

POSITIVE EMOTIONAL LINKS WITHIN ORGANISATION

According to Barsauskiene, Januleviciute-Ivaskeviciene, 2005, **none organisation links with some appropriate society groups are not that important as links with employees of the organisation.** Positive emotional links with employees may be reached upon:

- “The mutual trust between staff and leaders.
- Concrete and objective communication.
- When each staff member is satisfied by the own status within the organisation as well as self-expression possibilities.
- Work is organised without disputes.
- Organisation is followed by success.
- There is a positive attitude towards the future” (Barsauskiene, Januleviciute-Ivaskeviciene, 2005).



In order to satisfy these preconditions, it is important to give all staff the relevant information about activity of organisation (employment possibilities, working conditions, salary, development, finances and etc.), to encourage the staff to express own opinion.

Moore, Kalupa, 1985 state that communication inside the organisation must be based on the following principles:

- Leaders must share information with staff.
- Information may be provided in written form.
- Information is to be written in simple, easily understandable words.
- Information is to be prepared by competent staff members.
- Information cannot be distorted or misleading.
- Information must be informative, concrete and presented on time.
- Information is to be presented in small amounts.

Therefore, upon appropriate communication it is possible to attain that the behaviour of people is matched and leads to decisions upon some concrete issues, because “life of organisation contains many issues that are to be determined and this decision is to be maintained until it satisfies everybody” (Gazarian, 2013).

Decided issues form the culture of organisation. According to Gazarian, 2013, adequate culture does not form internal tensions, erosion of relations. A leader must communicate what concrete issues are to be like and he must follow these decisions by himself.

“Culture is developed via organisational communication that enables the direct or indirect share of knowledge among individuals as well as the understanding about the surrounding physical, social and mental environment” (Raisiene, Vanagas, Zuromskaite et al., 2014).

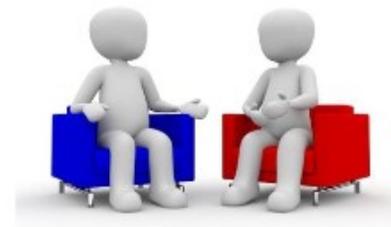
Raisiene, Vanagas, Zuromskaite et al., 2014 stress the role of communication upon analysis, assessment, development and improvement as well as changing the organisational culture that is identified as the appropriate organisational culture by the following features:

- Recognition and assessment of versatility.
- Cherishing staff and conscious behaviour with each worker.
- Respect to the input of each worker.
- Each staff member is proud of the own organisation as well as of the task implemented.
- Equal possibilities to all workers to reveal oneself within the organisation.
- All members are invited to discussions about problems of order and the whole organisation.
- Competent leaders of the organisation.
- Ability to compete within the market by innovations.
- Low staff change rate.
- Investment to learning, teaching/ training and staff knowledge.

Covey, 2007 states that the organisational culture affects the institutional and personal trust by workers – the main factor, affecting achievements of all organisation.

Trust appears under following premises:

- Sharing feelings and thoughts.
- Sharing personal information.
- Rules and procedures, protecting rights of staff in organisation.
- Good personal knowledge of staff members.
- Previous experience when the trust was reasonable.
- Trust in good intentions of colleagues.



Culture of organisation may be ethical, spiritual. Robins, 2003 states that a leader, aiming to develop the more ethical culture, must show the own example and is to develop and announce the code of ethics with the main values of organisation together with rules of ethics that are to be followed by workers. He must teach ethics by organising seminars and therefore must encourage ethical behaviour together punishing non-ethical one, develop protective mechanisms, e.g. establish positions of ethics' specialists and etc.

Today organisations stress not only ethics, but the spirituality. According to Robins, 2003, spirituality in work is the recognition that people have an internal life that stimulates the meaningful work within the community context. This means that people are seeking for a meaning, aim in their work.

Some features of spiritual organisations are separated:

- **Strong sense of the aim:** spiritual organisations develop their culture on the base of the meaningful aim; the profit is important, but it is not the main value.
- **Attention to personal development:** spiritual organisations recognise the value of people and not only give work, but aim at developing the culture for a constant learning. Upon recognition of the importance of people, organisations try to ensure that their staff members do not lose the work.
- **Trust and openness:** spiritual organisations are characterised by mutual trust, openness, consciousness, leaders are not afraid to accept own mistakes.
- **Giving powers to staff:** spiritual organisations have a climate of trust and constant learning, and this leads to possibility to authorise some staff members to solve some work-related issues independently.
- **Tolerance to the self-expression:** staff emotions are not hidden. Staff members are allowed to be themselves – to express feelings and moods.

When speaking about the spiritual culture and its development within the organisation we speak about the spiritual intellect (SQ). Physical intellect (PQ) is also important.

According to Chmiel, 2005, after questioning 16000 staff members in Europe it appeared that 29 percent believe that their work has an effect on their health: they mentioned back pains, stress, and general tiredness. It is understandable that expenses linked to the work stress are huge. “It is calculated that expenses due to stress and psychical illnesses because of work in the United Kingdom reach 5 milliards of pounds per year and it is 10 percent from the gross domestic product” (Chmiel, 2005).

Chmiel, 2005 presents the review of the work stress interventions that is to be assessed and decisions are to be made by the leader of each organisation (Table 4).