

UNDERSTANDING THE EFFECTS OF ORGANIZATIONAL PSYCHOSOCIAL
SUPPORT ON EMPLOYEES DURING KAHRAMANMARAŞ EARTHQUAKE IN
2023: A QUALITATIVE STUDY

A THESIS SUBMITTED TO
THE INSTITUTE OF GRADUATE PROGRAMS
OF
İSTANBUL BİLGİ UNIVERSITY

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IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR
THE DEGREE OF MASTER OF ARTS
IN
ORGANIZATIONAL PSYCHOLOGY

2024

**UNDERSTANDING THE EFFECTS OF ORGANIZATIONAL
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ABSTRACT

This study aims to understand the experiences of employees working in an energy company after the Kahramanmaraş earthquake in February 2023 and the effects of organizational psychosocial support. While disasters impact people physically, psychologically, and socially, individuals' access to resources also increases their resilience. (Hobfoll, 1989) In events that have the potential to create social trauma, such as disasters, organizational support reduces employee stress and makes a positive contribution to well-being in the long term. (Mizrak, 2024) In this study, the grounded theory approach, one of the qualitative research methods, was used, eight focus group interviews were conducted, and the opinions of 32 participants were included. The findings were gathered under four main headings: “Acute Period Earthquake Experiences”, “Changes After the Earthquake”, “Organizational Interventions”, and “Feelings Created in Employees by Disaster Planning Institutions”. The difficulties experienced by employees during the acute period of the earthquake, psychological and social adaptation processes, and the effects of short-, medium-, and long-term interventions of organizations on employees were analyzed in depth. The impact of organizational psychosocial support on employees' well-being, crisis management, trust, and business continuity perception was emphasized. The findings provide suggestions to guide employees and organizations in crisis management processes.

Keywords: Kahramanmaraş Earthquake; Organizational Psychosocial Support; Employee Experience; Grounded Theory; Qualitative Research

ÖZ

Bu çalışma, 2023 Şubat ayında meydana gelen Kahramanmaraş depremi sonrasında bir enerji firmasında çalışanların deneyimlerini ve örgütsel psikososyal desteğin etkilerini anlamayı hedeflemektedir. Afetler; insanlar üzerinde fiziksel, psikolojik ve sosyal etkiler yaratırken; bu süreçte bireylerin kaynaklara erişimi de dayanıklılıklarını arttırmaktadır. (Hobfoll, 1989) Afet gibi toplumsal travma yaratma potansiyeline sahip olaylarda örgütsel destek çalışan stresini azaltarak iyi oluşı uzun vadede olumlu katkı sunmaktadır. (Mizrak, 2024). Bu çalışmada nitel araştırma yöntemlerinden gömülü teori yaklaşımı kullanılmış, sekiz odak grup görüşmesi gerçekleştirilmiş ve toplamda 32 katılımcının görüşlerine yer verilmiştir. Bulgular, dört ana başlık altında toplanmıştır: “Depremi Akut Dönem Deneyimleri”, “Deprem Sonrası Değişim”, “Örgütsel Müdahaleler” ve “Afet Planlaması Yapan Kurumların Çalışanlar Üzerinde Yarattığı Hisler”. Depremi akut döneminde çalışanların yaşadığı zorluklar, psikolojik ve sosyal uyum süreçleri, örgütlerin kısa, orta ve uzun vadeli müdahalelerinin çalışanlar üzerindeki etkileri derinlemesine analiz edilmiştir. Örgütsel psikososyal desteğin; çalışanların iyilik hali, kriz yönetimi, güven ve iş sürekliliği algısı üzerindeki etkileri vurgulanmıştır. Elde edilen bulgular hem çalışanlar hem de örgütler için kriz yönetimi süreçlerinde yol gösterici olabilecek öneriler sunmaktadır.

Anahtar Kelimeler: Kahramanmaraş Depremi; Örgütsel Psikososyal Destek; Çalışan Deneyimi; Gömülü Teori; Nitel Araştırma

ACKNOWLEDGEMENTS

To my wife Selen, and my daughters Zeynep and Ela Naz. Everything I do is for them. To Prof. Dr. İdil Işık, whose dedication helped establish organizational psychology as a fundamental aspect of work. To her students, and to all who have contributed to this field. To those we lost in the earthquake, all the survivors, and everyone who has fought to rebuild in its aftermath.



TABLE OF CONTENTS

ABSTRACT	iv
ÖZ	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
1 INTRODUCTION	1
2 LITERATURE REVIEW	3
2.1. Definition of Organizational Psychosocial Support and Its Components	5
2.2. Impact of Organizational Psychosocial Support on Employee Engagement	8
2.3. Role of Organizations in Providing Psychosocial Support Following Disasters ..	9
2.4. Organizational and Individual Resilience	12
2.5. Aim of the Study	16
3 METHODS	17
3.1. Participants	17
3.2. Focus Groups Protocol	19
3.3. Procedure	19
3.4. Data Analysis.....	19
4 RESULTS	20
4.1. Experience of the Earthquake	22
4.1.1. “Within the Earthquake-Affected Area”	22
4.1.2. “Far from the Earthquake-Affected Area”	31
4.2. Acute Reactions.....	34

4.2.1.	Short-term Experiences from the Epicenter: “Living with the Earthquake”	34
4.2.2.	Short-term Experiences from Afar: “Witnessing Aftermath of the Earthquake”	39
4.3.	Change After the Earthquake	43
4.3.1.	Trauma Reactions	44
4.3.2.	Adaptation to Life.....	58
4.3.2.1.	Preparedness for Earthquakes at Any Time	59
4.3.2.2.	Making Spatial Inquiries and Plans	61
4.3.2.3.	Hope and Struggle	65
4.3.2.4.	Between Spiritualism and Materialism.....	66
4.3.2.5.	Collective Consciousness	69
4.3.2.6.	Perception of the Future	70
4.4.	Organizational Interventions	71
4.4.1.	Short-term Organizational Interventions	72
4.4.1.1.	Technical Solutions	73
4.4.1.2.	Addressing Basic Needs through Rapid Solutions	74
4.4.1.3.	Psychological First Aid	78
4.4.1.4.	Mobilization of the Entire Company	80
4.4.2.	Organizational Interventions in the Medium and Long-Term.....	80
4.4.2.1.	Moving Logistics Fee Support	81
4.4.2.2.	Adjusting the Work Schedule.....	81
4.4.2.3.	Psychosocial Support.....	82
4.4.2.4.	Rental Support for Various Locations	82
4.4.2.5.	Specifying the Duration of Residency in the Campsite for Families	83
4.4.2.6.	“Our Energy Training Platform”	83

4.4.2.7.	Action Plan	84
4.5.	Impact of Organizational Interventions on Employees	84
4.5.1.	Experiencing Relief and Inclusion	86
4.5.2.	Strengthening the Feeling of Belonging/Commitment.....	87
4.5.3.	Nurturing Positive Feelings	88
4.5.4.	Perception of a Sustainable/Agile Organization.....	89
4.6.	Refining Disaster Response Strategies	90
4.6.1.	Fair Practices	91
4.6.1.1.	Perceptions of “Misusing” the Aids	92
4.6.1.2.	Psychosocial Support.....	93
4.6.2.	Comprehensive Disaster Preparedness	93
4.6.2.1.	Support for More Locations	94
4.6.2.2.	Every Manager Should Be Prepared for Their Team	94
4.6.2.3.	Supporting Volunteer Search and Rescue Teams.....	95
4.6.2.4.	Being Prepared for Disasters	95
4.6.3.	Communication	96
4.6.3.1.	Strengthening Communication Strategies	96
4.6.3.2.	Empathic Approach of Colleagues	97
4.6.3.3.	Demonstrating Greater Sensitivity in Communicating Loss Commemoration	98
4.7.	Pathways for Future Resilience	98
4.7.1.	Work Schedules	99
4.7.1.1.	Offering Rotation Rights to Workers in Earthquake Zones	100
4.7.1.2.	“Let the 6+6 Working Schedule Continue”.....	100
4.7.2.	Improving Communication	101

4.7.2.1.	Awareness Raising Activities.....	102
4.7.2.2.	A Commemoration Should Be Made	103
4.7.2.3.	Information on Measures Taken for Other Disasters	103
4.7.2.4.	Information on Long-Term Planning	104
4.7.3.	Sustainability	104
4.7.3.1.	Proactive Efforts for the Istanbul Earthquake	105
4.7.3.1.1.	A Volunteer Search and Rescue Team can Be Established.....	105
4.7.3.1.2.	Structural Robustness Analysis for Istanbul.....	105
4.7.3.1.3.	Opening of Different General Directorates Outside Istanbul.....	106
4.7.3.1.4.	Individual Responsibility.....	106
4.7.3.2.	Feelings Created in Employees by Disaster Planning Institutions.....	107
4.7.3.2.1.	Valuing People in Disaster Planning.....	107
4.7.3.2.2.	Limited Long-Term Impact of Disaster Planning	109
4.7.3.2.3.	Sense of Security	109
4.7.3.2.4.	“One Step Ahead”	110
4.7.3.2.5.	Increased Commitment.....	111
4.7.3.2.6.	Ensuring Business Sustainability and Continuity.....	112
5	DISCUSSION.....	114
5.1.	Implications of the Research	123
5.2.	Limitations of the Research.....	123
5.3.	My Reflections	124
6	CONCLUSION	127
	REFERENCES	130
	APPENDICES	
	Appendix A. Result of the Evaluation by the Ethics Committee.....	136

Appendix B. Gönüllü Katılım Formu	137
Appendix C. Informed Consent Form	138
Appendix D. Semi-structured Interview Questions (For Participants Residing in Earthquake-Affected Areas)	139



LIST OF TABLES

Table 2.1. The Black Dog Institute's Advice on Mental Health Care After Disasters.....	11
Table 3.1. Sampling Characteristics	18
Table 4.1. Trauma Reactions	44
Table 4.2. Adaptation to Life	58
Table 4.3. Impact of Organizational Interventions on Employees	85
Table 4.4. Segment Samples For The Theme “Pathways for Future Resilience”	101



LIST OF FIGURES

Figure 4.1. The Master Themes Depicting The Earthquake Experiences In A Temporal Perspective.....	20
Figure 4.2. Conceptual Map of Master-Themes and Sub-Themes Depicting the Earthquake Experiences in a Temporal Perspective	21
Figure 4.3. Sub-themes of “Experience of the Earthquake” Theme.....	22
Figure 4.4. Sub-themes of “Acute Reactions”.....	34
Figure 4.5. Sub-themes of “Change After the Earthquake”	43
Figure 4.6. Sub-themes of “Organizational Interventions”	72
Figure 4.7. Sub-themes of “Refining Disaster Response Strategies”	91
Figure 4.8. Sub-themes of “Pathways for Future Resilience”	99

INTRODUCTION

This research was designed to understand the impacts of psychosocial support provided to the employees of an energy company after the earthquake in Kahramanmaraş in 2023. Employees may feel helpless and unprotected during earthquakes and similar natural disasters. Organizational interventions in this respect are of high importance. While it will benefit the employees individually, it also helps the organization by ensuring business sustainability. What are the impacts of these and similar interventions on employees?

The 2023 Kahramanmaraş earthquake had physically, economically, psychologically, and socially devastating effects on everyone who lived in the region or had relations with it. Most employees who work at the thermal and hydroelectric power plants that provide working opportunities to many people in the region live in the areas affected by the earthquake. All these workers who find support from the organization will, therefore, have more positive effects compared to those who cannot find such support from the organization. At the center of the research is how the employees perceive all these support mechanisms offered during the earthquake period.

The following exploratory thesis will investigate the issue of how organizational psychosocial interventions during and after disaster periods are regarded by employees, how these affect their psychological well-being and their relationship with the organization, and which issues come into focus with the involvement of other psychosocial elements. For example, how psychosocial elements such as justice and trust, key for organizations, are positioned in an employee's mind.

The unique experiences that everybody lives with disasters may have the potential to affect the degree of being affected by disasters. The parameters that come to mind first are the loss of life in relatives, the degree of closeness even if there is a loss of life, the magnitude of material losses, or experiencing simultaneous financial loss and loss of life. In this study, which is to be conducted to investigate the impacts of organizational interventions made after the earthquake disaster on employees, factors such as loss of life, financial loss, and the absence of any loss were evaluated in the employee focus group

interviews. The focus group discussions have been organized considering the mentioned factors. The method section will detail which stage and how the groups are organized.



LITERATURE REVIEW

A disaster represents an event suddenly appearing in a specific geographic area, causing damage in individuals' physical, social, economic, and psychic spheres and, simultaneously, bringing collective stress on it, whether from natural causes or human activity. As Şeker and Akman (2014) pointed out, natural disasters are among human history's most critical and grave events that seriously affect societies. Earthquakes are among the most encountered types of such catastrophes and pose a serious global threat. Apart from physical damage, earthquakes have a substantial impact on psychosocial health. People may face various difficulties while coping with such an event and recovering afterward. Earthquake periods are of considerable importance, especially to organizations in earthquake-prone regions, in safeguarding and caring for the staff. Psychosocial support may be critically important for managing trauma, stress, and other psychological effects associated with the case following the occurrence of earthquakes. Given this background, the psychosocial services and practices available from organizations to their employees during earthquake periods may have significant implications for workforce health and well-being.

Indeed, many studies show that resilience may relate to an employee's perceived competence or readiness. Those who perceive themselves as having received adequate training and preparation to handle critical situations are the ones showing relatively more resilience and lower vulnerability to mental health problems than others (Brooks et al., 2018).

Social support also falls under the category of protective factors against mental health. Specifically, strong family support is associated with reduced mental health symptoms. Additionally, support from colleagues and managers also appears to mitigate the negative impact on mental health (Brooks et al., 2018). Emphasis must be placed on fostering a spirit of teamwork, as disaster response necessitates collaborative efforts rather than individual endeavors (Li et al., 2015). Disaster relief and recovery work may thus be rewarding with personal and professional growth. On the positive side are protective

factors such as preparedness and competence acquired through disaster-related training. Organizations should hence foster disaster preparedness as part of preparing the employees. Employees in any organization stand to benefit from enhanced disaster preparedness, even though they view it as unlikely.

Organizations should ensure that they provide adequate psychosocial support with supportive managers and employees in a position to offer support to their peers during and after a traumatic experience. For this, the focus should be more on proper preparedness, good social support, and the facilitation of proactive coping skills to strengthen resilience in disaster-exposed workplaces. An organization can achieve this by providing training, workshops, and support initiatives to its staff members to develop better coping skills among them (Brooks et al., 2018). Various theoretical and research directions provide insight and guidance for the budding field of disaster-related organizational and community assistance, elevating organizational and societal preparedness for disasters.

Four distinguishing features define the crisis-prepared organizations: organizational strategies, or crisis management plans and procedures; organizational structure, or effective crisis management infrastructure systems; organizational culture, or appropriate evaluation of crises from belief, values, and logical perspectives; and personnel characteristics, or employees possessing the required skills to address crises. In times of restructuring, organizations must build a workforce that can quickly take on new roles within rapidly changing circumstances due to crisis (Korkusuz & Kutluk, 2015).

These avenues can help solve some of the dilemmas identified earlier. Based on this understanding, some suggestions can be proffered to help the crisis management goals of the organization, as well as its employee support objectives, align better with the most empirically supported best practices. Taking a proactive approach to disaster response is required. Understanding the organization and its incident variables can be used to adapt solutions appropriately. This may be supported by organizational pre-planning regarding disasters that may strike. It should also provide immediate practical assistance and coordinate various support services through service integration (Deville, Gist, & Cotton, 2006). Providing instrumental help that is practical and making available necessary

contacts and relationships can enhance the crisis management effort. Tackling resilience and one that is stepped care, which focuses on a tiered approach to care; And finally, the post-availability or continued support to meet an organization's employee needs as well as that of an organization when it undergoes a crisis, according to Devilly, Gist, and Cotton (2006).

2.1. Definition of Organizational Psychosocial Support and Its Components

Psychosocial support is defined as comprehensive care that addresses the psychological, emotional, as well as social needs of the person. It generally consists of emotional, psychological, and social support to enable the population to cope with distress and build resilience toward mental health continuity during and following crises/disasters. Emotional support would employ empathy, understanding, and soothing to allow the affected person to take control of his feelings of dread, apprehension, and sorrow. Psychological assistance may involve counseling or therapy wherein the person is treated for mental health disorders that range from stress to trauma. Social support refers to organized communal activities for material assistance, social contact, and the facilitation of disruption within society caused by the disaster.

Adequate psychosocial support entails long-term mental health care, given that research has evidenced that disaster events can have ongoing mental health consequences for over a year from the disaster event. Besides, the approach fosters community-based recovery efforts and focuses on systems that take care of the well-being of emergency response workers, who are generally among those first affected.

In a scoping review, Kaniasty et al. (2020) examined 41 studies of post-disaster social support in Australia and Oceania from 1983 through 2013. Typical patterns (found worldwide) were identified: immediately following a disaster, social support is high, then decreases over time. Social support lowered mental stress consistent with the primary effect model of social support. However, very few of them explored whether social support buffered against the long-term influences of disaster trauma. Key factors in

shaping social support concerned the rule of relative need: help goes to those most affected, matching aid to needs, such as material or information provision.

These included helpers relocating, supporters being victims of disasters, disruptions in social activities, the overwhelming scope of disaster impacts, and social limitations to expressing distress. The review thus emphasized a need for more substantial theorizing and factual bases in post-disaster social support research to better comprehend such evolving patterns in Australia and Oceania.

Humanitarian emergencies indeed have overwhelming effects on the mental and psychological health of children and young people, making this a serious health issue around the world. A review, including 43 randomized controlled trials (RCTs) published in English between January 1980 and May 2023, aimed at appraising the effectiveness of mental health psychosocial support (MHPSS) programs delivered to children and young people affected by humanitarian emergencies in low and middle-income countries (Bangpan et al., 2024). The findings and recommendations highlighted the urgent need for comprehensive, flexible, and evidence-based MHPSS programs to support mental health among children and young people in humanitarian emergencies of low and middle-income countries. This research's findings propose the following principles as running MHPSS programs:

- a) Safe: Interventions should be carefully designed to avoid possible adverse effects, as with the increase in symptoms of depression seen with some creative activities.
- b) Effective: Programs should reflect a range of needs of children and young people in adversarial settings.
- c) Evidence-Based: Ongoing research and evaluation should establish the most appropriate MHPSS modalities for varied contexts and populations.
- d) Context-Specific Adaptation: Interventions should be adapted to the affected populations' socio-cultural and ecological contexts.
- e) Holistic Approaches: Integration of different therapeutic approaches is needed, which may have greater applicability to a broader range of mental health issues.

- f) **Monitoring and Evaluation:** Ongoing assessment of MHPSS programs is crucial to understand their impact and to make necessary adjustments.
- g) **Training and Capacity Building:** Ensuring local healthcare providers have enhanced capacity to implement effective MHPSS interventions can ensure sustainability and cultural relevance.
- h) **Collaboration:** MHPSS programs can extend their scope and influence if stakeholders engage with local communities, governments, and international organizations.

It can be illustrated that after a natural calamity such as an earthquake, businesses should resume their functions as soon as possible, not only in the public sphere but also in specific commercial ventures that would be favored to help heal.

This is fundamental to the employers and the families of the employees who rely on these businesses for their livelihood. Businesses that have suffered damage due to the earthquake or whose operations have been affected by the disaster need support and encouragement to continue operations. Therefore, as policy recommendations indicate, investment incentives and other financial and social security support, including grant certificates, should be provided.

Social justice and decent work contribute significantly to managing and recovering from crises caused by disasters (IASC, 2007). The International Labor Organization (ILO) has extensive experience working directly in crises, supporting Member States facing conflicts or disasters. This support has been requested for various crises (ILO, 2010, 2022), including but not limited to earthquakes in El Salvador (2001), Nepal (2015), and Ecuador (2016), health crises such as the Ebola outbreak (2014) and avian influenza outbreaks (2007–2010), and natural disasters in the wake of the 2004 Indian Ocean tsunami and Super Typhoon Haiyan in the Philippines (2013).

Such crises also engage the ILO because these post-conflict, fragile, and disaster-affected environments have instability, insecurity, poverty, and inequality, all factors exacerbated by a lack of employment opportunities, youth unemployment, underemployment, and lack of participation. The ILO puts great emphasis on going beyond immediate humanitarian support to include work-related issues with a view toward avoiding aid

dependency and restoring stability in society. This approach also better prepares societies to handle future crises.

The ILO undertook analytical work, policy advice, and projects during the COVID-19 pandemic, showing how work-related issues can be integrated into crisis response strategies.

One of the distinguishing features of the ILO's work in disaster response is the tripartite nature and social dialogue. Such an approach, representative of the interests of government, employers, and workers, presents an apparent comparative advantage in advancing decent work in crises. Tripartism plays an important role in providing a platform for civil society through social partners in all aspects of its functioning during the reconstruction and development phases following a crisis. The annual forum of the International Labour Conference brings thousands of constituents together to discuss matters related to the world of work and adopt International Labour Standards (ILS). Social partners are involved in ILO activities and projects at national levels, ensuring broad participation in crisis response and promoting sustainable development and decent work in post-crisis situations.

2.2. Impact of Organizational Psychosocial Support on Employee Engagement

Dealing with the individual impact of an earthquake on employees has significant organizational implications (Ruppel, Stranzl, & Einwiller, 2022), both from a perspective of self-interest and ethical responsibility. Organizations rely on their employees' continuous support and engaging behavior, particularly in times of crisis. Recognizing employees as one of the most valuable resources at stake is crucial (Mazzei & Butera, 2021). The uncertain nature of an earthquake situation (Ulmer et al., 2018) means that organizations failing to address the needs of affected employees risk triggering disengagement, a unique psychological state beyond mere lack of engagement. Disengagement involves emotional, cognitive, and physical withdrawal from work as a self-protective process (Kahn, 1990).

Disaster-related psychosocial support is, therefore, essential for an organization that envisions employee engagement at the workplace, especially during disasters, as is the case with earthquakes. Engaged employees are those deeply involved in their jobs, doing them with energy and commitment, whereas disengaged ones drawback, typically by doing just enough to hold the job but without the energy and commitment embedded in engagement (Kahn, 1990; Men & Hung-Baesecke, 2015; Saks, 2006). Disengagement differs from low engagement in that disengagement is a self-protective response, possibly leading to burnout or quitting, creating an ethical obligation for organizations to provide adequate support. Earthquakes cause immediate destruction and long-term uncertainty; employees' work processes and personal lives are affected because concern about safety, loss of homes, and community infrastructure takes precedence. While organizations cannot always be held responsible for natural disasters, they are obligated to take responsibility toward their workforces, who consider it an obligation of the employer to care about more than just organizational success. An employee-centered perspective implies awareness of a specific challenge that crises represent and the diverse needs concerning employees' physical and mental health. Addressing disengagement proactively while offering work flexibility, mental health support, and proper communication would indicate that organizations also meet ethical requirements toward welfare. Long-term crisis management strategies infused with employee welfare support will go a long way in enabling employees to cope with the crisis rather than prepare them for the crisis. These employees would contribute back to the organization through long-lasting loyalty, engagement, and productivity, and the organization would become resilient to adversities in the times to come.

2.3. Role of Organizations in Providing Psychosocial Support Following Disasters

The buffering model of social support describes how social relations protect the individual from psychosocial damage due to stressors. It is considered most appropriate in the organizational setting since one considers the role that organization-provided psychosocial support plays during and after disasters. This model proposes that support can lower or mitigate the adverse effects of stress on mental health, such as symptoms of

depression, anxiousness, and general distress. According to the model, this buffering effect takes place in two important ways: first, by helping employees to resolve the stressful situation and thereby inhibiting a complete stress response from taking place, and second, through its positive influence upon their coping strategies once a stressful event has been acknowledged.

Organizations play an essential role since workers who perceive that assistance is available show less psychological distress when events take a disastrous turn. The stress-buffering model has received mixed results during testing life challenges like disaster, illness, or loss; however, the theory remains that employees with quality social support are better equipped to handle the damaging effects of stress than those who do not possess this advantage.

The access to mental and social support is highly beneficial for employees and organizations. Counseling, programs dealing with mental health, and company peer support networks will help employees through rough times and maintain their well-being, improving their mental health and productivity, job satisfaction, and retention. The more supported the employees will be, the more engaged and committed they will remain amidst continuous pressures and uncertainties after disasters. Accordingly, psychosocial support meets ethical obligations but strengthens organizational resilience and positions it for longer-term success.

Researchers propose various general facets or operationalizations of social support. One of the most prevalent is the perceived social support and relationship functioning, which investigates post-disaster relations with partners, family, and friends. Social embeddedness, dissatisfaction with formal help, seeking help from various sources, and comfort in seeking help are operationalizations. The overall pattern of social support mobilization in the immediate aftermath of each disaster represents an "altruistic community" with high cohesion and collective support.

Another set of advice, especially underlining community mental health after disasters is provided by Black Dog Institute (2020; Table 2.1.).

Table 2.1. The Black Dog Institute's Advice on Mental Health Care After Disasters

The theme of the advice	DETAILS
What are the Expected Mental Health Effects?	- At first, many people will feel very stressed, but most get better on their own over time - Some people will have long-lasting mental health problems like PTSD, feeling down, or worry - Women, kids, those who saw more of the disaster, people with less support, and those with past mental health issues are at higher risk
What to Do Right Away?	- Do not push people to talk about their feelings too soon, as this can slow down natural healing - Give hands-on help and good info, and boost hope and belief in oneself - Help people connect with others, as this helps protect mental health
What to Do in the Middle?	- Set up programs to find and help those who are more likely to have problems - Teach people how to solve problems and bounce back from tough times - Use tech like apps, phone calls, and online treatment to help people
What to Do in the Long Run?	- Make sure mental health is part of disaster plans and gets money for many years - Train doctors to take care of people's mental health after disasters - Make sure mental health support continues long-term, as rates can stay high for over a year - Push for community action to help people recover - Set up systems to support emergency workers' mental wellbeing

The Black Dog Institute stresses giving practical help, information, and social backing at first. Later, they suggest reaching out, building skills, and using technology. In the long run, they focus on planning, training, funding, and involving the community (Bangpan et al., 2024). Building on these practical insights, we can identify two overarching principles that appear to govern social support: the "rule of relative need," which prioritizes resources for those most affected, and the "rule of relative advantage," which allocates support in proportion to the perceived deservingness of different groups.

Support is often sought and obtained from close informal networks, that is, family and friends, in a pattern approximating a support pyramid. Indeed, support should be provided in forms tailored to survivors' specific needs, such as material or informational aid.

However, studies also indicate that social support typically reflects a decline over time. This decrease is attributed to factors like prioritizing physical reconstruction, social constraints on expressing oneself in states of distress, and the contagion of stress among support network members. In families, these caregiving responsibilities often became relational crucibles in which complex dynamics made coping more difficult. Such findings are presented in the context of global patterns of social support, where mobilization is followed by a gradual decline, with primary access to support coming from close relationships. Over time, various factors-physical recovery efforts and social selection processes-shored away at the supportive interactions that emerged in the immediate aftermath of the disaster.

2.4. Organizational and Individual Resilience

Kuntz et al. (2017) purport that only truly resilient organizations embed resilience-building strategies into their daily activities, framing initiatives regarding the specific contextual setting, such as sector and history.

Teng-Calleja et al. (2020a, 2020b) talk about building resilience in an increasingly complex world faced with disasters and sudden events in organizations and employees. Researchers define resilience as the capability to recover from adversaries and thus may apply to individuals as employee resilience or organizations as organizational resilience. Organizational resilience depends on processes, practices, and procedures that enable an organization to overcome adversity and bounce back; employee resilience refers to the ability to bounce back from adversity with agentic behavior in developing personal and workplace resources. Resilience is viewed as a developable quality. A dyadic relationship wherein organizational initiatives and resilience-building programs enhance overall organizational resilience that further foster employee resilience. Disaster training, trauma therapy, and crisis intervention protocols have been suggested to include the Psychological First Aid. For the current thesis, organizational intervention is conceptualized for building resilience through the Johns Hopkins Resistance-Resilience-Recovery Model, as postulated by Teng -Calleja (2020b).

In this regard, resilience is perceived as a dynamic and cyclic process that encompasses the immediate post-crisis period, which is typical in many discussions on resilience, and precisis or resistance and recovery phases. Such a model offers a more longitudinal and holistic view of resilience, integrating these three phases and thus providing a deeper understanding of preparedness for and response to disasters, as discussed by Nucifora et al. (2011). From this perspective, interventions in the realm of resilience building should be on a continuum to develop disaster immunity-resistance and enable rapid recovery after a crisis or resilience and to enable the re-establishment of normal functioning through recovery. Teng-Calleja's (2020b) qualitative research with six organizations about their experience related to resistance, resilience, and recovery processes following various disasters showed that immediate adverse impacts are property loss, environmental and infrastructure damage, and, more importantly, psychological well-being.

These companies start with information and communication systems where several interventions were implemented to improve resistance, focusing on assurance of effective communication during emergencies through warning systems, methods of contacting employees, and mechanisms for accounting for staff. The other end

Back-up communication systems will include satellite phones, a database of employees in disaster-prone areas, and tools to monitor the threats that could be weather or security-related. The development of protocols is significant, giving a clear direction on actions like suspension of work, reputational risk management, deployment of response teams, rescue operations, declaration of states of emergency, and regular drills to reinforce these protocols. The organizations also focus on forming and training response teams, ensuring that there are well-trained emergency teams in key skills such as first aid, firefighting, and swimming. A robust business continuity plan is another critical element, with specific groups assigned to oversee continuity strategies and ensure quick decision-making during crises.

Resource allocation is pivotal, encompassing calamity funds, rescue vehicles, retrofitted infrastructure, emergency transportation services, and designated evacuation areas for employees. Building a network of experts and partners is vital, fostering partnerships with external institutions, volunteer groups, and local government units to strengthen

emergency response capabilities. Knowledge and skills relevant to disasters are enhanced among the employees for preparedness through access to disaster information, awareness of safety processes, participation in drills, and opportunities to engage in learning sessions and emergency planning. Finally, provision of disaster preparedness kits, safety equipment, and explicit knowledge of their locations ensures that employees are equipped to handle emergencies effectively. Interventions that improve resilience by Teng-Calleja (2020b) show organizational readiness and response to disasters structured around four critical areas:

The activation of systems, protocols, and structures "involves adherence to clearly established protocols and business continuity plan, supported by monitoring mechanisms to ensure compliance" it involves the activation of a decision-making unit during an emergency, deployment of response teams for emergencies, and "rescue of employees as needed". Impact assessment: Assessment of post-disaster situations, facility inspection, determination of the needs of personnel, damage assessment, personnel safety, and accountability. It also discusses psychological protection and psychological support for taking care of the personnel.

This involves letting the affected employees stay with their families during disasters, providing programs and benefits for the victims of disasters, coordinating the rescue efforts, and providing psychological support such as psychological first aid and debriefing sessions. Finally, providing material and financial resources will assist employees and their families directly. This includes company donations of food, water, clothes, shelter, and financial assistance to support the employees and their families during recovery. These measures are put together to ensure a strong system of organizational resilience to both the immediate and long-term effects of disasters. Finally, Teng-Calleja's (2020b) recovery-improving framework focuses on measures to support organizations and employees in the aftermath of a disaster, divided into three key areas. Post-disaster psychological support prioritizes employee well-being by offering flexible work arrangements, such as leaves or work-from-home options, access to counseling sessions, and fostering emotional support from colleagues. The evaluation of protocols plays a critical role in identifying and addressing shortcomings in the design and execution of

disasters. Efforts toward restoring and rebuilding facilities ensure operational recovery and future preparedness. These include the repair or rebuilding of damaged structures, cleaning up the area, and strategies to construct more resilient facilities. In addition, mitigation measures are integrated to reduce the risk of future damage. Together, these recovery strategies create a pathway for organizations to regain stability while improving their resilience to future challenges.

In the model development of psychological and behavioral immunity against distress and dysfunction, resistance is akin to "psychological body armor" (Nucifora et al., 2007). The inclusion of resistance makes the Johns Hopkins model more proactive regarding disaster preparedness rather than purely reactive. Programs for building resistance include realistic training, disaster training, organizational support, and family support.

The definition used to identify the concept of resilience from this model is: the "capacity to rapidly and effectively rebound from psychological and behavioral perturbations" (Nucifora et al., 2007). Immediate post-disaster plans that create individual and organizational resilience should involve immediate deployment of crisis intervention programs and mental health programs.

Recovery concerns both the psychological and behavioral restoration of functioning and reinstatement of control in the aftermath of hurtful or adverse experiences. Active recovery strategies include trauma treatment to deal with the aspect of fear and assure psychological integrity and control.

In their effort, Linnenluecke and McKnight (2017) showed better detail on the firm level in community-wide disaster responses and recovery. Researchers exploring different forms of disaster entrepreneurship assert that the responses, based on properties, are associated with community resilience: robustness, redundancy, rapidity, and resourcefulness. Their proposed theoretical framework is aimed at furthering the existing knowledge on the private sector in disaster resilience and guides the future of practices in disaster management.

2.5. Aim of the Study

The current exploratory thesis will attempt to define how employees regard organizational psychosocial interventions during and after the disaster, how they influence their psychological well-being, the relationship established with the organization, and what issues come to the fore regarding other psychosocial elements. For instance, it will analyze how psychosocial elements such as justice and trust-vital elements for organizations are situated in an employee's mind.

Yet, the unique experiences that are undergone with disasters might also have the potential to influence the degree of catastrophe affecting these individuals. The first parameters that come to mind, among many others, are those regarding the loss of life in relatives, the degree of closeness even if there is a loss of life, the magnitude of material losses, or experiencing simultaneous financial loss and loss of life. In this study, to determine the effects of organizational interventions made after the earthquake disaster on employees, loss of life, financial loss, or absence of a loss will be considered during focus group interviews conducted with employees. The organization of focus groups was done by considering these factors. How the groups are organized will be elaborated on in the methods section of this paper.

METHODS

3.1. Participants

The limited local research on organizational psychosocial support during disasters led to the use of an exploratory methodology in this study. The sampling strategy aimed to capture the unique experiences of two primary groups: (a) individuals residing in regions directly impacted by the earthquake and (b) individuals located outside the affected region. These groups were further divided into four distinct subgroups based on their experiences: (a) those who lost relatives, (b) those who experienced financial loss, (c) those who endured both financial loss and the loss of relatives, and (d) those who experienced neither financial loss nor the loss of relatives.

Focus group discussions were conducted with participants from eight subgroups, comprising four individuals in each combination. Gender and professional roles were not predetermined as inclusion criteria. However, participants with hierarchical (superior-subordinate) relationships could remain in the same focus group or opt for one-on-one, in-depth interviews, depending on their preference.

The study initially targeted 32 participants. However, three individuals were unable to participate, resulting in a final sample of 29 participants distributed as follows: those who lost relatives (8 participants), those who experienced financial loss (4 participants), those who faced both financial loss and the loss of relatives (9 participants), and those who experienced neither type of loss (8 participants). The participants' ages ranged from 26 to 52 years, with a mean age of approximately 37. The sample consisted of 22 males and seven females. The marital status varied, with 18 participants being married and 11 singles. The educational backgrounds of the participants were varied, with individuals having qualifications ranging from high school to master's degrees. Specifically, 11 participants had an undergraduate degree, 10 had completed high school, five had completed higher vocational school, and 2 had a master's degree.

Table 3.1. Sampling Characteristics

Participant Number	Age	Gender	Marital Status	Educational Background	Located in areas physically affected by the earthquake	Having financial loss	Those whose relatives lost their lives
P1	33	Male	Single	Undergraduate	☐		
P2	36	Male	Single	Undergraduate	☐		
P3	26	Female	Single	Undergraduate	☐		
P4	35	Male	Single	Undergraduate	☐		
P5	47	Male	Married	High school	☐		☐
P6	39	Male	Married	High school	☐		☐
P7	40	Male	Married	Undergraduate	☐		☐
P8	29	Male	Married	High school	☐		☐
P9	44	Male	Married	High school	☐	☐	☐
P10	44	Male	Married	Vocational school	☐	☐	☐
P11	39	Male	Married	High school	☐	☐	☐
P12	42	Male	Married	High school	☐	☐	☐
P13	38	Male	Married	Yüksekokul	☐	☐	
P14	44	Male	Single	Undergraduate	☐	☐	
P15	30	Male	Married	High school	☐	☐	
P16	28	Male	Married	Vocational school	☐	☐	
P17	28	Female	Single	Undergraduate		☐	☐
P18	37	Female	Single	Master's degree		☐	☐
P19	50	Male	Married	Undergraduate		☐	☐
P20	52	Male	Married	High school		☐	☐
P21	32	Male	Single	Vocational school		☐	☐
P22	41	Male	Single	Undergraduate			
P23	33	Female	Single	Undergraduate			
P24	33	Female	Married	Undergraduate			
P25	38	Male	Married	Master's degree			
P26	36	Male	Single	Undergraduate			☐
P27	31	Male	Married	Undergraduate			☐
P28	38	Female	Married	Undergraduate			☐
P29	37	Male	Married	Undergraduate			☐

3.2. Focus Groups Protocol

Semi-structured questions were used during the focus groups. Focus groups were conducted to explore participants' experiences and perspectives related to the earthquake and institutional support. A semi-structured format comprising prepared questions with flexibility for additional insights was utilized. Separate question sets were developed for participants residing in earthquake-affected and non-affected areas to capture their unique experiences.

For participants in earthquake-affected areas, questions addressed their experiences during and after the earthquake, current living situations, institutional support received, perceptions of the institution's emergency planning, and future expectations. For participants outside the affected areas, questions focused on their perceptions of institutional support, its significance, and suggestions for improvement.

3.3. Procedure

Semi-structured in-depth interviews were conducted with the participants from each sample. Focus groups are expected to last approximately one hour. Focus groups were done face-to-face with the employees living in the earthquake zone and working in the head office. Employees from other regions were met online.

Voice recordings were done. Detailed notetaking was also done. Transcription of recordings or transfer of notes to a word processor was realized following the interviews, and data was systematically analyzed using the MAXQDA qualitative data analysis program with the analytic principles of Thematic Analysis. The principal researchers did coding.

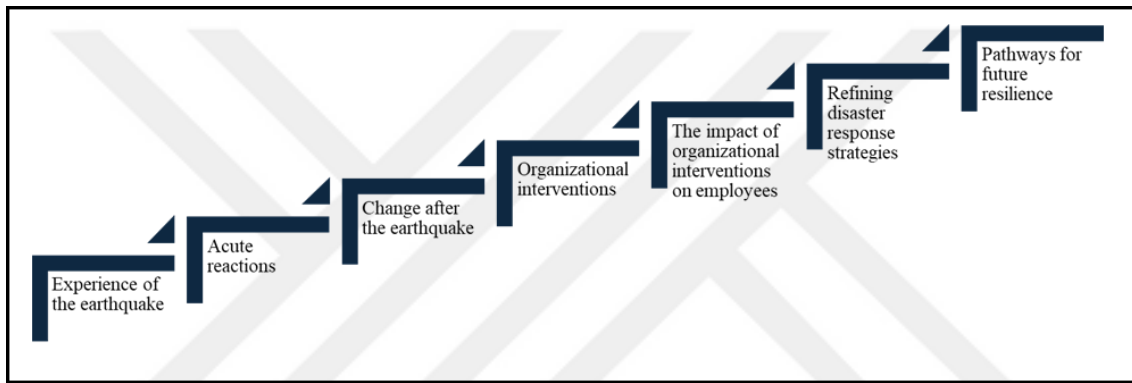
3.4. Data Analysis

Thematic analysis was used to analyze data obtained from all participants. Following open coding, the flow of the sub-themes, themes, and master themes are expected to depict "the effects of organizational psychosocial support on employees during the earthquake".

RESULTS

The five master themes and their sub-themes emerged as the outcome of data coding.

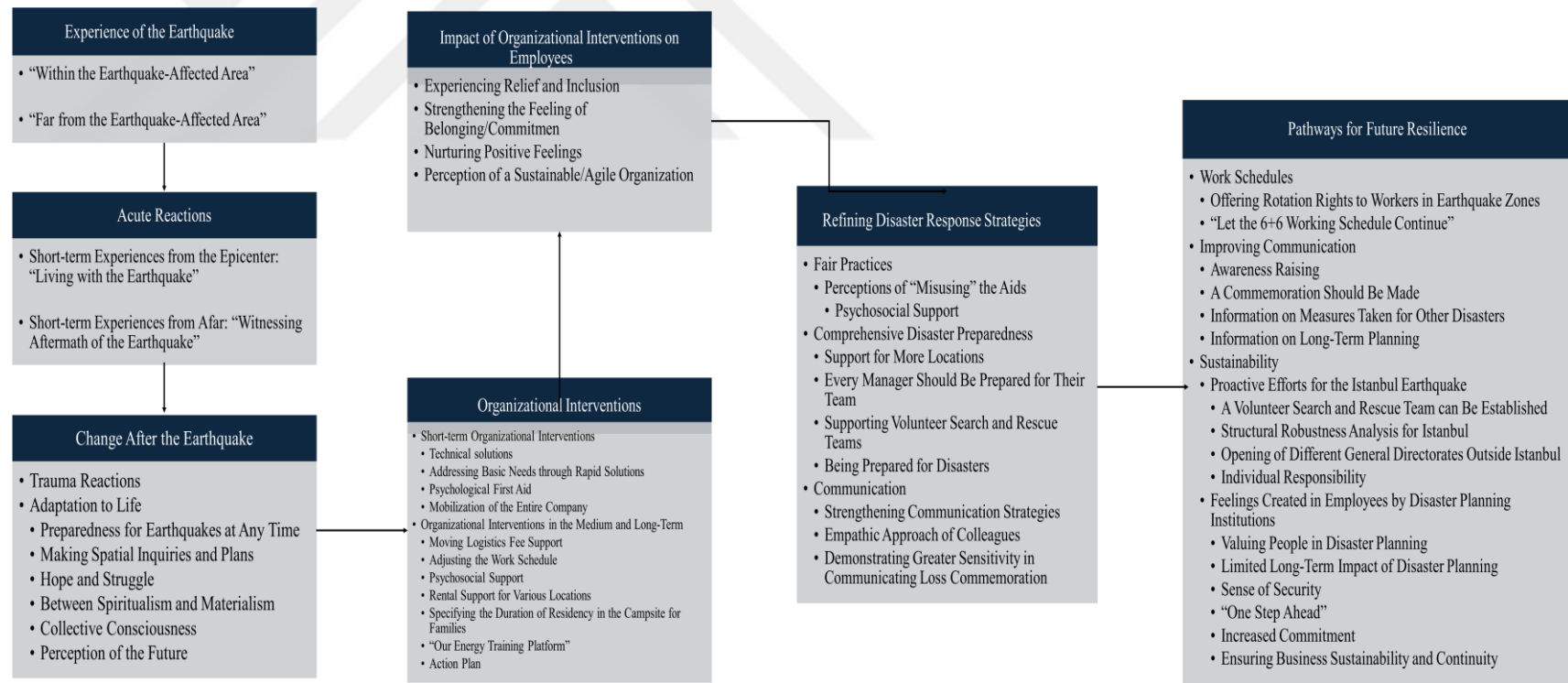
Figure 4.1. The Master Themes Depicting The Earthquake Experiences In A Temporal Perspective



As illustrated in Figure 4.1, seven master themes encapsulate the participants' experiences from the initial moments of the earthquake to the present day, analyzed through a temporal lens. These master themes included: the experience of the earthquake, acute reactions, changes after the disaster, organizational interventions, the impact of these interventions on employees, refining disaster response strategies, and pathways for future resilience. Together, these themes provide a comprehensive framework for understanding the progression of events and their implications over time.

All master themes and their corresponding sub-themes are summarized in Figure 4.2, with detailed explanations provided in the subsequent sections.

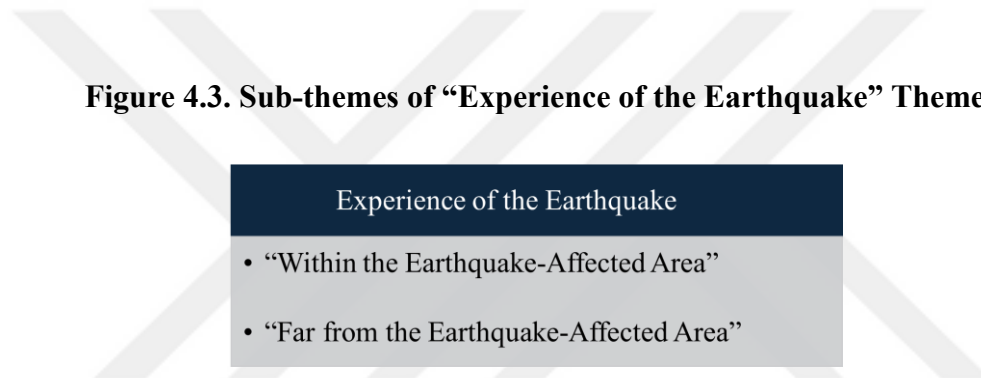
Figure 4.2. Conceptual Map of Master-Themes and Sub-Themes Depicting the Earthquake Experiences in a Temporal Perspective



4.1. Experience of the Earthquake

When employees expressed their acute period earthquake experiences, three themes were emphasized. These were grouped as what was felt when the earthquake news was received/at the time of the earthquake, the feelings/thoughts/behaviors of those in other cities after the earthquake news, and the experiences of those in the earthquake region in the short term after the earthquake. The acute period after major disasters covers the first 72 hours. The experiences conveyed here are the experiences heard in the first 72 hours.

Figure 4.3. Sub-themes of “Experience of the Earthquake” Theme



The transfer of the feelings experienced by those in the earthquake zone during the earthquake and the feelings of those not in the earthquake zone after receiving the news of the earthquake prepared the ground for the formation of this title. For this reason, the statements of those in the earthquake zone and those not in the earthquake zone will be given in separate sub-dimensions. Both the earthquake zone and non-earthquake zone participants gave more emotional and cognitive expressions.

4.1.1. “Within the Earthquake-Affected Area”

It is critical at this point to say that fear is a dominant emotion that participants feel during an earthquake. It would be meaningful to share the following statements of the participant who shared the first thing that comes to mind with fear during an earthquake:

"I was stressed and worried. There was fear, too. What are we going to do? What are we going to do? I mean, the only thing that comes to mind is the children. The mother and father."

The participant stated that the first people that came to his mind when describing the feeling he experienced during the earthquake were his children, mother, and father. The participant stated that fear was accompanied by stress and anxiety and that he experienced many emotions at the same time.

The statements of a participant who previously experienced the Elazığ Earthquake, one of the major earthquakes in Türkiye, stating that he has had a fear of earthquakes ever since are given below:

"Before this, I was living in Maraş. I was afraid of an earthquake because I was affected by the Elazığ earthquake. We had made a house plan accordingly. Even though we did, we were very concerned when the house was damaged. My wife woke me up. My baby has some health problems because he was born early. I had to take the baby and go out. I had not come home from the hospital long before. It had not been long since the baby was born, either. So, I was the first to leave the building and the neighborhood. I did not stay home during that earthquake; my wife followed me. It was icy outside while the earthquake was going on; it was snowing, so it was night. We do not have anything on us. We could not buy anything for the child. The child has medicines; he has supplies; he uses formula."

The participant who had an earthquake experience discussed the difficulty of having a tiny baby. She shared that she took her baby from home and left immediately during the earthquake and her experiences outside at night.

The participant who shared his family's fears explains how he calmed his family down and what he experienced during the earthquake:

"We were caught in our house. I woke up to my wife's scream. While wondering what was happening, what was happening, I quickly pulled myself together and came to. I said, 'Do not be afraid'; there was an earthquake. I turned on the light, just took the child from the crib, and had something to protect them on the edge of the bed. I tried to calm them down. The time was very long for us. The passage of time always puts a little more stress on us. Because we felt and knew that iron

and concrete had a certain resistance, the longer the time passed, the more stress it took us. When the earthquake was over, my mother-in-law and father-in-law were at home on the day of the earthquake. They calmed down, too. The earthquake was over; the neighbors started coming downstairs. Everyone was banging on each other's doors to get out. In the meantime, we wrapped the child in a blanket because he was small. After all, it was snowing outside. We thought, let us wrap him in a blanket, get the car keys somehow, and get the car out."

The participant who stated that the earthquake lasted a long time said that having technical knowledge, such as the technical infrastructure of the buildings and the resistance strength of iron and concrete, caused stress in him. It is critical to emphasize that having technical knowledge increases the fear experienced. He stated that the first thing they think about when they are afraid during an earthquake is the weather conditions since their children are young. We see that the functionality of fear activates the instincts to survive and that efforts are made not only for the individual but also for the survival of their relatives and neighbors. It is critical to emphasize that a collective consciousness is formed here.

The participant's statement, which describes how this earthquake was his first experience and the fear it created, is given below:

"But I felt the ground slipping from my feet for the first time while I was here. Because, as you know from our previous power plants, the ground can normally withstand an earthquake of 8.5 to 9 magnitude, but I experienced such a slipping for the first time here."

It is emphasized that experiencing the feeling of the ground slipping from one's feet during an earthquake for the first time brings about a sense of fear. It is stated that having an unprecedented experience brings about a sense of uncertainty.

It is critical to emphasize that the participants who expressed a sense of panic expressed this feeling when the earthquake occurred.

"I was also at home during the first earthquake. I went to the gas station during the second earthquake. I went to get fuel for the car. On the way back, I was caught by a sudden jolt. At first, I thought a car had hit me from behind. My car started shaking. Then, after my car shook, I saw no car behind me when I looked in the mirror, and then I felt the earthquake. The distance between me and the house was

about 200-300 meters from where I stood. However, I do not know how I got home at that moment. I also entered the opposite lane and entered the opposite lane with the car at that moment."

The participant in the vehicle at the time of the earthquake stated that he first thought he was hit by a car from behind during the tremor. The participant did not remember how he got home and turned into the opposite lane in panic. It is critical to emphasize that the emotions created by panic do not allow clear recollection of experiences.

"We caught the first earthquake at home. It started with violent shaking in the house. After that, I got up praying. I was praying loudly. There was a wall between me and my neighbor across the street. My neighbor across the street said things like, do not shout, there is an earthquake, calm down. Then I told them to get ready and go downstairs together. I told my wife to get ready, too. We went downstairs. Then, while we were going downstairs together, we went downstairs with our other neighbors. We slept in the vehicles. It was around five in the morning."

The participant states that he got up praying during the violent shaking when he first got caught in the earthquake. Here, we see that the participant resorted to his resources while in panic. It is seen here that faith is also a resource. He states that his neighbor tried to calm him down when he heard his panicked voice. It is important to emphasize that the participant acted after his neighbor's words and led his wife and neighbors to prepare and go downstairs.

"We were also caught at home in the morning after the first earthquake. The weather conditions were also challenging. Since the house had central heating, we were anxious and scared. I took the little one, and my wife took the big one. I took the little one in my arms. We only went out barefoot anyway. We could not take anything except T-shirts."

It is essential to draw attention to the effect of the weather conditions at the time of the earthquake on the experiences. The fact that the home environment was warm during the earthquake explains the state of going out in a panic. Being unable to take anything with you and going out barefoot can be expressed as the adverse conditions brought about by the feeling of panic.

The participants who stated they were caught in the earthquake while sleeping expressed shock because of a sleepy state.

"I swear, we were caught by the earthquake while asleep, like everyone else. When we woke up, we woke up to the earthquake's intensity. I understood what was happening and felt it was an earthquake. The earthquake had subsided slightly before we realized what we were experiencing."

He noted that the shaking had subsided a little before they realized it was an earthquake and could not comprehend what had happened when they first woke up.

"We went out, got in the car, and started driving around Göksun with my family aimlessly, wondering what to do."

The participants stated that they were in shock after experiencing the earthquake and that they went outside and walked around with their families, not knowing what to do.

"There was snow on the car. I was cleaning the snow. The car was shaking; it would not stay still; it still shakes during an earthquake. I am the same. The neighbors are angry with me; what are you waiting for? The building there will collapse. I do not hear what they say, I am cleaning the car. If I go out, I will have an accident, and I must clean it. I am giving them a scolding as a joke. I left at that moment."

The participant who shared his experiences after going out during the earthquake stated that he was cleaning his car. The participant, who noted that the people around him warned him and told him not to wait, said that he did not hear what they said then, indicating that he was in shock. On the other hand, he stated that he was jokingly angry with the people around him at the time as an example of a coping mechanism. It may be critical to emphasize using jokes to escape the shock state.

"I was sleeping at home during the 04.17 earthquake at night. My wife woke me up. She told me to get up; something was happening. We could not perceive it; we could not comprehend it. Because we have never experienced an earthquake like this before."

The participant, who stated that he had never experienced an earthquake like this before, said that he and his wife could not understand it and woke up shocked. It is seen that an event experienced for the first time has a shocking effect.

"We understood the gravity of the situation in the first seconds with a voice recording sent to us by the wife of a colleague in the mining department who also works here on the WhatsApp group. A voice recording that lasted about a minute, screaming 'My whole house fell on me!'. We had a psychological breakdown there. Because we did not realize what it was like there, where it was, how it happened. Many houses had collapsed in Antakya, and that is when we realized it. Here was his friend whose house fell on him; from the moment he left, those 24 hours were tough for me until I came here..."

The participants, who stated that they initially did not realize the severity of the earthquake, where it happened, or what was happening at first, indicated that they learned the details with the voice recording made by a coworker's wife. The participant was also in the earthquake zone. Still, since he was staying in the containers at his workplace, he conveyed the shock experienced by the information received from other people in the earthquake zone.

In the morning after the earthquake, people set out to help their relatives trapped under the rubble at night. As someone who experienced the quake himself, it is essential to emphasize that he continued to act in a helping manner under the influence of the trauma and struggled with the emotional burden of thinking not only about himself but also about those around him.

"Then we went to my mother-in-law's house in the morning. They called us for breakfast. Then my father-in-law called and said that his nephews, sister, and brother-in-law were trapped under the rubble in the center of Maraş. We went there to help them."

"We went downstairs with our family, with the people in the building. There are two people's vehicles in our building. We put the women and children in the vehicles."

The participant states that they prioritize women and children in the context of helping behavior during an earthquake.

"I did not panic. My wife and children were screaming. I put their clothes on and sent them all downstairs. I was cool, and I am glad I was because everyone was panicking. I turned off everything, the electricity and water in the house. I even turned off the neighbors' and went downstairs."

The participant who stated that he calmed his family down during the earthquake indicated that he did not panic much and showed calm behavior to help his relatives. After he put the order in his own house, the fact that he turned off the electricity and water of his neighbors' houses also showed that he helped those around him. While he stated that everyone around him was panicking, he emphasized that his calmness had positive effects.

"I just took my daughter and my mother out in sweatpants. My wife went out with me. My sister was sitting across from me. None of their husbands were home. After I took my family out, I mean, there was an empty lot, a marketplace near the house. After I took them there and put them there, I had to go to my relatives and take them out directly. Because there was no man with them, they all had children. I took about 6 or 7 other families out of their homes. I tried to get them into cars by calling their friends and relatives and taking them to the village. Of course, I took them to the village 3 to 4 times at night; the distance between us and the village was 20 kilometers. I went to those left outside with my vehicle three to four times; I left my family and went and got the other family, and I went and got my aunt and nephew. Because none of them had men with them, they were all women, and there were no adult children. They were all children. I carried all of them."

The participant is seen to emphasize the effects of gender roles during the earthquake. She states that the absence of a man with the other family members created a sense of responsibility in her and that she had to help them. The participant states that she helped the women and children in her family and took them all to a safe area.

"I was in Maraş during the earthquake, in my own house. When the earthquake happened, the bedroom window was blown down, and I could see outside anyway. The window fell. In my bedroom, the bed slid towards the nightstand. We could not get up in the shaking because the building was leaning on the building next

door. Well, we could not get up, at least. We waited for the shaking to subside. We did not know if it would end; of course, it did. Then we went down. We did not have stairs. My wife was going ahead When I first went to the front door. I took two or three steps behind. My neighbor's side wall fell on me. He got me out of there, wife."

The participant shared his experience after the earthquake ended. The participant stated that he fell on the wall of the apartment next door while leaving the house, and his wife pulled him out of the collapsed wall. The participant, who got out of the rubble with the help of his wife, first went to his mother, who lived nearby, and his family, who lived in the same apartment as him, as follows:

"My mother lived two buildings away from me; the first thing I did was go to her. Only two were left standing out of approximately 50-60 buildings in the neighborhood. One was mine; the other was my mother's. It was not easy to get my mother down from the seventh floor. I had to go up myself. There was no ladder there with her either. The fire escape was made of iron from the inside, I got her down from there, I got her down myself. My grandmother, old grandfather, uncle, and aunt were there. I got them all out; I got them all out. Because the stairs were difficult, I had to get them down, we got them down, we could not get up."

The participant who helped his mother and other family members explains what he did to get them to a safe area after getting them out:

"There was only one car. We all sat inside. My uncles sat in the trunk. From there, we tried to get to a space in front of the building, and we did. Afterward, we had a vineyard outside the city towards morning when it was getting light. I took the family there. I traveled a twenty-minute distance in regular traffic in four and a half hours. "

After leaving his family in a safe area, he stated that his wife's family lived far away, and he could not hear from them. After walking to his wife's family's house with his wife to help them, he expressed his experiences as follows:

"My wife and I walked to her family, about 15 kilometers away. Of course, you jump over the debris, bodies, and screams. I passed right by X from the shopping mall. Ours was two blocks away anyway. We got there. It had collapsed when we

got there. Only her father had jumped out of the window in the earthquake. The man was alive, standing. We struggled there until the evening.”

The participant trying to get his wife's family out of the rubble is trying to help and get her away from the ruins so that she is not affected. The participant, who emphasizes that he does not want his wife to encounter him while continuing his helping behavior under these conditions, describes his experiences at that time as follows:

“I took out her deceased brother myself. At that time, so my wife would not see these, I kept telling her to bring water up, shovel, and go to the side because I was approaching her mother. I could see her mother’s foot; I did not want her to see it. When I sent her away, I took out her mother. When I took her out, my mother-in-law died in my own hands. We sent her to the hospital. Then, I could not tell my wife about her; of course, at first, I said she was alive. Then I took out her other brothers. I took out her 5-year-old nephew. I took them all out. In that chaos, there was no transportation or help between neighborhoods anyway. There might not have been any; I could not say anything at that moment because it was a huge disaster. I experienced the greatest despair in the hospital. I did not tell her that her mother had died. I knew she was dead and, in the morgue, but I let her call the hospital. I said she was fine, she is out, she is right there, she is right there, she is getting treatment.”

The participant caught in the earthquake in the company's camp area stated that he thought he could survive. Therefore, he was not affected much.

"When I experienced the first earthquake, I was at the campsite. Nevertheless, I did not get caught in the second earthquake here. Because we had gone to Antakya to pick up a friend's wife. So, there was a very different chaos during that period. Since we live here, we seem to have not been affected much, but when I realized there was an earthquake, I was not affected much because I was staying in the container; even if it collapsed, I thought I would be able to get out easily or stay alive."

The participant said he was grateful that his family was with him during the earthquake. He stated that people who were at work and could not be with their families during the quake would have a more challenging time. He said that men should protect women and children and stand firm in the discourse that gender roles are dominant. He stated that he took shelter under gender roles as a coping mechanism during times of stress.

"The second earthquake started at that time. All of us, including the children, were at home. I am glad we were at home with our families then. Some friends were not at home but were at work. That is when it came to my mind. We somehow took care of our families. You know, there is something about being a man. There is this talk of taking care of oneself, men being stronger, etc. We took refuge in that for a bit during that stress."

4.1.2. "Far from the Earthquake-Affected Area"

Participants shared emotional, cognitive, and behavioral responses when recounting their experiences upon hearing the earthquake news. In the emotional dimension, feelings such as regret, grief, fear, curiosity, anxiety, and anger were commonly expressed. In contrast, the cognitive and behavioral dimensions featured responses like underestimating the severity of the situation and becoming desensitized to it.

It is critical at this point to state that the participants who expressed regret felt a dominant emotion when they received news of the death of their relatives in the earthquake zone. It would be meaningful to share the following statements of the participant who reported receiving news of the death very quickly:

"We lost a total of 6 people. Also, my mother and father are separated; we moved from Maraş. I learned that I had a nephew who he died in the earthquake. It was a bad situation for me. On the one hand, I regret those I could not see or talk to... Moreover, you put yourself in their shoes after the news starts coming. It was a time when I had a very high level of empathy."

We hear that the participant's relationship with their relatives came to the fore with the earthquake news. The participant emphasizes that being unable to meet with their relatives in the past, establish a bond, and have family problems caused a feeling of regret. Similarly, we witness that they identify with the emotional experience of the relatives of the lost ones, and therefore, the sense of empathy is very dominant. Another vital point that draws attention here is that regret strengthens empathy.

Participants who expressed grief mentioned many emotional expressions while describing the process of not being able to receive news from their relatives in the earthquake area, their experiences while waiting for news, and the events that followed.

However, grief is one of the prominent emotional expressions here. The statements of two participants about their experiences while waiting for news are given below:

“I have been friends with my brother-in-law for five years, and we have been together for twenty-five years. Moreover, during this period, there has not been a single bad word to each other. In other words, there is an incredible sincerity, a brotherhood. In other words, yes, we have lost, we have, but during this period, while people still approach us with the idea of even if it is a funeral, even if it is a finger, if only I could pray for it, we have such difficult conditions at first. Our funeral was on the third day; the conditions were so difficult and miserable. Yes, you are happy. We have reached our funeral, you are sad, you have an incredible loss...”

“Thank God, my immediate family, mother, father, and siblings were healthy then. However, there were too many relatives; when I remember those days, I was constantly on the phone waiting for someone to be pulled out of the rubble. I remember praying for even their dead bodies to come out in the last few days. They could at least reunite with their loved ones to see each other. My childhood friends are gone. So many people from my family and relatives that I love are gone. When I think of those days, it is so painful to wait for news of death every time the phone rings. I was waiting to find someone; I would immediately answer it and see who we found this time because that was a different kind of agony for their families. They waited for days by the rubble. We waited from here too...”

We hear that participants experience many emotions, as stated in their statements. It is critical to draw attention to the fact that participants cannot reach their relatives, wait for news from them, and interpret the news as a reunion, regardless of its nature.

It is critical to emphasize that the participants who expressed concern felt intensely on the first day they received the earthquake news and could not reach their relatives in the earthquake area. It would be meaningful to share the following statements of the participants:

“My brother was living in Maraş with my nephews and his wife. They were a family of four. When I first got the news from my other brother, I was already in a huge panic. On the one hand, I was trying to come to work, which is our routine, but since I did not know the extent of it, I did not know how much I should panic because I had never encountered a disaster of this magnitude before. That is why there is always this panic inside me, a feeling of fear.”

“Since many of our relatives live in Maraş, we started to worry about them again. We are trying to reach them from one side. The phones are not working. This time, those who receive the news are trying to convey the news to each other from a second source rather than the main source, which also causes a phone traffic jam. It was a day I was quite scared of; in other words, it was unforgettable for me too.”

“I saw a few messages in group messages that were like a magnitude seven earthquake. Frankly, I was already agitated and scared when I saw it. At that moment, I tried to call our friends from different regions. Here are the people staying in Tufanbeyli, Göksun; how are they doing? Here are the friends staying in different villages of Tufanbeyli. If I am not mistaken, it may have happened at that moment. I think I heard something like all the houses in Göksun collapsed, but I could be remembering wrong. It was like a shock to me...”

The participants who expressed concern first expressed the need to reach their relatives. It is emphasized that not being able to receive news and uncertainty feeds the sense of fear and curiosity. It is stated that the news received from the second source is not enough, and there is a need to hear from the first source.

One of the behaviors that comes to the fore is not realizing the severity. The concern about being unable to receive news reveals the behavior of not recognizing the severity.

“They called from the switchboard this morning. I woke up with complaints about not reaching colleagues on the switchboard, etc. Then, as I was wondering what happened, they said there was an earthquake. I heard it from the switchboard; I did not expect something so severe. It is part of the routine; after all, there is a security procedure, the switchboards can stop, etc.”

A participant outside the earthquake zone expressed his anxiety as follows:

"Generally speaking, if I say anger, it is not really anger. I would call it anxiety; I would define it more like this. Anxiety and effort. Constantly wondering if we can do something..."

The participant, who stated that the feeling of helplessness is anxiety, expressed that he thought about whether he could do something. He noted that this revealed anxiety rather

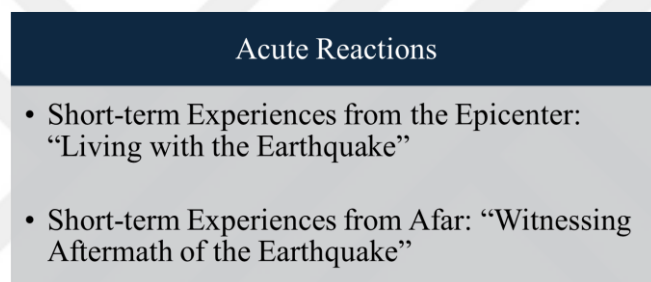
than anger. We see that participants who expressed anger associated the loss of life with the feeling of anger.

When I saw the news and everything, I guessed that the loss of life there was significant. I mean, it was kind of a state of anger..."

4.2. Acute Reactions

The acute reactions were coded under two main themes as Figure 4.4. shows.

Figure 4.4. Sub-themes of “Acute Reactions”



4.2.1. Short-term Experiences from the Epicenter: “Living with the Earthquake”

The short-term experiences of individuals living in earthquake zones can be categorized under emotional, behavioral, and coping responses. These categories help us better understand the complex psychological processes that individuals experience after the earthquake.

The participant, who was asked if any of his colleagues had called him or contacted him after the earthquake, stated that he could not return the calls:

"But I can tell you this: I could never turn to anyone. Because my troubles were weighing so heavily on me..."

Many of his colleagues have called the participant. However, the participant stated that his situation was challenging and did not want to talk to anyone as a manifestation of despair.

The participant who witnessed the death of her husband's mother describes her helplessness in this experience as follows:

"I experienced the greatest despair in the hospital. I did not tell my wife that her mother had died. I knew she had died and was in the morgue, but I let her call at the hospital. She was fine, she came out, she is here, she is here, she is receiving treatment, I said. I did not tell her until I brought her to Tufanbeyli, I could not. Then I took the bodies out, I left them in a healthy warehouse. My father-in-law had his shop. Only he was alive. I put the bodies in front of him. We lost a child a day before the earthquake, a day and a half before, even two days. My wife had a miscarriage. I brought her here. I would go in the mornings. I would come to my wife in the evenings. There was no one from my immediate family. Well, my aunt, my aunt's children, very close friends, my cousins, my uncle's children. I went to the wreckage of many of them myself. I may have been the only one left in the family. The wreckage was finished when we took the bodies out; I buried exactly 38 bodies in one day."

The participant states that the most incredible helplessness and impasse he experienced was not telling his wife that his mother had died. He states that he lied to his wife and continued this lie for a while. He states that there were many losses in his family and that he went to the wreckage of most of them alone and took care of the funeral affairs.

The participant stated that they received much news from the earthquake area, but even though they were close, they could not reach it and felt helpless:

"After the second earthquake in Hatay, we learned that there was so much destruction and that my uncle's daughter, her child, her mother-in-law, and two children were trapped in the rubble. But, we could not reach them. My uncles could not go either, everywhere was locked. For example, at that time, my older son and cousin and his mother-in-law died. They took the younger son, too. You do not know where they took him. He was missing, too. There is such a panic environment, but you cannot go; you cannot do anything. There is nothing you can do. Because the closest person cannot go there."

The participant stated that he could do nothing and that even the people closest to him could not reach the people under the rubble. He noted an atmosphere of panic, and they were desperate.

"You feel desperate there. Of course, we, I mean, like my other friends, everyone's pain is different, but we, I mean, I have nothing to say to them, brother. I mean, my friends, some are worse off, who have suffered more first-degree losses, who have suffered more losses. I mean, what we say is nothing compared to them."

When the participant was asked whom, he called immediately after the earthquake and who reached out to him from the company, he responded as follows:

"Brother, I waited for two days at the door of the building. I mean, because I was after how to get our relatives out. I did not call anyone, I mean, no one called me either. But while my nephew was calling and saying save us, we were only thinking about his life. How can we get him out? As I said, we were trying to dig holes in the building with sledgehammers and pickaxes from the village. I mean, I lived through this for two days. That is why I did not call anyone."

"We started looking for close relatives. We could not reach my sister. They said she was trapped under the rubble. We reached her in the evening of the second day. She was not trapped under the rubble. She was a teacher at school, and there was no phone signal. My sister-in-law was trapped under the rubble. We could not go there. Everyone was thinking about their own lives. The people around and the neighbors saved my sister-in-law, but we could not save her 3-year-old child. She was trapped under the rubble. After that, 5 of my nephews and nieces were trapped under the rubble in Elbistan. Only X, who was 3 years old, sorry, 6 months old, survived. Her mother, grandmother, and all my cousins all died. My uncle's wife passed away in Elbistan. We heard about them. You cannot go anywhere, there is traffic, there is no communication."

The participant who came and stayed in the campsite of his workplace expressed his altruism while talking about his experiences as follows:

"We first came here (the campsite of the workplace) and stayed. For example, I came here and stayed and saw the environment. I also thought about this here; for example, there were natural factors when I was thinking of leaving after three days there. I also talked to Mr. X. Brother; I have a place to take shelter elsewhere. There are people from inside and outside who deserve to stay here. I told X that I

had to leave here. I mean, I must take my family. Because maybe that family outside who need it more than me will come here and settle in. At least they will have a hot meal, a warm place, and a clean environment."

The participant, who lived in the earthquake area and started staying with his family there after his workplace opened a campsite for earthquake victims, went to his manager and told him he had another place to stay and could leave from there. Thinking about those who need it more than him, the participant stated that he thought other families could come here instead of him.

After the second earthquake, the participant immediately calls his teammates and asks about their needs:

"However, after the second earthquake, I called my teammates directly. On the way, my master was coming from Mersin by bus in the morning. The first thing that came to my mind was those tunnels. I called him first. Then I called all my other teammates. They all said they were outside with their families. Then they asked how to do it if they came to work. I called X. I also called Y immediately. What kind of an organization will be made? All the men's wives and children are outside. Those with cars are in their cars, and all the rest are outside in the cold, snow, and winter."

The participant, who had to share the same house with many family members after the earthquake, expressed his experiences of intolerance as follows:

"I saw that everyone there has no tolerance for each other. Yes, they are brothers, but everyone's nerves are on edge, afraid, and shy."

The participant states that after the traumatic experiences, everyone in the home environment is tense, and their tolerance levels are very low. He states that the fear of having siblings causes shyness and nervous tension.

The participant stated that their house was not destroyed, but her mother was still worried:

"Thank God, our house was still standing. My mother is always in a rush to go and stay at my aunt's house in the village. She has such a desire. Because she cannot stay at home."

The participant who expressed her mother's anxiety talked about her mother's need and desire to move to a single-story house where she felt safer. She stated that this need was because she felt anxious in the house where she experienced the earthquake and could not stay there.

The participant, who described the effects of the continuation of aftershocks in the earthquake region on his holistic health, both physiologically and psychologically, also conveyed the situation of his family:

"And right now, the occasional tremors are still going on. Sometimes, I talk to my mother about the effects of this. She says I do not feel it most of the time. When I feel it, I cannot sleep, etc. I mean, my father is more, I do not know, he does not show it, or I do not know if he is comfortable anymore. Anyway, they are tense; they are anxious. I am anxious on their behalf, too."

The participant states that the tremors are ongoing and that they discuss these issues with her mother. She states that her mother does not feel tremors most of the time, but she cannot sleep when she does. She states that her father seems better, but she is not sure whether he is reflecting his true feelings. We see that her family is generally tense and anxious, and the participant is also worried on behalf of her family.

However, working or pursuing the work was a coping mechanism after the earthquake:

"The company did not want me to work, but it was so busy that I went to work. I wanted to do it myself. My night shift coincided. I was working at night and going to bury bodies during the day."

The participant, who works at night and goes to the funerals of his relatives who lost their lives in the earthquake during the day, states that he does not want the company to work for him. However, he emphasizes that he continues to work because the work is busy.

4.2.2. Short-term Experiences from Afar: “Witnessing Aftermath of the Earthquake”

The participants' reactions who did not live in the earthquake zone were insomnia, feelings of being trapped, horror, guilt, and altruism.

The participant who went to the earthquake area after the earthquake news stated that he could stand for about 40 hours without sleeping, which he could not normally do, but somehow, he could stand the adrenaline of that moment. The human body's ability to tolerate insomnia in the short term in difficult times can be explained by manic defense.

"That night, the next night, and the morning after, I could stay afloat for about 40 hours with about half an hour of sleep. If I wanted to do it now, it's not something I could do. With that adrenaline thing. I guess we stopped somehow."

Following the news of the earthquake, a participant whose son was in the earthquake zone shared his experience of horror during the first and second earthquakes:

"My son was the first to reach me at night, around 4:00 during the first earthquake. We learned from him. After that, of course, we turned to the television. No one said they were fine, and nothing happened. Of course, we tried to reach our relatives as much as we learned from the news. We heard about the second earthquake because we were already watching television. I could not reach anyone during the second earthquake. I only got one message from my son. I still cannot delete it on WhatsApp. Dad, there is nowhere left in Elbistan. He wrote, please help. After that, I could not reach anyone for about a day and a half until I went to the scene."

The participant who used the expression "We hugged the televisions" conveyed the news he would receive from the television as a moment of reunion. He stated that he did not leave the TV or miss any news. He noted that he received news of the second earthquake

from the television. He said he could not reach anyone during the second earthquake and only saw a message from his son on his phone. He stated that he still could not delete that message and that it was the last word he heard from his son.

The experiences of the participant who tried to reach their relatives with fear and horror after the earthquake news are as follows:

"My mother lives alone in Malatya. I have a seventy-five-year-old uncle with her. I reached out to my mother. My mother was okay. At that time, I had an older brother. I tried to reach him but could not get news from him. Then I have a middle brother. I cannot reach his phone. He is at home in Malatya. The friends I reached told me that he was sleeping. They said they were together. I am trying to reach everyone in Malatya but cannot reach my brother. Then I forgot about that, he had a plane that day, he was going abroad to work. Then I saw that some places in Malatya had collapsed. Then I thought about it. Malatya had already suffered damage in the Elazığ earthquake. We had covered it up. Because the first thing I saw was a mosque in the center that was seen as a symbol in Malatya. The upper part of that mosque was gone. I said, okay, this is also the effect of the Elazığ earthquake. When I called fifteen or twenty minutes later, we returned home. I learned they had returned home after saying it was very cold and there was nothing to do. I could not reach anyone for a long time. Me too. "

The participant who could not reach his brother stated that he forgot that his brother was going abroad in a state of terror and fear. He noted that he saw the upper part of the mosque, which was a symbol of Malatya, collapse because of the previous Elazığ Earthquake. The participants' statements also include the loss of cities and symbols of cities, just like the loss of their relatives.

The participant who learned about the earthquake through his father's call shares his experiences as follows:

"I was at home during the earthquake. My father called me. He lives in Iskenderun; he called right then in the morning. He said there was an earthquake. He was in a serious panic. He called because my brother and his family also live in Iskenderun. He called with that anxiety, that fear, because he could not reach them on the phone. He said, please reach them; I cannot reach my children, and he was screaming at that time because he saw the collapses and the sounds around him. He was exposed to this. Our building consists of three sites and three apartments, two collapsed. I was in contact with my father at that very moment of terror."

The participant, who touched on his father's experiences during his fearful search, both listened to his father's fear and struggled with his fear. He stated that his father's inability to reach his brother and family created anxiety and fear. He noted that his father saw the collapses around him and heard the sounds during the earthquake.

Following the earthquake news, participants living in other cities encountered expressions of help and altruistic behaviors. Hosting earthquake victim relatives in their homes, wanting to take part in aid, calling colleagues living in the earthquake zone, and worrying about them are among these behaviors.

The participant who hosted family members whose homes were destroyed described this process as follows:

"During that period, you had to host guests, our first-degree relatives, my brothers, their families. Their houses were also destroyed. Thank God they had nothing. The other two brothers said it was a financial loss. We lived together in Alanya for about 45 days. My wife was also working during that period. She had to quit that job. How can I put it, we probably stayed in a 120 square meter house for 45 days, 27-28 people. Since my wife was in the tourism and hotel business, she accommodated the guests. Those were difficult times, I mean, we do not want to remember them much, though."

The participant who described his experiences after the earthquake said they hosted earthquake-stricken family members in their homes for 45 days. It is critical to emphasize that the participant stated that these were difficult days and that he did not want to remember them.

One of the feelings experienced by participants living outside the earthquake zone after the news of the earthquake is a sense of guilt. They state that this feeling makes them lose sleep, that they cannot hold someone's hand, and that this guilt makes them feel helpless.

The participant who had to continue working expressed his feelings of guilt as follows:

"Other than that, even if we were not involved in a process in general, I think we all did not sleep for at least a few weeks. It was like a feeling like a crime. Constantly trying to do something, even though it was disturbing, in front of the screen."

The participants stated that they had been sleepless for several weeks. He noted that constantly being in front of the screen, continuing to work, and running errands made him feel guilty.

The participant who stated that he was far from the region expressed his experiences as follows:

"I am very far away, very far from the region. I do not physically bring any added value. Moreover, some friends worked under the management's leadership in that established risk committee here. I was not one of them. I stayed in the kitchen. I continued to do my normal work. I did not hold someone's hand through something I could not hold directly. I did not make a direct move."

The participant states that being unable to touch someone directly makes him feel guilty. He expresses his reason for continuing to do his everyday work as staying in the kitchen. He states that many people are involved in the risk committee established in the company, but he is not included in this committee.

The participant living outside the earthquake zone stated that living in the Marmara region made him feel trapped. The participant said that his entire family lived in the Marmara region and that the areas they lived in were risky in terms of earthquakes and that he experienced the feeling of being trapped due to the earthquake.

"I felt a little trapped there. Because my mother lives in Avcılar and she lives close to the sea. She is at great risk. There are very few people in my life in my small family. I mean, there is my mother, my brother, my sister, and me; I mean, I do not have a very focused, huge family in my life. My mother lives in Avcılar, and my sister lives in the earthquake zone; for example, she lives on the Zeytinburnu side. For example, I live in an ancient house in Şişli. Right now, all three of us are incredibly at risk."

A participant living in cities outside the earthquake zone expressed his desire to take part in aid as follows:

"I wanted to participate in the aid provided here, in the aid provided by the municipality in the city where I live. I was touched by the rush of those people for each other, for people they had never met."

The participant states that he wants to take part in these aids voluntarily. While sharing his observations, he said he was very impressed that people who did not know each other rushed to help.

The participant who received news of the earthquake started to call his colleagues in the earthquake area:

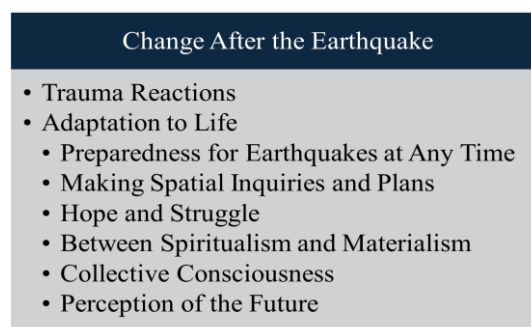
"I saw a few messages like a magnitude seven earthquake. Frankly, I was already agitated and scared as soon as I saw it. At that moment, I tried to call our friends from different regions. Here are those staying in Tufanbeyli, Göksun; how are they doing? Here are our friends who are staying in different villages of Tufanbeyli. If I am not mistaken, it may have happened at that moment. I think I heard something like all the houses in Göksun collapsed, but I could be remembering wrong. A lot happened; it was like a shock for me. After calling, after learning that my friends were okay, I felt more relieved, I can say that."

The participant stated that he was shocked, scared, and sad when he first received the news and felt relieved after calling his colleagues and learning that they were okay.

4.3. Change After the Earthquake

When participants were asked about changes in their lives after the earthquake, we saw that trauma reactions continued; there were statements about adaptation to life or a change in their perception of the future. Thus, we grouped the experiences of people in their lives after the earthquake into three groups: trauma reactions, adaptation to life, and perception of the future (Figure 4.5.)

Figure 4.5. Sub-themes of “Change After the Earthquake”



4.3.1. Trauma Reactions

Post-earthquake trauma reactions are shown in Table 4.1. The table also explains what these reactions are related to.

Table 4.1. Trauma Reactions

Trauma Reactions	
Anxiety/Worry/Concern	A constant state of anxiety and worry, fear of possible future threats.
Flashbacks	Disturbing recurring memories of the earthquake.
Emotionally Hardened	A state of emotional hardening and detachment from feelings.
Repression/Denial/Avoidance	Behavior that represses denies, or avoids traumatic memories.
Problems Related to Sexuality	Reflection of trauma on relationships and sexual life.
Sleep Problems	Insomnia, nightmares, or restless sleep.
Bitterness	Feelings of resentment, anger, or hurt towards events that have occurred.
Hopelessness	A state of losing hope in the future.
Guilt	Feeling guilty about losses or not being able to help.

In the anxiety/worry/concern subcode, we see that participants talk about events that triggered their anxiety in the medium and long term after the earthquake. We hear about a participant's anxiety triggered by aftershocks in the following sentence:

"When there are aftershocks at home, people become very anxious. They think it will happen again; it will be big and an earthquake."

We see that aftershocks that remind us of the earthquake trigger anxiety, and the person remembers the first big earthquake. In addition to aftershocks, some events that remind us of the sounds at the time of the quake also trigger anxiety, as can be seen from the following statements of another participant:

“We were all afraid of the earthquake, but I tried not to show it to my friends, friends, and, more importantly, my wife. I pretended not to be afraid of the earthquake, but I was. But I pretended not to be afraid. I must stand firmly on my feet, so my wife trusts me and does not get scared around me; you go to bed at night, and even a dog barking makes you anxious. It makes you afraid. After that, when a door opens, or a loud noise is heard. There are small aftershocks. It is 2.2 magnitude, and people can even feel it when the time comes. For example, you know when a crackling sound comes from a curtain or a wall. After that, you learn, it is 2.2 or 2.5 and you feel it. In other words, it had that effect on us. Despite that, we try to stand tall.”

We witness that the participant shows anxiety reactions to dog barking and sounds coming from curtains or walls, in addition to fear of aftershocks. Another critical point that draws attention here is that the participant does not reflect his anxiety to the outside world. We see that there is a pressure to “take a strong stance” underlying his struggle with his anxiety using his psychological resources. The participant constantly talks about being afraid and anxious but does not reflect this. Thus, we witness some limitations in meeting emotions with the outside world and reflecting them to other people.

In aftershocks or other moments of tremors where there is no earthquake, the following sentence in which a participant developed the following reaction is also critical:

"Whenever there is a tremor, I look directly at the lamp to see if it is real or a feeling."

The participant states that he becomes anxious whenever he feels a tremor and tests the severity of the tremor by looking at the lamps.

Another participant who lives outside the earthquake zone but has a relative living in the earthquake zone explains his anxiety as follows:

"Also, after what we saw and heard in Iskenderun, such a small trauma may have occurred. I am constantly calling my father. For example, I am normally in need and would have called anyway. I realized that I was suffocating him now. Moreover, how are you now? Are you okay? For example, Dad, why do not you hear your phone? We have developed a state of anxiety. My sisters also have this situation."

We hear that some images and news about the earthquake presented in the media represent the participant's mind with more destructive events when imagining that area and that the thought that something terrible will happen at any moment occupies his mind. This participant, who indirectly reflects his anxiety about his close relationships, states that he constantly calls his father on the phone and asks how he is. When the phone is answered late or when the phone is not heard, we hear disaster scenarios come to life in his mind. While the previous participant experienced his anxiety inside, we see that this participant reflects his anxiety outside. Another striking element is that he observes this situation in his sisters.

Another participant who works in the earthquake zone but has established and lived in Istanbul for his private life and goes to Istanbul on his days off shares his anxiety due to the expected Istanbul earthquake with the following sentences:

“I remember having a hard time in the first two weeks because I could not go to Istanbul. I was here, I stayed in a camp. When I went to Istanbul, people started talking about the Istanbul earthquake, like it would happen in Istanbul right after those two weeks. I remember living in that mentality for two or three months.”

We see that the participant expressed that Türkiye being an earthquake zone and the expected Istanbul earthquake caused anxiety, and that is why he could not go to Istanbul and that scenarios about the Istanbul earthquake were running in his mind. We see that earthquakes in another location also affected attitudes towards locations with possible earthquake risk. It can be read from the participant's sentences that there was a strong belief that it would occur in that region shortly, and the anxiety triggered by this belief was dominant. We also hear that all this belief and anxiety also triggered the behavior of not being able to go to that location. Another participant imagined the following scenarios about the expected Istanbul earthquake in his mind:

“My brother is in Istanbul, and in the event of a possible earthquake in Istanbul, the first thing that comes to my mind is how can I get my brother out of there?”

We see that expected earthquakes, as well as actual earthquakes, occupy people's minds and that the presence of close relationships in those locations has a strong effect on triggering anxiety. It should be kept in mind that this situation can cause specific scenarios

to be produced in the mind and the feeling of flow to be interrupted, as well as it can contain risks.

It is also noteworthy that some participants used different emotional expressions when describing anxiety:

“It affected my sense of security. I started questioning everything, feeling like my safety was at risk.”

We see that the lack of a safe environment triggers the participants' anxiety and makes them feel at risk. It is critical to add that when there is no sense of safety/security, the behavior of questioning everything also develops, and this questioning carries the risk of increasing anxiety.

Participants talked about their concerns as well as their children's concerns. It is critical here that children and close relationships come to mind when asked about life changes. One participant shared her child's experience as follows:

"For example, when I go to Göksun and my child sees the house, he says, 'Dad, our house was broken into.' We are experiencing these things, but they will pass. We see ourselves in the process of recovery."

We witnessed that the participant's child did not fully understand the earthquake's impact and interpreted the damage to the house as "broken". Although it is a situation interpreted from a childish point of view, it is possible to understand from his words that it also has a devastating effect on the child. Another striking element in this statement is that the participant has hope for recovery.

Another participant whose child was rescued from the rubble shares his child's experiences with these words:

"As you know, my son was trapped under the rubble during the earthquake, and his aunt and cousins died in his arms. My son was the only one who got out of the

building. He is preparing for university this year. We are trying to prepare him. If you walk fast in the house, he panics. His father is also away. These are difficult times; I do not know how we will manage."

The child's current psychological experiences from under the rubble occupy the participant's mind. The experience of being affected by an earthquake is added to the anxiety of a severe period of the child's life such as university preparation. In this respect, we can say that all family members share this experience and have a shared experience. We also see that the child panics at the slightest ground shaking and that the responsibility of calming the child's anxiety is more on the mother than on the family members.

One participant shared his children's experiences with aftershocks as follows:

"There is still that anxiety. The aftershocks continue. I mean, my youngest child, 3 years old, and my 6-year-old child were very affected. Sometimes, they cry at night and say that there is still an earthquake."

We hear parents emphasize that even though they give their children hope that the earthquake will end, their children are affected by the aftershocks repeatedly. We see that the continuation of aftershocks triggers anxiety and fear in children and strongly affects their belief that the earthquake will end. Another participant's child's experiences about the earthquake not ending and being continuous are as follows:

"The little boy is nasty. The boy always sleeps with his clothes on, I mean his shoes; he wants to sleep with everything on; he does not take them off."

We see that her little child is significantly affected by the earthquake and is constantly prepared for an earthquake with the feeling that it will happen. We understand from the participant's statements that the child wants to sleep with his clothes on to cope with his fear and anxiety. We can say that the parents take on a calming and soothing role to relieve the child's anxiety. The participant states that his child has other concerns in his daily life as follows:

“Right now, my son still does not do anything alone. He does not go to the bathroom or anything else. There is an elevator, but he does not use it; he goes down the stairs from the apartment. He either sleeps with his mother or his father. I could not be with my family for a certain period. We went back and forth at certain intervals. It was like a disadvantage during that period. However, unfortunately, the conditions of life are like that. You cannot explain it to your child, but you explain it to your wife. We’ll manage. It won’t be easy, but it is a certain thing. Unfortunately, we have to accept this. In other words, we have to continue our lives. You try to talk to your children in a language they can understand. Thank God, we got psychological support from here.”

In addition to sleeping in his clothes, we understand that the child also avoids activities that can be done alone and needs a second person to accompany him. One of the critical points here is that the participant emphasizes that he cannot be with his family. We see that this creates a disadvantage and a sense of responsibility for these behaviors in the child. When we act with the knowledge that parents are also likely to experience possible emotions such as anxiety and fear after an earthquake, we can say that the fact that these emotions are very dominant in children puts parents in a position to calm and soothe rather than experience anxiety and fear. It is also critical to add that the participant is in a conflict between financial concerns, such as continuing life, and spiritual concerns, such as supporting his family. Another participant describes the same situation with the following sentences:

"My child cannot even go to the bathroom alone. In other words, I cannot have the family relationship I want right now because my wife is in Afşin. I stay here. We cannot get together because of the conditions."

We see that the common point is that children need another person to help them ease their anxiety. On the other hand, we understand that the side of the participant who has financial concerns to continue living and the side who supports his family and wants to be with them conflict. He states he wants a family life, but some conditions prevent this. At this point, it would be meaningful to ask the following question: How can this internal conflict the participant is experiencing and the “life” he wants to live but cannot affect the

participant in the future? Can all these sentences contain a sense of guilt because they convey the meaning of carrying the responsibility alone?

We hear that while participants feel anxious, they also feel uneasy about their children and other relatives:

"At that time, we were provided with a perfect opportunity. We switched to a 6-plus six working schedule. We are with our family for at least 6 days. That is a very good thing. Now, while I am at work for three nights, especially at night instead of during the day, I would like to know if the children can manage if there is an earthquake. Can they get out? Now, my two daughters are studying; one is in Elbistan, the other is in Istanbul, and my son and wife are home. Can they get out of the building? I assume it has not collapsed. In good faith, what would happen if the building did not collapse, and they got out? I did not have a spare key for my car; I had a spare key made and gave it to my wife. If something happens, she can at least start the car; we taught her how to turn on the heater of a hot engine. We had a driver's license. She does not know how to drive much but knows how the heater works. We have become more cautious, but during this time, I still think about it when I go to bed at night. Will there be an earthquake today?"

The participant creates possible earthquake scenarios in his mind when he is not with his family. We understand that on a large scale, his concerns about how his child and spouse will act during an earthquake are very dominant. We can read from the participant's statements that taking on the responsibility of the supporting and saving role triggers anxiety when away from the family. Another participant, who stated that his spouse was significantly affected by the earthquake, says the following:

"We cannot even make sudden movements while sitting on the couch because she has psychological problems. Because she lost her nephew. My sister-in-law's legs were broken, and her treatment is still ongoing. Negativities came one after another. Sometimes people cannot explain; we cannot pronounce certain things with words."

The participant emphasizes that his wife was greatly affected by the earthquake and that the reasons for this were losses and injuries. The participant, who also stated that they avoided any action that would trigger the feeling of shaking, expressed that he had difficulty expressing some of his feelings in words. When the theme of the anxiety of

relatives was addressed, it is possible to say that the participants were always positioned in a place that provided support, tried to relieve that anxiety, and shared the same anxiety.

Things that trigger anxiety include continuing aftershocks, hearing sudden and loud noises, a family member's anxiety, being away from home, not being able to reach relatives immediately, news in the media, and expected earthquakes.

Flashbacks, as they returned to that moment and felt as if they were living it again:

"We did not lose any lives; my child and my family survived the earthquake. We got through the earthquake. There are situations where it affects us spiritually. Did the fear we experienced pass? When it comes to our minds, we still feel and experience that moment."

The participant states that although there was no loss of life, he was affected psychologically. One of the critical points here is that the participant establishes a connection between the loss of life and the situation's intensity. The participant, who stated that the earthquake occasionally comes to mind, emphasizes that he has flashbacks by returning to that moment and experiencing it.

Another participant describes how he felt emotionally numb:

"First of all, we need to be prepared. I mean, not one, five buildings. It is not clear what to do at a time when so many people are desperate. I mean, even the state could not reach, could not reach, we know. We know where one of my cousins is. We know that there are voices. It came out 78 hours later. I mean, we cannot take people there to listen. You do not have the means to do it yourself. You cannot lift the building by hand. Finally, we said, okay, 78 hours have passed; we will get out of it with the bodies. One of them was my nephew; thank God we got him out alive after 78 hours. He lost his mother, holding hands with his mother, and he got himself out alive. Moreover, the biggest chaos was when my son came to get his aunt's body; you know they are collecting the bodies now. My son gives me my phone number. I think it was the fourth day. Was it the third day or the fourth day? They got a call and said, come and get your body; this number is for this body with a number. We went to the hospital. The hospital garden is already full of thousands of corpses, not tens or hundreds, they said; where did we come to get our bodies? He said, Brother, you will open it and find it. How will we open it and find it? I remember it like this: to put it in minimum terms, I opened about four hundred funeral bags. I do not know if we are getting hardened or if God gives us patience. When you see someone, you know, you say, this one is dead too. Let me

get his number, his address, let me notify his owner, we said. I had a breakdown a month after everything was over in the earthquake. I do not remember anything during that period. What was the biggest pain? We will now bury the bodies. You cannot find the crash site; the cemeteries are not enough. I remember digging a hole with my two brothers, not a one-meter grave. We buried my sister there so that her place would be known. Because we will not be able to find it, after that, the other first-degree ones are over; we are moving on to the second-degree ones. I had a total of 16 losses. It was a difficult process.”

The participant mentions a situation he experienced in the short term, which he also calls “hardening” when asked about the change after the earthquake. When we look at the participant’s statements, we see that transactional expressions dominate without giving room to emotional expressions. When we act with the knowledge that death and death-related ceremonies are critical for the acceptance of death and the mourning process, we hear that the fact that death operates as such a mechanical process also creates hardening in the participant. The participant, who states that being exposed to hundreds of funerals and reaching his funeral paved the way for hardening, says that he also experienced a collapse one month after the earthquake. He states that digging something like a well instead of a cemetery was the most painful thing that hurt him.

Another theme that came up among trauma reactions was defense mechanisms. One of the participants shared that she first expressed her losses during the interview:

"After the earthquake, our routine changed dramatically. We lost my sister and her two children. This is the first time I have used it here. When she asks if there are any missing people, I mean my 13-year-old and 7-year-old nephews... I have never been able to say that."

When asked what has changed in your life, the participant stated that he could not accept his losses for a long time and could not express them. He noted that he had described them for the first time in the interview and could not say them until the interview. When asked what had changed in his life, the answer that he denied the loss could be read as a traumatic reaction that is still ongoing in the participant's life.

An avoidance reaction regarding the relationship established with the city can be read in the following sentences of another participant:

"For a while, like our friend X, I never went to Maraş. I have been there once or twice in the last month. For example, the Piazza (shopping mall) has opened, but I do not go into the Piazza."

It can be said that the absence of the old structure of the city is difficult to accept, that going to the town may remind one of certain destructive events, and therefore, one hesitates to go to the town. At the same time, this can trigger a sense of trust and be read as an avoidance reaction. The following words of another participant who said that he could not get used to the new structure of the city are also critical here:

"After a certain point, I could not enter the city. Whatever I needed to take, I met my friend somewhere and gave it to him. So, you cannot make sense of it."

The participant explained that he could not get used to the ruined structure of the city and that even when he had important work to do, he met somewhere else because there would be certain stimuli there. He also stated that he had difficulty making sense of this situation. This shows us that loss and mourning are not only for people but the city and culture also create mourning. We can say there is still a denial mechanism in the relationship he established with the city in all five stages of mourning. In this context, the participant shared that his well-being was also affected by the following sentences: "If I do not go to Antakya, I am fine. Because when I go, I feel terrible."

It is possible that the city affects the participant's well-being and triggers certain feelings. At this point, it would be appropriate to ask what the places remind us of and how they relate to our emotions.

Another participant stated that he used the suppression mechanism to prevent his close relationships from being affected:

"I tried not to show it to my wife. I pretended that I was not afraid of the earthquake, but I was. Nevertheless, I pretended that I was not afraid again. Because I must stand firmly on my feet, my wife can trust me and not be afraid of being around me. However, even when a dog barks, you get nervous."

Here, it is possible to say that the reason why the participant refrains from showing his anxiety and fear is because he has taken on the role of protecting his partner. Another topic of discussion is how experiencing his emotional processes by depleting his internal emotional resources can have long-term effects on individuals. The participant emphasizes the contagiousness of emotions through relationships by stating that his partner will also be anxious if he shows his anxiety.

Another trauma response that came to the fore was the theme of uncertainty. The situation created in the participant's mind by the decisions they would make regarding their life after the devastating effects of the disaster is conveyed in the following sentences:

"There is still uncertainty about what to do—being with our family daily? Yes, that is right. That is a beautiful thing. Who would not want that? However, there is also the reality of life. Some people do not see their families for months or years because of their job."

The participant discusses the critical and meaningful values in his life. While putting aside the reality that his family is away from the employee due to the changing work order in this process and that he wants to be together with them, he emphasizes that work is also a reality. It is also critical to state that the employee who creates a dichotomy between work and family life in this process has difficulty choosing one. We can state that while legitimizing this idea, he is accompanied by a comparison with people who have not seen their families for a longer time than him.

One of the experiences that the participants had after the earthquake was problems related to sexuality:

"We are having problems having children due to stress. My wife was pregnant when we went to Istanbul to celebrate our fifth anniversary. I went as a father, but we lost the baby again two days ago."

The participant stated that he had problems with his sexual life due to the stressors he experienced after the earthquake. He also noted that the stress after the quake was among the reasons why his wife had a miscarriage during pregnancy.

Another topic that came up was sleep problems. The difficulties experienced by those living in the earthquake zone and those residing outside the earthquake zone in falling asleep are common problems. A participant who still lives in the earthquake zone conveys the following sentences:

"We forgot about sleep. A year has passed. I do not even remember the last time I slept soundly. My wife is also included in this. When we go to Maraş, we stay in a container. In other words, there is only one room. My mother and I have a life there. It is not possible without going. Nevertheless, at the end of 6 days, my week off from Tufanbeyli comes, and I am dying to go to Maraş. We are going there. My wife is still not well. The cemeteries disappeared a couple of times. We dealt with them again. They spoiled our sleep. 2023 started dark for us, and the darkness ended."

The participant stated that even though a year has passed since the earthquake, he still has difficulty sleeping. He added that distressing events that remind him of the pain, such as the disappearance of cemeteries after the earthquake, are also triggers for sleep problems. The vital point to note here is that he emphasizes that although these experiences trigger difficulties, he is "dying" to go to the earthquake's epicenter.

Another participant living in Istanbul expressed his sleep-related problems with the following sentences:

"I am talking to someone. He had moved out of Istanbul because of the expected earthquake. At that moment, I could not sleep for two weeks. I immediately read something like this, I read it. A pile of information, researching something again. Then I forget it again. In other words, after such a conversation, the night rises and makes me lose my sleep; there are nights, and then I forget it again."

We see that it is not the actual earthquake, but the expected earthquake is also a factor in people's sleep problems. We can read that the participant's friend moving to another city due to the expected Istanbul earthquake reminded them of the seriousness of the situation

and that the seriousness triggered anxiety. We can state that the participant developed the behavior of reading something to cope with this anxiety and that this was a manic defense. It is clearly stated that this experience, remembered from time to time and then forgotten, causes sleep problems to the point that it is remembered. Another participant who went on holiday from Istanbul to Antakya stated the following:

"We even went to Antakya in the summer. We could not sleep long when we got together with friends there. I felt horrible, by the way."

Not being in the earthquake zone at the time of the earthquake but going to the earthquake zone from another city is also a factor in experiencing sleep problems.

One of the emotional experiences felt regarding the post-earthquake change was guilt. The feeling of guilt that a participant felt due to the illness that occurred after the damage his child received during the earthquake was as follows:

"Everyone has a fine line. The same goes for me, the child. When he got this disease permanently after the earthquake, I felt guilty and said, I wish I had not brought him to Göksun. I wish they had stayed in Maraş or another village."

The participant states that he feels guilty because he moved to the city where he moved his family. We read that the illness that happened to his child was due to the move and that he regretted not moving. What kind of an emotional experience does it cause a person to blame himself for the negative experience that happened to his child, who he emphasizes has a vital place in his life? Why does an employee who decides to live with his family in a location close to his job regret this decision? We can say that the belief that the problem his child experienced because of a major disaster such as an earthquake is due to a decision made in the past causes assertive self-judgment behavior. We can emphasize how people continue their daily lives with such a feeling, and their daily emotional experiences are issues that need to be questioned.

We heard the reason for the feeling of guilt experienced by another participant in the following words:

"And what affected me the most was this. There was no problem in my house in Avşin. I had tenants. I had to evict the tenant 2 months after the earthquake. Because I had relatives whose houses collapsed. I always put their belongings there. The landlord in Göksun evicted me too. To live there myself and not leave my relatives out, I victimized the tenants and redressed the victimization of my relatives. This upset me. I did not want to victimize anyone at that moment."

We see that the loss or damage to houses after the earthquake is not only financial but also creates problems in social relations. We hear that there is a problem in the context of power relations in the landlord-tenant relationship. We can understand from the sentences that people with power, such as landlords, victimized tenants during this period. It is critical to emphasize that it is also important to remember that landlords are also people who are affected by the earthquake and may want to live in their own homes. However, the participant's unintentional thought of victimizing tenants paves the way for a sense of guilt here. The participant evicted his tenants to find a solution to his victimization and the victimization of his relatives, and as a result, he felt guilty. This reminds us that problems in people's social relationships can also create a sense of guilt, and that people are social.

Another emotion created by material losses was resentment:

"We had a house. Now the furniture is in an empty shop, and we cannot use it. That is what wears us down the most. All of this creates bitterness inside us."

We can state that the bitterness caused by loss is not limited to the loss of living beings, but the loss of homes and belongings also creates bitterness in people. We can read that people also relate to material assets such as homes and belongings around them and attribute various meanings to them.

The last topic that came up in trauma reactions was hopelessness. One participant described losing faith in learning from mistakes as follows:

"So, the feeling that we will continue without learning lessons has turned the situation into a negative mood; it is tough."

The participants stated that they have entered a negative frame of mind that no lessons will be learned from mistakes and that they construct their perception of the future from a hopeless place regarding possible earthquakes. Another participant shares their hopelessness with a foundation they make regarding the generation:

"But we are a generation that did not learn the lessons twenty years ago. Problems that only the next few generations can solve. A sense of hopelessness also arises. I see that as why we need something to learn from. We let it go too much. In other words, we say, thank God, there is nothing to do."

It is possible to state that what creates despair in the participant is the actions not taken for the events he witnessed in the past. He emphasizes that the reason behind learning lessons is to avoid responsibility for the actions that a person can take by attributing the occurrence of disasters to a spiritual place.

4.3.2. Adaptation to Life

Among the answers given by the participants to the change question, the experiences of readjustment to life and recovery are gathered under the title of "adaptation to life". The subheadings of "being prepared for an earthquake at any time", "spatial inquiries and plans", "hope/struggle", "spiritualism – materialism", "recovery," and "collective consciousness" will be discussed. Table 4.2 shows the headings that concern this topic.

Table 4.2. Adaptation to Life

Adaptation to Life	
Being Prepared for an Earthquake at Any Time	Efforts to be prepared for a new earthquake at any time.
Making Spatial Inquiries and Plans	Searching for safer living spaces and making spatial plans.
Hope/Struggle	Motivation to fight with hope for a positive future.
Between Spiritualism and Materialism	The search for balance between spirituality and material values.

4.3.2.1. Preparedness for Earthquakes at Any Time

Accepting that Türkiye is an earthquake zone and experiencing aftershocks in many places has prepared the participants for an earthquake at any time. The following sentences from a participant are critical in this regard:

“Thoughts arose about how I could move forward or continue my family’s life more solidly and healthily. For example, how solid a house do we need to live in, how do we need to plan our lives? How do we need to protect ourselves from encountering such situations?”

The participant's thoughts about how to continue his life and the life of his family in a healthier way are based on how to cope with the reality of an earthquake. The building to live in, new life plans, and protection plans against a possible earthquake are among the issues that come to the agenda. Another participant stated the following on this subject:

"There is no such thing as an earthquake not happening. Right now, there are aftershocks even in Bingöl Karlıova. They say it will not happen in Kayseri, but it happens even in Kayseri. That is why people must consider whether the building they live in and their address are safe. I always tell my wife that there should be something we can wear when an earthquake occurs: a coat or a jacket. My wife went downstairs wearing slippers on the day of the earthquake. At that moment, you do not know what to do. However, it would be best if you still had something in sight. You need to have an earthquake bag, just in case."

The fact that Türkiye is an earthquake zone and the realities that come with it have been brought to the agenda in the participant's sentences. Especially in regions where it is said that "earthquakes do not happen", the occurrence of aftershocks has been a decisive factor in becoming aware of the seriousness of earthquakes. We see that paying attention to whether the building and place of residence are safe is prioritized. The fact that people are in a panic and do not know what to do during an earthquake has led to the idea of

always being prepared for an earthquake. An earthquake bag or some protective clothing seems essential. Another participant's views on this subject are similar:

"Right now, I have started to create scenarios in my head like what I would do if there were an earthquake. For example, I should not wear anything too thin when I go to bed at night; I should be prepared when I go out. Since I was little, they always told me to have an earthquake bag, but I had yet to do that much. I did this because of this earthquake. I also keep the whistle closer to me if I cannot reach that bag."

The February 6 earthquake, being in a winter climate, caused the participant not to wear light clothing inside the house to be prepared for the earthquake. An earthquake bag and a whistle were among the precautions he took. Another participant's statements on this subject are as follows:

"Where are the safe spots at home? For example, you should stand in front of that couch. Where shouldn't you be? What shouldn't you do? These are starting to be highlighted more clearly. For example, where are the emergency exits when my siblings and I go somewhere? Look there first, okay? Alternatively, look at the exits and pay attention to the buildings you visit. Do not go to shopping malls or the like too much, even if possible."

We also see in this participant's sentences that the feeling of physical security emerges as a need to adapt to life. Determining safe spots at home in advance and preparing public spaces for emergencies ensure physical security. Another issue that comes to the agenda is that closed public spaces (shopping malls) create security concerns. Another participant made the following statements on this subject:

"I had preparations at home for disaster situations. I reviewed them from top to bottom. I rechecked the fire extinguisher's pressure to ensure it was in the right place. I always have water in a steel water bottle next to my bed. My emergency exit route is always open. My shoes are in front of the emergency exit, etc. I reviewed them again. I re-evaluated the communication plans and individual communication plans. Do the house and apartment need to be checked or not? We have taken care of those."

While the participant emphasizes the physical needs of humans (water), he also emphasizes their social needs (communication plan). By reviewing the communication

plans, he reminds us that other people we are in contact with also need needs met in times of crisis. This can also be read as a quote that reminds us that humans are social beings.

4.3.2.2. Making Spatial Inquiries and Plans

The second theme that draws attention in the adaptation to life section is the participants' questioning of physical spaces. The first of these was the damage assessment experience:

"Our house is badly damaged. We had many arguments with the contractor. The contractor tried to say that the house was slightly damaged because he did it himself. There were two broken columns, and the contractor did not accept this. He said the house was solid. But, our house was badly damaged. He took the damage to the house to court. Three courts evaluated it. The latest report came back and said the house was badly damaged. It came back with type D damage. Our house is gone; our belongings are gone."

We see the conflict between contractors, landlords, and tenants and its consequences. We see that the contractor responsible for the materials and other parameters used in the construction of the house applied to the court to obtain a damage report, trusting in his actions, but the house arrived with severe damage. On the one hand, we see that individuals face the loss of their homes that meet their physical security needs; on the other hand, they face the loss of a place they have established an emotional bond with. It is possible to say that the mourning process becomes even more layered here. Another critical point is that the field of law also comes into play in the adaptation to life. While individuals are going through an emotionally difficult period, they are also involved in bureaucratic processes. Bureaucratic processes do not remain only on paper but have created the potential to make ground for conflict between the contractor, landlord, and tenant.

Another sub-theme accompanying the spatial inquiries section was going to a different place during the weekend activities. The following sentences from a participant are critical on this subject:

"I had an established routine there (the earthquake-affected area), I had a house, I could go whenever I wanted. The children could stay there outside of school. We cannot go there now. We go to another place from the camp (where people stay at the workplace) for a day or go every three or four weeks. We have a routine like staying one night and coming back."

We hear that the participant can no longer go to his old residence and go to a different place for activities outside of work. We also witness a change in social activities and places to socialize. One of the critical issues here is a decrease in social activity frequency outside the workplace.

Along with this issue, another issue that came to the agenda was the loss of a city/culture experienced by the participants. One participant stated the following on this issue:

"We heard they are leaving Maraş, trying to continue their lives elsewhere. Some of them have left, but still, where are we going to leave and go? Our land and environment are here; our spouses, friends, and relatives are here. There was such a thought; there was a rumor that they were leaving, and so on. But there is no such thought now. Whatever is going to happen will happen here."

We see grief for the city's loss, representing physical spaces, social habits, and close or blood-based relationships. We can also read how difficult it is to let go of these and how there is resistance. Another critical point that draws attention here is that the participant finds the statements of some people around him, "they are leaving the city," judgmental. Some symbolic values in cities are also expressed in the following sentences of a participant:

"I saw some places in Malatya were destroyed. Then I thought about it: Malatya had already suffered damage in the Elazığ earthquake. We had covered it up. Then, the first thing I saw was a mosque in the center of Malatya that was seen as a symbol. The upper part of that mosque was gone."

We see that the destruction of the symbolic structures that make up the city is another factor in the town's loss. Another participant made the following statements:

"We miss our city, and we do not want to leave because we experience those feelings again when we go there. But in the end, our mother, father, relatives are always there."

It is emphasized that returning to a city where close family ties were established creates sadness. In addition to longing for the old state of the city, the fact that the city reminds us of certain emotions also causes avoidance of the city. It can also be understood that the city reminds us of certain emotions because it contains lost relationships and values. Another participant shared the following observations about the city affected by the earthquake:

"Life has changed a lot in Iskenderun. The people I know are no longer the same. I can easily say that. If only I could bear it; those times are now."

The participant emphasizes that life has changed in Iskenderun. It is possible to say that what is meant by "life" is the synergy created by the people in the city. The participant, who states that people are not the same as before and "their lives have been taken away", describes the town as melancholic and disconnected from life with the emphasis he places on the loss of vitality.

Questioning architectural/physical structures is another sub-theme that came to the fore. This sub-theme was created when participants started questioning the architectural structures they entered and became more sensitive about houses and other physical structures. One participant said the following on this subject: "I stay away from high-rise buildings now."

The height of buildings and the number of floors have become criteria for choosing a building. Another participant stated the following:

"When concerns increased, my sister moved house. Because she did not trust the earthquake. I am moving out of my building very soon. We requested earthquake resistance tests, etc."

It is possible to say that this statement, which we hear about the anxiety caused by earthquakes, has a protective function and has triggered the move. Requesting an earthquake resistance test while questioning architectural structures is another example that can be given in questioning structures. Another precaution is as follows:

"The closet in our bedroom was not fixed, so I fixed it."

In addition to questioning architectural structures, rearranging the objects within architectural structures is another issue that comes to the agenda.

Suggesting family members to move to another city is another topic under spatial inquiries and plans. The fact that a person questions not only the structures they live in but also the structures their relatives live in shows that what constitutes a person is related to the relationships they establish with others. Anxiety is a feeling felt not only for the individual but also for their loved ones. A participant states the following:

"I am also worried about them. From what I have seen, read, and researched, another earthquake in that area is still possible. But, thank God, my father still wants to stay there, saying, "I trust the house I built myself,". Even though I specifically said let us move to a better place; let us move you. However, of course, my mind is still on them every day."

We see that anxiety originates from a self-centered place where the person thinks only of themselves and spreads to those close to them. The participant's emphasis on "my mind is on them" can be read as an emphasis indicating the anxiety he feels on their behalf. In addition, we can also state that there is a conflict between where one lives is an earthquake zone and the people's trust in the structure they have built. Although a person creates his structure, the fact that the place where he lives is an earthquake zone increases anxiety and decreases trust in the home. Another participant states the following on this subject:

"My mother lives in Avcılar, and my sister lives in an earthquake zone, for example, on the Zeytinburnu side. I live in an ancient house in Şişli. Right now, all three of us are incredibly risky. I can affect their lives by moving to a safer area."

The participant's family wants to move to a safer area. The expected Istanbul earthquake has a strong effect on this concern.

The idea of living in a different city or country is the last subtheme that came up in this regard. One participant used the following expressions:

"And honestly, it also affected my thoughts about where I would like to continue my career, whether in Türkiye or not. I do not want to live in Türkiye right now."

When the participant was asked about the changes in his life, the answer was a desire to move to a different country. Another topic that came up was a career adventure with a different country. A natural disaster has affected both the place of residence, and the processes related to the person's career.

4.3.2.3. Hope and Struggle

The theme of hope and struggle also appears as a component of the title of adaptation to life. The fact that people look to the future with more hope and their struggles has paved the way for this theme to emerge. We can see that the lack of hope and struggle is an obstacle to adaptation to life. A participant shares the following statements on this subject:

"I used to think that there was an emotional dulling. Because in Türkiye, we are no longer surprised by anything surprising, nor can we truly rejoice in joy. Nothing had come to surprise us anymore. I felt hope again when I saw the intensity of people's emotions here and when that dead soil was shaken off. In that sense, I was happy, to be honest."

The participant compares the emotional experiences in society before the earthquake with the ones after the earthquake. He states that people's emotional reactions before the quake were less intense and emotionally duller. He calls this situation, which he refers to as emotional dullness or emotional numbness, emotional dulling. He assumes that when emotional dulling is so intense, people's reactions to the earthquake will parallel this situation. On the contrary, hope arises when people's emotional responses can be felt. At

this point, any positive or negative response to a problem turns into hope. It is evident that not reacting feeds hopelessness even more. Another participant's views on this subject are as follows:

"On the other hand, we need to hold on to life. We have children, mothers, and fathers in our lives. Some so many people need to be taken care of and in need. For these reasons, we need to hold on to life and fight. That's why I'm trying to hold on tightly to the future. I'm fighting."

Another thing that is effective in forming hope and struggle is remembering the existence of other people with whom one is in a relationship. Being responsible for other people's lives becomes a factor in the battle.

4.3.2.4. Between Spiritualism and Materialism

Another discussion that came up among the participants was spiritualism and materialism. While some participants looked at the world from a more materialistic and materialistic perspective, spiritualism became more dominant for some. One of the issues that came up was needing to care about materialism.

The following statements by a participant on this issue are critical:

"Before the earthquake, I had concerns like this: How can I buy a second house? How can I get a more luxurious car? Now, I do not have concerns. Let me eat what I earn today. Let me not put money aside. What will happen tomorrow is uncertain. I learned to enjoy life. I learned to live in the moment. I used to have plans. For a week, a month, a year. I had plans for myself, for my family, for work. Like, let's have the maintenance done here in a week. Even at work now, I do not leave some things for a week. If we can, let's do it now. Otherwise, I started saying that God is gracious in a week. I'm like that in my normal life, too. Let's eat this today, let's eat that today; I look at it with uncertainty about what will happen tomorrow. I wonder if it's good or bad. I'm thinking of continuing like this for a few years."

We are witnessing an attitude like the experiences under the subheading of hope and struggle, both before and after the earthquake. The participant states that financial concerns were more dominant before the quake, such as buying a second house or

upgrading the model of the car. On the other hand, we are currently seeing a more here-and-now-focused approach. The phrase “what will happen tomorrow is uncertain” comes first among the things that constitute this. From the participant’s statements, we understand that a natural disaster beyond one’s control draws people to the “here and now”. Another participant whose relative lost a home used the following expressions:

"I do not invest. I do not have such thoughts anymore because I had such a thought, but it has gone. My father had taken out a 10-year loan for the house; he had 6 months left. It was gone in 15 seconds. So, he could be gone. I plan my life weekly and live. I left it for the long term."

We hear that the participant's father took out a loan to buy a house, but the house was demolished in the last stages of the loan payments, and his financial situation should have been addressed. We hear that instead of making long-term plans, "weekly plans" dominate the participant's life.

We can emphasize that the common theme in both quotes is to abandon planned financial investments for the future. An uncertain future perception and the fear of losing economic security instantly can create this perception. It is also clearly seen that an event with a traumatic effect, such as an earthquake, can either wholly erase or postpone plans. It should be remembered that security concerns and focusing on the recovery process can also cause long-term plans to be suspended.

Another theme in the discussion of spiritualism and materialism was gratitude. One participant made the following statement on this subject:

"Many of our dreams are gone, but our biggest prayer is that our spouse, friend, friend or acquaintance is alive. Thank God, no one was hurt."

The fact that his loved ones were alive relieved the participant's anxiety about this situation and created a feeling of gratitude. The presence of loved ones and relatives or the anxiety of losing them can bring about many feelings. Although the participant stated

that many of his dreams were destroyed, he said that having his loved ones alive was more important than many things.

Another theme that came up was the loss of meaning. One participant made the following statement:

"We have either turned to too much spirituality, or we have become completely devoid of spirituality. We used to be more balanced. In other words, our balance has been disrupted."

The participant states that he lost the material and spiritual balance he had in the past. After the earthquake, we hear that turning to either more spirituality or more materiality created an extreme perception. This loss of balance shakes the individual's world of meaning and points to the previous loss of stability. Again, we see that the earthquake caused a significant break in the search for existential meaning and caused a change in how he related to the world.

Turning to spiritualism is another theme that comes up in this context. A participant shares the following statements on this subject:

"I normally have a scientific perspective, but when I saw someone being saved from a small corner in a 10-storey building and someone dying in a 2-storey building, I changed slightly. I mean, there is something. We always say that there must be a creator if there is nothing. So, something like that happened a little more, and that side of mine started to come alive."

These sentences show that the participant's spiritual search was strengthened after the earthquake. Although the participant emphasized that he approached the events with a more "scientific" and provable perspective before the quake, he stated that this changed after the earthquake. The spiritual side of the participant, who found it difficult to explain the survivors and the loss with scientific reality, has been revived. We hear that the revival of his spiritual side also caused him to believe in a deeper and stronger creator. We can interpret this as a discourse explaining that events that people think are beyond their control effectively turn to spiritualism.

Turning to materialism was also on the agenda, and one participant stated the following:

"I adopted a more materialistic approach after Covid and the earthquake. I mean, these are all due to lack of science and to thinking too spiritually."

We see that during traumatic events such as COVID-19 and earthquakes that affect a large part of society, the person has a more materialistic worldview. The participant states that spiritualism does not alleviate the devastating effects of crises or disasters, and ignoring scientific realities contributes to such crises being experienced more severely. An approach that is more measurable, controllable, and should be built on more rational foundations is at the forefront of the participant's statements.

4.3.2.5. Collective Consciousness

The theme of "collective consciousness" emerged as the participants felt social bonds and feelings of solidarity during and after the earthquake. The statements of many participants emphasize that the sense of solidarity and collective consciousness were strengthened after the quake. One participant made the following statements:

"I felt very much that we, as a collective, were emotionally connected, even though we had never met. That sense of solidarity made me more hopeful, and I took action to see what I could do for this collective consciousness."

The participant stated that people do not need to know each other to be in solidarity. It is critical to emphasize that people create a sense of unity even without knowing each other. We see that this sense of unity and emotional bond revives hope. In addition, being in solidarity has an impact on the future. The participant is both questioning and acting for the future to further strengthen the collective consciousness. Another participant shares the following on this subject:

"It affected me that people were running around for each other, for people they didn't even know, and then I thought that we shouldn't take too long for straightforward things, for simple resentments we experience daily. I started spending more time with my loved ones. The possibility that I might be with them

one day and they might not be there the next day started to come to my mind more often. In this sense, it also brought me something positive."

Here, we see the individual reflections of collective consciousness on the participant's life. It has a transformative effect beyond reflection. The solidarity and collective efforts experienced in the social sense have taught us to look at the problems encountered in daily life differently. The participant has learned not to prolong resentments and to hold fewer grudges. At the same time, he emphasizes that he has included more time and investment in his loved ones in his plans. Themes such as the collective consciousness creating awareness in individual life practices and people re-evaluating their life priorities stand out. Another participant's statements on this subject are also critical:

"Seeing what we can do together in solidarity and that sense of mobilization gave me hope. I thought that people who were so helpless could be saved easily with help and solidarity."

Participant emphasizes that the spirit and power created by participatory solidarity mobilizes people. He states that even in difficult times or moments of helplessness, collective consciousness, and cooperation have a redemptive effect on people. This situation serves social peace and strengthens hope and trust.

4.3.2.6. Perception of the Future

The earthquake also altered employees' perceptions of the future. The disaster prompted a reevaluation of personal and professional goals, priorities, and values. This sub-theme is divided into several sub-themes:

Many employees expressed a heightened concern for the well-being of their families, focusing on securing a stable and healthy future for their loved ones.

A participant shares the following about ensuring a healthy future for their loved ones:

"Until the earthquake happened, I was living day by day, like the Russians. I used to say, 'If today is here, eat; if tomorrow comes, eat; if it doesn't, then there is nothing anyway.' But, now, I have started thinking the exact opposite. Because these children should have a future. We are currently in our middle ages, and we say we have seen and experienced things, and it's over, but the next generation has yet to start to see things. They have not even started; they have not begun to see."

The uncertainty and unpredictability following the earthquake increased anxiety about the future, affecting personal and professional outlooks.

A participant made the following statement about anxiety about the future:

"... financial worries also prevent me from thinking about a few years ahead."

Employees reevaluated their understanding of the future, contemplating the broader implications of their experiences and what they aspire to achieve moving forward.

An employee shares the following about what the future means:

"We could not leave the house we paid a fortune for. That is why I do not think it is very valuable. I have started thinking daily rather than in the long term."

This sub-theme captures the uncertainty and hope that characterized employees' outlooks post-earthquake. It underscores the need for organizations to foster a supportive environment that encourages open dialogue about plans and aspirations and to offer resources that help employees build a positive and resilient mindset moving forward.

4.4. Organizational Interventions

Organizational interventions during the earthquake period were one of the themes that came up with the participants. Organizational interventions were divided into four categories, under the titles of short-term, medium, and long-term organizational interventions, the impact of organizational interventions on employees, and what could have been done better (Figure 4.6).

Figure 4.6. Sub-themes of “Organizational Interventions”

Impact of Organizational Interventions on Employees
• Experiencing Relief and Inclusion • Strengthening the Feeling of Belonging/Commitment • Nurturing Positive Feelings • Perception of a Sustainable/Agile Organization

4.4.1. Short-term Organizational Interventions

In due time, organizational interventions are acute in the needs period according to what is being planned.

"One of the positive aspects that I remember is that we also influenced our stakeholders. For example, when the companies we worked with as partners said, for example, Y, there was no water on this side, they sent that water, etc., that was significant."

The participant states that they are in contact with stakeholder companies and that support is provided in meeting basic needs. He states that this is one of the positive interventions he remembers from the post-earthquake period and that communication and cooperation with stakeholders are critical.

Participants stated that they found the company's call to gather in the camp area as one of the short-term organizational interventions after the earthquake to be very important. This opportunity must be provided to their families. It is vital to provide this support when many basic needs, such as shelter and safety, cannot be met. Participants' statements in this dimension are as follows:

"We went home in fear, and when my wife came downstairs, they called from her workplace and said you can come to work. They had said that during the first earthquake, too. When we were wondering what to do, we remembered this place. Then we came here."

"I mean, I liked that immediate action was taken on the day of the earthquake. After the second earthquake, the news came, and the authorities called. They said you can come to the power plant, you can bring your family. They welcomed us. We have nowhere else to go anyway. I mean, it is a massive company. Everyone's embrace is open. So we victim " he did not."

"Initially, getting all the teams to the camp and making that organization was the priority. Because, at that stage, survival and safety were everyone's top priorities. At first, my first thought was to make that organization quickly and send and bring the teams here."

Short in due time, organizational interventions from everyone informed to be participants in their discourse partnership creator from themes someone aspect in front of us A participant emerges This in this way expression states :

"This is awesome. One speed, I am very new, "My staff said. Apart from the staff at the power plant in the Maraş region, I am both in Istanbul and a new staff. It was very pleasing to have such a quick reaction."

The participant states that although he does not live in the earthquake zone, the company calls him and asks about his needs because his relatives are there. He states that he attaches importance to the organization being organized in the short term.

4.4.1.1. Technical Solutions

When we look at the scope of organizational interventions, the technical solutions offered are an essential support element in providing basic needs and security. This intervention should be considered as identifying physical needs immediately after the incident, one of the stages of psychological first aid, and supporting meeting these needs. Technical solutions are examined under the headings of activating tripped units, arranging vehicles to go to the earthquake zone, and sending aid trucks and generators.

The participant, who stated that a vehicle was arranged to go to the earthquake zone as a technical solution, expressed his approach as follows:

"When I explained my organization, they said, 'Do not drive; you may not be in a good mood. Let us arrange a vehicle; let us go and get it.' They said that directly. This is a tremendous speed for me; I am a new employee."

4.4.1.2. Addressing Basic Needs through Rapid Solutions

The participant states that the materials needed for rescue efforts in the earthquake area were collected and sent to the region with aid trucks. He states that all this support was provided quickly and that material and moral support was provided.

The participant, who noted that basic needs vary based on the daily routine, highlighted the need for support with the following statement:

"At that point, one of them was a funeral bag."

The need for funeral bags during an earthquake is identified as a critical requirement to mitigate risks, such as preventing epidemics. The participant emphasized that basic needs can differ and suggested that such necessities should be incorporated into preparedness plans."

One of the important focal points in approaches to basic needs during times of crisis, such as earthquakes, is meeting physical needs. When talking about meeting physical needs, one participant emphasizes the support provided to relatives and expresses his experience as follows:

"We had small children. Food, diapers, and even boots and socks were provided. Because we came home as soon as we left. Our children were provided with everything from diapers to food."

Determining, providing, and directing all necessary needs are among the important processes that must be managed during crises. It is critical to provide as much support as employees and their relatives can provide in the region where they are in the sphere of influence. The fact that the support given to their relatives is primarily included in the

participants' statements and that relatives are included in the emerging themes expresses this importance.

Despite the many aids provided in the earthquake region, the fact that the needs in the region are not sufficiently met creates the need for organizations to participate in these support mechanisms. The participant, who mentioned the company's support for basic needs, expressed the support he benefited from as follows:

"After the earthquake, we first came here, then we went to Maraş. The food there was very different from here. It was much better here. After that, they asked if we needed anything from here. In other words, we were fortunate compared to those left outside. For example, there was a bathroom here; some people had not taken a bath for days. Water was a big thing; food was the same. In other words, this place was a great blessing."

Regarding meeting, planning, and providing basic needs, it is critical to directly contact those in need and ask them if they have any other needs. People who have been exposed to traumatic life experiences such as earthquakes may have difficulty in communication. As the participant stated, asking the people who will receive support about their needs is very important.

A participant shares his experience regarding the presence and support of all levels of the organization while creating support mechanisms as follows:

"I remember a period when there was an effort to open bakeries and make bread. I witnessed Ms. X talking on the phone about bread like a spirit. The dialogue of how to open bakeries affected me from a more fundamental point of view."

Support mechanisms affect the people in the earthquake zone and the entire organization at a macro level. While sharing his observations on this subject, the participant mentions how much the effort made to reach support affected him.

"Hot meals were brought out; three hot meals were eaten. Supplements were made between meals if you were not full in three meals. It was cold outside, but inside, it was too hot. We warmed up here."

When the participant mentions that their need for hot food is met, they express that the effect of meeting their physical needs is not only physical. They state that a warm environment is created with this support and that they feel in a safe environment from a psychosocial perspective.

A participant who helped earthquake victims in the region shared his experiences in the region as follows:

" I tried to direct them there as much as possible because hot food does not only mean filling their stomachs. Again, I tried to direct my friends to the distribution points of different companies as well as to the distribution points of other companies, not only in Maraş but also Hatay."

One of the most important points in devastating life experiences such as earthquakes is strengthening social support mechanisms. Meeting physical needs does not only remain physical, but also creates a strengthening effect in psychosocial terms by providing contact. The participant states that many organizations are in the region and direct earthquake victims to the organizations and work in cooperation.

The earthquake victim participant describes the moments when he encountered people from his own company coming for support while helping others in the region:

"I had some work to do there; the 3rd floor of my house collapsed. My floor was at the entrance; they stole my stuff. I was helping with the work there. It was noon. A big pickup truck pulled up. I saw that our company had brought food from other basins. I did not say anything; I went straight to help them. I saw that they knew from the coat I was wearing. No one was talking, but the help was continuing. The biggest shot I will never forget."

The participant stated that organizations, communities, and individuals in the earthquake zone focused solely on aid, regardless of their identities. He said he could never forget encountering people from his company in the earthquake zone.

Shelter is among the most important needs in earthquake conditions. Shelter is related to many psychosocial parameters, such as feeling safe and belonging. Providing

accommodation in the organization's camp area is one of the important steps in meeting the basic needs of employees and their relatives.

The participant who met the need for accommodation in the organization's camp area shares his experience as follows:

"We had to struggle to establish a new order. Our home was destroyed. We had to rebuild something. First of all, we needed shelter. Thank you very much. You helped us with this. Our shelter here was much better than other people's shelters. Because some people could not find tents, some waited in their cars in the snow and cold, trying to arrange soup or food for their children and find food. You save your life, but outside, this time, the struggle for survival begins."

The participant, who stated that the struggle for survival began after the earthquake, mentioned the importance of the organization planning to meet the shelter needs in this struggle.

The participant, who stated that health needs were determined after the shelter needs were met, expressed his experience as follows:

"After our accommodations were arranged, they asked us to notify our relatives, ourselves, or our children if we had any health problems or needed to use medication regularly. The medication was provided."

One of the critical issues is the recognition of newcomers to the organization. Ensuring justice and fairness in meeting the needs during times of crisis and the values while working with a vulnerable group affected by a crisis..... The participant expresses both the sense of value given to him and his surprise that they reached out to him despite being very new to the organization. It is seen that keeping the demographic information of all employees up to date and having data in a digital system is very important.

Knowing the area/region in which you are in the sphere of influence has a facilitating effect on interventions during times of crisis. A participant made the following statements while talking about aid trucks:

"We, as X, saw and witnessed an incredible and fast organization at our workplace. All the resources we had were collected in a very, very short time. The address and place they were going to be known as an incredible organization quickly. Pinpoint. Each one was sent to the regions in need, and what kind of organization it was, we were hoping that these materials would not come back; you have no hope at that moment; of course, you are helping, but you think they will not come back, but these materials did their job and came to us again. Thank you very much. There was serious help regarding all kinds of material and moral support. There was incredible work in the field and incredible effort. I say may God bless them all in this way."

4.4.1.3. Psychological First Aid

Psychological first aid is one of the early psychosocial intervention methods during or after events that negatively affect the social level. The participants' statements under the title of psychological first aid are grouped as follows: Recommending reliable support sources, asking how things are by phone.

A participant expresses his experience regarding psychological first-aid processes as follows:

"Then the first thing that comes to my mind is psychological support not only for adults but also for children, especially sending pedagogues. It has had a great impact on those teams and people. Because there is inevitably thinking about things that stem from health."

The participant, who mentioned the importance of psychological support in this process, stated that not only adults but also children benefit from this support from experts.

One of the steps of psychological first aid is to recommend reliable support sources for people's needs. Natural disasters such as earthquakes make it difficult for people to reach reliable support sources. Providing this support is critical to facilitate communication and access to support.

One of the participants who does not live in the earthquake zone stated that he directed those in the earthquake zone to reliable sources for help and that he used social media as a tool for this:

"I was informed about almost everything the company did. Because as I said, since there were so many friends and acquaintances there, I saw myself as a source in terms of communication, I immediately got informed and worked on showing the right place to those in need. I also constantly confirmed these shared numbers during this process. In other words, I assigned myself a duty and confirmed them to correct the shares. If there was a wrong contact number, I tried to convey the sources we trusted as much as possible so that people would not transfer it to the wrong place with a communication tool they could barely find in that chaos anyway."

Earthquakes have a macro effect, not just on those living in that area. To cope with these adverse effects, the participant states that he uses directing those needing reliable resources as a tool. In times of intense helplessness, feeling useful, providing support, and being a remedy are also very important for his well-being.

Psychological first aid is among the critical practices for restoring social functioning. Active listening is one of the steps of psychological first aid.

The participant, who stated that calling him on the phone and asking how he was doing both made him aware of the support and created a social support effect, expressed his experience as follows:

"Some things are not on our minds, in any case. Yes, I called someone on the phone when the second earthquake started, but the number was not registered. I do not know who it is, but she is calling insistently. With my children in my arms, I answered the phone with fear because I was afraid of my mother and father. It was Mrs. X, our assistant general manager. I mean, I felt very different. She called me, asked me what I was doing, how I was, and where I was now, and I could not hang up. I was going down the stairs at that time, all the shouting; I believe she heard everything, too."

The participant states that he witnessed the entire experience of the person who called him. He states that he asked how he was and what his needs were. He states that he was particularly impressed by the fact that he was included in the communication network of the upper management.

The participants, who stated that they called and asked about their needs, expressed that they now see the institution as a family as follows:

"First of all, X (institution name), believe me, it no longer means X; I find it more pleasant to call it family. People call their loved ones first; thank God, X is the first one to call us. I can list names. We had so many people call us, from top to bottom; let me put it that way. They provided us with incredible support during this process. We were in constant telephone dialogue about what could be done and what could be done."

The participant, who stated that the institution constantly calls and produces solutions to meet its needs, expressed that people first call their relatives in difficult times. Based on this, he expressed his closeness to the institution.

4.4.1.4. Mobilization of the Entire Company

Participants report that the entire company was mobilized to support and aid the earthquake zone. The sub-dimensions of the mobilization of the whole company include aid provided to earthquake zones other than power plants, managers allowing them to stay elsewhere temporarily, colleagues going to different regions for support, and senior management being in the earthquake zone and participating in aid. The participant, who stated that there were earthquake activities in the central office outside the earthquake zone, shares what he remembers from that day as follows:

"For example, there was a photo here; one day, everyone was packing the aid in the playroom. No announcement was made, no announcement was made. There were only boxes, and suddenly, many of our friends gathered there voluntarily, and everyone worked with such solidarity until the boxes were packed to the front door."

The participant states that the mobilization of the entire company is one of the photographs that remain in his mind from that period. It is seen that acting with social support and a sense of community has a healing effect.

4.4.2. Organizational Interventions in the Medium and Long-Term

After the earthquake, organizational interventions are needed in the medium and long term. In this context, the statements from the participants are grouped as moving logistics

fee support, changing the working order, psychosocial support, rent support for various locations, Our Energy Education platform, and action plan.

4.4.2.1. Moving Logistics Fee Support

The participant, who stated that support was provided for employees whose homes were destroyed or damaged after the earthquake and who wanted to move their homes, shared his experience as follows:

"There was also a situation like this. During the move, great financial support was provided for those who wanted to move their families and homes. I mean, it was very nice. I do not know; it was very nice for me. Because you do not think about money at that moment, but without that money, nothing happens. I mean, you saved your life, then you worry about your money. You look for a place to lay your head. The company helped us with that, too. I mean, we moved our home, and they paid the fee."

In addition to moral support, the importance of sustainable support in meeting basic needs is critical. The participant states that the company's support for his housing needs greatly benefits him.

4.4.2.2. Adjusting the Work Schedule

In experiences that can be called organizational trauma, understanding the needs of employees regarding working conditions is critical. Participants state that the change in working order provides them with comfort. Organizing and changing working conditions according to their needs is crucial for psychosocial health and safety. In this context, participants switched to a 6-6 working order, working six days and taking six days off, and continued with this working order for 18 months. They stated they gained time to deal with housing problems and support their families during this process.

One participant expressed his thoughts about changing the working order as follows:

"We pray for you a lot. I mean, if these 6-6 studies had not happened. We ask ourselves this question. What would we do? At least, thanks to you, we can say that our worries have been halved for a year and a half."

The participant emphasizes that his post-earthquake anxiety decreased with the change in his work order and that he would have faced many difficulties if his work order had not changed.

4.4.2.3. Psychosocial Support

After psychological first aid, people in need must be directed to relevant support mechanisms. Psychosocial support to employees and relatives has an important role here. Creating a mechanism that can respond to employees' and their relatives' needs after trauma allows employees to be empowered.

One participant shared his experience of the psychosocial support mechanism, which is one of the organizational interventions in the medium/long term after the earthquake, as follows:

"I have a nephew; he is very young; he heard the debris there, the sounds coming from the debris, etc. He went through a bit of a trauma. Then I came and said what can we do. The psychologist met with my nephew about ten times; it was perfect for my nephew. I felt perfect there too."

The participant does not live in the earthquake zone, but his relatives live in the earthquake zone. He states that the psychological support provided to his relative also benefited him.

4.4.2.4. Rental Support for Various Locations

The participant, who stated that the company provided rental support in terms of shelter solutions after the earthquake, said the following:

"I remember the rent assistance; I think it's still ongoing. The change in working order after the earthquake, the food assistance, that's it."

It is critical to ensure sustainability, planning and continuity of many supports. Earthquake experience is a process that affects routine life order; reestablishing this routine is very effective on well-being.

4.4.2.5. Specifying the Duration of Residency in the Campsite for Families

The company has a campsite. This campsite was opened to families after the earthquake to meet their shelter needs. However, some participants stated that they thought the campsite should be open to families longer. One participant expressed his desire for this period to be extended as follows:

"I mean, we stayed here for 1 month, but 1 month and 40 days, 3 months in a tent. I mean, we wish we could have stayed here for three more months or one more month, but it did not happen anyway; we stayed for 1 month and 40 days. May God bless you. I mean, it is very difficult to live in this tent. I stayed for 3 months. May God not let anyone go through that again."

The participant stated that he could stay with his family in the camp area for 40 days but then had to stay in a tent. He stated that the extension of this period had a facilitating effect on their return to their routine lives.

4.4.2.6. “Our Energy Training Platform”

There are many areas where all units of the companies can come into contact with their knowledge and competencies during the earthquake period. One participant expressed his thoughts on the support provided by the company's training unit at this point as follows:

"Courses, courses for students. For example, the Energy for Education platform was designed. Support was provided to friends living there to support the

educational needs and needs of the children affected by the earthquake. These were very important."

The participant emphasizes that the support provided by the company is not only for employees and their relatives but also for all children in the region and states that solutions are also produced for educational needs.

4.4.2.7. Action Plan

The criticality of the action plan for the earthquake and possible subsequent crises is one of the topics that came up in the interviews. A participant who stated that one of the focal points in the long-term organizational interventions theme is the action plan expressed his thoughts on the action plan as follows:

"But they were very clear about information and feedback. The company was clear about what was being done at that point, what steps were being taken, how employees would be supported, how much support would be given, the relocation, etc."

All interventions must be written down, action plans are ready, and a workable, sustainable plan is included. Earthquake experiences can trigger feelings of insecurity, helplessness, risks to predictability, and anxiety. At this point, the clarity and transparency of all processes regarding the action plan and the transfer of support mechanisms are among the points that need to be focused on.

4.5. Impact of Organizational Interventions on Employees

The impact of organizational interventions on employees in the short, medium, and long term has been questioned, and specific themes have emerged. We can see this more clearly in Table 4.3:

Table 4.3. Impact of Organizational Interventions on Employees

THEME	SUB-THEME	SEGMENT EXAMPLE
The Feeling of Embracing the Environment	Relaxation	"It was a bit of a relief, to be honest. It was a relief to me that there was strong support for people in the region to get through that earthquake with minimal damage."
	Sincerity	"For example, during these times of disaster, many companies say they did this, they did that, but the backstory is false... During times of disaster, you can understand how sincere they are. Because it makes a big difference whether something is done in words or essence."
	Trust/Inclusive	"It's something to be proud of that the company is trying to be at every point it can, beyond just taking ownership of its employees."
Strengthening the Feeling of Belonging/Commitment	Be proud	"I was deeply proud of my company."
	Establishing a bond of love	"Every company was involved and a part of it. But these issues are tried to be presented as social responsibility issues. We did not do that and established a heart-to-heart connection during that process."
	Feeling like family	"The most important thing was to feel again that we are a family here. That gave me strength, honestly. I am grateful."
Nurturing Positive Feelings	"A company has to do this."	"I think we sense that a company should do this."
	"It felt important."	"As a company, it felt important to be part of an organization that tries to contribute to the region in which it is located."
	The feeling that interventions are made with good intentions	"The company tried to do everything it was supposed to do in good faith."
Perception of a Sustainable/Agile Organization	It feels good to be long-term.	"The sustainability and continuity of this aid also gave people confidence."

The effects of organizational interventions after the earthquake on employees are grouped under four main headings.

4.5.1. Experiencing Relief and Inclusion

Participants felt relief, warmth, and trust/in an inclusive environment due to the organizational interventions after the earthquake.

The first statement, "It felt a bit of a relief, frankly. It was a relief to see strong support for people in the region to get through that earthquake with minimal damage. " clearly indicates that the support provided by the organization had a relief effect on employees outside the regions not affected by the earthquake. It is critical that employees think about the physical conditions of their colleagues in the earthquake zone and that the help they receive from the institution they work for relieves them and themselves. This shows how intense the cognitive and emotional demands are in working life during this crisis period through social factors. Employees thinking about their colleagues in the earthquake zone while working requires them to make extra cognitive and emotional effort. In this way, the organizational intervention provided a resource for the mental and emotional demands of those directly affected by the crisis and those indirectly affected. Thus, we see that the difficult conditions the individual is in are alleviated, increasing the feeling of relief during a period with a high potential for trauma.

The second statement the importance of sincerity:

"For example, during these disaster periods, many companies say they did this, they did that, but the backstory is very vague... You can tell how sincere they are during disasters because it makes a big difference whether something is done in words or essence. "

The employee, who distinguishes between sincerity or insincerity of the organizations' interventions during disasters, states that his institution is sincere. Perhaps the question to ask here is when and how institutions provide the aid they provide during the crisis to the media. For example, is there a difference between advertising while the crisis is ongoing and doing it three months later? Or does it make a difference if the aid is served exaggeratedly or if it is served with a more neutral discourse?

In the third statement, " It is a matter of pride that the company tries to be at every point it can, apart from just taking care of its employees. " The statement is about the organization extending a helping hand to its employees and the regions affected by the earthquake and displaying an inclusive attitude. The pride of this sense of trust and inclusiveness is also striking in the participant's statements. The organization's generous/other-thinking attitude is inclusive and a matter of pride.

We see that creating a sense of inclusive environment lies in meeting the needs of employees, meeting these needs sincerely and genuinely, and observing social well-being.

4.5.2. Strengthening the Feeling of Belonging/Commitment

We heard that the employees' sense of belonging to the organization heightened due to the interventions made during the earthquake. This theme reveals the deepening of the bond established with the organization and the reflections of this depth.

"I was proud of my company from the bottom of my heart " emphasizes that the attitudes and behaviors displayed by the organization during a crisis create a sense of pride. We can say that this is not limited to being done from a professional place but also spreads with the support an organization provides to society and its employees in difficult times. Thus, the organization provides financial livelihood and a structure with specific values.

In the second statement, "Every company was involved; they were a part of it. However, these issues are tried to be presented as social responsibility issues. We did not do that and established a heart-to-heart connection during that process." This brings the theme of establishing a heart-to-heart connection to the forefront. He states that other institutions he compared gained visibility by presenting their practices in times of crisis as social responsibility projects. On the other hand, he emphasizes that his institution exhibited a more sincere approach. He emphasizes that it establishes a heart-to-heart connection by establishing an emotional connection rather than being visible. We also read this statement's reflections on a deep bond with the organization.

The statement, "The most important thing was to feel like we were a family here again. Frankly, this gave me strength. I am grateful." brought the theme of feeling like a family to the forefront. We can say that the organization did not make people feel alone in eliminating the feeling of helplessness, and seeking help during a crisis gave employees emotional and psychological strength. The fact that people felt this way about the family, which was the first sociological institution where unconditional love was provided, may be related to their likening the organization to a family. This support increases the resilience of employees and strengthens their loyalty.

Employees' expressions of pride, bonding, and feeling like family are potent expressions of commitment and belonging. It can be said that the sincere approach shown by the organization in times of crisis causes pride and bonding. An environment where unconditional care and needs are met reinforces feeling like family. These also have substantial effects on commitment and belonging.

4.5.3. Nurturing Positive Feelings

One of the effects of the organizational interventions made after the earthquake is that they nurtured positive feelings in employees.

"I think a perception arose within us that a company should do this ." reflects the perception that an organization should take responsibility during a crisis, the theme of "a company should do this". The statement, which explains the importance of taking responsibility and how it is done, shows that the employees' organization is an example. On the other hand, this expectation can be read as a statement that reflects the perception of responsibility that not only employees in the organization but also society generally expects from an organization.

The second statement, "It made me feel important to be in an organization that tries to contribute to the region it is in as a company," caused the employee to feel valued. The theme "made me feel important" came to the fore. The organization became a part of this process by creating a social benefit, contributing to the region, and making its employees feel important. The fact that the organization creates social benefits and that employees

contribute to the society they belong to outside the organization gives the employees the feeling that they not only belong to the organization but also play a meaningful role in the social context. It is possible to say that this feeling strengthens the employees' commitment to their organizations.

The third statement, "The company tried to do everything it was supposed to do in good faith," reveals the theme of the feeling that interventions were made in good faith. In a crisis, the feeling that the organization is acting in good faith can strengthen organizational commitment. Here, good faith must be understood and felt by employees. It should not be forgotten that interventions made in good faith can increase trust in the organization.

We can see that the perception that an organization should take responsibility in times of crisis and how this responsibility is implemented makes employees valuable. Employees felt personally and socially crucial with the help the organization provided to them and the regions affected by the earthquake. Shared positive feelings increased employees' organizational commitment and made them perceive organizations as structures with a human dimension rather than a professional structure.

4.5.4. Perception of a Sustainable/Agile Organization

The fact that the interventions made after the earthquake were not limited to short-term solutions but also included long-term planning effectively created a sustainable/agile organization perception among employees.

“The sustainability and continuity of these aids also really gave people confidence.”

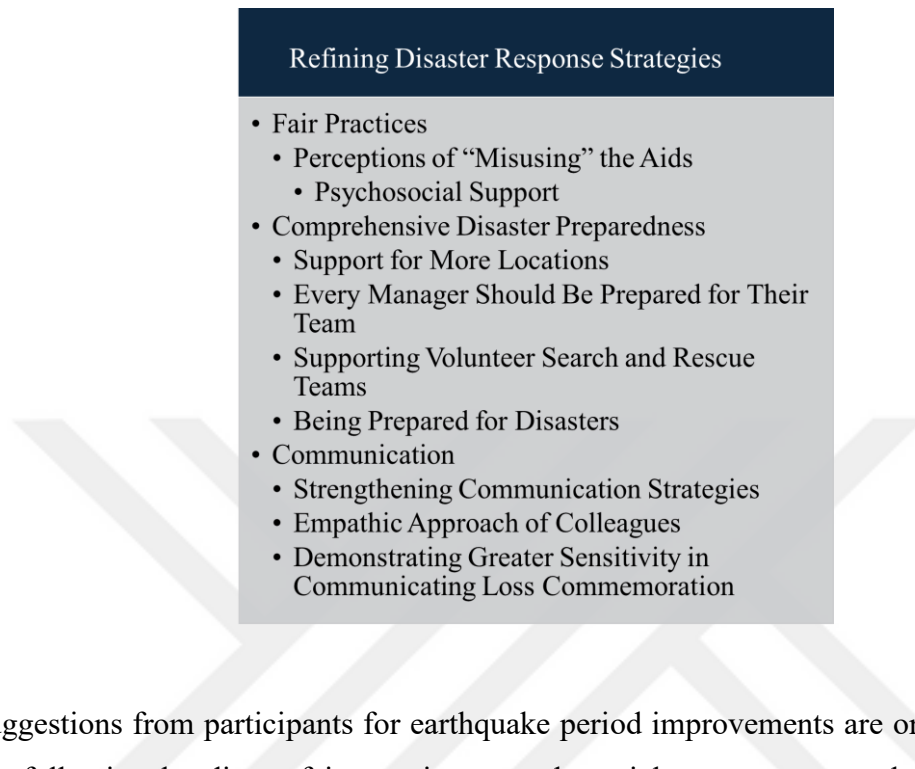
created the theme that it felt good that the interventions were long-term. The fact that the interventions made during the crisis were positioned beyond the short term and included plans for the future shows that employees felt safe.

Sustainability encompasses more than just short-term and immediate interventions taken in emergencies. Providing aid in the long term, spreading it throughout the process, and ensuring its continuity has increased employees' trust in the organization. It is obvious that short-term interventions are effective in meeting the primary needs, but disasters can potentially have a devastating effect in the long term. For this reason, long-term interventions calm employees' concerns about the future and create a sense of trust in their future. This trust goes beyond just covering themselves individually and leads them to evaluate the general structure of the organization and its capacity to manage crises positively. Employees with sustainable solutions feel that these interventions are not one-time, but a continuous support mechanism exists. Feeling that the organization is prepared for different crises and difficulties can be read as a prerequisite for working safely. It also contributes significantly to the recovery process by nurturing hope.

4.6. Refining Disaster Response Strategies

The participants were asked for input on what could have been done better or differently during the processes. Their responses were categorized under themes related to the earthquake period and future improvements (Figure 4.7).

Figure 4.7. Sub-themes of “Refining Disaster Response Strategies”



Suggestions from participants for earthquake period improvements are organized under the following headings: fair practices, psychosocial support, comprehensive disaster preparedness, addressing basic needs, and communication strategies.

4.6.1. Fair Practices

As one of the participants mentioned:

"Physical and psychological trust can be significantly shaken during crises, such as earthquakes; ensuring psychosocial health and safety through fair practices is critical. Providing aid and support fairly and equitably helps rebuild trust. One participant highlighted the importance of fairness in support distribution, emphasizing that white-collar workers benefitted equally from the available aid. This equal access contributed to fairness and inclusion among all employees."

It is critical that support practices are included in all employees and that this is considered. One participant shares the experiences of white-collar employees as follows:

"However, a point that is being overlooked is that the white-collar employees, let us not say excluded from the scope but kept away. Because our families may not have been directly affected during that process, but we were here as a result, I can say that. That is all I can think of for now."

The participant states that his family is not in the area, and he does not live in this area. However, he also states that he has specific needs and feels he is kept away from support processes.

4.6.1.1. Perceptions of “Misusing” the Aids

One participant expressed his experience that the assistance provided by the company was sufficient but that after a certain point, this assistance was misused, as follows:

"I saw that when people stayed in the camps during that period, they shifted to a different side from the earthquake victims. Because people always want more. This created a psychology in me. In other words, you are an earthquake victim, and as a company, your place to stay is now given to you for a certain period. In other words, the earthquake victims who stayed here did not experience the difficulties that most people experience; there was food. There was electricity, water, a washing machine, all of these. However, people had started to make things uglier. The materials to be distributed, why was this given to me, why wasn't this given, this one has it, I do not. The villager's cunning aspect of the situation bothered me now. In other words, how can people turn something good into something so bad? I had a problem with that, that is all."

The participant states that some of the requests are inappropriate and that he is disturbed by this. Understanding the earthquake victims' psychological state and providing information to everyone in that area is critical. Necessary precautions should be taken to ensure that the support provided does not shake the belief in justice, to emphasize the importance of listening to and understanding each other for the meaning of the support, and to prevent conflicts.

4.6.1.2. Psychosocial Support

One-on-one psychological support could be increased:

The participant stated that it would be more appropriate for psychological support processes to be one-on-one; he expressed his experience with group interviews as follows:

"I think there was much excellent help. Nevertheless, maybe during these psychological support times, we were taken in groups. Maybe instead of that, I think it would have been better if everyone was cared about and given time, called one by one, and talked to everyone individually. Because we went in as a group, for example, two people were affected by the earthquake; two were not. I do not know if they might be afraid of me or if I might steal their time. More psychological support should be provided in a more professional environment."

Psychological first aid can be applied individually or in groups. In the planning made here, a participant in the group interviews stated that he thought an individual interview would be more functional. A healing effect can also be seen when mixed groups (earthquake-affected and earthquake-unaffected) are together in the same environment. It affects the creation of many resources, such as forming empathy, ensuring unity and solidarity, and forming social support mechanisms. Psychological first aid can be applied in any environment, but the participant stated that a professional environment would meet his needs.

4.6.2. Comprehensive Disaster Preparedness

The themes under what we could have done differently were grouped as support for more locations, each manager being prepared for their team, being more planned and programmed, supporting volunteer search and rescue, and being prepared for disasters.

4.6.2.1. Support for More Locations

During the earthquake, support mechanisms were established in many regions. However, one participant shared his experience of not being able to exist in some regions, mainly due to the prioritization of regions that were the company's area of influence:

"I was very upset about something in Iskenderun; I just saw here that much aid is being given; they are strong and working like a state. Do this, friends, look, this is being distributed here, we worked like this for days. I was dealing with its sewage system. I would feel perfect if our company could be there with this power because I came and contacted them at one or two points. They said they do not have it, we are not going there. At that point, for example, one of them was a funeral bag. It could not be found, you know..."

The participant states that he would feel better if support was provided to more locations. He states that some regions have limited support, and he cannot offer guidance.

4.6.2.2. Every Manager Should Be Prepared for Their Team

The participant who stated that managers in every department needed to be prepared for their teams for the earthquake period conveyed this need as follows:

"I think we were not ready. I did not witness it much, but I was not ready. At least I know that. I did not have any preparation for my team. If I had, it would have been much better; these efforts would have found a way with many addresses, maybe faster, and I still think we need to do this."

The participant stated that analyzing needs from micro to macro would address the need more efficiently and speed up the processes and that they did not have such a preparation.

The participant, who stated that there was a lack of planning for earthquake preparation not only at the organizational level but also at the individual and social level, expressed it as follows:

"Could everything have been more planned and programmed? There could have been and should have been, much more within the company. I think the same for the country. I think the same on an individual level as well."

4.6.2.3. Supporting Volunteer Search and Rescue Teams

Study area in the scope of some employees call recovery about competencies be because of voluntarily call recovery their teams were created It is stated. However, for some participant teams, the number can be increased. These participants think that someone voluntarily calls to save to be supported about their thoughts. This in this way expression states:

"I also wanted to go. I wish there were more of that team. I mean, I could have saved at least one life. I called as a volunteer, saying I also wanted to go. However, they probably knew I was sick, so they did not send me. I mean, because our relative was under the earthquake. I mean, I wish there were a little more of that team. I mean, I also wanted to go as a volunteer, to be honest."

The participant states that the employees affected by the earthquake were not directed to search and rescue efforts but that it was a protective approach for them. He still wanted to volunteer and thought more teams could be on the field.

4.6.2.4. Being Prepared for Disasters

Preparing for disasters in advance is critical; informing employees about this issue and conducting awareness and consciousness-raising activities is critical. These activities can increase trust in individual and organizational contexts. A participant shares his experience regarding these preparations as follows:

"People need to be more aware of earthquakes—more education. For example, I saw on the news the other day that a teacher saved his student by performing the Heimlich maneuver. I saw in the same way in Adıyaman that a soldier in a tent performed CPR on a child and sent him back to life. So, there is training, but it needs to be increased. When I saw the teacher performing the Heimlich maneuver

in that news, I felt like saying, 'Bravo!'. People need to be more aware and given more education."

The participant stated that earthquake training is important for all segments of society and that he thought that these trainings would have an awareness and consciousness-raising effect.

4.6.3. Communication

4.6.3.1. Strengthening Communication Strategies

One of the most critical processes for announcing support mechanisms and meeting needs is communication. One participant stated that he was not aware of some aids:

"If only each of us knew about it."

Reaching everyone who needs it is among the most important points in planning support processes. The participant states that not everyone is aware of every support process.

The participant, who stated that communication strategies for power plants located in difficult locations should be worked on separately, conveyed the need for development as follows:

"So, I think that for those living in that region, or rather because the power plant is in a difficult geography, asking about the communication capabilities on this side can only be improved for us or the people of that region."

The participant, who stated that senior management did not reach out to him, shared his experience as follows:

"I spoke to the first company representative 1 month after the earthquake. Would I have liked to be contacted? Yes, I was here but the only one who met with my first manager. I should have such a chance again. This was a shortcoming. Would I have wanted it at all? If we were a family, this could have happened. Nevertheless, it happened to some of our friends. This is a good thing, too."

The participant stated that some people were called from upper management, but he was not called separately because he was already at the switchboard. The belief in justice must not be shaken while creating support mechanisms. Technical problems experienced in communication during the earthquake period also caused disruptions in this regard.

Ensuring comprehensive communication of earthquake relief efforts is critical as well. The participant who stated that he was not contacted about some support processes expressed his thoughts as follows:

"Coordination could have been done more. Of course, it was done for everyone. May God bless our company. However, we could have looked at our employees first. We need to secure our employees first; we could have gathered them together, and then people could have been helped. For example, as I said, I am just now hearing, I am hearing today that breakfast is being served at the rest area."

The participant states that he thinks companies should first support their employees and those in need in the region. He states that he is not aware of some support processes and that this is not communicated adequately.

4.6.3.2. Empathic Approach of Colleagues

The participant, who stated that he needed the support of his colleagues in returning to work life and that he had difficulty returning to routine, shares his experiences as follows:

"Let me give an example from Arkun. Since I have been here, no one has lost anyone. They did not live that moment; they did not see it, they did not search for their children, and they did not bury their siblings. Now, you are expected to act as if everything is normal. Your daily psychology cannot be the same. Sometimes, for 10 seconds, you remember what you experienced there. Your whole week is ruined; you cannot get over it. Nevertheless, the people on the other side expect you to be the same as always. They are right because they have someone they have known for 20 years. However, I cannot say I have managed this process very well."

The participant, who stated that his friends in the region he works in did not experience losses like him, indicated that his friends expected him to behave as before. However, he

stated that he had difficulty and needed support. In experiences that are considered organizational trauma, it is critical to manage the communication of those who are not directly exposed to this experience with those who are and to provide information about the management of the process through psychoeducation.

4.6.3.3. Demonstrating Greater Sensitivity in Communicating Loss Commemoration

A presentation was prepared for the employees' relatives regarding their losses following the earthquake. A participant who was interviewed for this presentation, which was held for commemoration purposes, shared his experience as follows:

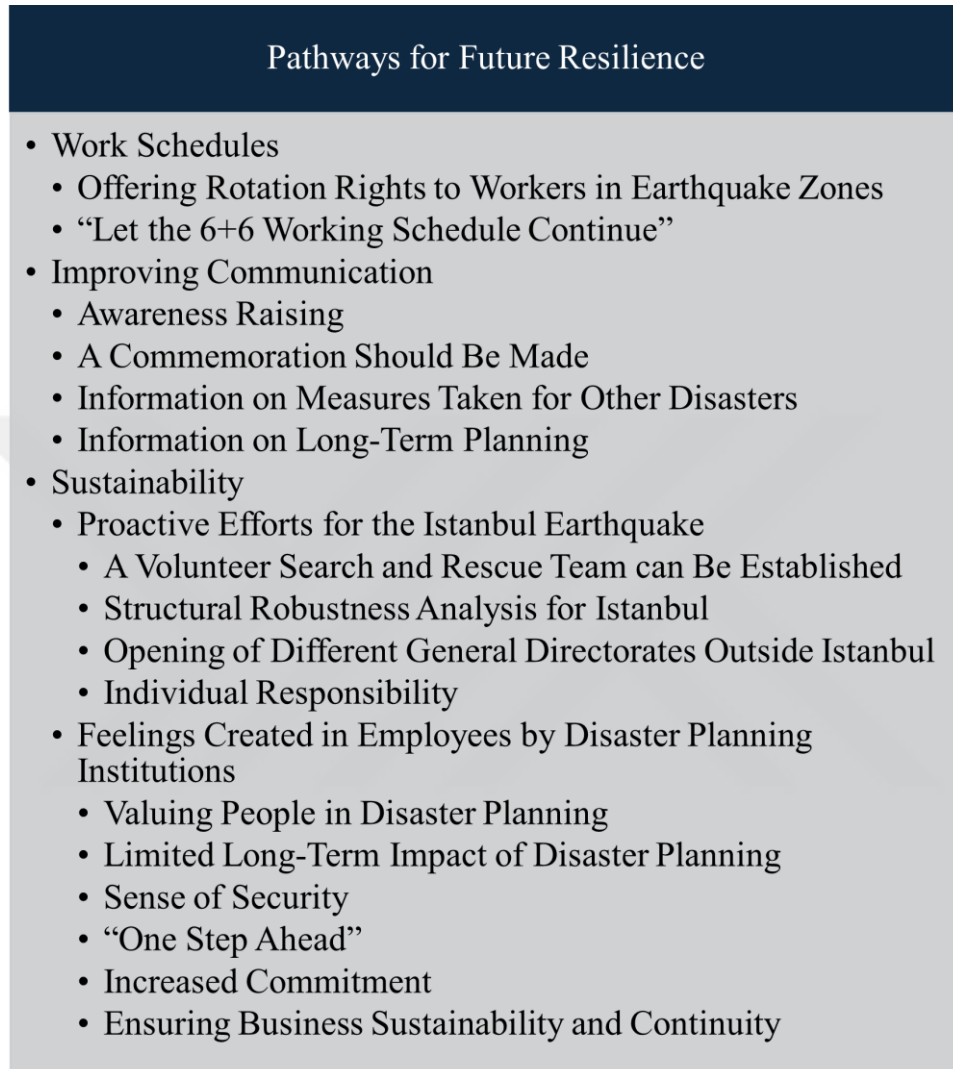
"A slide was going to be prepared; that is, a presentation was going to be made in memory of those who passed away. I thought then that they should have been slightly more sensitive than we were when they asked for their names. Because I would not say, I liked talking about them as a tradition. Maybe I was too sensitive then; maybe I took offense at it. It seemed they could have been more sensitive about that need."

It is critical that all communication mechanisms are informed about the psychological state of employees during the earthquake period and that psychoeducation is organized for communication and contact when necessary. Ensuring communication by obtaining information from experts on critical issues is essential. The participant gives feedback on a more sensitive approach here.

4.7. Pathways for Future Resilience

Questions asked to employees regarding better interventions following the earthquake revealed the need for specific actions in the future as Figure 4.8. shows.

Figure 4.8. Sub-themes of “Pathways for Future Resilience”



4.7.1. Work Schedules

The main heading of working order covers the post-earthquake workloads, working arrangements, psychological states and relationships with relatives of employees. Themes such as flexible working models and rotation are the sub-themes that come to the fore under this heading.

4.7.1.1. Offering Rotation Rights to Workers in Earthquake Zones

It is stated that offering rotation rights to workers in earthquake-affected regions can effectively overcome difficult conditions and lighten their burden. A participant made the following statements on this subject:

“The following opportunity was offered to civil servants working in public institutions: If you live in an earthquake zone and are affected, we can transfer you to different provinces. I thought it could be provided if the friends in the affected power plants requested a transfer to other different power plants they wanted.”

Comparing the application in public institutions with the application in his private institution, the employee explains that he finds the rotation application in the public institution effective. We can comment that the recovery process of the employees may be shorter by working in regions unaffected by the earthquake. The quantitative reduction of triggers (aftershocks, people with similar experiences, seeing the ruins, etc.) may be a preferable method for protection from devastating effects.

4.7.1.2. “Let the 6+6 Working Schedule Continue”

The 6+6 working order, which includes 6 days of work and 6 days of leave, is a practice that employees want to continue in the long term. An employee says the following:

"I wonder if this 6+6 working order will continue. We have thoughts like, I wish it would continue because our worries are halved. Why? I have been at home with my family for half the year. Will there be another earthquake? After experiencing it, a person feels like they will experience it at any moment."

It has been brought to the agenda that this working order allows employees to spend more time with their families and loved ones and that their concerns have decreased. The long-term sustainability of this working system has created the perception that it will also help maintain work-life balance. It is critical that flexible working models be positioned in a

protective and preventive position in organizational traumas and that this also comes to the fore in employees' discourses.

4.7.2. Improving Communication

Communication strategies and models that establish a connection between employees and managing crises also have dimensions in the development area among future actions. It has been emphasized that increasing awareness about earthquakes and disasters and holding a culture of commemoration and mourning ceremonies have essential effects.

Table 4.4. Segment Samples For The Theme “Pathways for Future Resilience”

Master Themes	Sub-Themes	The statements
Working Order	Offering rotation rights to workers in earthquake zones	“The following opportunity was offered to civil servants working in public institutions: If you live in an earthquake zone and are affected, we can transfer you to different provinces. I thought it could be provided if the friends in the affected power plants requested a transfer to other different power plants they wanted.”
	Let the 6+6 working order continue.	"I wonder if this 6-6 working schedule will continue. We have thoughts like, I wish it would continue because our worries are halved. Why? I am at home for half the year with my family. Will there be another earthquake? After living it, people feel like they will live at any moment."
Improving Communication	Awareness raising activities	"This is a matter of awareness; the institution can carry out activities to increase what people can do themselves."
	A commemoration should be made	“We were also in maintenance last week; it was the anniversary of the earthquake, and we were doing toolbox in the morning. I told my manager, “Let us stand in silence for a minute for the earthquake,” he said, “Shouldn’t we remind you?” I said, “I do not think we should not remind you; we should forget.”

Sustainability	Information on measures taken for other disasters	"I know these places were earthquake-resistant during the construction process and the checks made in the following processes, but I am unsure about other disaster management, floods, etc. I do not know about them."
	Information on long-term planning	"I remember that there was no response regarding medium and long-term planning. There must be a plan; something is working, but at least I do not know anything about it. Maybe a step can be taken to create a more trusting atmosphere."
	Studies on the Istanbul earthquake	"I think a new plan needs to be made for our friends in Istanbul."
	A volunteer search and rescue team can be established	"I would have loved to have a search and rescue team. Since we are technical personnel, we know how to use thermal cameras and listen to sounds. How to enter sensitive areas, lift heavy objects, and put supports under them. We are very good at these things."
	Robustness analysis for Istanbul	"It would be good to scan employees' homes in high-risk areas before an earthquake occurs and reduce that risk."
Individual Responsibility	Opening different general directorates outside Istanbul	"Opening different general directorates and providing people with that freedom. Offering an alternative rather than working with that concern."
		"I tell myself that. After it is over, I did not knock on your door once and say, 'Let us organize something, let us form a study group.'"

4.7.2.1. Awareness Raising Activities

Participants felt that more informative and awareness-raising events were essential to raise awareness of earthquakes and other natural disasters. One participant stated:

"This is a matter of awareness; the institution can carry out activities to increase what people can do themselves."

The employee predicts that this is a matter of awareness and that such proactive measures can be effective. Being more prepared for disasters and being aware of the responsibilities of the individual within their sphere of influence appear to be areas that the employee prioritizes.

4.7.2.2. A Commemoration Should Be Made

Memorial ceremonies can help keep memories of those lost after devastating events like earthquakes alive. One employee's statement sums up the need:

“We were also in maintenance last week; we were doing a toolbox on the morning of the anniversary of the earthquake. I said to my manager, ‘Let us stand in silence for a minute for the earthquake,’ he said, ‘Should not we remind you?’ I said, ‘I do not think we should forget; let us not remind you.’”

The employee states that they have opposing views on the issue of commemoration in his dialogue with his manager. While the employee wants a commemoration, his manager states that reminding people will have a more negative effect. The employee, who thinks that forgetting means ignoring, states that the earthquake should be kept alive in people's memories. It also seems critical that this be positioned in an essential place in the organizational culture. Understanding those who lost loved ones or were negatively affected by the earthquake can be vital in approaching their feelings more empathetically and creating solidarity.

4.7.2.3. Information on Measures Taken for Other Disasters

Employees want to be informed about the actions taken in disasters other than earthquakes. One employee states the following:

“I know these places were earthquake-resistant during the construction process and the checks made in the following processes, but I am unsure about other disaster management, such as floods. I do not know about them.”

The employee feels safe about earthquakes because they were involved in the construction process of their plant and know the earthquake resistance reports. On the other hand, they feel incomplete about how other disasters are managed and what precautions are taken. A lack of information at this point can make people feel more anxious about disaster management and create insecurity.

4.7.2.4. Information on Long-Term Planning

They state that the information about what the organization did in the acute period is satisfactory, but there is uncertainty about the medium and long-term processes. A participant shares the issue as follows:

"I remember that there was no response regarding medium and long-term planning. There must be such a plan; something must work, but at least I have no information about it. Maybe a step can be taken to provide a more trusting atmosphere."

Employees state they do not receive sufficient information about the organization's long-term plans. We can comment that such information and communication strategies can eliminate uncertainties in employees' minds, provide more confidence, and clarify the decisions they need to make about the future.

4.7.3. Sustainability

The fact that many regions of Türkiye contain active fault lines and are earthquake zones has brought the sustainability theme to the agenda. The expected Istanbul earthquake, in particular, has been the biggest trigger for the emergence of this theme. The development of sustainable solutions by organizations guarantees a long-term environment of trust.

4.7.3.1. Proactive Efforts for the Istanbul Earthquake

We can understand from the following statements of a participant that the expected Istanbul earthquake is effective in producing sustainable solutions:

“I think a new plan needs to be made for our friends in Istanbul.”

The safety of employees in a risky region like Istanbul seems critical. At the same time, altruism comes into play again because the participant who used these expressions lives outside of Istanbul. The actions that can be taken for Istanbul, where the company's head office is located, also seem significant in strengthening risk management.

4.7.3.1.1. A Volunteer Search and Rescue Team can Be Established

Employees who think their technical competence and skills are good express their desire to develop volunteer search and rescue teams. One of the participants expressed this issue with the following words:

“I would have loved to have a search and rescue team. Since we are technical personnel, we know how to use thermal cameras and listen to sounds. How to enter sensitive areas, lift heavy objects, and put supports under them. We are very good at these things.”

We see that it is emphasized that there should be volunteer search and rescue teams in disaster situations and that this can be done with technical competence. These volunteer groups, which can be formed by teams with strong technical skills in organizations, will ensure that rapid action is taken. In addition, it can be commented that contributing to the lives of others can support employees' need for meaning.

4.7.3.1.2. Structural Robustness Analysis for Istanbul

Participants raise the issue of the importance of conducting durability analysis of structures and buildings, especially in earthquake-risky locations:

“It would be good to scan employees' homes in high-risk areas before an earthquake occurs and reduce that risk.”

We can say that such measures are measures that can increase the sense of security of employees; when it is kept in mind that earthquakes that have occurred as well as expected earthquakes will increase the level of anxiety and worry, it can be stated that the robustness analysis can be a measure to increase the sense of security of employees. This can also be read as a proactive action against possible dangers and can provide preparation in advance.

4.7.3.1.3. Opening of Different General Directorates Outside Istanbul

The option of moving employees whose homes are at high earthquake risk to more protected locations has also been on the agenda. One participant says the following:

“Opening different general directorates and providing people with that freedom. Offering an alternative rather than working with that concern.”

Another employee also expressed the high anxiety that the expected earthquakes could cause. Especially in a region like Istanbul, which is both a high earthquake-risk region and a very vibrant business world, offering alternative settlement and work areas can effectively reduce anxiety and ensure business continuity.

4.7.3.1.4. Individual Responsibility

Employees emphasized that not only the organization they work for should take action, but also they should take initiative. Taking on roles in areas where they have expectations is one of the issues that came up within the framework of this theme. One employee stated the following:

“I say this to myself. After it is over, did I knock on your door once and say, ‘Let us organize something, let us form a study group,’ I did not say that.”

Employees criticize themselves by stating that they should take more responsibility individually. This statement brings to mind that the initiatives taken and contributions made during disaster periods can strengthen organizational solidarity.

4.7.3.2. Feelings Created in Employees by Disaster Planning Institutions

When participants were asked about the feelings created by disaster planning institutions in employees, we saw that the focus areas were value, contribution, trust, commitment, and business continuity. Thus, we grouped employees' feelings created by disaster planning institutions into six groups: values people, does not contribute, sense of security, “one step ahead”, increased commitment, business sustainability, and continuity.

4.7.3.2.1. Valuing People in Disaster Planning

When asked how disaster planning institutions make people feel, the participant stated that moral values come to the fore and expressed his feelings as follows:

"The most important factor is that people are valued. We see that value. Both for ourselves and for our families. When I say family, I mean if we could reach our parents in these disasters, that would be the best thing."

The participant states that he feels valued when asked about the feelings created by the institutions that carry out disaster planning. He states that planning the work carried out, especially during the earthquake period, in a way that includes the employee's relatives is one of the most essential criteria that shows the value given.

Another participant, who stated that value came to the fore, shared his feelings with the following words:

"Of course, it is significant to be a company that looks after its people, employees and region."

Disaster planning shows its effects from micro to macro. The participant first uses the expressions of human, then employee and region. In disaster situations, employees move away from the basic idea of employees and focus on humans. It is essential for institutions to work in the regions they are in and to fulfill their responsibilities in the areas they continue their work. In disaster planning, covering the regions they continue their work adds meaning to the job.

While talking about the impact of natural disasters, the participant, who mentioned similar experiences during the pandemic period, which can again be defined as organizational trauma, conveys his experiences both during the pandemic period and the natural disaster with the following sentences:

"Sometimes, certain team members, people complaining about their conditions, salaries, etc., come. In that conversation, I always try to highlight these aspects of such companies there. For example, there was a pandemic. Institution X did not lay off anyone from the beginning to the end. Everyone continued their jobs. These are an indication of how much a company values its employees. They are one indicator that connects them to that company and makes them feel like they belong. I think we experienced something similar during the earthquake."

The participant asked about the impact of disaster planning and stated that, based on his experience, spiritual values come to the forefront in times of crisis (natural disaster, pandemic, etc.), and material values remain in the background. He stated that some employees complain about working conditions and wages, but the participant noted that these situations remind him of spiritual values. He said that the behavior and attitudes of the institution during these times of crisis affect their sense of belonging. He noted that the sense of belonging increases with the value given.

4.7.3.2.2. Limited Long-Term Impact of Disaster Planning

The participant who thinks that the positive feelings created by disaster planning institutions will not last long expresses his feelings as follows:

"I do not think it is crucial for people. It will be important for a certain period after the earthquake, but it will not be important after that. People's priority in business life is always money because of the realities of Türkiye. Whether the company complies with work safety or has done disaster management will not matter to people. As I said, a maximum of one year or two years. People may look at which type of concrete is used in their homes for one or two years, but after three or four years, we will start checking which one is cheaper and has a better interior design. Unfortunately, this is the way our country lives. I do not think it will increase loyalty either. I think that people's priority is money, so they do not think that any disaster management done in the company will contribute to them."

When discussing the impact of disaster planning, one participant stated that these institutions' plans do not impact employees. He noted that the short-term effect of disaster planning on employees can be seen, but when we look at the long-term impacts, this will not be important. He makes these statements based on the reflection of the country's attitude toward institutions. He also stated that he does not think loyalty will increase in institutions that make disaster plans. He believes that the employees' approach is generally focused on money and that these studies will not impact employees.

4.7.3.2.3. Sense of Security

The participant who talked about the positive effects of the institutions' disaster planning expressed his feelings about trust as follows:

"It is a bit like, like, insurance. For our work, for our life. Loyalty to a company is not just about money. Things like that also make people feel safe. It is a bit like insurance. Furthermore, I think it is a very positive situation."

He states that disaster planning in institutions makes people feel safe and that this trust is like an insurance process. He states that organizational commitment is provided by

material and spiritual resources to strengthen commitment. He also states that these plans have a positive effect on employees.

4.7.3.2.4. “One Step Ahead”

Expressing the value of organizations that make disaster planning, the participant explains what can be done to increase this value as follows:

"These types of institutions are valuable in the world we live in, in our country. Do companies with this kind of thinking have coordination groups within themselves? If not, it would be good. At least a load distribution can be made here, or in such an action plan, everyone can work out what they can do, where, and how according to their location or strength. If this were the case, the organization chart would be larger, faster action could be taken, and I think it would become more valuable in more appropriate interventions."

The participant states that disaster planning institutions are very valuable. He thinks cooperation between disaster planning institutions will accelerate actions and pave the way for more appropriate interventions.

The participant, who stated that organizations do work in disasters without expecting anything in return, compares the practices of state and private institutions as follows:

"In this context, such companies' value becomes more apparent. It is right for even a state institution to fail like this or sell tents to its citizens in difficult times. We did not experience it firsthand, but our friends and relatives who could not reach this, yes, it did happen. In this context, the value of such companies becomes more apparent because they are trying to do something wholeheartedly, without expecting anything in return."

The participant compares the sphere of influence of the state and the sphere of influence of institutions during natural disasters. He emphasizes the value of institutions working in situations where the state is powerless and states that these efforts are made without expecting anything in return.

The participant, who stated that disaster planning provides a proactive approach to sustainability, expressed that the institution stands out with this approach with the following sentences:

"Being a part of a company that is prepared for disasters ensures that you are proactively prepared at every moment of your life. In other words, regardless of the disaster, it keeps you proactive in terms of sustainability, whether towards people or businesses. In other words, it teaches you not to ignore the reality of life while experiencing your emotional side in any event. Therefore, yes, when you are experiencing difficulty, but on the other hand, when the normal flow of life is disrupted, it also teaches you how much role and authority you will take in this normal flow."

While discussing the role of organizations in disaster planning, the participant states that these plans provide proactivity to organizations in every sense. He states that they contribute to both human sustainability and business continuity. He thinks natural disasters have an emotional burden, but reality is also considered in the organizations where planning is made. He states that these disaster plans provide the power to recreate order at the point where natural disasters, which can be expressed as organizational trauma, disrupt routine order. Moreover, he states that all these conditions take these institutions one step forward.

4.7.3.2.5. Increased Commitment

The participant, who stated that the priority of employees in institutions is financial factors, expressed that priorities change in times of crisis such as disasters as follows:

"I am a trust-oriented person myself. This increases my emotional attachment to the company. Because as a result, during disasters, we may feel helpless as individuals. Since our home, our car, etc., are not suitable, the company comprehensively provides this, and the security aspect can also make you feel more relaxed. This is something that can increase the loyalty of the employees. Because everyone works for money as the primary priority. Nevertheless, this is my primary priority since the value aspect is also seen in this section."

The participant states that during natural disasters, the individual's sphere of influence may be disrupted, and he/she may not have access to resources as in his/her routine. He states that organizations inclusively meeting their needs creates a sense of trust and that this will have an impact on organizational commitment. He states that within the scope of the resources provided by organizations, the priority of every employee is material elements. However, when looked at within this scope, since value comes to the fore, spiritual elements come to the fore.

4.7.3.2.6. Ensuring Business Sustainability and Continuity

While conveying the feelings created by disaster planning, a participant who focused on the organization expressed his thoughts on business continuity as follows:

"Of course, when we think of it as an organization, there is a structure here driven by financial concerns. Since the continuity and sustainability of this structure depend on people when a disaster occurs that greatly affects the lives of the people of that region, humanity is forced to take ownership. In other words, there is a situation where both sides balance each other."

The participant stated that business continuity in organizations depends on people and that organizations must make these plans because people living in that region are affected by natural disasters. He stated that organizations need these plans and support to ensure business continuity.

Another participant made the following statements regarding the financial concerns of the organizations:

"Of course, there must be financial concerns behind this. After all, if this company is not sustainable, it will not mean anything to those people."

The participant, who stated that the disaster planning of organizations is a part of sustainability, stated that it is understandable that organizations have financial concerns.

He stated that if organizations are not sustainable, there will be no area of influence for people, and there will be a vicious circle.



DISCUSSION

The decent working conditions emphasized by the International Labor Organization represent safe, equal, fair, and honorable working (ILO, 1999). In this context, we can consider the interventions made by organizations, especially in times of crisis, such as earthquakes. For example, when we touch upon the theme of the working arrangement that emerged after the earthquake, the flexible working practices of technicians working six days and having six days off can be shown. Employees state that their anxiety levels decreased with this arrangement that emerged after the earthquake. We see that it is suitable for them to know that their families are safe and spend more time when they need support. We should remember that this working arrangement is compatible with flexible working policies and can support work-life balance. Again, in the studies of the International Labor Organization on work-life balance, we see that flexible working models increase employee well-being (ILO, 2008).

Another important point is that employees mentioned the practices they wanted to see after the earthquake. Participants emphasized that there should be awareness-raising activities after the earthquake. When we examine the activities carried out by the institution, it organized a large-scale congress after the earthquake and provided training to its employees about earthquakes. Increasing awareness within disaster management policies will facilitate individual responsibility and ensure employees feel safe (Gunderson & Holling, 2002). Similarly, another point where psychological safety can be provided by providing physical safety is the robustness analysis for employees living in potential earthquake zones. Robustness analysis can allow employees to know the risks related to their physical areas and take precautions. Providing physical safety in this context will also guarantee psychological safety (Edmondson, 2019). Considering all these, it would be correct to call these practices sustainable and long-term safety.

A remarkable dialogue occurs between two colleagues regarding whether to hold a commemoration ceremony. While one of the colleagues emphasizes the importance of not forgetting, the other expresses the risks of reminding. The period we refer to as

recovery is when the human psyche repairs itself in the face of devastating events. Anniversaries, commemorations, or similar rituals and ceremonies can potentially re-traumatize people (McFarlane & Yehuda, 1996). The statement of one of the employees, “Let us not remind them,” somewhat indicates this. When we think of it this way, it would not be wrong to say that the coworker’s compelling feeling is accompanied by the possibility that he or she may be unable to facilitate. It would be helpful to provide information about compelling feelings and how to accompany them in this case (Bonanno, 2004). Another important point is the need for people who experience an earthquake and are devastated to “feel that they are not alone.”

For this reason, commemorating lost people, homes, cultures, or places comes to the agenda (Connerton, 1989). Not forgetting the lost and remembering the memories is another expression of showing respect for the lost (Rothschild, 2000). Commemorations are also essential for love, solidarity, understanding, and expressing emotions on an organizational and social level. In these aspects, they also provide psychological relief. (Janoff-Bulman, 1992).

Another issue that can be discussed is the demand of employees to establish a volunteer search and rescue team when the issue of solidarity comes to the agenda. Organizational solidarity and altruism may increase with this demand. Establishing such solidarity teams will make a social contribution and increase the scale of social impact (Hobfoll, 1989). The feeling of contributing to the lives of others may help strengthen the belief in self-worth (Baumeister & Leary, 1995).

Another important theme that came to the agenda was that psychological first-aid interviews were conducted individually rather than in groups for some employees. We know the institution brought psychosocial support teams to the field on the second day after the earthquake. Psychosocial support teams conducted one-on-one interviews with employees directly affected by the earthquake. However, group interviews were conducted with employees who suffered no material or emotional losses in the earthquake. It was brought up in the interviews that this situation was an undesirable practice for some employees. It may be challenging for some people to be open. Psychological first aid in groups can influence colleagues' understanding of each other

and their empathic approach (Harvey, 1996). In this case, it may be ideal to have psychological first-aid interviews conducted in one-on-one interviews.

On the other hand, one of the issues that comes up when it comes to expressing emotions is gender roles. Some participants (those whose assigned gender is male) stated that they hesitated to express their emotions in front of their families. For example, one participant made the following statements:

"I just thought about this. There was a perception that we were men and could withstand anything, but we understood then that we were not strong enough for anything, that humans were not strong enough for anything, and what helplessness was. I even remember saying that when our managers asked us how we were, they put us all in a car and took us to a mountain so we could cry. You cannot show your family what you are going through and your feelings at that moment, because your loved ones would be affected more."

We can say that the attitude and perception based on gender roles are expressed strongly in this text. In the perception of masculinity constructed with traditional gender norms, men are expected to remain "strong" and not show emotional reactions that reflect fragility (Connell, 2005). The participant's statement, "We are men, and we must endure everything," exemplifies this. Not sharing one's fragility and being emotionally resilient are characteristics attributed to masculinity. In this case, as we see in the above statement, it manifests itself with the internalization of gender roles and the suppression of emotions. On the other hand, in the participant's narration, we see how defenseless and helpless a person is against the social areas in which they are embedded after this disaster. This situation can also be read as an indication that gender norms have become fragile in the face of a crisis. The participant shares the deep awareness created by this rupture with the statement, "We understood that we were powerless over nothing, what helplessness was." Helplessness in the face of deep emotional pain and experiences creates an awareness of the collapse of gender norms (Butler, 2004).

When examined within the sociology of emotions, these expressions necessitate the consideration of emotions not only individually but also on a social level (Hochschild, 1979). The pressure to hold back tears assigned to masculinity goes beyond an individual

issue and becomes social. Social structures and norms shape this behavior and state of holding back emotions (Scheff, 1979). When we consider the concepts of performativity and performance within gender theories, the strength and psychological endurance expected from masculinity become areas where men perform (Butler, 1990). It goes beyond an individual expectation and becomes a norm internalized throughout society because it is a widespread expectation in a social sense. In one of the statements, the participant said, "Put us in a car and take us to a mountain so we can cry." This statement is both a breaking point and a collective acceptance of social expectations. The internalization of the fact that crying in society and public spaces is also seen as a weakness has led to an alternative with the preference for isolated areas. The participant desires to express these feelings in a "safe" area (mountain) away from the eyes of society. We also see the conflict between social expectations and the authenticity of the individual reflected.

When we look at the family discourse, a micro institution, the participant also stated, "not being able to show your feelings to your family at that moment". We witness that gender roles also show themselves in the dynamics within the family. It is thought that the male family member who carries the effects of the earthquake in the same way should not only experience his emotional burden but also protect his family's emotional well-being. This participant has taken on the role of emotional protector within the family. Hiding one's feelings so that family members are not affected more is a reflection of gender expectations. Trying to be sufficient for yourself and your loved ones with your emotional resources creates a tremendous emotional demand and labor (Hochschild, 1983). The fact that an individual who needs support even at a traumatic moment puts himself in the background is the product of a social expectation rather than an individual preference.

Not expressing emotions can isolate individuals and prevent them from establishing healthy relationships because emotional expressions are the cornerstones of healthy relationships (Gross & John, 2003). Suppressing emotions and trying to struggle with one's emotional resources can also trigger some psychopathological conditions (Campbell-Sills & Barlow, 2007). At the same time, repressed emotions can be reflected in different ways. For example, anger can replace another emotion (Schoore, 1994). Since

the person tries to struggle with his/her emotional capacity and the intense emotional load causes energy expenditure, it can cause sleep problems, headaches, or other psychosomatic symptoms (Taylor et al., 1997).

When we look at the organization's theme of "what could have been done better" during the earthquake period, we see a demand for the campsite to remain open longer. This issue reminds us that organizational support cannot be provided as an endless resource and that issues of limitation and clarification should be made with employees at an appropriate time. The support provided in the acute period after the earthquake is provided to meet the urgent needs of employees. The unexpected end of aid can trigger feelings of being left out in the cold and uncertainty for employees. This can also cause disappointment when an organization they find great support suddenly makes a statement. A participant says the following:

"Around the end of the twentieth day, they started to say things like 'get out of the campsite slowly'. You must get out; you must evacuate. The places we were going to take our family to were destroyed. My mother's house was destroyed. I am from Elbistan, I have nowhere to go in Elbistan. Where would I take my family? How would I leave them? At that time, we had to look for a house in Kayseri. At that moment, we expected positive discrimination from people from Afşin and Elbistan. At that moment, we wanted the camp. We wanted the camp because we felt that our family was in a safe place."

The participant describes being told to leave the campsite approximately 20 days after staying as a negative experience. We can say that not setting a time limit for the campsite and not communicating with them caused feelings of insecurity both physically and emotionally. This is accompanied by the desperation of being unable to leave their family, who were also significantly affected by the earthquake. This desperation is combined with the expectation of positive discrimination.

Making it clear and communicating from the very beginning that there is a limit to the support can reduce these concerns (Hobfoll et al., 2007). Providing individual information about which assistance will continue and how long will reduce anxiety. Such information also creates realistic employee expectations (Brough & Pears, 2004). In addition, employees can be informed about what alternative solutions can be offered when acute

period support ends. If this support is presented as if there is an endless resource or in an uncertain manner, employees will experience intense disappointment (Lazarus & Folkman, 1984). Organizational trust and commitment may also be negatively affected (Dirks & Ferrin, 2002).

When we consider it in the context of the post-traumatic recovery process, the organization's drawing of boundaries will prepare the ground for the employee to face the reality of standing on his own feet. In this context, a positive contribution is made to the separation and individuation process of the employee who also remembers his resources (Tedeschi & Calhoun, 2004). This way, their sense of belonging and trust in the organization is also preserved.

People staying in the campsite before the earthquake and who were not affected by the earthquake have specific comments about this process. Those staying in the campsite before the earthquake shared their homes with their colleagues affected by the earthquake and continued their work during this process. An employee made the following statements about this issue, which are related to the issue of demarcation:

“I saw people moving to a slightly different side when they stayed up there (in the camp area). Because people always want more. This created a psychology in me. In other words, you are an earthquake victim, and as a company, you are given a place to stay for a certain period. The earthquake victims who stayed here did not experience the problems most people experience. They had ready meals, electricity, water, a washing machine, all of these. However, people started to make things uglier. When the materials were distributed, why was this given to me? Why wasn't that given? Why did this one have it? I do not have it. The villager's cunning aspect of the situation bothered me now. In other words, how can people turn something good into something so bad? This is where I felt uncomfortable.”

When it is unclear how the aid will be provided to employees, how long it will last, and how it will be distributed to which categories, different attitudes and discomfort may develop among employees. The employee who shared these statements is disturbed by the fact that his colleagues affected by the earthquake want more and that the aid is not distributed equally. If the aid and how it will be given were explained as soon as possible, these attitudes could be minimized, and employee discomfort could be prevented. In times

of crisis, such as natural disasters or earthquakes, employees' psychological and physical needs will vary considerably, so specifying how much each need can be met can make it easier to manage expectations.

Another important point is that this participant was not affected by the earthquake and shared his home with earthquake victims. Although solidarity and helping behaviors increased during that period, employees who shared their homes may also experience difficulties. Struggling with the difficulties of living together, the decrease in personal space or the differentiation of needs are demands for these people and processes requiring extra effort (Schuster et al., 2001). Appreciating employees who meet this demand and are not earthquake victims will provide them with a resource. Feeling underappreciated and not being recognized for one's contribution to another's life can create discomfort. It should be remembered that earthquake victims and the people sharing their rooms may have needs. Thanking these people and showing them how their contributions affect them can prevent discomfort. At this point, the organization must take a comprehensive approach and include all employees.

It is a fact that should not be forgotten that organizational interventions have a capacity and limits. Although it seems essential for organizations to be both practical and to plan their time for interventions in a crisis, the expectations of all employees may not be met (Hobfoll, 2001). In this context, the development of employees' understanding, patience and empathy towards the organization also emerges as a different development area. Organizations' pressure to make quick decisions from themselves or outside may cause various difficulties regarding the fair distribution of the aid provided. Although organizations do what they can to respond to the need quickly, some employees may think the distribution is inadequate or unfair. It is important that the top management clearly states its fragility in this regard, asks for support from employees when they have difficulty, or openly apologizes to them (Brown & Leigh, 1996). Mentioning that the organization can express fragility also allows for a realistic assessment of expectations. An empathy-focused communication strategy will be effective here. Moreover, developing empathy for the challenging conditions of this tempo of top management is

another critical point. Preparing all kinds of crisis scenarios and developing actions for them are also proactive measures that can be taken.

How traumatic experiences are experienced in business life, and employees' reactions to this issue are also important issues of discussion. It should not be forgotten that events such as earthquakes have a strong potential to create traumatic effects and that this will also have a substantial impact on psychological health. The following statement from a participant may help us better understand this issue:

"No one at the switchboard where I was lost, anyone. They did not experience that moment, did not see it, did not search for their children, did not bury their siblings. You are expected to act as if everything is normal. Your daily psychology cannot be the same. Sometimes, what you experienced there comes to mind for 10 seconds. Your entire week is ruined; you cannot get over it. However, the people on the other side expect you to be the same as always. They are right because they have someone they have known for 20 years. However, I cannot say I managed this process well."

The lack of empathic communication in the participant's statements deeply affected the participant. We hear that the psychological effects of earthquake trauma are ignored in workplaces, but awareness of these effects is of great importance for employees to understand their psychological health (Hobfoll, 1989). Expecting employees who have lost something to be treated "as before" creates an emotional burden and demand. These expectations include treating their colleagues as if everything is normal and continuing with their daily work routine. On the one hand, continuing their responsibilities at work and, on the other hand, carrying the emotional burden of the trauma experienced can be emotionally challenging. The fact that others create an expectation and that this expectation cannot be met with the available emotional resources can cause feelings of inadequacy or guilt (Lazarus & Folkman, 1984). The employee's statements also include, "I cannot say that I managed the process very well." However, it is understandable that employees exposed to this situation may not be their old selves, become withdrawn, and lose productivity (Hobfoll, 2001). Here, while colleagues' empathic, understanding, and inclusive attitudes are critical to creating a social support mechanism, it is also vital for the organization to provide professional support.

Narratives about disaster experiences allow individuals to understand the trauma they have experienced and provide opportunities for emotional healing during this process. Sharing the stories of survivors after a disaster is a healing process for individuals and communities. This sharing helps normalize emotional experiences (Kargillis et al., 2014). It is thought that there are two different perspectives in the expressions of participants living in the earthquake-affected area and those who did not experience the earthquake directly regarding their feelings during the quake. We can approach their narratives from these two perspectives: the observer's viewpoint and the hero's first-person viewpoint. Participants living in the earthquake zone tend to approach their experiences during and after the earthquake more objectively when narrating. They appear to express their experiences with an event-centered narrative. This can be interpreted as creating emotional distance after a traumatic event and framing the experience more rationally. It can be expressed that they focus on events and their chronological presentation as a coping strategy for post-traumatic stress. This may have led to their detachment from personal feelings as a defense mechanism, reflected in their narration style.

Individuals who do not live in the earthquake zone tend to feel the effects of trauma through media. This can also affect their emotional health. Exposure to earthquake news may increase the sense of empathy in individuals, but it can also trigger negative feelings such as anxiety and fear. Collective trauma can create a mood across society; this can lead to feelings of anxiety and uncertainty even in individuals who have no direct experience with the earthquake. While social uncertainty is distinctly apparent in individuals from the earthquake region, it manifests more as empathy and anxiety in those outside the area (Harada et al., 2015). In the narratives of participants who did not live in the earthquake zone, there is a greater emphasis on emotions when conveying their experiences. In fact, despite being external observers, these participants exhibit narratives like those of a first-person narrator when sharing their experiences. It can be stated that they tend to present events through their own experiences and emotions. The influence of empathy is evident here. The development of strong empathy after the traumatic event, the emergence of the need to help, and the sense of responsibility may have led them to move away from being external observers, creating an effort to participate in the event and provide emotional

responses. Participants who have experienced secondary trauma express their emotional responses more intensely.

5.1. Implications of the Research

This study was not only an academic effort that touched the lives of individuals but also an opportunity to bring a new perspective to institutional strategies. This research aimed to present a system design enabling individuals to “re-hold on to life” and prepare for a more resilient future. Therefore, this thesis should be evaluated as a product of an effort to contribute to the benefit of society, regardless of career goals.

In conclusion, this study reminds us that the key to reconstruction after disasters is not just removing physical debris but also building a network of hope and solidarity that will guide people to rebuild their lives—in other words, removing the “debris” in the souls. In this context, the thesis is not just an academic process but the written form of a leadership responsibility.

The thesis has opened a broad discussion on the importance of long-term psychosocial support programs. Future studies can focus on the effects of such support mechanisms in different sectors. In addition, how organizations can develop various strategies considering cultural factors can be investigated nationally and internationally. This study provides a valuable starting point, especially for rebuilding employee commitment and trust after a crisis.

5.2. Limitations of the Research

This study was conducted with a limited number of participants, which limits the generalizability of the results. In addition, focusing on only one sector made it difficult to compare the effects of the results across different businesses. Future studies with a larger sample size and individuals from various sectors could provide a broader perspective.

5.3. My Reflections

Writing this thesis was a very challenging process for me. Recalling the experiences we had in February 2023 repeatedly challenged me personally and emotionally. On the other hand, acting motivated to create an academic/practical document that institutions can benefit from since our country is an earthquake zone strengthened me.

Unfortunately, one of the biggest challenges I encountered during the thesis process was the lack of sufficient local references and resources on this subject.

As I mentioned before, the lack of a comprehensive guide addressing the psychosocial dimension of organizational interventions after significant disasters such as earthquakes constituted the primary motivation for my research. There was a severe deficiency in many areas, from resources that would guide us in managing the crisis to managing the psychology of the crisis team. This deficiency deepened my questions about the research and also led me to conduct a broader search in the literature.

I turned to international sources and benefited from crisis management experiences in other countries. In the literature review, the post-disaster organizational intervention models in Japan and New Zealand, in particular, were inspiring for my study.

In addition, the emotional difficulties I encountered during the fieldwork were another critical obstacle. While interviewing individuals directly affected by the earthquake, accompanying their stories required balancing empathy with professional distance. During this process, the guidance of my advisor and the support of teamwork gave me confidence. I learned to move forward by empathizing and “accepting that we cannot keep up with everything.”

The thesis writing process gave me a different perspective and even a kind of maturation opportunity, both academically and personally. I became more familiar with academic writing techniques. I saw how vital details I had not noticed before were at the roots of organizational behavior. In addition, I developed my active listening and asking-the-right questions skills during fieldwork and academic writing. I experienced the importance of careful language when approaching the participants' stories. The emotional depth in their

expressions made me understand that “even silence can be a kind of shout.” These skills I acquired while writing allowed me to approach the research more in-depth and humanely.

When I started my thesis, I addressed organizational psychosocial support mechanisms in a more theoretical framework. However, the stories I heard during the fieldwork completely changed this perspective. Throughout the study, I realized that the success of a support mechanism depends not only on the scope of the services provided but also on how much these services touch the real needs of the employees. I saw how each organization's culture, dynamics, sector structure, and geography can be influential. When all these factors are considered, I also learned the limitations of a monolithic solution. This situation led me to approach my study from a more human-centered perspective. When I saw how difficult it is to say something absolute when the subject of the study is human, I encountered lessons of ambiguity. Something that may be effective for some employees may not mean anything to others. For this reason, I learned that working needs-oriented would be the right way. On the other hand, the resilience that the participants showed, especially in the face of the trauma they experienced, clearly revealed that organizations can be effective not only with technical solutions but also by establishing an emotional bond.

The results were much more diverse than I had initially anticipated. For example, I obtained strong evidence that the effects of organizational interventions were not limited to psychological improvement but also increased employees' commitment to their workplaces. However, I also saw how quickly trust loss occurs when lacking support mechanisms. These findings were one of the most important areas of awareness I encountered during the research process.

This study should be part of my effort to develop a deep understanding of disaster management and organizational psychosocial support rather than career goals.

During my thesis, I elaborated on how organizations can affect their employees and society in times of crisis. This again emphasized the importance of developing mechanisms that improve individuals' lives and redefining the institutions' role in this

process. The study provided me with academic knowledge as a leader and brought the responsibility of implementing this knowledge.

In this study, I deeply examined how organizations should demonstrate leadership in post-disaster processes, not only in technical or operational terms but also in terms of human values. One of the most fundamental findings from here was that crisis intervention should be defined with speed, effectiveness, fairness, and empathy. The way to gain people's trust, increase resilience amid losses, and facilitate the reconstruction process is not only about "what to do" but also "how to do it."

My thesis study allowed me to develop suggestions to increase organizations' preparedness levels for crises. These suggestions aim not only to improve the response to the current crisis but also to be more prepared for similar situations in the future. In this sense, the study was not only an academic process for me, but also a manifestation of my responsibility to contribute to society and the institution. For example, I saw that support systems created for employees during the crisis should include physical safety and psychological well-being. Examining the long-term effects of organizational psychosocial support mechanisms provided essential clues about employees' performance and commitment in the post-crisis restructuring process. I will continue to follow up on the findings after this thesis.

This process was very intense for me, both emotionally and mentally. Although the stories of the participants affected by the earthquake were challenging, the responsibility of making their voices heard and the belief that this study would be beneficial motivated me. I felt that each participant who shared their stories was somehow asking, "Is anyone hearing my voice?" and I carried the weight of being able to answer this call. In addition to my identity as an academic researcher, I understood that creating a "voice mechanism" and an inclusive environment where employees' voices are heard should also be a leadership competency accompanying disasters.

CONCLUSION

This study aimed to understand the relationship between employees and organizational psychosocial support following the earthquake centered in Kahramanmaraş on February 6, 2023, which affected 16 provinces, to evaluate the effects of these supports on employees, and to identify areas for improvement. In this study, which used focus group interviews as a qualitative research method, employees' experiences and emotional reactions were analyzed in depth. The focus groups in the study were examined in four separate categories: those residing in the earthquake-affected region, those living in the area not affected by the earthquake, those with losses, and those without losses. The most striking finding in this category was that the emotionally intense transfers in the interviews differentiated between earthquake-affected and unaffected regions. While the emotion-focused transfers of participants in areas unaffected by the earthquake were more intense, those living in earthquake-affected regions remained more cognitively focused.

The fact that those living in regions directly affected by the earthquake had to deal with daily practical events such as survival, safety, and meeting basic needs may have led to rational reasoning or solution-oriented thinking. The current questions on the participants' minds are still which city they will live in, what kind of house they will live in, or which schools they will register their children to. On the other hand, experiencing a traumatic event may bring with it a great deal of emotional burden. In such a case, taking an emotional distance from the event can be read as a defense mechanism aimed at reducing the event's emotional impact. It can also be interpreted as managing the process by preventing emotional destruction to survive or adapt to life. At this point, it is essential not to ignore that a struggle and reconstruction process continues for those living in regions directly affected by the earthquake. On the other hand, for those in areas not affected by the earthquake, it may be perceived as an emotionally charged trauma and allow them to focus on the emotional effects. Observing the events from a physically safer distance may have developed an empathic and emotionally charged perspective. The directness of the experience, emotional defense mechanisms, or safe distance stand out as the main factors affecting the relationship with emotions. However, what is critical

here is the need for a comprehensive approach to both emotional and cognitive needs when planning post-disaster psychosocial support mechanisms.

Research findings show that organizations' short-term, medium-term, and long-term interventions are critical in meeting employees' emotional and physical needs. It has been determined that short-term interventions, especially communication, meeting basic needs, and psychological first aid, strengthen employees' trust, understanding, and belonging. In the medium and long term, psychosocial support programs, flexibility in working arrangements, and logistic support have facilitated the adaptation processes of employees and increased their commitment to the organization.

Data obtained from the interviews revealed that employees experienced significant changes in their trauma reactions, adaptation processes, and future perceptions following the earthquake. While the presence of organizational support in the post-traumatic recovery processes of employees created a strong sense of trust, feelings of injustice and loneliness came to the fore in cases where this support was perceived as insufficient.

The impact of organizational interventions on employees was examined under three main headings: a sense of belonging and commitment, nurturing positive emotions, and “perception of the sustainable and agile organization”. A supportive organizational culture strengthens employees’ commitment to the organization. Employees stated that the sensitivity shown during the disaster process made them feel valued. Fast and effective interventions increased employees’ confidence in the organization’s crisis management capacity.

The study reveals that organizational psychosocial support mechanisms must be more inclusive and fairer. Strengthening communication channels and making them accessible to all employees, expanding one-to-one psychological support services, and creating long-term flexibility and sustainable support plans have been identified as important areas of need.

This research shows that the psychosocial support mechanisms of organizations for employees during disaster periods play a decisive role in individual and organizational recovery processes. Adopting a human-centered approach by organizations supports

employees' post-traumatic recovery, adaptation, and confidence in the future. Creating and implementing a systematic psychosocial support action plan for disaster periods is recommended in this context.

The findings of the study provide important clues for understanding the process experienced by employees and improving organizational preparedness and response capacity for similar crises in the future.



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APPENDICES

Appendix A. Result of the Evaluation by the Ethics Committee



ETİK KURUL DEĞERLENDİRME SONUCU RESULT OF EVALUATION BY THE ETHICS COMMITTEE

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından doldurulacaktır
/This section to be completed by the Committee on Ethics in Research on Humans)

Başvuru Sahibi/Applicant: İhsan Erbil Bayçöl

Proje Başlığı / Project Title: Understanding the Effects of Organizational Psychosocial Support on Employees during Kahramanmaraş Earthquake in 2023: A Qualitative Study

Proje No / Project Number: 2024-20632-012

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	X
2.	Ret /Application Rejected Reddin Gerekçesi /Reason for Rejection:	

Değerlendirme Tarihi / Date of Evaluation: 29.01.2024

Kurul Başkanı / Committee Chair
Dr. Öğr. Üyesi Mehmet Bedii Kaya

Üye / Committee Member
Prof. Dr. Perihan Güner

Üye / Committee Member
Doç. Dr. Yağmur Nuhrat

Üye / Committee Member
Prof. Dr. M. N. Alpaslan Parlakçı

Üye / Committee Member
Prof. Dr. Itir Erhart

Appendix B. Gönüllü Katılım Formu

Bu tez çalışması, 6 Şubat 2023 Kahramanmaraş merkezli depremden etkilenen ya da hiç etkilenmeyen çalışanlara yönelik organizasyon tarafından yapılan bazı müdahalelerin nasıl algılandığı hakkında bilgi edinmeyi amaçlamaktadır.

Tez çalışması İstanbul Bilgi Üniversitesi, Örgütsel Psikoloji bölümü öğrencisi İhsan Erbil Bayçöl ve danışmanı Doç. Dr. İdil Işık tarafından yürütülmektedir.

Bu araştırmada yarı yapılandırılmış sorulardan oluşan derinlemesine görüşme yapılacaktır. Ortalama görüşme süresi bir saattir. Katılımcıların kişisel bilgileri gizli tutulacak ve elde edilen bilgiler sadece bilimsel amaçla kullanılacaktır.

Katılımınız tamamen gönüllülük üzerine kuruludur. Çalışma sırasında sebep bildirmeksizin çalışmayı bırakabilir ya da hiçbir mazeret belirtmeden cevaplamak istemediğiniz soruyu atlayabilirsiniz.

Eğer kabul ederseniz görüşme sırasında ses kaydı alınacaktır. Görüşme sırasında hiçbir bilgiyi kaçırmamak için ses kaydı almayı tercih ediyoruz. Ses kayıtları yazıya döktükten sonra “Tematik Analiz” tekniğiyle analizi yapılacaktır. İsminizden ve kurumunuzdan bahsedilmeyecektir. Katılımcılardan toplanan veriler ayrı ayrı kullanılmayacak, bir veri havuzunda birleştirilecek ve analiz bir bütün veri üzerinde yürütülecektir.

Araştırmaya katıldıktan sonra herhangi bir sorunuz olduğu takdirde ya da araştırma sonuçlarını elde etmek için İhsan Erbil Bayçöl [REDACTED] ya da İdil Işık [REDACTED] irtibata geçebilirsiniz.

Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiriye okudum ve anladım. Bütün sorulara kendi isteğimle cevap verdim ve gönüllü olarak bu çalışmaya katılmayı kabul ediyorum.

Kabul ediyorum. ()

Kabul etmiyorum. ()

Ses kaydı alınmasını kabul ediyorum. ()

Ses kaydı alınmasını kabul etmiyorum. ()

Lütfen, “Katılmayı kabul ediyorum” ve İsminizi yazın:

Araştırmacının İmzası ve İletişim Bilgileri:

Tarih:

Appendix C. Informed Consent Form

This thesis study aims to obtain information about how some interventions made by the organization towards employees who were affected or not affected at all by the earthquake centered in Kahramanmaraş on February 6, 2023, were perceived.

The study is going to be held by Organizational Psychology master student İhsan Erbil Bayçöl and his advisor İdil Işık at İstanbul Bilgi University.

In-depth interviews with semi-structured questions will be done in this research. The interviews will last for approximately one hour. Personal information of the participants will be kept in private and the study's finding will only be used for scientific purposes.

It is voluntary to participate in this study. You can quit anytime during the interview and skip any question you do not want to answer without mentioning an excuse.

If you accept, there will be an audio recording during the interview. We prefer audio-recording in order not to miss any information during our interview. Voice records will be transcribed, and Thematic Analysis will be conducted. Not to mention your name and your organization name will be taken care of. The data collected from participants will not be used individually; they will be combined in a data pool, and analysis will be conducted as a whole.

You can contact İdil Işık [REDACTED] and İhsan Erbil Bayçöl [REDACTED] if you have any further questions on the study.

I have read and understood the explanation provided to me. I have had all my questions answered satisfactorily, and I voluntarily agree to participate in this study.

I accept (), I do not accept ()

I accept audio recording () I do not accept audio recording ()

Please write "I accept to participate" and your name:

Signature and contact information of the researcher:

Date:

Appendix D. Semi-structured Interview Questions (For Participants Residing in Earthquake-Affected Areas)

Turkish	English
1. Deprem ve sonraki süreçlerde yaşadığınız deneyimleri biraz anlatır mısınız? Şu anda nerede yaşıyorsunuz? Aileniz yanınızda mı? Hayatınızda neler değişti?	1. Could you tell us a little about your experiences during the earthquake and its aftermath? Where do you currently live? Is your family with you? What has changed in your life?
2. Deprem anında size şirketten ulaşan birileri oldu mu? Olduysa telefon geldiğinde neler hissettiniz?	2. Did anyone from the company reach you during the earthquake? If so, how did you feel when you received the phone call?
3. Kamp alanında konakladınız mı? Sizin için bu önemli miydi?	3. Have you stayed at the campsite? Was this important to you?
4. Biliyorsunuz kurumumuz deprem döneminde birçok destek sundu. Bunlardan hangileri aklınızda kaldı? Bunların sizin için bir önemi var mı? Sizdeki etkileri neler oldu?	4. As you know, our institution provided a lot of support during the earthquake period. Which of these supports in your mind? Do these have any importance to you? What were the effects on you?
5. Bu dönemde kurum keşke şunu da yapsaydı ya da şunu şöyle yapmasaydı dediğiniz bir uygulama oldu mu?	5. Is there any practice during this period that you wish the institution had done this or not done this or that?
6. Gelecek planlarınız neler? Kurumdan bir beklentiniz var mı?	6. What are your future plans? Do you have any expectations from the institution?

Semi-Structured Questions (For Participants Residing in Non-Earthquake-Affected Areas)

English	Turkish
1. Could you share some of your experiences during and after the earthquake? Where do you currently live? Is your family with you? What changes have occurred in your life?	1. Deprem ve sonraki süreçlerde yaşadığınız deneyimleri biraz anlatır mısınız? Şu anda nerede yaşıyorsunuz? Aileniz yanınızda mı? Hayatınızda neler değişti?
2. Are you aware of your institution's support during the earthquake period? Which of these efforts stands out to you? Were they significant to you? What impact did they have on you?	2. Deprem döneminde kurumunuzun yaptığı desteklerden haberdar mısınız? Bunlardan hangileri aklınızda kaldı? Bunların sizin için bir önemi var mı? Sizdeki etkileri neler oldu?
3. During this period, was there anything you wish the institution had done differently or actions you felt should not have been taken?	3. Bu dönemde kurum keşke şunu da yapsaydı ya da şunu şöyle yapmasaydı dediğiniz bir uygulama oldu mu?
4. As you know, Türkiye is an earthquake-prone region. In your opinion, does your institution have an emergency response plan for such situations? Do you think it should have one?	4. Biliyorsunuz Türkiye bir deprem bölgesi, sizce kurumunuzun bu konuda bir acil durum planı var mı? Kurumunuzun acil durum planı olmalı mı?
5. What does a disaster-prepared institution that provides constructive support to its employees mean to you? What do you think such institutions should be like?	5. Afetlere yönelik planlamalar yapan, çalışana yapıcı destek sunan kurum sizin için ne anlam ifade ediyor? Böyle kurumlar nasıl olmalı sizce?
6. What are your future plans? Do you have any disaster-related expectations from the institution?	6. Gelecek planlarınız neler? Kurumdan afetlerle ilgili bir beklentiniz var mı?