fields of language, history, literature, education, economy, social and cultural life, politics, sports, tourism, and media and communication along with many other areas.

Thus, this book contains new horizons in **Social Sciences** in parallel with the improvements in the world of science. In this context, Turkish language and literature, history, geography, sociology, demography, psychology, linguistics, fine arts, tourism, environment, women studies, cultural research, sports, social services, child development, sports management, other social sciences belong to the disciplines Studies are included.

It took about one year to prepare and print the book. We would like to express our deepest gratitude to our friends who contributed to this process.

Finally, very special thanks go to the authors who contributed to our book with their researches. It is our greatest wish that this book will increase the cooperation among scientists to make the world a better place.

Kind Regards…

Editors

10. 10. 2018

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CHAPTER 21
A PSYCHOLOGICAL EMPOWERMENT TOOL AT HOTEL BUSINESSES: WORKPLACE PSYCHOLOGIST

Tülay Polat ÜZÜMCÜ[1], Esin KARACAN[2], İbrahim ÇETIN[3]

INTRODUCTION

It is legally necessary to establish health units in businesses in order to sustain the existence of a mental, social and bodily productive environment in the best way. Although it is obligatory keeping the workplace physician in physical aspects in work places, there is no obligation to keep psychologists in workplace psychologically. However, in order to protect and empower the mental and social wellbeing of employees, a workplace psychologist is needful.

With the Circular No. 2011/2 published in the Official Gazette dated 19/03/2011 and numbered 27879, new precautions have been taken to prevent psychological harassment (mobbing) in the workplaces. In the Ministry of Labor and Social Security, the circulation published in 2011 regarding the prevention of psychological harassment in the workplace, a committee titled "struggle against psychological harassment" was established. In order to empower the struggle with psychological harassment, the Circular decided to provide help and support to psychologists and employees through ALO 170. The struggle against psychological harassment in the workplace was primarily amomngst the responsibility of the employer and the gives employers responsibility to take all necessary precautions to prevent employees from being harassed (Bayram, 2011: s.323). In this context, between the dates 19.03.2011 and 15.12.2017, a total of 55,046 workplace psychological

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harassment applications were made to ALO 170. According to the psychological harassment figures in the workplace reached 16.784 in 2017 while it was 2,001 in 2011.

In Turkey, Occupational Health and Safety Act No. 6331, and accordingly regulated Risk Assessment and occupational health the mobbing circular and psychosocial risk concept was put on the agenda as a matter of occupational health in addition to the financial risks regarding the security. The European Union-Occupational Health and Safety Agency (EU-OSHA), which brought these issues to the fore as a health issue, emphasizes that there is clarity between policies and practice, despite the political precautions developed. Effective methods of application and a radical cultural change is necessary to develop, and it is important that the support of business is shown. While it is important that they have a supportive management understanding of such psychosocial risks, it is not possible for managements to put aside something. On this account, a person or entity with endowed certain properties for this function fulfillment in workplaces is needed. Therefore, without caring about what title or name it implies, workplace psychological counseling as an informal, behavioral approach beyond formal methods and procedures will be effective in developing and maintaining a positive workplace culture. implies (Met, 2016: s.111).

Working in seasonally, the increased seasonal workload and / or during weekends and nights, working when the workforce does not work in general, working shifts, having long working hours and heavy working conditions which requires physical strength and the diversified forms of jobs etc create the main characteristics of the industry. Thus, these conditions bring the tourism sector in our country to a risky position which should be taken into account in terms of health and safety of workers. For this reason, it seems that the psychosocial and ergonomic risks are particularly high when especially considered the working conditions and the structure of the workforce in the sector. This situation leads to emerge various negative situations that workers in the sector may be exposed to. In particular, many of that type problems can be adressed within the scope of protection and development (work-health and safety, work and quality of life, empowerment, etc.), and they are considered as a

function of human resource management (Pelit and Gulen, 2016: s.207). Hotel business has intense and stressful work environment that requires both physical and emotional labor. In this context, the most important aspect of the hotel business here is that the well-being of employees should be protected in mental health. Consequently, in this study, it is aimed to highlight the importance of psychological health in addition to the physical health, to increase awereness about the necessity of psychological empowerment and workplace psychologist in hotel business.

EMPOWERMENT AND STAFF EMPOWERMENT

Empowerment is a concept that is frequently studied in business literature today and it is one of the newest and main sources in which businesses can be used against national and international threats in a competitive environment. The authors using this concept first are Harrison and Kanter (1983), Bennis and Nanus (1985), Burke and Nielsen (1986), Block (1987) and House (1988) (Thomas and Velthouse, 1990: s.666). Over the past two decades, there have been dramatic changes in the business environment, traditional hierarchies and functional structures have declined, managers who value the suggestions, the self renewal and structuring the work of staff have begun regarded as good managers and a process begun by transforming from traditional management approach to a staffing approach. However, as in all management concepts, this process should not be as an ended and completed and it shold be regardes as a process which will be developed in changing circumstances and possibly become differentiated in the future due to the fact that the concept of employee empowerment is a dynamic concept (Dimitriades, 2001, Frogoso , 2000, Kargın, 2000, Çavuş, 2006). In Figure 1, it is seen that the process of transition from the traditional management approach to the personnel empowerment approach.

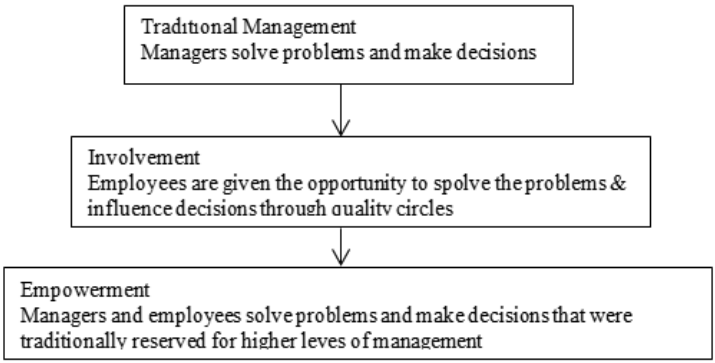


Figure 1. Management Paradigm Shifts; **Source:** Randeniya et al.,1995:217.

Empowerment, as a management concept, can be defined as the process of increasing decision making authorities through development and team working, cooperation and sharing. The reasons for empowerment in the businesses are; changes in information processing technology, the necessity of fast response to increasingly competitive customer demands, the structure of the rising educational and expectations levels of staffing, increasing democratization tendencies at the social and in the enterprises level, determination of the knowledge and human factor as the most important competitive advantage source, the weakening of control philosophy which is based on hierarchical, as modem associations being formed by collegiality and team relations rather than over the top positions. As a result of these factors, it is inevitable to implement personnel empowerment in continuously changing environment of enterprises (Koçel, 2007: s.316-318).

According to Erstad (1997), personnel empowerment is providing opportunities to employees which will enable them to make decisions about their work or enabling them an organizational environment in which they can take responsibility for their individual activities, in the other hand, according to Pardo del Val and Llyod (2003), empowerment is the process of the involvement of members of (managers and employees) the organization in direct and quick decision making. According to Budak (Ocak, 2005), it is the process of giving the employees knowledge, skills and

motivation in order to expand the possibilities to make decisions about the work. Accordingly, personnel empowerment can be defined as the control the power to achieve success in matters related to the work of the employee in an appropriate organizational environment, to be able to take the decisions related to the work with full freedom and to apply it and motivating the employees in this direction. In other words, it is the process of strengthening the staff equipping them with the authority and flexibility that will help them to fulfill their responsibilities, and making them the real owner of work and authority (Demirbilek and Türkan, 2008: s. 55).

Robbins (2002) argues that staff empowerment can not be handled in a simple way, but should be considered as a dynamic process and a continuous process.

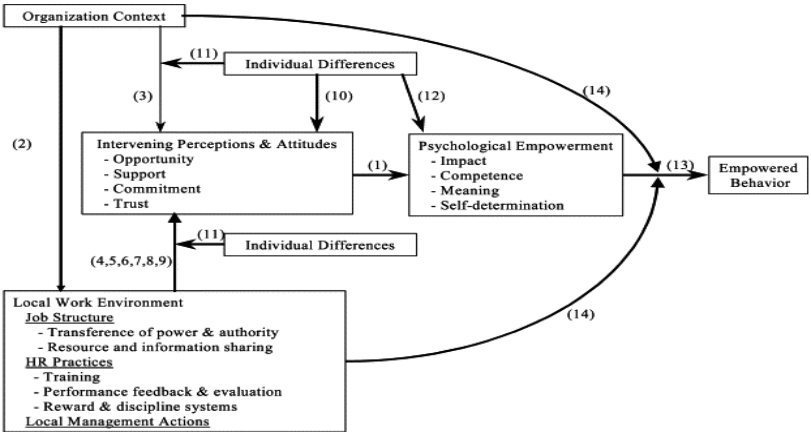


Figure 2. Staff Empowerment Process; **Source:** Robbins et. al, 2002: 421.

Researchers, who emphasize how employees perceive the things done rather than what top management need to do in order for empowerment to take place, focus on the cognitive or psychological dimension of empowerment. Conger and Kanungo (1988), emphasizing the importance of how employees perceive managerial activities made by senior management in order to empower their employees, argue that managerial practices are only a part of the conditions necessary for the empowerment to take place, they can not fully realize the empowerment. Based on the work of Conger and

Kanungo (1988), Thomas and Velthouse (1990) stated that empowerment is related to individuals' own assets and perceptions, and that in this framework, they stated that the empowerment behaviors of top management alone are not enough and they suggested four cognitive dimensions of individual perceptions regarding occupational empowerment. These dimensions; meaning, competence, autonomy (freedom) and influence. Also, Spreitzer (1995, 1996), handle empowerment in a similar form which made by Thomas and Velthouse (1990); as a motivational structure consisting of four perceptual dimensions of meaning, competence, autonomy and influence, and emphasized that each dimension is a dimension that represents the different faces of empowerment, rather than being the precondition or conclusion of the other (Spreitzer et al., 1997; cited in Pelit, 2011: s.211).

Even empowering the staff, basically explained as an increment of the power of employees it does not cause the individual to feel strong every time they are empowered. Some researchers on this subject have created a new concept that expresses the perceptions and emotions of the individual on empowerment. This concept, called "psychological empowerment," reflects the psychological state of the sfaff at the lower level on empowerment. One of the pioneering approaches to this work is the one which has been made by Thomas and Velthouse (1990). This approach is known as a cognitive or instinctive approach in literature (Preitzer, 1995, 1996: cited in: Ergeneli ve Arı, 2005: s.128).

Having used different approaches by different authors to empower staff, and in general, there have been two basic approaches empowering staff, as"structural empowerment" and "psychological empowerment". The structural empowerment approach proposed by the Kanter is based on the principle of increasing the areas shared between subordinates and superiors through the transfer of power to the lower levels in the organizational hierarchy and focuses on the socio-structural changes that will accelerate or make possible the sharing of power among employees. According to Kanter, six elements of structural empowerment exist. These; opportunities, knowledge, resources, support, formal and informal power. According to Kanter (1977), structural empowerment is described as

the ability of organization providing of employees access to information, resources, support and opportunities (Kanter, 1977, Torun, 2016, cited in Genç, 2017: s.93). Organizations, according to the Kanter (1993) who indicates the key of organizational success lays in a structure that provides success to individuals, must have two basic empowerment structures: opportunity structure and power structure to empower employees. Opportunity structure is related to the business conditions that allow individuals to progress to develop knowledge and skills within the organization. Bu the power structure is defined as organizational characteristics that enable employees to mobilize organizational resources. These characteristics include to access to knowledge, support, and resources necessary to do the job (O'Brien, 2010; Vacharakiat, 2008; Laschinger vd., 2010; O'Brien, 2010; cited in:Tolay vd.2012: s.451).

PSYCHOLOGICAL EMPOWERMENT

Conger and Kanungo pioneered the concept of psychological empowerment, drawing attention to the difference between relational (managerial practices) and motivational meaning of empowerment. The relational dimension describes the relationship between managers and employees before and after empowerment. Hovewer the motivational dimension is a process that allows the initiative to be passed on to the employees in order to ensure the motivation of employees. Thomas and Velthouse explains the cognitive model of Conger and Kanungo's approach by expanding the framework of four dimensions. These four dimensions are; meaning, competence, choice and influence. Defining the empoverment in the dimentions of more than one is more appropriate rather than in a single dimension (Conger, and Kanungo, 1988, Thomas, K. W. and B. A. Velthouse, 1990, Arslantaş, 2007, cited in Genç, 2017: s.93).

The focal point of Kanter's structural emporing theory is that the perception of workers involved in the presence or absence of empowering conditions in the working environment, and not the reactions they give to these conditions. According to Spreitzer (1995), these reactions constitute the fundamentals of psychological empowerment, and psychological empowerment reflects how

employees interpret and mean the conditions. Psychological empowerment is defined as a psychological state to be experienced by the employees in order to succeed empowerment interventions in the organization (Laschinger et al., 2001; Laschinger et al., 2004; DeCicco et al., 2006; Kluska et al. 2004, cited in: Tolay et al.2012: s.451).

Thomas and Velthouse (1990) who is pioneering the model indicates that the model has four dimensions as competence, meaning, choice and impact. According to the authors, empowerment reflects the motivation of the internal task which reflects the orientation of the individual to the job role and is explained by these dimensions. Spreitzer (1995) then redefined the dimensions of psychological empowerment which is defined by Thomas and Velthouse (1990) as meaning, sufficiency, autonomy, and impact, and he has developed a measurement tool for these dimensions (Hu and Leung, 2003: 368; Spreitzer et al., 1997: 681; Thomas and Velthouse, 1990: 672-673): cited in: Tolay et al.2012: s.452).

- Meaning: Meaning, as the value for employee to fulfill a task for function; is related to the level of work the employee care about and think it is significant.
- Competence: The level of confidence concerned to the employees have in their ability to do their jobs well.
- Self-determination: Self-determination refers to the freedom to decide on how employees will do their jobs and to have control over their work.
- Impact: It refers to the feeling that employees (strategic, managerial or operational) have any influence on organizational outcomes. In other words, the impact dimension; it shows the level of employees capabilities to leave a mark in their workplaces and whether their ideas are taken seriously.

According to Thomas and Velthouse (1990), a set of four of these dimensions together provide a cognitive set that almost completely explains psychological strengthening. The lack of any of dimension can reduce the perception of someone's related to empowerment. Studies on psychological empowerment have shown that psychological empowerment impacts on job enrichment and

employee loyalty (Niehoff et al., 2001); job satisfaction and emotional attachment (Tolay, Sürvegil and Topoyan, 2012). Furthermore, from the studies it is seen that there is an important relationship between employees' perceptions of general psychological empowerment and cognition-based trust (Ergeneli et al., 2007); it is one of the basic conditions for proper management of human resources and having the expected efficiency from employees (Karahan, 2009; Akagündüz et al., 2014: s.3). And also the perceptions regarding the dimensions of psychological empowerment found that meaning, competence and autonomy are high but the perception regarding impact dimension was found negative (Pelit and Öztürk, 2011).

FEELINGS IN WORKING LIFE AND WORKING PSYCHOLOGY

Emotions are the physiological, behavioral, and psychological stages of one's experience of an object, another person, or event (McShane, Glinow and Hill, 2016: s.66). Emotions shape people's perceptions, their behavior, and affect people's interaction with other people (Duran and Gümüş, 2013: s.235). Hochschild (1979) was the first author who studies reagarding the emotions are one of the input of a business. Hochschild treats emotions as a manageable phenomenon and evaluates this management practice on the level of the person and interaction in an organizational structure (Türkay, Ünal and Taşar, 2011). Emotions have an important place in business life as well as in private life. Especially working environments and business productivity are affected by the feeling of living. Turning these effects into positive form undoubtedly requires coping with them and managing a number of emotions. Individuals with this skill can be considered to be more successful in interpersonal relationships and communication. If emotions are controllable and understandable, the quality and quality of the private lives of both individuals and businesses will be increased. Since emotions have affect on behaviors in many ways, it is important to understand the behaviors in the organization (Kervancı, 2008, Çoruk, 2012: cited in: Koç, Kula and Güldibi, 2014: 164). Emotions are given more importance in contemporary organizations and they are managed and controlled

by emotional workers and managers in different ways (Akçay and Çoruk, 2012: s.15).

It is possible to handle the management of emotions in two ways. The first is the management problems of emotions in the workplace in terms of employers and managers, and the second is the ability of employees to manage their own emotions. In this context, it is possible to define emotional management as the ability to manage the positive and negative emotions of self and others (Gardner and Stough, 2002: 72, cited in: Duran and Gumus, 2015: 236). Effective emotional management provides many benefits for employers and employees. From the point of view of employers and managers, the increase in sales generated by customers positively affected by services, recurring business associations, promotion and new business opportunities through communication from mouth to mouth, improvement and effective communication in business processes and employee self-development and expression, autonomy, empowerment, increased incomes such as the reduction of status differences, extra income as a result of working efficiently, and the feeling of success and good feelings are emphasized as positive results (Duran and Gümüş, 2015: s.236).

With the understanding of the feelings of emotion in the working life, there has been significant increase in the number of researches in this area. In the businesses operating in the service industry, employees are expected to participate not only with their intellectual and physical characteristics, but also with their emotional characteristics (Kozak and Güçlü, 2008: s.40). Ashforth and Humphrey (1995) emphasize that emotions are integral to organizational life and that they are an integral part of organizational life, and that more attention should be paid to the emotional state of employees in the organizations(Tuğrul, 1999). Whether a customer representative at the lowest level or a CEO, whoever individuals need to be able to manage their emotions in the workplace. Employees should be able to smile while serving a troubled client or they should be able to hide the stress they felt from a long meeting from other executives (McShane, Glinow and Hill, 2016: s.70).

Contemporarly, it is inevitable to make a better working place for the businesses in order to increase employee satisfaction in jobs, recognizing and measuring behavior, and to choose and promote the best candidates. Occupational Psychology aims to maximize the productivity of individuals and to reach the highest level of adaptation to work and job, the application of psychology's principles to the working environment (Viteles, 1938, Riggio, 2013, Telman, Ünsal and Adanalı, 1998, cited in: Bozgeyikli and Amil, 2016: s.7).

Different working psychology terms are used in the literature. In the UK and United States, industrial psychology has been used in the past, nowadays a new term industrial / organizational psychology, briefly as I / O psychology has been used. The widespread use in Europe is as Work and Organizational Psychology (Aswegen et al., 2008: s.21). In Turkey, the term Work Psychology is used in literature of psychology studies. The British Psychological Society defines the term working psychology; as the application of the science of psychology to employees. Tinar (1996) defines the psychology of work as the area leading to psychic problems in working life, investigating the cause and effect of problems and their solutions, and aims to provide a healthy and productive harmony between working life and working people. (Lewis and Zibarras, 2013, Uysal, 2014, cited in: Uysal and Aydemir, 2014).

Working psychology is a branch of psychology that deals with issues such as the protection of employees' mental health at work, the provision of job satisfaction, and the enhancement of their performance. Working psychology rejects the system of thinking that the employees are a part of machine in the organization and but it accepts that the employees have physiological, neural, mental and emotional qualities that their integrity must be preserved (Çeven and Ozer, 2013: s.68). As conclusion, working psychology is an area which considers both the happiness of employees and the increase of production, in other words, a field that deals with both individual needs and business goals (Viteles, 1938, Riggio, 2013, Telman et al. 1998; cited in Bozgeyikli and Amil, 2016: s.7).

Working psychology is a branch of applied psychology that aimed at achieving the psychological well-being of the individual in the working life and investigates the problem areas of working life and the opportunities to improve the wellbeing of employees. It is the science of psychological that determines the factors directly and indirectly affect the individuals in the working life and works to produce information by investigating the psychological effects of these factors on the individual. In summary, working psychology as a subdivision of the science of psychology which is the applied form of psychology which is used in every level of organizational and workplace functions (Keser and Güler, 2016: s.3).

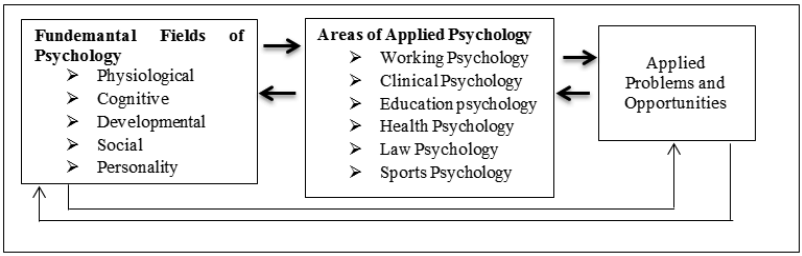


Figure 1: Psychology Fields and Their Relationships,

Source: Arnold et. Al., 2016; cited in: Keser and Güler, 2016: 4.

Arnold et al. (2005) indicates two main research areas of psychology of working psychology in applied psychology. The first is to fit the individual, the second is to fit the work to individual, and the issues dealth with in the second is the human relations. In this tradition it is focused on individual and aimed to set an effective harmony between the individual and the work. In addition, in the adaptation of the individual to the work, the work is put forward and it is aimed to design of the task, equipment and working conditions according to the physical and psychological characteristics of the individual. In human relations, complex relations between individual, group, organization and work are discussed. The social factors in working life are emphasized here rather then the traditions of individual and job adaptation (Arnold et al., 2016, cited in Keser and Güler, 2016: s.5).

Different areas of life are in interaction with each other and as the problems in family life affect business life and the imbalance of the individual in the work life affects the other living areas of individuals as well. When a person has a balance in work life, social life and family life, the individual feels good, and satisfied with the life he / she lives. Individual can focus more on work, improve productivity and performance. In addition, the factors such as expectations, competition and working conditions as the reflections of different individual characteristics of the people in work life cause the stress on some employees. However, one's own psychological problems can also seriously affect the working life of employee. In case a situation such as depression, anxiety disorder which affect the whole require psychological support the individual for overcoming these psychological problems. These problems may not always be in a level enough to cause discomfort. At this point, the personal development of the individual is an issue which is emphasized in the studies. Some applications in that issue can be names as working on the skills coping with the stress, supportive counseling to job adoption, performance and job satisfaction, and conflict on interpersonal communication (http://www.zehraerol.com).

WORKING HEALTH PSYCHOLOGY

According to the Turkish Language Association (TDK), health, as a word regarding the condition of the body which is not being sick, bodily and mentally well-being. The World Health Organization (WHO) defined health as health, not just the absence of illness and disability, but as a condition of whole good physical, mental and social well-being (Özağaç, 2013: s.2).Contemporarly, health is considered to be in a state of full physical, mental and social well-being, not merely as not having any ilness but as a whole, and physical health is not independent of the individual's psychological state and social environment. In this context, it seems inevitable to receive support from the practices and approaches within the framework of the psychological dimension of health in prevention, diagnosis and treatment of illness (http://www.who.int/topics/mental_health/en/; Baltas, 2000; Meyerovitz, 1986, cited in Üner, 1993; cited in Kocabas, 2007: s.39).

The concept of organizational health synthesizes organizational efficiency with the welfare of employee in order to be able to make an organization economically successful. The concepts of healthy organization, healthy workplace or organizational health is based on the idea that occupational well-being and organizational effectiveness can be achieved through a series of character changes of business and organization. The concept of organizational health analyzes these two important factors together with occupational welfare and organizational effectiveness. For this reason, it tries to determine the factors that will increase the health and performance within the organization (Shoaf et al., 2004, Murphy and Cooper, 2000, Altun, 2001, cited in: Ardıç ve Polatçı, 2007: s.146-147).

The WHO examines the health of the organization in four dimensions and indicates that there are no definite lines and there are existing the relationships between these factors. According to this point of view, the physical and mental health of employees are the issue for cared, but the managerial and organizational outcome dimensions are not included (Ardıç and Polatçı, 2007). The World Health Organization (WHO) examines the organizational health dimensions in four categories. These are (Aytaç, 2003):

- Environmental Factors: Working areas such as the workplace's physical environment, noise, heat, light, hazardous materials, and machines.
- Physical health: Physical health of the individuals working in the organization and includes disease, injury, medication treatment.
- Psychological Health: It is related to the employees' self-confidence, stress, depression, anxiety and behavioral styles.
- Social Wellness: Concern the friendships in the workplace, social support, workplace relationships and out of work.

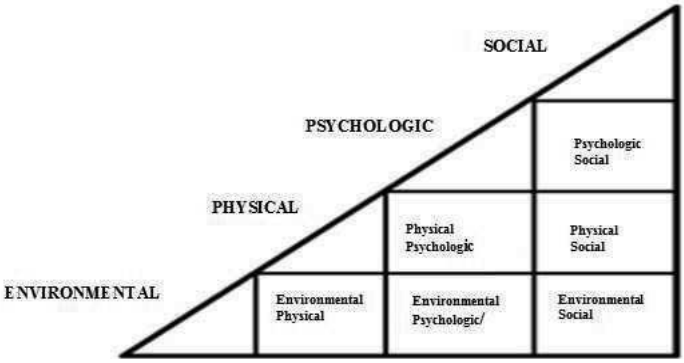


Figure 4: Organizational Health Scheme **Source:** Ardıç ve Polatçı, 2007.

Cooper and Williams (1994) formed an "Organizational Health Schemes" by transforming the dimensions of proposed by World Health Organization. This formal structure shows that the communication between the elements and the basic environmental factors and social factors, etc. The Organizational Health Scheme created by Cooper and Williams is similar to Maslow's Needs Hierarchy (shown on Figure 2) (Cooper and Williams, 1994: 9; cited in: Ardıç ve Polatçı, 2007: s.140).

Along with the importance of work psychology, the health effects of the psycho-social characteristics of the working environment have also come to the forefront. The focal point of this area, which develops as an occupational health psychology, is the establishment of healthy workplaces where individuals can work, serve, develop and value themselves (Houdmont and Leka, 2010: cited in, Keser and Güler, 2016: s.356). Psycho-social health is a component of the health concept and can be described as a state of complete wellbeing in the spiritual and social aspects, driven by the general health definition of that made by WHO (Özağaç, 2013: s.2). Psychosocial factors in the workplace affect employees' to leave in peace and create risk factors on health and on the work related results. The European Commission on Occupational Safety and Health (EU-OSHA) defines psychosocial risks as the risks associated with economic and social conditions of work, leading to increased levels of stress due to the design, organization and management of work,

resulting in severe physical and mental health deterioration over time (Goetz, 2015, EU-OSHA, 2007, cited in: Met, 2016: s.98). Within the scope of psycho-social health, the psycho-social hazards and risks enclose the hazards and the risks such as the work content or the nature of work, workload and intensity, working hours, organizational climate and culture, interpersonal relationships, role conflict, lack of job security and work-life balance that the components creates stress directly (Vatansever, 2011: cited in Keser and Güler, 2016: s.357).

Table1: Work Characteristics –Examples of Described Psychosocial Risks

Risks Related to Work Content	
Work Content	The absence of variability, fragmented, meaningless, works under the capabilities
Work Load and Work Intensity	excessive work load, High level time pressure, work completion pressure continuously.
Work Schedule	Works in shift, night shifts, inflexible work schedule, Unforseeable longterm Works which are unsociable, inadequate and inappropriate equipment.
Risks Related to Work Environment	
Control	Workload, lack of control over work speed, inability to participate in decisions, etc.
Organization culture	Poor communication, lack of consensus on organizational goals,
Interpersonal Relations at Work	Social and physical isolation, Poor relationships with upper levels, Interpersonal conflicts, Lack of social support, Psychological violence, Rough behavior,
Risks, related to the Roles in Organization	Role uncertainty, Role conflict and pressure of responsibility,
Career Development	Career stagnation and uncertainty, excessive promotion or no promotion, Inadequate payment,
Home and Work Balance	Job insecurity, "low social value" at work, Conflict of work and home requirements, Inadequate support of home.

Source: Esener, 2012: 20; cited in: Met, 2016: s.98.

The European Working Conditions Survey (EWCS), prepared by the European Foundation for the Improvement of Living and Working Conditions (Eurofound) in the 5th European Working Conditions Survey, grouped the psychosocial risks into six dimensions. These are as follows: Density of work and workload, emotional efforts, degree of autonomy level at work, Ethical conflicts, Weak social relations, The absence of job security. In our country, the Work Security Law No. 6331 is based on an prevention philosopy in general terms, it has brought the employer, employee and government and brought obligation the employer to ensure the health

and safety of the employees. This responsibility is related to the prevention of risks, the provision of training and information, the making of the necessary organization, the adaptation of health and safety measures according to the changing circumstances, and the improvement of the current situation. However, in addition to these positive developments in the field of material risks, it has been seen that there is no complete assessment of the psychosocial risks (Eurofound, 2010, Official Gazette, 20.06.2012).

OMBUDSMAN, MENTORING, COACHING AND WORKPLACE PSYCHOLOGY AT PERSONNEL EMPOWERMENT IN ORGANIZATIONS

An important step in the staff empowerment process is listening to the employee empathically and understanding their needs exactly. For an effective communication process, it is necessary to understand how the work was given to the employee, what he/she feels about the situation, what he/she is told to do and how it he /she is helped, how much experience he/she has about the job, and what the strengths and weaknesses of that person are. In staff empowering, managers should be trained especially in coaching, mentoring and facilitation. Staff empowerment is also a coaching strategy that allows employees to become aware of their own abilities and develop their abilities (Aksoy, 2007: s.150). In this sense, the problems such as problem solving, guiding, counseling to be undertaken and the tools such as ombudsman, mentorship, coaching that used for personnel empowerment will be briefly explained and then the concept of workplace psychologists amongst all theese concepts will be expalined in details as for workplace psychologists for empowering the employees psychologically.

According to the Cambridge dictionary (https://dictionary.cambridge.org/) the term ombudsman is defined as “someone who works for a government or large organization and deals with the complaints made against it”. The word ombudsman belongs to Scandinavian languages and means representative or delegate. Ombudsman, as being known in different forms, its the most well known form is the classical form as of ombudsman. This ombudsman deals with complaints and concerns about public

policies and processes. The classical ombudsman is expressed in official language. Ombudsman is appointed by the legislature institution. Ombudsman generally has the authority to conduct investigations, appropriate compensation, or to make recommendations for policy changes. An organizational ombudsman can be defined as a person / unit assigned in an organization as an impartial person who helps in the process of resolving conflicts of organizational members and solving their problems. According to another definition, an organizational ombudsman is an independent and neutral person within a company or an organization where employees can speak about spesific issues related to the business without having hold an official record. Organizational ombudsman can be applied to government institutions, universities, companies, non-profit organizations, etc. in all sectors. An ombudsman tries to manage the conflicts in the organization. Mediation is a special process used in conflict resolution. Many ombudsmen are trained as mediators and use mediation skills and techniques in problem solving and conflict management. An organizational ombudsman works in a way that protects privacy while giving this service and solves the problems in an objective way (Met, 2016: s.104-105).

The term ***mentor*** traced back to Homer's myth of Odysseus. It is claimed that The king of Ithaca left his son Telemachus in the care of Mentor, who guided and taught the youth for the 10 years his father was away fighting the Trojans. A mentor is considered one who draws upon a immense knowledge base to teach and guide. The recognition of mentoring as an important transfer mechanism for knowledge within organizations has grown significantly in the past couple of decades (Swap et al. 2001:99: Özkalp ve Kırel, 2013:s.575).

Mentoring relationships is often seen in business life that occur between older and experienced managers and younger and beginners (subordinate or young manager) in their careers. Individuals that grown up are highly influenced by the experience of the mentor, show curiosity, energy and effort to thrive in the are shared; it should not be forgotten that both sides should act in a partnership relation. Mentor, who is the one that transfers the information (Dorval,

Isaksen and Noller, 2001, cited: Ceylan, 2004: 5) and the person who creates a relationship with someone else's personal development. Mentoring is helping a person to achieve a significant level of transformation in the sense of knowledge, work and thought. Mentoring; being defined as a special type of relationship in which objectivity, reliability, honesty and privacy at the same time it involves the process of upgrading, successive development, development and support within the organizational environment in which the person learns. Mentors perform activities such as guiding, role modeling, providing expertise and information, listening to the mentee's thoughts, talking about career issues (Brockbanck, 2006, Connor, 2007; Lane, 2004, Pınar, 2013: 123, Özkalp ve Kırel, 2013: s.577).

Coach is the person who provides alternative solutions the individual to manage and increase the performance of individuals or groups to be applied and provides consultancy to the individual in various fields and enables individuals to establish goals and to achieve these goals. Coaching is defined as a planned development relationship between coach and employee, guiding employees in their personal development, and achieving the desired performance of the employee (Stevenson, 2007, Kulzer, 2002, Ezerler, 2007;cited in Aydın, 2007: s.96). Coaching is a managerial action that empower, develop and encourage the individuals and groups and teams to make reach results. Coaches help people to go where they want to be from where they are. However that they use the methods of encouragement and giving knowledge instead of punishing or threatening them in order to reach where they want to be (Barutçugil, 2004: s.359). Coaching involves a process designed to increase employee performance and accelerate learning processes, and differs from other concepts such as therapy, staff counseling and mentoring that are common in business life (Eren and Akyüz, 2014: s.169). They have positive and beneficial impact on overallsuccess of the business (Dorval et al.2003: s.4).

Workplace psychologists examine the problems faced by employees during their duties and use psychological methods to solve these problems. As the form which is mostly faced, how an educational psychologist are trying to increase the effectiveness of educational

institutions and to provide children with intellectual, emotional and social development, a workplace psychologists either makes research and brings suggestions about the problems faced by employees in the workplace in order to increase the effectiveness of businesses (Katrinli and Alpay, 1986: s. 55) . Workplace psychologists perform psychological support services and business improvement activities in order to provide education needed by employees, to provide a bridge between employees and senior management, to protect and empower psychological health in the workplace, and to provide psychological support services in case of problems (http://ruhsagligidernegi.org).

Empowering in the organizations include a process designed to empower personnel, increase employee performance and speed up learning processes (Eren and Akyüz, 2014). Empowering staff; Unlike the concepts of ombudsman, coaching and mentoring, workplace psychology aims to empower employees' psychology.

WORKPLACE PSYCHOLOGY AT EMPOWERING STAFF PSYCHOLOGICALLY IN ORGANIZATIONS

Industrial Psychology is interested in choosing the most appropriate job for the person or person that best suits the job. An industrial psychologist is interested in both research and practice. He/she brings environmental, psychological and social regulations that aims at ensuring that individuals working in an institution are satisfied with their work and keeping productivity in high levels (http://www.dogan cuceloglu.net) Psychologists interested in workplace psychology (industrial psychology); are the experts working on finding solutions to the problems that are experienced in the work place so that the individual can work comfortably and efficiently in the business environment. Although the workplace is the place where the individual works, workplace psychology is not only about the mental state of the individual in the workplace, but also evaluates the psychology of the individual as a whole (http://www.zehraerol.com).

The ones who have contributions to production during the production of goods and services exhibit some behavior in the source or solution of various problems. Workplace psychology examines

the human behaviors that arise during the production of goods and services and calls for solutions. The role of workplace psychology in behavior regulation and problem solving in the workplace can be grouped under the four headings. All of these areas of work constitute the content of workplace psychology (Tiffin and McCormic, 1978: cited in Katrinli and Alpay, 1986: s.54-55).

- Test Studies (Personnel Psychology): This area deals with the selection, work placement and evaluation of staff.
- Human Relations Studies (Social Industrial Psychology): Group interactions, leadership, communication, supervision, managerial development and socio-psychological behavior of employees.
- Experimental / Industrial Engineering Movements: Work has been started to adapt physical instruments and equipment to human capabilities. This field uses both methods of experimental psychology and engineering.
- Consumer Behavior: Industry (workplace) psychology has started to work on helping producers in recent years by determining the pleasure and preferences of consumers. In this way, both the service is provided to the producers and the consumers are assisted in providing easy and safe goods in the direction of their wishes.

The workplace psychologist is the person who carries out the activities related to the work areas in the institutions. The workplace psychologist treats the institution as a laboratory and examines the problems faced by employees during their work in this laboratory and uses psychological methods to solve these problems (Katrinli and Alpay, 1986: s.55).

The Duties of Workplace Psychologist

Workplace psychologists can be employed within the institution in full-part-time employment by taking into account all ethical principles and codes, especially privacy and volunteering or in the form of service purchases from experts outside the institution. Workplace psychologists not only manage employees' relationships in the workplace, they also help with family, environment and self-related issues. According to this, the duties of workplace

psychologists in the institution are listed as below (http://ruhsagligidernegi.org/), (Katrinli and Alpay, 1986: 57, Aycan, 1998: s.48):

- Becomes effective in establishing work-life balance of employees,
- Support the employee in matters related to him / herself, wife or child,
- Provide services in matters in developing relationships among employees, motivation, etc.,
- To measure employees' attitudes towards work, business and colleagues,
- Provides trainings for employees and evaluates the result of training programs,
- He/she does activities for employees' families,
- He/she acts as a meditator between the employee and senior management,
- Strengthens the ability of employees to cope with psychological incompatibilities outside the workplace,
- He/She participates in the workplace health and safety committee, explains, counsels, and follows the decisions taken regarding the working environment and the health care of employees.
- He /she undergo efforts to provide a workplace environment in which employees will work with pleasure,
- He/she investigates the possibility of the stress factors in working environment that negatively affect work and employee adaptation. Does individual and group work activities on stress management,
- He/she takes under control and protection the employees who have specific situations such as pregnant and nursing women, persons under the age of eighteen, persons with occupational diseases and chronic diseases, persons with disabilities and disabilities, convicted employees, alcohol-drug and drug addicts, persons with multiple work accidents.
- He/she provides individual and group support services in consulting matters such as depression, panic, phobia, anxiety,

substance abuse, etc. He/she transfers to the upper health care facility in clinical situations.

- He/she takes an active role in mediation and solution generation processes incase aggression in the workplace, ongoing conflicts, mobbing etc. among staff.
- Helps the surviving staff to overcome in the process of separation, divorce, grievance, etc., this process.
- Develops recruitment tests by contributing to job analysis and job descriptions and co-ordinates with the human resources unit in the staff selection process.
- He/she arranges recruitment programs for new recruits,
- He /she keeps the data that will enable decision making according to personal characteristics of employees in processes such as needs analysis, employee satisfaction, performance evaluation, organizational commitment, belonging, promotion, work change, career planning, job separation, retirement preparations in service training.
- He / she ensures the continuity of activities that provide employees' educational, cultural and sporting development in order to evaluate efficiently their time.
- He / she monitors and control of employees who are diagnosed and occupational illness or suspicion.
- He/she conducts the works of attention concentration in order to reduce job accidents.
- To prepare the employees psychologically for the innovations / changes to be made in the business.
- Should be cooperated with the ones who are experts in the field the issues covering technical information such as the total quality management and restructuring as much as they are .
- Helps employees to become more controlled and balanced for empowering their psychological ability to cope with the problems.

In addition to all these duties the businesses are demanding other issues from the workplace psychologists. However, workplace psychologists should not take responsibility for issues other than their areas of expertise. For example, one of the most frequent requests in businesses is that the role of clinical psychologist assumed by the workplace psychologists. It is not proper attitude for

the people who are not an expert in the field to perform tasks such as clinical diagnosis and treatment, when faced with these problems, the best solution is to direct them to a clinical psychologist or family counselor (Aycan, 1998: s.48).

Contemporary age, businesses that have a vision and value their employees are working with the workplace psychologist, but unfortunately the number of these businesses are extremely limited. However, it has to become a legal obligation now. Since mental health services are a necessity just like physical health services. Therefore; in business; workplace psychologists should be provided in order to protect psychological health empower the psychology of the employees, provide psychological support and organize the improvement activities related to the business in the workplace.

The Characteristics and Benefits of Workplace Psychologists

Today, as a mental health service, psychological counseling constitutes an important part of the health approach that considers the body, mind and social environment as a whole (Kocabas, 2007). Workplace psychologists benefit from the methods and techniques of psychology when performing psychological counseling. In addition, the working area of workplace psychologists is the businesses and in order to be able to carry out their works successfully he/she needs to know the issues such as organizations' organizational structures, management styles, production patterns, relationships with their environment, etc. These factors related to the operation of the business can be learned through business education. On this account, it is suggested that workplace psychologists should have received both psychology and business education. Psychology and business education must complete each other in order to create a productive working environment (Katrinli and Alpay, 1986:55-57). Human relations are the issue at the each stage of production in the business, and accordingly a workplace psychologist is needed to regulate human relations. When the duties of workplace psychologists are considered, the position of the organization can be in two forms. First, workplace psychologists can be brought to the top position where they are able to give orders to all management units. The workplace psychologist who is at this position will be able to fulfill his / her duties easily, but other administrators since they

are in direct contact with all staff will lose the power of influence over their subordinates. In the latter, the workplace psychologist can be brought to a position where he/she will have a kind of consultative role relations to over all departments. In this situation, the workplace psychologist will not have the authority to order to other departments, but the other department managers will not lose their influence on employees, but it is always possible that the proposals given by psychologists will not be accepted since they are only advisory. When considered the advantages and disadvantages, the industrial psychologist as a unit which is equipped with certain authorities would be beneficial (Katrinli and Alpay, 1986: s.55-57).

According to the Law on Occupational Health and Safety No. 6331, it is necessary to establish health units in the workplaces in order to be able to maintain the existence of a mental, social and bodily productive environment. In this regard, the Associatiın of Mental Health states that the importance should also be given mental health as given importance to physical health and a workplace psychologist is needed to protect and empower the state of spiritual and social wellbeing of employees in businesses. Thus, it is necessary to make the necessary regulations within the framework of the relevant law and determine the job definitions of the workplace psychology which will contribute optimum production, happy productive workers, mental health in the organizations (http://www.aljazeera.com.tr/).
The work of workplace psychologists not only benefits employees but also businesses and community. These are discussed below (http://ruhsagligidernegi.org/):

- Benefits for Employees: Workplace psychologists will support the happiness of employees with psychological initiatives towards business life. They will ensure that employees are happy and motivated, feel themselves valued and important, and see their place in the whole. In this way, their happiness will strive the life which is out of their work life and they will be happier in their business life.
- Benefits for businesses: The most basic motivation of businesses is continuity, productivity and profitability. The most important factor that differantiate business in today's competitive conditions is the human element which is a whole mentally and

bodily. Capital, raw materials, or technology are no longer sufficient to make a difference in the competition process. However, the psychological dimension of the human factor for the enterprises and the elements of the human factor (creativity, motivation, leadership, managerialism, effective communication, managing the organizational climate, competence of vision mission development etc.) is crucial achieving for all businesses. Workplace psychology contributes to the profitability from the efficiency and continuity of the business by taking the scientific role in all processes until the determination of the required human factor, recruitment, measurement of performance, strengthening of psychological situation, increase of productivity, promotion and planning of retirement.

- Benefits for community: In terms of development and improvement, the happy working staff and productive business are the most basic components. More efficient and happy employees and businesses will emerge for the development of the counrty when both elements are strengthened. Currently, the psychological health of the employee which constitutes an element of community health in our country is not covered by private health insurances. A step will be taken to include for covering workplace psychology and psychological support services in private insurance. Societies of which individuals feel more peaceful and happy work more productive. In addition, the profession of workplace psychology may contribute to create a new employment area for graduates of psychology by contributing the reduction of unemployment rate and thus the social peace.

PSYCHOLOGICAL EMPOWERMENT AT HOTEL BUSINESSES AND WORKPLACE PSYCHOLOGY

Employee empowerment increases customer satisfaction by providing customer satisfaction and creates employee satisfaction and loyalty in hotel enterprises. This satisfaction and loyalty of the employees to the business increases the customer satisfaction and creates profit and healthy growth (Özgen ve Türk, 1997). Practices regarding personnel empowerment are proposed as an important strategy in the management of effective operation of the employee,

especially for the employees in connection with the customer in the service businesses. These practices appear to be important and useful in providing heterogeneous services consisting of complex and tasks in more number. Heterogeneous services demand flexibility, and staff need to have the power and freedom to make decisions while meeting the needs of each service they meet. This issue especially becomes more important for the hotel staff who interacts directly with the customer. Accordingly, hotel operations may increase the satisfaction of customers with the service offered by empowering their staff. In this context, applications for empowerment of staff may contribute to the quality of service. Empowerment may enable hotel employees to respond to the customer's special needs and change and adopt the service according to the customer's request. In addition, these studies also show that the performance of hotel personnel might become a competitive advantage of the bussines(Kollias, 2000, cited in: Ergeneli and Arı, 2005: s.128).

There are two general approaches to personnel empowerment in the literature. These are structural strengthening and psychological empowerment. The structural strengthening approach relies on the principle of increasing the areas shared between subordinates and superiors through the transfer of power to the lower levels in the organizational hierarchy and focuses on the socio-structural changes that will accelerate or make possible the sharing of power amongst employees. Psychological empowerment draws attention to the difference between the relational and motivational meaning of empowerment. The relational dimension describes the relationship between managers and employees before and after empowerment. The motivational dimension is a process that allows the initiative to be passed on to the employees to ensure that they are motivated (Genç, 2017: s.93). In the studies on psychological empowerment it was found that psychological empowerment effects job enrichment, organizational commitment, job satisfaction and emotional attachment; (Niehoff et al., 2001; Tolay et al., 2012;cited in: Akagündüz et al., 2014: s.3).

The tourism industry due to seasonal and shift work, excessive workload, long working hours, heavy working conditions requiring physical power and emotional labor creates a stresfull working

environment and athmosphere (Üzümcü et al., 2017). In this sense, when considering the working conditions of the tourism sector and the structure of the workforce, the psychosocial and ergonomic risks which can lead to various negative situations that may be exposed to workers are particularly high in the sector (Pelit and Gulen, 2016: s.207). On this account, one of the most important issues that hotel companies should take into consideration is that mental health of employees should be kept in a state of complete well-being. Employees particularly in the hotel business, need psychological empowerment due to they have intensive face to face contact with the guests in every moment of their work. In this context, hotel employees need to be empowered psychologically by the hotel management. For instance, the Marriott hotel business is one of the leading service providers among its rivals in the field of empowerment. J. W. Marriott expresses the need to have happy/satisfied employees in order to have happy customers (Lashley and McGoldrick, 1994: s.27).

Hotel managers within the scope of personnel empowerment should give importance to personnel training and empowerment for their prompt and professional response to their requests and complaints. This will increase the quality of service and guest satisfaction offered to the guest and provide a better working environment for the staff, and have more time for managers to focus on issues related to their management duties. The key point for providing a successful environment for empowered organization depends on staff training, staff motivation and gaining the effective support of management (Brymer, 1991, Dewald and Sutton, 2000; cited in: Tekin and Köksal, 2012: s.4251).

Workplace psychologists in hotel businesses do the research and propose suggestions about the problems faced by employees in order to increase the effectiveness of the business (Katrinli and Alpay, 1986: s.55). In addition, they provide psychological support for the problems that are required by the employees, they take the meditating role between the employee and the senior management, develop methods for protecting and strengthening the psychological health in the workplace, and provide improvement activities related to the hotel business (http://ruhsagligidernegi.org). Thus, the work of workplace psychologists who will help to regulate employees'

mental health is a necessity for hotel management and they should be take place in their ethical responsibilities (Uzumcu et al., 2017).

CONCLUSION

According to the studies done by the World Health Organization the depression which is triggered by stress is predicted that it is going to be the second most important health problem in 2020 that will threaten the world for all ages and genders. Poor performance, absenteeism and job separation is seen when considered the results of stress in businesses. This leads to a serious loss for businesses in the long run (http://www.pozitifmanevra.com.tr). When the business made felt their employees that they are valued, the staff who is good motivated gains. It increases high job satisfaction, strong organizational commitment and reduces the losses such as work incidents, turnover, and the work stress. Contrary that workers and administrators who can not manage their stress cause a situation that spreads negative energy, unhealty communication (http://ruhsagligidernegi. org/).

In working life the working conditions which both the pressure and the expectations of the target increased and the moral and material responsibilities on the other hand leave employees to cope with diseases that stress caused. The businesses trying to take action against this situation they began organizing stress management training, motivation picnics, tea times, sightseeing, social activities, etc. In addition, physical doctors who are obliged to work in the businesses which have staff number more than fifty work for to support the employees in the case of physical discomfort. However, many employees who visits physicians for physical discomfort in workplace pour out their grievances to workplace doctors. Contemporarly, businesses that are evaluating these risk factors and seeking permanent solutions have started to work with workplace psychologists. Workplace psychiatry is effective in establishing the work-life balance of employees and helping them to cope with stress. It provides the development of relationships among employees and about the issues such as motivation and etc. The training of the employees, the work about the family of the employees', and setting a communication bridge between the employee and the senior management are among the duties of the workplace psychologist.

Psychologists, who strengten the ability of employees to cope with the stress enable them to become more controlled and balanced on this issue, will be beneficial in business performance and profitability in the long run (http://www.pozitifmanevra.com.tr/).

According to the legistlative regulations, it is required a work place must hire a workplace physician if the number of employees are fifty or more. This obligation must be valid for workplace psychologists as in the light of the statement which highlights spiritual and social health issues. On this account, in the enterprises which are especially in the labor-intensive production priourly in hotel enterprises hiring the workplace psychologists should be mandatory issue in order to establish a healthy organization environment from the point of mentally and to have productive hotel businesses by defining their job descriptions (http://ruhsagligidernegi.org/).

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