

## BÖLÜM 15

# İşyerinde İyi Oluş: Kavramsal Çerçeveden Kuramsal Temellere ve Uygulamalara

Nevra ERSOY<sup>1</sup>

*Pleasure in the job puts perfection in the work – Aristotle*

*İşi yaparken alınan memnuniyet iş hayatında  
mükemmeliyete yansır*

### GİRİŞ

Gündelik hayatımızın büyük bir zamanını geçirdiğimiz işyerlerimizde genel olarak mutlu ve esenlik içinde olmamız şüphesiz ki bizlere, ilişkide bulunduğumuz kişilere ve çalıştığımız kurumlara olumlu yansır. Aristotle’ın de dediği gibi işimizi yaparken alınan memnuniyet iş hayatında mükemmeliyete tesir eder. İşte bu nedenle mutlu çalışan üretken çalışandır tezi araştırmaların konusu olmuştur (Wright ve Cropanzano, 2007). Çalışanları iyi olma hali onların daha üretken olmalarını, işlerini daha iyi yapmalarını sağlar ancak bu nihai hedef şüphesiz ki çalışanı merkeze alarak, çalışanların ihtiyaçlarını ve esenliklerini hedefleyerek, iş yerlerini kaynakları zengin ortamlar haline getirerek mümkün olur. Çalışanın iyi olma hali ne anlama gelir? Ve nasıl sağlanır? Kitabın bu bölümünde bu soruların karşılığı bulunmaya çalışılacaktır. Bu amaçla işyerinde iyi olma halinin kavramsal tanımına, bu kavram ile ilgili teorilere ve bu kavram ile ilişkili bireysel, kurumsal değişkenlere odaklanılacaktır. Ayrıca iş yerinde iyi olma hali Türkiye iş yaşamı bağlamında tartışılacaktır.

### İŞ YERİNDE İYİ OLUŞUN KAVRAMLAŞTIRILMASI

Psikoloji yazını “iyi oluş” (esenlik olarak da ifade edilir) kavramını hedonik ve ökonomik olarak ikiye ayırmıştır (Ryan ve Deci, 2001). Hedonik esenlik

öznel iyi oluş olarak da tanımlanmaktadır ve kişinin genel olarak yaşamın bir çok alanından aldığı zevk ve doyum olarak tanımlanabilir (Diener ve ark., 2018). Ayrıca hedonik yaklaşım mutluluğu yaşamdan alınan zevkleri ve olumlu duyguları artırma ve olumsuz duyguları azaltma çabası olarak da tanımlar (Waterman, 1993). Hedonik olarak işte iyi olma hali genel anlamda mutlu olma hali olarak tanımlanabilir.

Ökonomik iyi oluş ise kişinin değerleri ile uyumlu amaçlarının olması ve bu amaçların peşinden koşması olarak tanımlanır. Ayrıca bu iyi oluş kendi kendini gerçekleştirme (Maslow, 1968), kişisel dışavurum olarak da tarif edilebilir (Waterman, 1993). İş yaşamında ökonomik yaklaşım çalışılan işte anlam bulma, potansiyelini gerçekleştirebilme, değerleri ile iyi uyumlu bir işte ve iş ortamında çalışma olarak tanımlanabilir.

Genel olarak yazında hedonik iyi oluş ökonomik iyi oluşa göre daha çok üzerinde çalışılmış bir kavramdır (Sonnentag ve ark., 2023 ). İyi oluşun bu iki tanımı kavramsal olarak birbirinden farklı olsa da birbirleri ile pozitif ilişki göstermektedirler (Allan ark., 2019). Hedonik ve ökonomik iyi oluş arasındaki temel fark hedonik iyi oluş daha kısa ömürlüdür ancak ökonomik iyi oluş görece daha uzun vadeli bir hedeftir (Mishra ve Venkatesan, 2023). İşle ilgili iyi oluş sadece hedonik ve ökonomik iyi oluş olarak değil aynı zamanda fiziksel olarak sağlıklı olma durumu olarak tanımlanabilir. İş yerinde fazla sıkıntı ve strese maruz kalma çalışanlarda strese bağlı gelişen uyku bozuklukları, vucut ağrıları ve hatta daha ciddi boyutlarda metabolizma ve kalp sorunları yaratabilir (McEwen, 1998). Dolayısıyla iyi oluş aynı zamanda fiziksel anlamda da iyi hissetme ya da biraz önce söz edilen

<sup>1</sup> Doç. Dr., İzmir Ekonomi Üniversitesi, Sosyal Psikoloji AD., nevra.ersoy@ieu.edu.tr, ORCID iD: 0000-0002-7828-4141

masıdır. Az kişi ile çok iş bitirmek zihniyeti kimseye olumlu dönüşü olmayacak bir uygulama olarak özetlenebilir. Bu bağlamda örgütler çalışanların üstesinden gelebilecekleri ve tamamlayabilecekleri orandaki görevlerden sorumlu olduklarından emin olmalıdır, yani çalışanın iş yükünü makul bir seviyede tutmalıdır. İnsana yakışır bir çalışma hayatının hayal değil mümkün olabileceğine inanıyor ve gelecekteki iş yaşamının çalışma yaşamı kalitesini geliştirecek modelleri hayata geçirmesini diliyorum.

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