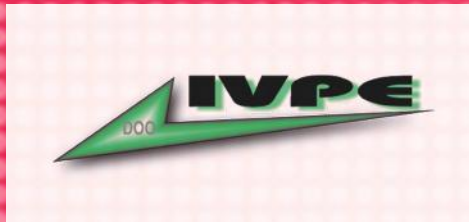


SOCIAL AND HUMANITIES SCIENCES

**Theory, Current Researches
and New Trends**

**Prof. Dr. Hasan Babacan
Assoc. Prof. Dr. Ruhi İnan**

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ISBN: 978-9940-46-043-3



IVPE 2020

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First Edition • © October 2020 /Cetinje-Montenegro

ISBN • 978-9940-46-043-3

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web: www.ivpe.me

Tel. +382 41 234 709

e-mail: office@ivpe.me



Cetinje, Montenegro

PREFACE

Understanding one's own society, determining the needs of society and finding solutions to these needs are the main objectives of social sciences and humanities. The intensive and effective direction of social/visual media to our lives had has increased the importance of this field. Likewise, social sciences and humanities with their multivariate academic point of view, make important contributions in solving the problems by using analytical, critical or speculative methods.

This work having prepared by us offers clear and academic solutions about the sociological reflections of the media, the problems of digital insurance as well as tourism and digitalization. Besides these, it offers important determinations and solutions on issues such as Internet addiction among children, understanding of new media, visual culture, street sales as a sociological problem, digital system in Turkish insurance sector, English teaching, important Islamic terminologies, policy perception in Arab geography, work-family life balance, courage management, international energy companies, comparison of psychoanalytic criticism, Turkish medical tourism and sustainable tourism.

Hoping that it will be fruitful and have plenty of readers.

Editors

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Prof. Dr. Bülent Cercis Tanrıtanır, Van Yüzüncü Yıl University, Turkey

Prof. Dr. Redzep Skrijelj, Novi Pazar State University, Serbia

Prof. Dr. Serbo Rastoder, Montenegro University, Montenegro

Prof. Dr. Yıldırım Atayeter, Süleyman Demirel University, Turkey

Prof. Dr. Zafer Gölen, Burdur Mehmet Akif Ersoy University, Turkey

Prof. Dr. Zeki Cemil Arda, Retired Faculty Member, Turkey

Assoc. Prof. Dr. Atıl Cem Çiçek, Kafkas University, Turkey

Assoc. Prof. Dr. Emina Berbic Kolari Osijek University, Croatia

Assoc. Prof. Dr. Hüseyin Karmelikli, Karabük University, Turkey

Assoc. Prof. Dr. Nihada Delibegovic Dzanic, Tuzla University, Bosnia and Herzegovina

Assoc. Prof. Dr. Yüksel Akay Unvan, Ankara Yıldırım Beyazıt University, Turkey

Asst. Prod. Dr. Hacer Aslan Kalay, Van Yüzüncü Yıl University, Turkey

Dr. Hasan Bello, Albania History Intittute, Albania

CHAPTER XI

COURAGE MANAGEMENT: COURAGE AS A MANAGEMENT TOOL

Dr. Cem ŞEN

Turkish Military Representation to NATO, Brussels, Belgium,
cem.sen@hotmail.com

Orcid No: 0000-0002-7300-0170

Prof. Dr. İbrahim Sani MERT

Antalya Bilim University, Antalya, Turkey,
ibrahim.mert@antalya.edu.tr

Orcid No: 0000-0002-2850-1865

1. Introduction

Courage emerges as a concept that has not lost its popularity and is an interesting subject that has kept philosophers busy throughout history. Courage, along with temperance, wisdom, and justice, is one of the four cardinal virtues in the Western tradition; and also a central virtue in Confucian thought, one of the three basic qualities of a virtuous person, along with wisdom, and goodness or benevolence (Harris, 1999).

The courage study, described as the rediscovery of an old virtue (Tillich, 2019), can be explained by the understanding of the importance and priority of courage in private, business, and social life. Courage forms the basis of a human character, and free life which can be used by smart management to catch the synergy targeted it into a success story. It will easier for managers and leaders, who understand the importance of courage, to succeed. Today, many arguments appeal to leaders and managers, with long lists of what they should and should not do. Management and leadership is, of course, not an ordinary thing, and regarded as the biggest responsibility a person can take. There should be a guide that will strengthen the power of managers and leaders, and help them use their power correctly for the right purpose. This guide, without a doubt, is courage (Mert, 2007).

Courage is the manifestation of the core values of man in management. Courage is the greatest service of man to himself, to others, and especially to the future. It is not a luxury in management, on the contrary, is a necessity, and a must. Simply, its existence leads to righteousness and its absence leads to wrong. If a leader doesn't have

courage, it is not important what he/she knows, what he/she has, or how well he/she is educated. Power and characteristics of leader and manager can only turn into a social good with the help of courage (Mert, & Aydemir, 2019).

Courage is the fundamental value that an individual should have to be himself/herself in his private and business life and to add value to his/her work, family, and environment. Employee courage, which is indispensable and the basic foundation of the competition in business life today, emerges as a potential that managers must professionally, systematically, and consciously handle, recognize, and manage beyond. Although the importance and effect of courage in both business life and private life has been emphasized in the recent studies on courage, how this effect should be reflected in the managerial area has not been adequately explained yet.

The purpose of this chapter is to draw attention to the importance of courage in the management process, especially the role of courage which makes personal vision and values real, and to be sensitive about how it can emerge in this process. Courage has a complex nature. Its complex nature makes courage sensitive to misunderstandings and uses. Investigating what courage means, will allow managers and leaders to know how to use courage, to recognize their stereotypical mistakes in courage, and increase their quality of management.

2. The role of courage in life – both in business and private

The extensive study of courage dates back to the times of first written history, especially Plato and Aristotle (Snyder, Lopez, & Pedrotti, 2010), and even to Confucius (Jiang, 2012) before them. It is possible to come across an interpretation of courage not only in philosophy but also almost in every field of social sciences. In these disciplines, courage is examined in different categories like emotion, behavior, virtue, or way of thinking, etc. (Pury, & Starkey, 2010). Although this is a topic of great interest, what courage means is still a matter of debate (Roochnik, 2015). The reason why courage has not been investigated sufficiently, a clear and concise definition has not been made so far (Woodard, & Pury, 2007) stems from the truth that it is difficult to measure it (Howard, & Alipour, 2014).

The moral quality of courage, which is closely related to morality, requires that the courage be addressed ontologically (Tillich, 2019). Therefore, it is necessary to analyze how courage is perceived in society and which attitudes and behaviors are explained by associating it with the behavior dimension that it shapes in daily life. This, in turn, points to the need to discover the current situation by systematically

addressing social thought of what courage is. Courage, mostly considered as a personality trait in the historical process, has recently begun to be treated as a form of behavior and action (Ginevra et al., 2019). Courage is a virtue that people care for. Therefore, it is a virtue that will never go out of fashion (Foster, 1898). However, it has been questioned by some philosophers whether courage, compared to other virtues, is more important and regarded as a virtue above them both throughout history (Tillich, 2019) and today's research (Stark, 2002).

In the last decade, with the contributions of positive psychology, there has been a great change in the classical courage understanding that has been inherited since Socrates in courage studies. For example, some of them are Brendtro, Brokenleg & Van Bockern (2005), Lopez, O'Byrne & Petersen (2003), and Maddi (2006). Courage is considered as a protective psychological resource in dealing with danger, crises, and future concerns. It protects and supports the rights of the individual and ensures that his/her voice is heard and plays an important role in the individual's coping with stressful situations (Watson, 2003). Courage gained momentum with positive psychology studies, is defined as being able to focus on the power to resist harmful habits and unreasonable concerns (Lopez, O'Byrne & Petersen, 2003).

While the management literature does not offer any single definition of courage, which everyone agrees on, the philosophy literature has long considered courage relevant in the management of civic affairs (Harris, 1999). In some studies on courage, it is stated that there are different types of courage, for example, moral courage, physical courage, and military courage, etc. However, it would be appropriate to approach courage from the holistic point of view, that is one type of courage can be detected in other types as well. As a matter of fact, even Socrates approached courage in this way and emphasized that courage is moral as well as physical (Mert, 2007). The first comprehensive definition of courage in history was made by Socrates. Socrates considers courage as a part of virtue. He tries not to narrow down courage into several special features, and find the balance between wisdom/reasoning and fortitude (Platon, 2002). According to Socrates, some features of courage can be listed as follows: courage is moral as well as physical, correct courage cannot be separated from knowledge, and it is based on an instinct¹. Plato agrees with these features of courage defined by Socrates. Aristotle sees courage as a virtue that makes sense between cowardice and boldness (Ryan, 2004). In his opinion; a person, acting stupidly, is unable to realize what the danger

¹ <http://etext.library.adelaide.edu.au/p/plato/p711a/introduction.html> (accessed on 17 January 2020).

he/she faces, whereas a cowardly person is aware of this danger and does not do anything. As can be seen easily from the discussion above, different views can be found about the elements that make up the nature of courage. The issue of what courage is and composed of varies not only from culture to culture but also from person to person (Mert, 2007). For example; some define courage as the absence of fear, while others emphasize courage emerges with fear.

The word “courage” is defined as the ability to do something dangerous, or to face pain or opposition, without showing fear by Oxford Advanced Learner’s Dictionary (2010), and its root comes from the Latin word “cor” or “cordis” and the French word “corager” which both means “heart”. It can be defined as the quality of mind enabling one to overcome fear or other difficult obstacles, in other words, it is overcoming the negative experience of fear with more positive feelings (Schwartz, 2004). Woodard (2004) defines courage as the power to survive mentally and morally in the face of fear, anxiety, and difficulty. And he defines the courageous person as, despite feeling fear and anxiety in a situation threatening his existence, the person who can do what is necessary. According to another definition, courage is an individual’s power where he/she gets from his/her depths to achieve a virtuous conclusion (Sekerka, & Bagozzi, 2007). The individual gets this power without being able to cope with the fear he/she feels. In other words, this power, which comes from the foundation of existence, gives its first exam by controlling the fear felt. Courage has gained momentum with positive psychology studies where it is defined as being able to focus on the power to resist harmful habits and unreasonable concerns (Lopez, O’Byrne & Petersen, 2003).

Courage is accepted as a basic virtue which is a prerequisite for other virtues to appear, e.g. accuracy, trust, etc. (Pury and Kowalski, 2007). In this aspect, courage, having an important regulating role, affects not only the behavioral consequences but also the human behaviors caused by the other virtues. When it comes to courageous behavior, Walton (1986) points out that it is an act of personal reasoning and suffering in a situation involving danger, difficulty, and pain with a moral intention. Gould (2005) states that courageous behavior has three dimensions which are fear, proper behavior, and purpose, whereas Klein and Napier (2003) put forward courage dimensions as sincerity, purpose, suffering, and risk. Kilmann, O’Hara, and Strauss (2010) focused on the organizational features of courageous behavior and identified them as follows: free choice, experience, risk, valuable purpose, conscious behavior of the person despite the danger, and fear. As can be seen, these features show that courage involves emotion, cognition, and

action in which an individual risks harm in pursuit of a noble purpose (Kilmann et al., 2010).

Recently, the need for moral values has been emphasized more frequently in books, articles, and news about business life. Moral values are needed for an organization to survive and reach its vision in the long term. The importance of moral values for organizations is better understood by leaders and managers day by day. Courage and honesty are at the top of these values. It is not possible for honesty, which has great importance in business life, to be placed in an organization without courage (Mert, 2007). Courage is a prerequisite for honesty as well as other virtues, i.e. moral values. Today, some companies do not behave honestly because they are afraid that their sales will drop, and some employees do not behave honestly because they are afraid that their boss will fire them (Duska, 2005), as it can be seen common fears of business and personal survival are those of not being good enough, not being needed, losing control, disappointing others (Perme, 2016). In essence, it seems obvious that great attention must be paid to moral values in business life. It is not a coincidence that at present, the moral course at the Harvard Business School is among the core courses. Every single day, the number of leaders needed in business life is increasing. The leader-follower ratio changes, leaders take on the role of followers as well. The impact of personal values on business has accelerated compared to the past (Jandt, 2002).

As to organizational courage, while it is hard enough to find personal courage, and what if the whole organization needs courage? Perhaps, it is not as easy as expected to adapt personal courage and then create and manage organizational courage (Perme, 1991). The organization is an entity where people come together with resources that are directed towards the achievement of a goal. To achieve the purpose of this organization and to lead everyone doing their best, a common vision is needed. The role of courage here is to realize the vision, mission, and values come true. It is difficult to develop courage in the organization. In addition to having a correct vision and correct values, it is necessary to have the courage to embrace hopelessness and fear. When courage is part of the organizational culture, this culture nurtures the courage of the employees as well. Organizations' ability to survive in today's intense, increasingly dynamic, and brutal competitive environment depends on this. A lot of fear in organizations is caused by events like mergers, acquisitions, economic downturns, technical innovations, and job changes, etc. Under these circumstances, it is important to remind employees that fear is a normal emotion and that courage means walking with fear, not being fearless (Perme, 2016) which eventually leads to a culture of courage.

3. Courage management

If an organization does not have a culture of courage that supports moral values, there will sooner or later be a collective collapse. The main thing is not only the system but the heart of every single individual. As the position of the individual increases in the organization, accountability and the need to share values with others will increase. We need leaders who have the courage to do the right thing, regardless of the subject matter, whether in business or private life. We need leaders who do not pursue their personal ambitions and desires. A leader or manager should take his steps not with the concern of "If I am wrong, I can be detected", but with the belief that the truth will appear sooner or later. The leader should boldly move towards the truths he believes in, and believe that no logical explanation can change the truth. Courage leads the leader to complete dedication, and complete dedication to success (Wilma, 2005). Courage is the center of leadership. However, despite this, it has often been a neglected issue of leadership (Terry, 1993).

The secret of a successful organization lies in some specific features like caring for values, listening, learning, being consistent, and discipline (Mert, 2007). Encouragement is necessary for these actions to be implemented and effective (Burns, 2005). In organizations, it takes real courage to realize the values constantly, to create a listening and learning environment. This is the willingness to act in line with your beliefs about the organization's responsibilities. When we take a look at the companies that have significant successes today, it can be seen that they have a common denominator in all fields. They all have followed the truths they believe in. The source of their success is not stemming from differentiation strategies, but because they believe they are the best they do and have the courage to eliminate all the obstacles that will hinder their thoughts. These firms did not care whether their work was done by others (Terry, 2005). We should be able to show the courage to do the right thing in the organization. If we do the right thing, we will always develop and grow correctly. If we have the courage it will be possible for us to catch up with the truths and not to leave the path of these truths. Today, we come across many companies that disappeared while trying to move forward on the path of growth. This fact shows us that growth should not be only in sales but also in values and courage (Herrmann, 2003).

Change is an important issue that organizations must focus on to survive. The secret of managing change in a large organization can be found in factors like courage, communication, careful analysis, and practice. Change is a fact that every organization faces. We can easily

see that these factors listed in change management lead us to the momentum formula of courage. We can gather the knowledge and power we need in communication, analysis, and implementation from the organization and the environment. But this power is a stationary force. The courage we have has led this power to the future and reach our goal by change (Mert, 2007). Combining change and courage is simply the signal of progress. The natural environment and the requirements of progress can be characterized by uncertainty, energy, and creativity, which can be accepted as the natural environment of courage as well (Perme, 1991).

The limits of human life are drawn by dreams, creativity, self-expected, and courage to experiment with the unfamiliar (Mert, 2007). Creative thinking constitutes the essence of pushing personal and social boundaries, in other words, simply the essence of progress. Creative thinking requires the courage to try out the extraordinary and the different. In an environment where there is no courage, it would be wrong to wait for creative thoughts to flourish (Falanga, 2005). The courage that overcomes fear in society, and which brings self-confidence to the upfront, prepares a suitable ground for creative thinking by removing the obstacles. Creativity is a process, and it needs the courage to take the first step in this process and continue to progress. The lack of courage destroys creativity. Creativity is a potential force. Due to the momentum law of courage, this power can be realized by its interaction with courage (Goodenough, & Woodruff, 2001).

Today, countries have entered a dynamic and brutal race to increase their market share. For example; developing countries such as China and India are now in a war of creativity. This race is actually a race of courage in business life. In developed countries, for example in Canada, the basic point of progress is being bolder is accepted as the main principle in business life. The economic war in the international arena is similar to the strategy and leadership principles in a normal military war. The most important of these similarities is courage (Mert, 2007). In a real sense, the more courageous always wins. If we are talking about success, that means we are talking about courageous behavior and taking risks. If an organization wants to be successful, gain a competitive and sustainable advantage in the international arena, it needs to take innovation and creativity as a guide. This can be achieved if only courage becomes part of the organizational culture (Middleton, 2005). It should be understood well by leaders and managers that the culture of courage to be created in the organization will have an effect that increases creative thinking and innovation.

It is not possible to ignore technology while talking about creativity in today's business environment. Technology forms the infrastructure

of synergy with its interdisciplinary bridge position. With this role, the importance of technology in business life is increasing day by day. Investment in technology is not only the area of investment; it affects and develops many different areas. Since technological research carries risks, courage is required for the technology to improve. In this respect, risk-taking can be increased by developing courage. Technological progress will gain more speed with courage placed in organizations (Sutherland, 1996).

Courage has a role in explaining the nature of entrepreneurship as well (Sutherland, 1996). It is a guiding factor in understanding what entrepreneurs are trying to do and why they take risks, i.e., it is a leading and indispensable feature of the entrepreneur (Naughton, & Cornwall, 2006). The word “venture” in the English language means “fortune, daring, and courage”. For this reason, the money invested for the realization of an invention is called “venture capital”, and the person who markets it by purchasing a brand new technology that will be put into practice for the first time is called “courageous/venture capitalist” (Şenyuva, 1990). Examining the entrepreneurship process will enable us to understand that courage is not only necessary for the emergence of entrepreneurship but also for continuing in a healthy way (Hamm, 2002). Entrepreneurship is for the future. The entrepreneur is trying to fold the power he/she has and carry it to the future. An entrepreneur does not have time to regret the past. Every step taken by the entrepreneur is a proactive behavior towards shaping the future. Courage is also for the future, and it must be powered from the past, but it should never allow the past to block itself. As can be seen, the entrepreneur has been identified with courage as if it were a single body (Naude, 2005).

In the past, countries that have taken long distances with great courage and performed raids have been replaced by global companies operating internationally now. The current gains of economic growth and the old gains of large expansions of lands are not much different from each other. As you can see, courage is needed to grow in real terms. The risk posed by rapid economic growth can only be taken courageously. For this courage to emerge, an environment where courage is accepted should be created. The way to find out if this is successful is through whether a courageous employee can feel trust in his organization or not (Mead, 1998).

Managers and leaders should be able to share values with employees to create an atmosphere of courage in the organization. In an environment where moral dilemmas are experienced, people cannot show their true courage and turn towards true courage. The answer to the question “Why do we need moral courage?” is simple. We can

respond easily as “to prevent the following errors and find solutions”, because (Lebow, 2005);

- We try to control people,
- We believe in that people unreliable,
- We see creating racing air and competition as the way to get the best out of people,
- We list people, products, businesses,
- We try to create perfect people.

Here, the importance of leaders who need to consider these issues becomes evident. Good leaders motivate people in many different ways. First of all, he/she always puts forward the vision of the organization to emphasize the values of its employees (Kotter, 2001). One of the main factors underlying being a good leader is to harmonize the values of the employees with the vision of the organization and create synergies between them. There is no point in having a vision that is not powered by personal values or does not cherish personal values. Such a vision is a sign of an organizational environment where cowardice culture prevails and courage is suppressed. Courage is the sign that leaders understand whether they are doing it right or not. The leader should be able to see both his/her courage and the courage of the employees and to feel this courage.

For a manager, it is easy to ask employees to act according to the organization's values, but he/she should be able to set an example and act in this direction and create trust as well. It takes courage to tell people what you believe in and to express it to others and listen to their suggestions when you have difficulty moving forward on the path you plan (Perme, 2016). The important thing for the leader is to have common sense about the organization's values and to share this common sense with his followers. Leaders need to make that the structure, process, and values in the organization should become a part of the organizational culture. The emergence of synergy in the organization depends on the extent to which this can be done. Leaders should encourage employees to act courageously when they are frightened. Those at the management level should be able to create an organizational climate in which courage is encouraged, noting that employees should be courageous not only in the business environment but also in their daily lives.

For managers to get information from their subordinates, managers need to ask their subordinates to give them the correct information and show courage to do so. Managers can access the correct information to

the extent of this courage of the subordinates. What ensures this is the integrity of the employees. It would be pointless to speak of honesty in an environment where courage does not exist. Employees who do not have the courage and prioritize their own interests compromise the right behavior. When employees do something wrong, they are afraid to say things to the authorities. They can even go beyond hesitation to hide their mistakes. Therefore, organizations need to define a well-defined, appropriately announced a clear policy on how to treat management against employee mistakes. Thus, employees are encouraged to convey any misbehaving behavior to the authorities. When employees make mistakes, they get rid of the uncertainties like, "What will happen now?", "Who knows what happens to me?" (Wilma, 2005). For the courage to emerge, organizations must keep their weaknesses open to debate and criticism. However, it is also important that they are willing to question their policies and principles and be questioned by the employees. When leaders and managers personally demonstrate exemplary behavior in these matters, the courage of employees will not be suppressed, and their self-confidence and honesty will increase. Hence, courage should not be blocked in organizations (Potempa, 2002).

It does not make sense for managers to set goals without creating an organizational culture powered by core values. The goals set in an organization without courage are not just motivation but a source of pressure. In his article that questions management with goals Harry Levinson states that if a manager has not established a trust-based framework in the relationship with his subordinates, he/she can in no case gain their respect and trust. As a result, the process of implementing management with ordinary goals functions only as a pressure tool of management. If the organization's philosophy consists of insatiable internal competition, gossip, and insecurity, there will be little point in talking about self-motivation, human needs, and commitment (Potempa, 2002). It is possible to get strength from the basic values only by being courageous. It takes personal courage to listen to the inner voice and realize the basic values in attitudes and behaviors. But if it were easy to do this, there would be no reason to mention about wrongs, injustice, or confrontation. The difficulty of applying the truths is due to the struggle against the wrongs. Courage is at the core of all this.

Managers and leaders should not leave courage to employees by considering courage as personal responsibility and should not neglect their part. Employees expect their courage to be supported as well as the support they expect from many other issues. Jan Carlzon, General Manager of Scandinavian Airlines, has made the following

determination in this regard; “People are not born with confidence. Even someone who has a high level of self-confidence can be easily broken. Confidence stems from success, experience, and organizational environment. The leading role of the leader is to instill confidence in people. People should be encouraged to take risks and take responsibility. If they make mistakes, managers and leaders are expected to be supportive and constructive (Laurie, & Heifetz, 2001).

If an atmosphere of courage cannot be created in the organization, as soon as employees encounter problems, they focus on defensive reasoning, leaving rigorous reasoning. Defensive reasoning is nothing but self-protection. Defensive approaches prevent people from thinking and acting courageously. The individual leaves production and creativity aside and passivates only through the instinct of self-protection and being defensive (Argyris, 1994). The organization is a system. Employees, as part of the system, must use their characteristics to create synergies in the organization. A person can live with his values in a way to add synergy to the society and to show the correct courage. But it would be wrong to place this responsibility only on individuals in the organization. Managers and leaders should seek the courage environment in essence, not in language. What managers and leaders say, do, expect, and demonstrate should be compatible with each other (Mert, 2007). When employees feel empowered, they can show their courage more easily. It is important and necessary for the success of the organization that the employees can stay alone with them, own the work they do. But if the managers constantly tell the employees what to do and keep them under strict control, it is not possible for the employees to feel being empowered.

Employees’ taking more responsibility can only be possible by developing internal loyalty rather than external dependency. As the task is defined by the employees, the employees will be able to define the importance of the goal themselves (Argyris, 1998). Conversely, with the increased control over the employees, they feel that they are not trusted. Due to this feeling of insecurity, increasing external dependencies, and low expectations from employees, their self-confidence decreases. They begin to add their mental strength and energy to the organization. Over time, employees even doubt their own thinking abilities and lose their motivation for independent decision making. Employees succumb to inertia, one of the greatest enemies of courage, with the thought that their superiors will question everything they do (Manzoni, & Barsoux, 1998). Today, we may encounter as many as successful organizations, perhaps more failures are encountered. If we examine how successful organizations act, what they care about, what policies and principles they follow, we can identify the

factors underlying these achievements. Above all, a successful organization is an organization that can be managed successfully and effectively. The leaders of these organizations are those who can initiate change and continue this change. Organizations that have successfully changed themselves will appear to have leaders who can focus employees' attention on doing the right thing and lead the organization on the right track, with personal courage (Guliani, 2005). A leader can act accurately and realistically if only he/she is brave. Fear causes leadership to fade away, and courage to exacerbate (Terry, 1993). The courage as being the most important feature of leadership means having the ability to show fortitude in difficult conditions. Courage in leadership is necessary for the leader to have sufficient confidence in himself and his followers. This trust will allow the leader to give his subordinates the freedom to do right and good. Besides, tolerance, which is a very important issue in human relations and management, is a characteristic of those who are courageous. A courageous leader or manager is tolerant of followers. Employees need leaders who guide them, are tolerant when needed, and support them when they do their job well. When employees do the right thing, if things don't go well, they look for a leader to take responsibility. This is only possible if the leader has courage (Mert, 2007). The atmosphere of honesty and courage created by a courageous leader pushes the whole organization up (Stefano, & Wasylyshyn, 2005).

The high emotional intelligence of the leader contributes to his/her being a brave manager. As the leader's emotional intelligence develops, his flexibility, tolerance, and sensitivity towards others develop. Listening to the voice of his/her heart takes the leader from a higher level of personal awareness to social awareness. Being honest towards your heart will enable the leader to listen to the core values at its core (Cryer, 2005). The role of emotional intelligence in leadership success is found between 85 and 90 percent (Bloch, & Whiteley, 2005). For leaders and managers, the opposite of not being cowardly does not mean you are courageous. Courage requires acting in the direction of the truth, beyond overcoming cowardice. Being able to overcome cowardice only means that the leader takes the first step, not that you are brave. The leader who can overcome cowardice is someone who has succeeded in standing up, not destroyed. It is high time to take a bold step forward (Miller, 2000).

Courage is the greatest pleasure a leader can get from managing personally. The courageous leader can enter the process of self-realization. But he should not be selfish in these feelings and should not stay in his position for a long time. A good manager should also be able to show the courage to leave his seat to lead young people when the

time comes. Courage puts a brave leader in a question of proportionality in all matters. The courage of the leader should not be an obstacle to the courage opportunities of others. This is a golden principle, the courage you show as a leader should not destroy or reduce others' courage (Mert, 2007). If this is the case, you should immediately question your courage because you have a wrong attitude. Courage is a virtue needed not only for power but also for the use of ideas and dreams. It is not a coincidence that courage is at the top of the basic features that effective leaders and managers should have. Having courage will enable other leadership features to be used. The secret to being successful in business is to have the courage to get rid of the selfish bog. Today, when many leaders are under threat or face an alarming situation, they disrupt their activities and cannot solve the problems they face. These leaders, on the other hand, complain about indecision and infidelity. Good leaders have courage, integrity, reliability, and discipline. They know what they do and their followers and they focus on doing the right job at the right time in the right manner. They do not index their vision and values to the dangers they face and the difficult conditions they encounter (Bossidy, 2005).

For courage to arise, it is necessary to have a situation that requires selection. One determines his/her life with the choices he/she makes. The more people use courage in their choices, the more they achieve a happy end state as a result of their choices. In this respect, courage ensures that even if it has been demonstrated in the last moments of life, one can attain a better life. For his/her existence to fulfill his/her responsibility, he/she must be courageous in his/her decisions. Being brave in a decision is possible when courage appears in the decision-making process. No matter how accurate and appropriate the decision, the desired outcome will not be achieved unless it is implemented boldly or followed boldly (Mert, 2005). If we are talking about management somewhere, we are talking about a need. This need is the need to do business together. In other words, we need others to achieve the goal. Not making sufficient use of the energy and power of the people we need will not be compatible with the management's spirit of doing business together. Beyond making bold decisions, managers, and leaders at all levels should ensure that employees can participate boldly in these decisions and then apply them boldly. A good decision is a process where courage makes itself felt at every stage.

Unless we are brave, we cannot make the right decisions. Courage is the primary feature of a strong character. Today, increasingly important character training reveals the need for this subject. These character trainings are aimed at making the right decisions for people (Rivers, 2004). A bold character that employees will need to make the

right decisions should be found not only in themselves but also in the leaders with whom they follow. In a dangerous situation they face, they expect their leaders to take the same risk or even more. The leader should be able to take the risk with his/her bold character, or at least make him/her feel willing and sufficient to do so. There is no more ideal way to spread courage and create courage.

A better understanding of the effect of courage in business life has led researchers to measure courage in the workplace. In this context, Howard et al. (2017) reviews the extant literature on courage and identifies a dimension of courage relevant to modern organizations, social courage, which is an intentional, deliberate, and altruistic behavior that may damage the actor's esteem in the eyes of others. As a result of their highly intensive study, quantitative inferences are derived, and the Workplace Social Courage Scale (WSCS) is created. Besides, in recent years, it has been emphasized that courage is effective as a mediator variable in the studies conducted on factors affecting the outcome variables considered important in organizational life. In a study conducted in this context (Santisi et al., 2020), it is stated that courage plays an intermediary role in the effect of psychological capital on the quality of life. Quality of life is influenced by both subjective and objective factors which consist of the evaluation of functional, physical, social, and emotional aspects of the person (Gladis et.al., 1999). Recent studies about positive psychology present the quality of life as a fundamental indicator for good health, and also it is detected that courage affects several work behavioral outcomes (Santisi et al., 2020). Courage promotes change, innovation, and coping skills to achieve aims, and it correlates positively with many individual resources (Koerner, 2014; Magnano et.al., 2017). The results showed that, in general, psychological capital predicts life satisfaction and flourishing, with an indirect mediation effect of courage only on flourishing. Two main conclusions emerged from the study: flourishing and life satisfaction are representative indicators of the quality of life; courage emerges as an important psychological resource that supports the individual to face and manage the uncertainties of the risk society (Santisi et al., 2020).

4. How do you know if you can manage courage?

Besides the difficulty of applying a courageous management style, it is not easy to determine whether such a management style is applied or not. The simplest way to understand this is to ask. You have to be brave to ask those around you about their thoughts or what to do (Goldsmith, 2005). A person's courage can be influenced by his/her status and level of the organization. The main element that makes the

difference here is the opportunity to use courage. Managers and leaders should realize this situation and should not misinterpret the courage of the employees. The momentum effect of courage comes forward at this point and it is also active. It is an ideal situation for organizations to have harmony between power and courage. Courage, like the wind, is an invisible force that can be felt with its effects. If there is no progress or improvement despite all efforts in the organization, the problem should be sought in the absence of courage, which is not directly seen but feels a great power with its effects.

It is not easy to determine how a leader or manager can create a courageous working environment, in other words, whether he/she can manage courage. Below, we tried to list what is and what is not in an organization where courage is managed correctly. To make an easy and understandable ranking, the functions of management (planning, organizing, commanding, coordinating, and controlling) stated by the Administrative Theory (Fayol, 1949) are taken as a basis. It is listed how the five basic management functions will appear in an organization where courage exists.

4.1. Planning:

- Leader and manager ensure that employees participate in all kinds of planning at the highest level. Employees are encouraged to participate in the planning phase.
- Employees are effective in determining the vision and values of the organization. They also play an active role in questioning and changing the vision when necessary.
- The environment of tolerance prevails in the planning process, the ideas put forward are respected, and early judgments are not made about these ideas.
- At the planning stage, all individuals in the organization express their opinions courageously. No management culture prevents creative ideas from participating in planning.
- Employees provide necessary feedback at every stage of the planning process.
- All kinds of plans are prepared in light of the organization's vision and values.
- Risk-taking cannot be avoided in planning. Thus, the quality of the plan is not decreased. A proactive attitude is dominant in planning.
- Planning, beyond preparing for the future, is about shaping the future.

4.2. Organizing:

- Employees, with potential high courage, perform tasks where individual work is more prominent.
- Employees, with potential high courage, are employed in functional departments where creative thinking is required.
- Rather than a rigid structure dominated by the hierarchy, there is a flexible structure where employees can easily use their potential.
- There is no organizational structure that blocks the employees and limits their courage in career progression.
- A bold idea and behavior cannot be lost or ignored within the organizational structure.
- Courage plays a decisive role in creating the organizational structure. In such an embodiment, a balance is provided between the strength and courage of the functionally separated units.
- A flexible structure is outstanding. The existing structure is not invariable according to the situation but is flexible enough to adapt to situations that require risk-taking.
- Authorities and positions can be questioned by employees. Managers have a sense of organization that their powers are used to support employees, not to put pressure on them.
- Organizations dominated by courage are prone to reorganization. There is a structure where resistance is not encountered in change and even it is seen as a source of motivation.
- There is a structure that needs leadership. The structure is alive and it is the potential courage of the leader and all other employees, which adds life to this structure.

4.3. Commanding:

- Extraordinary employees can transfer their energy to the organization with high motivation.
- There is a direction in which courage is not suppressed but rather encouraged and rewarded.
- Conflicts arising from personal interests are not observed among employees. There is an atmosphere dominated by trust and honesty.
- There is no gossip, success stories set an example for the other employees.

- Hierarchy is based on mutual respect. There is no practice of humiliating or embarrassing anyone's personality. The personality of every employee in the organization is of the same importance.

- Employees, with high potential courage and capacity, use this potential more effectively in the command-control system.

- In a command-control system, there is humility, sincerity, and clarity.

- Leadership is always one step ahead of the management.

- There is sincere respect and mutual attachment to the leadership. It can be observed that the employees can establish a well-balanced means-end-ways in their work.

- Command-control is displayed in an attitude and behavior that puts values first and does not compromise on this.

4.4. Coordinating:

- There is no fake communication, medium blocking, or misleading coordination. Employees have sincere relationships with each other.

- Coordination is a management function that helps courage create a synergistic effect and spread throughout the organization.

- In an encouraging practice, activities can often be coordinated among the necessary people and units.

- Coordination is easy, barriers to the effectiveness of coordination have been removed as employees have a high level of trust in each other and their organizations.

- Since an honest environment is created, with courageous employees, mistakes stem from coordination are not encountered.

- Coordination, which contributes to the unification of courage with power, is determined by shared values.

- Since units and employees know what to do in times of crisis, the need for coordination decreases in times of crisis.

- Coordination is carried out in the atmosphere of cooperation and support.

- Coordination is a source of motivation.

- Coordination is performed informally rather than formally.

4.5. Controlling:

- Control is not a tool to put pressure, but a tool used to help and support employees.
- Employees do not need to be checked, in case of a mistake, they give the necessary information to their superiors and receive feedback.
- Control costs are very low for the organization because of the low control requirements.
- Since nobody is afraid of hiding anything, the results of the checks contain outputs that are accurate and provide valuable feedback.
- It is about controlling the results rather than the process.
- Control is a source of motivation, not pressure on employees. Being controlled by a courageous leader or manager motivates employees.
- As a result of the control, positive results are obtained such as rewarding employees and setting examples.
- Control is a method of learning and getting inspiration from employees for leaders and managers.
- Control increases the organization's self-confidence and employees' belief in each other.
- Control is not only a top-down process but also a bottom-up as well.

5. Conclusion

Correctly managed courage will allow you to progress quickly in the journey to achieve your goals. Managing courage increases your ability to keep people together. In an environment dominated by the culture of courage, both the dissolution decreases and the employees unite with your organization. It is not possible to achieve the desired goals without integrating the organizational vision and values with the personal vision and values of the employees.

In organizations where the culture of courage is established, relationships are sincere. The statements of a brave employee are correct and sincere. Their attitude and behavior are compatible with each other as they should be. It should not be forgotten that this issue is a very important issue for career planning.

Organizations must be creative and innovative no matter what field they operate in today's intensely competitive environment. It is not possible to be creative and innovative without bold decisions and

initiatives. We have to be bolder than our competitors. It should be remembered that the power we have will increase or decrease in proportion to our courage.

We can see easily that if we can manage courage or not in the eyes of our employees. One of the things a true leader cannot tolerate is the fear and anxiety of his/her followers. In an environment where these looks become habitual, it would be wrong to admit that the leader has fulfilled his/her responsibility. The leader should be able to read courage from the eyes of his/her followers. It takes a great struggle to make courage a habit. This struggle is the core of the struggle for life. Habits include attitudes and behavior patterns that we try to win to regulate our lives and, on the other hand, we constantly question to see if we are in the right order. The main criterion for questioning and acquiring habits is again courage.

Courage is a measure of our determination to shape the future. Our courage connects our past to our future. With this task, courage has a role that integrates our lives. This integration allows us to establish a balance between the past and the future and our roles in society.

It is the definitions of vision, mission, and values that determine the measure of courage in the organization. It is not courage for a gazelle not to run away from the lion. Your existence, cause, principles, and values are the main factors that determine where and how your courage will take shape. Vision, mission, and values determine the organization's existence principles. Courage is an attitude and behavior that serves existence, and in a sense pays the diet of existence.

The simplest and most meaningful way to find out if you are displaying correct leadership or management is to determine to what extent employees can experience their courage when you reach their organizational goals. The critical issues here are to achieve the goal and to do it most daringly.

It can be said that there is a direct relationship between the right courage and the level of consciousness. As a leader or manager, the more you increase the courage of your followers, the more you add value to their lives and make them more conscious.

If you are afraid, you cannot react correctly to the situations you hear, see, and perceive. You cannot use the power and possibilities you have in the right manner or correctly. All this results in the inefficient use of your time and resources, away from the initiative to shape the future. Then, your future is shaped by the interests of the other people, organizations, or countries that can manage their time bolder than you.

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