

A MULTIDISCIPLINARY APPROACH TO BUSINESS AND MANAGEMENT

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İKSAD
Publishing House

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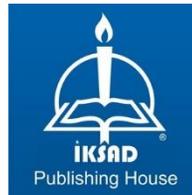
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Development and Social
Researches Publications®
(The Licence Number of Publicator: 2014/31220)
TURKEY TR: +90 342 606 06 75
USA: +1 631 685 0 853
E mail: iksadyayinevi@gmail.com
www.iksadyayinevi.com

It is responsibility of the author to abide by the publishing ethics rules.
Iksad Publications – 2021©

ISBN: 978-625-7562-75-1
Cover Design: İbrahim KAYA
August / 2021
Ankara / Turkey
Size = 16x24 cm

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PREFACE

Today's developed economies in each continents have to thank to talented researchers and job creater businessmen who really follow and consider the recent researches over business administration and management. For obtaining the success we need more research and cooperation to find solutions of business problems.

In this book from covid-19's to financial literacy there are 7 highly original scientific researches which replies the so many questions of business and management issues.

Dr. Ayşenur ERDİL's chapter "Improving Supply Chain Management via Six Sigma" is very impressive study six sigma.

A group study "A study of the emotional wellbeing of private-sector employees working from home during Covid-19" written by Sudhir Kumar Pant and Manjari Agarwal is one of the significant source over business sector and covid-19 I have ever read.

Dr. Mehmet CIRANOĞLU's chapter "The Importance of Talent Management in the

Concept of Resource Based View" is one of the significant research which contributes on talent management.

Another group study "I am a lone wolf; how teamwork can be jeopardized" written by Dr. Hodayoun Pasha Safavi, Dr. Mona Bouzari and Dr. Taraneh Foroutan is a highly motivated research written on teamwork.

Dr. Seray TOKSÖZ provides us a different point of view with her study “Relationship Between Corporate Culture and Authentic Leadership” .

Dr. Adem ÖZBEK’s chapter “Financial Literacy and Financial Socialization” is a satisfying study for researchers studying on that topic.

Ishwani and Dr. Parmod Kumar Aggarwal’s chapter “COVID- 19 Impacting Mental Health of the Workers in Various Sectors of India” is an enriching study for covid-19’s impact on workers

It was my honour editing these distinguished authors’ chapters. I believe that book will be one of the main guide for researchers

Edited by Serkan GÜN

CHAPTER 1
IMPROVING SUPPLY CHAIN MANAGEMENT VIA SIX
SIGMA

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1. INTRODUCTION

Conventional management processes are never longer effective in today's chaotic economy. These include new approaches such as operations management, scm practices, and so on. Supply networks have been suspected for a long time, however communicating information immediately used to be challenging. With today's computer and network technology, this approach is quite beneficial. Everyone shares their expertise and decides to be competitive in difficult circumstances collectively. Suppliers constantly communicate understanding, thus unexpected occurrences and variances in a business could be understood quickly by some of the other members of the supply chain. However, as the number of members grows, the business process procedures could get more complicated. It is difficult to handle such complicated networks. There are several approaches, such as streamlining the supplier base or increasing the overall efficacy of the network. An integrated supply chain is one that is resistant to unanticipated changes. Crucial procedures in supply chain operations could be upgraded to increase their efficacy. There are several performance management resources available, however the majority of them just check the sampling output results of operations (Madhani, 2016; Mo Yang et al., 2007; Moore, 2002).

Firms were evaluating primarily financial metrics to assess their market performance in the late 1990s. When earnings fell, they focused on improving internal processes and lowering production costs as much as possible. However, in today's fiercely competitive

climate, they were compelled to collaborate with their suppliers, distribution hubs, and consumers in order to survive. Supply chain management refers to the role of coordinating material, information, and financial movements between and among all involved businesses in order to satisfy consumer demands. However, the number of businesses increases the complexity of the system. International economy drive supply networks to improve all the time. In these circumstances, supply chains should dramatically decrease expenditures and remain competitive by shortening business processes, lowering distribution costs, and delivering the right items to the right location at the appropriate time, cost, pricing, and quality. To do this, some of them streamline supply chains, while others use quality management systems to continually enhance quality. Inspection-based quality management is typical. In other words, a representative of a component's output would also have been obtained on a regular basis, although if non-standard findings were discovered, corrective action would be performed. Without unexpectedly, investigation quality management has shown to be inadequate. Non-conforming products frequently 'slip through the net,' and in any case, examination occurs after the fact. However, finding consistency in output quality can only be accomplished today if the procedure that creates these output values would be under controlled. As a result, performance measurement becomes a tool for reducing output variance. The issue with any procedure is unpredictability. There would be other difficulties that everything in network marketing business was completely consistent or even anticipated. If variance is

minimised, consistency (and, by extension, reliability) of the output is practically ensured. One option is to use the Six Sigma approach to constantly minimize variances in supply chain activities (Madhani, 2016; Mo Yang et al., 2007; Nonthaleerak and Hendry, 2006; Moore, 2002; Jabonski, 1994; Johnson, 1993).

Supply Chain Management (SCM) systems are new, and there is a lot of study being done as well as a lot of work being done. Global economic competition necessitates more and better performance from businesses. SCM frameworks seek to integrate and manage a surrounding the organization manufacturing and services. This enables a firm to better analyze risks, as well as benefit from risk evaluation and cost savings (Individual or altogether). In today's global economy, especially for a firm that utilizes SCM, assessments must be even stronger and better. These goals are addressed by incorporating several management, manufacturing, and efficiency sciences into the approach. These goals are achieved by combining numerous management, manufacturing, and efficiency sciences within the framework. The idea of quality feature use aims to define consumer and corporate preferences using a variety of methods and to integrate consumers' expectations into the existing environment from the beginning (Supply Chain Management Articles, 2021; Fazlollahtabar, 2018; Jacobs and Chase, 2018; Monczka et al., 2016).

From suppliers to customers, supply chain management encompasses all procedures for converting raw resources into completed commodities. The term "supply chain" refers to all networks involved

in the manufacture, distribution, and sale of a product. Design and analysis of supply chains have increasingly become far more essential in dynamic and innovative businesses. Material Requirements Planning (MRP) is a critical activity in the supply chain management cycle for controlling manufacturing process and inventory management operations (Beamon, 1998).

This intellectual study is to discover the six sigma implementation techniques on supply networks, as well as the advantages of applying the six sigma approach to contribute to the understanding of supply chains. The primary benefit of this process is determining how six sigma quality technique is used in complicated supply chains to enhance organizational efficiency and productivity in order to survive in the unpredictable, competitive marketplaces, and manufacturing environment. The benefits of the six sigma quality technique to supply chains are discussed in this research. There are several performance improvement techniques available in the literature. Utilizing most of these quality techniques in tandem on supply chains might be a separate search topic. For example, the Technology developed is used in supply networks to eliminate waste from the supply chain operations. To enhance supply chain management, lean and six sigma approaches are used in cooperation.

2. SUPPLY CHAIN MANAGEMENT

In a traditional supply chain, also known as the transportation network, natural resources are acquired, goods are manufactured

around one or more manufacturing plants, transported to storage facilities for intermediate storage, and then transported to retailers or customers; thereby also, the supply chain is a procedure foundation through which goods are manufactured and shipped to the customer. The supply chain is the process of repurchase. Suppliers, production centers, warehouses, distribution hubs, and retail outlets are typical facilities in a supply chain. These facilities are linked by transportation and communication linkages, which carry raw materials, work-in-process inventories, finished goods, and information. Suppliers, production centers, warehousing, distribution hubs, and retail locations are conventional buildings in a supply chain. These institutions are linked by transport and distribution linkages, via which manufactured goods, function properly inventories, manufactured goods, and information move. Typically, the supply chain comprises a set firms that work as smoothly and economically as a specific organisation, with comprehensive information availability and accountability (Fazlollahtabar, 2018; Jayaram et al., 2014; Chopra and Meindl, 2004).

Typically, the concentration of supply chains has been on individual capabilities including such procurement, processing, and transportation to sustain spatial orientation. The commercial climate of the twenty-first century necessitates the supply of low-cost, high-efficiency, significant levels, quick response, and high-quality goods and services. In today's dynamic business environment, good transformational leadership and quality is the cornerstone to higher

quality and a stronger leading advantage. Supply chain management is crucial in gaining a competitive edge (Gunasekaran et al., 2008; Chong and Ooi, 2008; Chopra and Meindl, 2004).

Today's evolving business characteristics have changed the appearance, implementation, and strategic goals of supply chain systems by placing a greater importance on improved business levels, shorter lead time, expanded product or service quality, lower costs, incorporated systems engineering and requirement gathering, planned and managed organisation, and flexibility of branded products to needs of the customer.” Evaluating specific customer needs, defining inventory location and quantities, and developing efficient rules and processes for supply chain integration are all steps toward efficient supply chain management. Appropriate supply chain control is performed by defining customer service requirements, establishing inventory location and levels, and developing effective rules and processes for supply chain activity coordination. The integration of logistical operations into integrated supply chain systems has raised the demand for process quality improvement. Enhancing the quality of all supply chain operations reduces costs, increases utilization of resources, and boosts system performance (Lin et al., 2005; Beamon and Ware, 1998).

The Six-Sigma approach is a structured instrument with quality management approaches that may deliver strategic business objectives through project-based implementations. According to a survey of the literature, Six-Sigma has lately been used in areas such as human

resource practices and process improvement, among others. Six-Sigma may be used to create a model for evaluating, improving, and managing quality in a supply chain network. Improvements in the quality of all supply chain activities result in cost savings while also improving service (Kwak and Anbari, 2006; Brady and Allen, 2006; Wang et al., 2004).

3. SIX SIGMA

Six Sigma is not well described in either professional or related research. It has caused considerable consternation because each author gives a different definition. The preceding description is provided in an attempt to explore the concepts and methods behind Six Sigma: Six Sigma is a structured and methodical technique for strategic process improvement and the creation of new products and services that depends on statistical methodologies and the empirical evidence to achieve considerable reduction in consumer specified process variation. This definition emphasizes the significance of making adjustments based on the consumer's understanding of a fault. Determination is a critical element in every Six Sigma development attempt. Understanding exactly what the client expects and then characterizing faults in perspective of their essential to quality criteria is a vital stage in any Six Sigma development attempt. If a business is at the two or three sigma level, increasing it to the four sigma level could be quite efficient and effective. To achieve five or six Sigma, however, significantly additional encouragement and advanced statistical techniques would be required. As the Process Sigma grows,

so does the work and complexity. Finally, the return on investment for the appropriate implementation, as well as the application's strategic relevance, will evaluate whether the business ought to be enhanced and the effective target sigma point as a result (Relationship Between Quality and Sustainability, 2021; Ocampo et al., 2020; Van Iwaarden et al., 2008; Russ et al., 2008; Linderman et al., 2003).

Whether the purpose is performance management or new product design, Six Sigma employs a systematic technique. When it comes to control operations, the technique is based on the plan, do, check, act (PDCA) cycle. As the five stages in process development, one prominent technique employs define, measure, analyze, improve, and control (DMAIC). Regarding revolutionary or progressive product design, a slightly distinct set of processes known as Design for Six Sigma is employed (define, measure, analyze, design and verify). Whichever technique is selected, it is critical that it is rigorously performed and that no resolution is given until the issue is well identified. Data and qualitative approach are essential at every stage of the procedure. As appropriate, conventional statistical quality techniques are included into the structured process. Six Sigma recommendations, on the other hand, illustrate the incorporation of appropriate tools at each phase of the procedure. Six Sigma is unique in its meticulous integration of tools and techniques (What is DMADV? 2021; What is DMAIC? 2021; Define-Measure-Analyze-Improve-Control (DMAIC), 2021; Linderman et al., 2003).

3.1. Restrictions of Six Sigma

For the efficient development, implementation, and deployment of a Six Sigma program in any organization, the following conditions must be met in order for the use of Six Sigma concepts to be accomplished. These are as below (Hammer, 2002; Linderman et al., 2003; Zu et al., 2010; Montgomery and Woodall, 2008; Kwak and Anbari, 2006; Brady and Allen, 2006; Ohio University, The 7 Roles of Six Sigma, 2021);

→ Effective leadership and employee empowerment: Top corporation's support is critical in reorganizing the organization and establishing social change and employee empowerment regarding quality and the Six Sigma plan for the firm. Leaders must be staunch supporters of Six Sigma. The executives' eagerness and passion may go a long way toward bringing the majority of the workforce on board.

→ Intercultural shifts: To address this challenge and assuage employees' anxieties, there must be timely and efficient engagement to all staff members about the why and how of Six Sigma. The following are examples of resistance factors:

- Technological: Typically, individuals struggle to grasp statistics within the Six Sigma program. Education and participation are required.

- Social: It is based on the search for a solution to be adopted as a result of a loss, real or imagined. To avoid this, create the need for change and then demonstrate how change may benefit them.

- Personal: It is made up of employees who are extremely concerned as a consequence of personal struggles. One option may be to try to minimize stress by doing less work.

- Organizational: When a whole organization is dedicated to particular values, which are generally introduced and articulated by management. Managers' resistance to change can be reduced by conveying the initiative's advantages to them. To decrease this behavior, several authors and ideas have been created. The direct engagement of several successful Six Sigma businesses (Sony, Honeywell, GE, Motorola) has been a significant component in expressing the dedication and excitement of Six Sigma. To decrease this behavior, several authors and ideas have been created. Many successful Six Sigma organizations (Motorola etc.) have used direct engagement of their senior leaders to communicate their dedication and excitement for Six Sigma.

→ Organisational infrastructure: Teams perform a significant amount of work in Six Sigma. The belt system explains the numerous responsibilities played and places held by team members. A suitable amount for any project team is generally considered to be between 5 and 8 persons. Many team leaders may need concept of multi groups to properly solve the concerns and execute requirements change. Most Six Sigma organizations might have a developer and a system developer in charge of initiating and leading to the creation. Supporters (also known as champions) are top management personnel who coach the team and acquire funding for it. Business analysts, across the other side, are persons who are in charge of a certain

operation. The external consultants are concerned with finding product development possibilities. The organization's preparation and timeliness are also critical.

→ Engagement from upper executives and management support: Several projects eventually went away as a result of the corporation's executives' loss of concentration. To solve this issue, corporate executives should guarantee that the Six Sigma effort has a movement for performance management, and thus that it is monitored and assessed. Top corporation's development is necessary in reorganizing the organization and establishing change in culture and organizational development regarding improvement and the Six Sigma plan for the firm.

→ Training: Training is an important component in the effective implementation and growth of the Six Sigma program. It is critical to convey the 'why' and 'how' of Six Sigma as early as possible, and to offer individuals with the chance to enhance their comfort level through training sessions. The belt system is commonly used to identify a hierarchical system of competence. The belt structure at GE is basically split into:

-Champions: Identify vital strategic programs for the improvement teams and encourages community; generally receive an inclinations to Six Sigma instead of extensive training; and promote and lead the Six Sigma implementation in key or essential parts of the company.

- Master Black Belts: highly certified excellence professionals in charge of Six Sigma concept, training, counseling, operation,

and outcomes, who typically act as teaching staff and internal consultants.

- Black Belts: Full-time Black Belts manage development activities and generally get 4 weeks of work.
- Green Belts: Green Belts are portion development experts who undergo minimal training since they play leading roles on continual improvement.

Team members are organizations on specialized initiatives in their fields. The belt system has the advantage of ensuring that everyone in the organization speaks the same terminology. Another significant side effect of such corporate training is whether it promotes a society in which quality responsibility is regarded as the duty of the entire organization, not just the excellence unit.

3.2. Barriers and Difficulties of Six Sigma

3.2.1. Constraints for strategic management

Six sigma has been the controversial and debate in the quality world, with some referring to it as Total Quality Management on Performance enhancers. One of the most common critiques is that six sigma is almost nothing new and merely reassembles old quality concepts and procedures. Organisations should ensure that six sigma is not the feasible solution to all business problems, and this may not be the most effective management approach that a company believes compelled to comprehend and execute. To guarantee the six sigma strategy's long-term viability, companies must assess and embrace its strengths and shortcomings, as well as correctly use six sigma ideas,

concepts, and tools (Wang et al., 2004; Christopher and Christine Rutherford, 2005; Kwak and Anbari, 2006).

3.2.2. Challenges for Organisational Performance

Quality ideas must be included into the development process rather than just monitored at the manufacturing level. The more essential problem is a shift in workplace strategy that prioritizes excellent planning. Handling simple issues and concerns and saying that the six sigma approach is a huge success is just deceptive. Businesses who do not have a thorough knowledge of the true challenges of six sigma initiatives or a detailed process improvement strategy are likely to cause problems. Executive corporate's significant contribution, reinforce, and direction are critical in responding with just about any various sensitivity or disagreements that may arise during six sigma application. If a business does not have the cooperation and motivation to use diverse resources, this should definitely not contemplate implementing six sigma (Wang et al., 2004; Christopher and Christine Rutherford, 2005; Kwak and Anbari, 2006).

3.2.3. Problems for Training

Testing for training is a crucial success element in effectively executing six sigma initiatives and ought to be part of the overall strategy. The belt strategy would adhere to the principles and spread across the business. The training for the belt programme would match the demands and expectations of the organization. It must be tailored to include economical and organisational advantages. Training should

include descriptive and analytical measurements and indicators, as well as organizational and construction processes and abilities. That is vital to remember that training program is a component of the growth plan for creating various belt category specialists. Applicants must be up to date on the newest six sigma developments, technologies, and methodologies, as well as be able to interact with genuine data analysis. The researchers concluded that assigning less qualified individuals to Black Belt positions was related with difficulties to six sigma initiatives (Wang et al., 2004; Christopher and Christine Rutherford, 2005; Kwak and Anbari, 2006).

4. EVALUATING SIX SIGMA APPROACH, TECHNOLOGIES, TOOLS AND MEASUREMENTS

A significant component of Six Sigma instruction entails studying the theory and concepts underlying the technique, i.e., the DMAIC cycle. The DMAIC cycle (which means for Define, Measure, Analyze, Improve, and Control) is discussed in detail underneath below (Dasgupta, 2003; Dreachslin and Lee, 2007; Kaushik and Khanduja, 2008; Define-Measure-Analyze-Improve-Control (DMAIC), 2021; What is DMADV, 2021; What is DMAIC, 2021).

- **Define Segment:** This stage entails the following tasks; a) Who are the consumers, and what are their responsibilities? b) Which one exactly is the procedure? To describe the management functions, use a technology like comprehensive visual planning. c) Develop a training communication plan, determine program objectives, the key factors,

benefits of going the plan, costs issues. d) Collect feedback from users to clearly identify what they choose from someone else (use of customer surveys, benchmarking data, Quality Function Deployment, etc.)

- **Measure Segment:** This stage entails the following tasks: a) Evaluate the application's current condition, b) How much differences does the measuring method increase the amount differences? c) Determine what to evaluate and how to examine it. d) How does the operation evaluated and how is it accomplishing? e) having an effective measuring instrument?

- **Analyse Segment:** This stage entails the following tasks: a) Identifying the fundamental causes of faults or faults? b) For something like the development process, choose the 'essential minority' reasons from the inconsequential numerous. c) Analyze the data (descriptive statistics etc.). d) Making use of basic tools ANOVA, Hypothesis testing, Regression, and so forth. To evaluate the data

- **Improve Segment:** This stage entails the following tasks: a) Determine the major variables that contribute to the problem. b) Evaluate approaches and evaluate outcomes, c) Record response expressions, d) How may the consequences of faults or errors be eliminated?

- **Control Segment:** This stage entails the following tasks: a) Make a record of the new techniques. b) Focus on implementing standardized performance metrics. c) How could the enhancements be sustained or stabilized?

Professionals should be able to select the best tools and approaches for their specific conditions. Inside the Six Sigma issue solving approach, three primary groupings of methods are necessary. These are detailed further down.

- Frameworks for teams include a commitment power system, a security against opportunities framework, engagement exercises, and so forth.

- Generating ideas, Pareto analysis, project planning, cause and effect analysis, Design of Experiments, Processes FMEA, and other performance management technologies

- Parameter estimates, ANOVA, scatter graph, capacity analysis, bar graphs, multiple regression, and other statistical techniques In furthermore to the methods and techniques, a comprehensive grasp of the important methodologies used in Six Sigma corporate strategy is required (Dasgupta, 2003; Dreachslin and Lee, 2007; Kaushik and Khanduja, 2008).

5. THE SIX SIGMA IMPLEMENTATION STORY OF MOTOROLA INTEGRATED WITH SUPPLY CHAIN

Sigma supply chain partners in order to achieve Six Sigma performance levels. Growing issues had a fundamental cause that was connected to the entering material. Sometimes the process issue was connected to the client requirements, which were either excessively restrictive or incorrect. Companies must remember that raising client requirements to the Six Sigma level reduces mistakes and allows them to better understand their customers' needs. Former Motorola CEO

Bob Galvin asked IBM, a larger business, to embrace Six Sigma. But what exactly does implementing Six Sigma in a supply chain entail? The acronym SIPOC (Supplier, Input, Process, Output, and Customer) could be used to describe supply chain participants at the corporation and procedure levels. SIPOC might be utilized at the corporate strategy to analysis requirements, external contractors, and consumers depending on the containment of concerns connected to the suppliers and consumers. The goal is to produce a Six Sigma quality products and services instead of being hampered by a lack of awareness of client needs or improved supplier timely delivery (Smith, 1993; Six Sigma: A Case Study in Motorola, 2021; Motorola's Six Sigma Journey: In pursuit of perfection, 2021; Six Sigma Case Study: Motorola Pioneers, 2021; The History of Six Sigma, 2021; Six Sigma at Motorola, 2021).

Applying Six Sigma in a supply chain network and management should actually articulate the agreement's possible ramifications on business performance and supply chain partners. Businesses should also recognize the benefit of working with the establishment. Acquire a plan to create partnerships that commit to implementing Six Sigma projects and integrate with company strategies, and minimize the number of suppliers who may not be excited about seeing significant progress in a short amount of time. Leaders should create an engagement document, performance monitoring objectives, a contribution to instruction, and a public consultation plan in order to begin the program (Smith, 1993; Six Sigma: A Case Study in

Motorola, 2021; Motorola's Six Sigma Journey: In pursuit of perfection, 2021; Six Sigma Case Study: Motorola Pioneers, 2021; The History of Six Sigma, 2021; Six Sigma at Motorola, 2021).

Managers must establish a commitment document, mutual performance objectives, training commitment, and a progress review plan before launching the program. Corporations have been focusing on decreasing the number of suppliers since the early 1990s. As businesses improved their design and production processes, their reliance on supplier improvement rose in order to meet ever-increasing corporate objectives. Similarly, while implementing Six Sigma, Motorola invited its suppliers to join them on the journey. Several initiatives were carried out to educate suppliers about the remarkable improvement and the benefits it provided. Motorola was fortunate to communicate its legacy with its suppliers and consumers after receiving the Malcolm Baldrige National Quality Award. Supplier meetings have always been given on a continuous basis to convey the Motorola strategy, its service providers' expectations, and resource availability. Suppliers were formerly required to engage in Motorola's Six Sigma process in order to offer continuously improved products and services. Suppliers were expected to attend four key courses to increase their grasp of the Six Sigma process: (*) Discovering Six Sigma—An explanation of the Six Sigma approach and terminology; (*) Process Quality Improvement—An review of product development approaches and the application of various instruments; (*) Designing for Manufacturability—The strategy of

combining product and process improvement to produce defect-free products. (*) Cycle Time Reduction—Reducing processing time by smoothing out flow of materials in accordance with lean practices.

Mobility Public school was therefore established in order to establish company initiatives and oversee the transition process. It provided services to improve Motorola's suppliers' skills and develop the company's connection with customers. The institution even has a consultancy component to assist its customers in putting different techniques into practice. Designers expanded the approach by incorporating Lean ideas into the conventional Six Sigma methodology to find inefficiencies and decrease costs and cycle time. Their focus on waste reduction and non-value-added operations was important in managing ongoing global competition and improving quality. Motorola's buying strategy and processes were updated, in regard to training and mentoring suppliers, to highlight Motorola's lot of requirements of its suppliers. The revised processes represented the purpose and confirmation to output of a process examination and confirmation operations while encouraging process control and view to providing. A scorecard for manufacturers would be distributed on a regular basis, acknowledging achievements and noting opportunities for development. An instance of process Evaluation in the Supply Chain arose whenever a problem with managing inventory for one of the locations prompted the team to create a Value Stream Map, beginning at the delivery point. The team "decided to walk the process" to generate a contemporary map, allowing them to discover

possibilities to remove non-value dedicated control. The prospective mapping eliminated superfluous stages, resulting in less reworking and a simplification of financial reporting and physiological processes. Aside from buying regulations, a procedure for involving suppliers in the product design stage has been developed. This enabled Motorola to use its suppliers' knowledge and resources, as well as engage with them in the development of new products. Because of the early engagement of suppliers, Motorola engineers were able to create layouts that its vendors would build with low failure levels (Smith, 1993; Six Sigma: A Case Study in Motorola, 2021; Motorola's Six Sigma Journey: In pursuit of perfection, 2021; Six Sigma Case Study: Motorola Pioneers, 2021; The History of Six Sigma, 2021; Six Sigma at Motorola, 2021).

6. SIX SIGMA IMPROVEMENT TECHNOLOGY IN THE SUPPLY CHAIN NETWORK

Supply chains are becoming increasingly complicated as a result of globalization, market instability, and outsourcing. As a result, they are becoming increasingly prone to disturbance. Because supply chains are made up of the interconnected processes of the many units in a structure, it is important to concentrate on strategies to control process risk. Just one risk assessment would seek to build and preserve a complex and sophisticated supply chain. Even though people contain many features, such as steady operations, control overall output fluctuation, and minimal levels of inventory, the major distinction between the two is their capacity to adapt to changes in input. A

robust supply chain is capable of responding to unanticipated and rapid input fluctuations. The intensity of flexibility and control around operations, as well as the timely availability of additional constitutional scheme, would be required to achieve a strong and powerful supply chain. Controlling critical route processes is a key first step in improving this. However, regulating the outputs of operations by assessment, as was done in conventional quality management, is not a suitable method since non-conforming goods will 'fall through the cracks' and, in any scenario, inspection is 'after the event.' As a result, processes must be under control before outputs may be produced. The combination of six-sigma and SCM stems from the fact that both are widely accepted as "process methods." Because six-sigma is primarily a process-oriented strategy, a six-sigma assessment evaluates how effectively the theoretical underpinnings performs. This 'process approach' is also present in supply chain management. Six Sigma is a process, process improvement technique that attempts to regulate operations and enhance require development (Mo Yang et al., 2007; Madhani, 2016; Madhani, 2016).

The establishment of trust takes a significant amount of work, such as the participants' order to constantly reward the interaction, define right responsibilities, engage on effective agreements, and be ready to settle disagreement. The security may then be progressively developed over the years throughout lengthy periods of collaboration. As a result, it is apparent that supplier development is an important responsibility in supply chains. Suppliers strategy is a long collaborative effort between

a purchasing business (– for example, a manufacturing) and its manufacturers (i.e., its material producers) to create and maintain a channel of professional suppliers. Strategic sourcing and tracking, supplier training and support, encouragement for improved performance, and supplier employment assistance are all part of the implementation processes. The main objectives of supplier performance include supplier base minimization, process optimization, cycle time savings, inventory minimization, and improved customer service. The supplier successful implementation should include 5 phases: conceptual examination, production planning and quality assurance, an evaluation of the supply chain, performance analysis, and qualification. Raytheon Corporation has used Six Sigma to improve its supplier development efforts. The General dynamics supplier system development consists of six steps: identifying supplier candidates for developments, defining objectives and productive capacity, identifying global average incentives (which do not have to deal with high) and ranking, analyzing identified possibilities, managing risks, and documenting and realizing advancements (Christopher and Christine Rutherford, 2005; Mo Yang et al., 2007; Madhani, 2016; Madhani, 2016).

Lean management-Six sigma provides more stable supply chain operations. Supply chain procedures must be flexible and responsive in the face of unforeseen occurrences. To solve this challenge, supplementary processing performance should be available where it can be required anywhere along sensitive route. Why should Six

Sigma be enough to supply chain management? The idea is to think about supply chain management in decision - making and operational. Production processes may be enhanced all the way up to the lean management standard (Dreachslin and Lee, 2007; Mo Yang et al., 2007; Tjahjono et al., 2010; Madhani, 2016; Madhani, 2016; What is DMADV, 2021). Figure 1 depicts the basic conceptual model of Six-Sigma development technologies in the supply chain process.

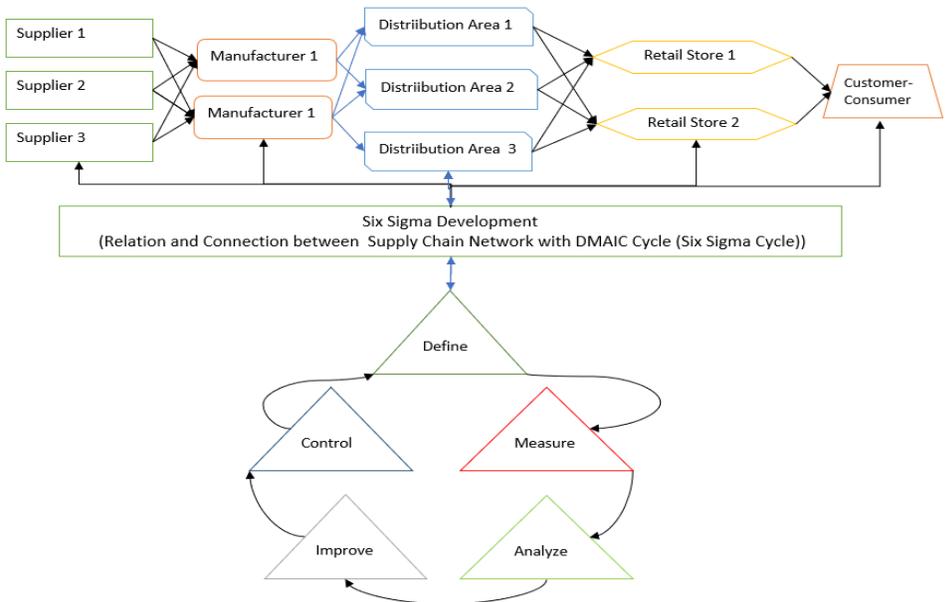


Figure 1. The Structure of the Six-Sigma model throughout the Supply Chain System

The structure is made up of five interconnected phases-segments: Define, Measure, Analyze, Improve, and Control. The definitions of these segments as below (Dreachslin and Lee, 2007; Mo Yang et al.,

2007; Tjahjono et al., 2010; Madhani, 2016; Madhani, 2016; What is DMADV, 2021);

Define (prioritize)—In this segment, the operations with the greatest priority for development are defined, — for example the essential procedures which would assist increasing importance and operational efficiency. Phase 1 specifies the tasks that must be completed as well as the various processing output values that have been used to quantify problems and compute the non - value added activities. Control charts, flow chart graphs, Network diagram, and connection charts are crucial in evaluating the work assigned in the supply network. Following the identification of the operations, these are committed to process improvement. Incoming and outgoing transportation, storing, manufacturing planning/inventory management, and demand forecasting are examples of all these operations.

Measure—This segment assesses the framework's capacity. The component's goal is to determine improvement opportunities including such expense, production, and service standards. Furthermore, this metric could aid in identifying discrepancies from existing data. SCM objectives ought to be coherent.

The six-sigma model structure in the global supply chain includes corporate goals. This subsystem assists in developing a knowledge of the many varieties of quality measurements which are constantly in use. The variations dealing with different supply chain management and client requirements are already recognized. The variations related

with the framework's quality variables are therefore detected. Several of the significant indicators are: (1) efficiency about the inability to perform goods; (2) purchase completeness about the likelihood of the correct proposed research framework at or exiting from the storeroom on moment; (3) work environment specifications about technical standards for warehouse employees; and (4) employee satisfaction over whether internally or externally employees have become pleased.

Analyze—This item investigates what and where problems arise. The goal is to assess performance level and re-evaluate criteria regarding expense, productivity, and service goals. It should be noted that an operation is regarded to be under management even though there are no instances of unusual differences. A tractor trailer arriving delayed owing to adverse weather, for instance, is an illustration of a unique variation in a supply chain operation. When the operation has been stabilized, recent information may be utilized to assess the process's effectiveness.

Improve—This unit focuses on the development of Six-Sigma enhancement technologies and analyzes the important variables that emerge from the management system. The task is to determine and execute improvements that will enhance the efficiency of the supply chain network. The whole first phase throughout this component is to highlight different opportunities for development. After all those regions have indeed been categorized, the regions that produce positive outcomes are determined, taking into account financial and time constraints. The goal of operational excellence is to decrease the

amount of variance in the supply chain management caused by leading symptoms. Assumptions should be developed in order to design this development.

Control—This component identifies the constraints that has to be in existence to maintain the benefits of the new procedure. The goal is to regulate and control better customer service performance to guarantee that indeed operation fulfills the established criteria. Several limitations were identified as following; graphs for analyzing current transformer; scattering charts to analyzing variable relationships; statistical process control providing transferred power, including such incrementally weighted moving average (EWMA) diagrams or economic process control (EPC) diagrams; cause-and-effect diagrams for fault finding; FMEA (Failure Model Effects Analysis) for numerical simulation; graphs with summary statistics

Indeed, Six-Sigma improvement initiatives may be viewed as the guiding factor behind cost savings and location based in SCM. Once the description of the fault in the SCM has been determined on one another and data from the present day situation has been collected, a preparatory assessment of potential advantages, including such improved level of service and reduced costs, may be produced. Throughout much of the Six-Sigma development's Improve and Control stages, the model is validated against regulatory requirements including the ordinary and highest in category.

CONCLUSION AND EVALUATION

Businesses do seem to be curious about how to deliver desired items and/or services to consumers quicker, cost-effective, and higher than the competitors. Business leaders recognize that they could still perform through their own; alternatively, businesses should collaborate with the finest companies in their railings, comprising supplier, facilities, warehousing, distribution facilities, and consumers. Entrepreneurs form supply chains in order to thrive. Due to various their competing goals, supply networks would become increasing complexity systems. Complex structures do seem to be difficult to manage, therefore they must be modernized. If they are not addressed, they would be clunky and ineffective enterprises. As a result, they provide little hope of competing in today's global economy. Perhaps they might vanish. This six sigma approach is being investigated within that research in order to enhance supply chain procedures. The technique for adopting six sigma in supply chains has been described. While a supply chain is an enormous undertaking, the Six Sigma approach must be deployed indefinitely. In actual life, it is difficult to replicate zero defects, but it is a never-ending process. Getting the most out of Six Sigma in Supply Chain Management (SCM) necessitates realistic business evaluation. Because supply chain management initiatives include several enterprises, top management permission and cooperation are necessary before Six Sigma operations can be completed. SCM is the large variety of coordinating operations necessary to perform, control, and implement a product's movement

from finished goods acquisition all the way in via a firm to ultimate service provider allocation. For optimum profit, this procedure should be as simple as feasible and as inexpensive as possible. SCM and Six Sigma generally collaborate to improve a company's supply chain. The Six Sigma component's primary aims seem to be to locate, evaluate, and correct mistakes or flaws anywhere in the supply network.

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CHAPTER 2

A STUDY OF THE EMOTIONAL WELLBEING OF PRIVATE- SECTOR EMPLOYEES WORKING FROM HOME DURING COVID-19

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INTRODUCTION

The human body is a complex system, with the brain as the central processing unit, gathering, and processing round the clock information from the nervous system. This generates feelings, which are acted upon by human beings in a given situation. These complex sets of feelings, also called emotions, may result in physical and psychological changes, influencing thought, behaviour, and human action. Emotions can lead to both positive as well as negative feelings in an individual. Multiple studies have shown that an employee's emotions have a relationship in achieving the objectives of the organization and play an important role in the overall growth and sustainability of both employees and the organizations. *“The consistency of findings across a range of settings demonstrates that the organizational health framework provides a robust evidence-based approach to the management of employee wellbeing and the prevention of occupational stress”*. (Cotton et al, 2003).

Covid-19 was declared a pandemic on March 11, 2020, by the World Health Organization. (WHO Director-General's opening remarks at the media briefing on COVID-19 - 11 March 2020, 2020). This was an unprecedented event, wherein lockdown, curfew, social distancing, and other measures were enforced in different countries to control the spread of disease. Most companies and employees were forced to quickly adapt to a work from home model. While some organizations had well-defined processes for this model, many others had never worked remotely before - either due to business constraints like data

security concerns or there was simply not a need for such a mode in the past. Some employees lost their jobs or went through pay cuts. Others were forced to adapt to a different lifestyle with no gyms, health clubs, creche facilities for working couples, outside meal options for busy professionals, or any outdoor activities. The pandemic also impacted important family events: marriages were postponed; funerals where some of the immediate family members could not attend; a new baby was born in the family where parents or relatives could not support the couple; medical exigencies; cancellation of the domestic or international holidays etc. These events naturally had an impact on employees' emotions and wellbeing. Many business events, domestic and international travel programs, expansion, and other strategic plans were either differed or cancelled, which impacted the growth of the organization and its stakeholders like employees, supplier organizations, etc. This may have short to mid-term impacts on businesses and would influence employee emotional wellbeing. (72% of the organizations stated that the Covid-19 impact will be felt much beyond six months – EY survey 2020, 2020). This paper studies the private sector employee's emotional wellbeing during the covid-19 work from the home and provides recommendations to employers and employees based on derived results.

1. LITERATURE REVIEW

The primary objective of the review of literature is to understand the concept of the emotional wellbeing of employees, and key attributes for measuring it.

Emotions are feelings, thoughts, moods, temperaments, expressive behavior of the individual, which lead to an action or a reaction due to an internal or external impetus. (Myers, D. G. 2004). These emotional actions are triggered by the human nervous system, which is the core function of the human brain. “*Emotions are identified with action readiness change*”. (Frijda, N. H., 1986). The emotions have associated actions and a person’s ability to do a certain thing may differ, depending upon his emotion. An individual with positive emotions may be more productive and engaged as compared to an individual with negative emotions. (Cotton et al, 2003). “*Emotions constitute a primary motivational system for human beings*”. (Izard, C. E., 2013). An employee working from home or office under a normal condition may have a different motivational system, as against, when they are forced to work from home, under constraint. Basic emotions have a facial expression like happy, excited, sad, angry, fear, amusement, contentment, desire, embarrassment, pain, relief & sympathy. These emotions are discrete, measurable, and physiologically distinct. (Ekman, P. 1999). Emotions can vary from negative to positive and in some cases, people can experience both these emotions simultaneously. (Watson et al, 1985)

Wellbeing may simply mean a state of happiness, being healthy, or satisfied. *Employee wellbeing is a term for which "everyone understands the meaning, but nobody can give a precise definition"*. (Lyubomirsk, 2001). The wellbeing of an individual depends upon the individual’s physical health, mental health, and social attributes. Wellbeing is an aspect of an individual’s emotions. “*Wellness refers to di-*

verse and interconnected dimensions of physical, mental, and social well-being that extend beyond the traditional definition of health. It includes choices and activities aimed at achieving physical vitality, mental alacrity, social satisfaction, a sense of accomplishment, and personal fulfillment". (Naci et al, 2015). This definition of wellbeing refers to a sense of accomplishment, like completing a task on or before time, doing more than expected, winning an award, getting recognized or appreciated, etc. Maintaining wellbeing is important when an individual is working for an organization. *"Wellbeing is the balance point between an individual's resource pool and the challenges faced".* (Dodge et al, 2012). The state of an individual's wellbeing is dynamic and depends upon how his psychological, physical, and social resources face psychological, physical, and social challenges. When both sides are the same, then this is the stable wellbeing of an individual.

Employee wellbeing is an important aspect of HRM (human resource management) practices in the organizations, and studies have found a positive impact between employee's wellbeing and achievement of organization objectives. Emotional wellbeing is influenced by the growth of trust and relationship by line function leadership with the employees. (Baptiste, N. R. 2008).

The measurement framework of OECD for emotional wellbeing has eleven dimensions consisting of material condition (income & wealth, housing, work & job quality) and quality of life factors (health, knowledge & skills, environment, quality, subjective well-being, safe-

ty). The quality of life factors is related to being healthy, feeling healthier, relationship, engagement, work-life balance, and social connections. (Capital, N., 2020). The PERMA framework for the measurement of the emotional wellbeing of employees has five components, P for positive emotions, E for engagement, R for a relationship, M for meaning, and A for accomplishment. These five domains can be defined and measured as separate but correlated constructs. (Seligman, M. E., 2012). These five attributes are included in most of the international surveys for measuring emotional wellbeing. This model measures across multiple domains and presents a multidimensional structure rather than presenting a single score at a time. (Butler et al, 2016). This framework has additional measurement for Health, Happiness, Loneliness, and Negative Emotions, and is presented as mean score along with PERMA.

Employee's positive emotions (P) are associated with joyful feelings, a sense of satisfaction, and a positive approach. *Organizations are more likely to see results by fostering positive emotions rather than simply concentrating on negative emotions and dealing with problems* (Kular et al, 2008). Organizations and managers can focus on the positive emotions of employees, motivate and leverage them to achieve organizational goals and objectives. (Butler et al, 2016).

Employee engagement (E) and wellbeing go hand to hand in an organization. Employee engagement includes regular updates on the growth plans, progress, opportunities, challenges, and updates on key strategic initiatives of the organization. By doing this, employees have a sense

of ownership, belongingness, and engagement with an organization, as they have first-hand information from leadership. The individual difference of employees has a direct impact on the potential level of engagement in the organization. (Robinson, I. 2006).

The relationship (R) brings a sense of togetherness and are an integral part of a human being in a society, and has a sense of belongingness. Social relationships are fundamental to life. (Berscheid et al, 1998).

Meaning (M) or purposeful existence provides a direction in life, connecting to the larger picture and provides a sense of being valuable and worthwhile. (Steger, M. F. 2012). Employees with these emotions feel that they are important for the organization, and the work they do is meaningful.

Accomplishment (A) is a sense of achievement of a goal or an award or an appreciation or winning a tournament or completion of a task, etc. and applies to individuals as well as organizations. Accomplishment signifies leading a productive and meaningful life. (Mahajan, A. 2020).

Health attribute is state of general health, current health and comparative health as compared to individual of same age & sex. Happiness is overall feeling of how happy an individual is and similarly Loneliness is overall feeling of how lonely an individual is. Negative emotion is feeling of anxiety, sad and angry. (Butler et al, 2016). Financial attributes were to measure feeling of job safety & security, timely receipt of salary & perks and future increment & promotion. Social

emotions were feeling of work life balance, and ability to meet social obligations towards family, friends & relatives. The work from home included feeling towards missing office environment, and future of work from home. These additional attributes provide additional information that can be useful for analysis of emotional wellbeing of employees working from home during the covid-19 lockdown. The inclusion of negative emotions ensures importance of negative emotions, instead of purely measuring the positive construct of emotional wellbeing. Marsh, H. W. (1986).

Research Gap: The review of literature provides insight on emotional wellbeing, however, there is limited or no literature available on the study of the emotional wellbeing of employees working from home during the covid-19 lockdown period or similar such pandemic in past. The main aim of this research paper is to bridge the research gap so identified based on the review of literature on the topic carried for this study. This study will be useful for employers, employees, society, and the academic world.

2. OBJECTIVES

The main purpose of this study is to assess the emotional wellbeing of private-sector employees working from home during the covid-19 lockdown in India and abroad.

This study has the following sub-objectives:

2.1. To measure the accomplishment of Health emotions of private-sector employees working from home during the covid-19 lockdown in India and abroad;

2.2. To measure the accomplishment of Negative emotions of private-sector employees working from home during the covid-19 lockdown in India and abroad;

2.3. To measure the accomplishment of Loneliness emotions of private-sector employees working from home during the covid-19 lockdown in India and abroad;

2.4. To assess the accomplishment of Financial emotions private-sector employees working from home during the covid-19 lockdown in India and abroad;

2.5. To measure the work from home attributes of private-sector employees working from home during the covid-19 lockdown in India and abroad;

3. METHODOLOGY

A comprehensive review of the literature on emotions, employees' wellbeing, happiness, loneliness, etc was undertaken to define the scope of the study and ensure its objectivity. The selection criteria were based on top-cited research papers on google scholar website. Some information and key data were taken from websites of leading organizations.

3.1. Method: A descriptive research method was adopted for this study, to define the characteristics of the population from the sample data collected and to understand employee's emotional wellbeing of

working from home during the covid-19 lockdown. This method is expected to provide systematic information about an employee's emotional wellbeing while working from home during covid-19. The primary data was collected using a survey questionnaire tool.

3.2. Survey Tool: The tool "*The Workplace PERMA Profiler*" was used, to measure the emotional wellbeing of employees working from home, seeking online permission with an undertaking to use the tool for non-commercial purposes. (Kern, M.,2014). This tool measures positive emotions, engagement, relationship, meaning, accomplishment, health, negative emotions, lonely, and happy emotions of the workplace. This tool measures wellbeing across various domains and it recommends presenting the multidimensional structure of the measure for individual or group presentation. In the original set of questions, few words like lockdown, covid-19, work from home were added appropriately. There were nine additional questions added to the questionnaire to include financial emotions, social emotions, and the future of work from home. The demographic section was added in the beginning, and an option to provide comments on the current situation as the free text was provided at the end.

3.3. Survey administration: The eligible population for this survey was all private-sector employees working from home during the covid-19 lockdown. The population size for this study is very large and is considered as an infinite number. The sampling method adopted for this study was a mixed sampling method where the researcher identified the requisite sample size based on judgemental and snow-

ball methods. Considering the constraints of lockdown, a personally administered method was chosen to contact respondents in the professional network of family and friends and requested them to share the survey within their network with eligible respondents. The survey questionnaire was created using an online google form. Some of the advantages of launching an online survey questionnaire are ease of administration, larger reach, lower costs, and greater accuracy. (Fricker, R. D. 2008).

The survey period was open for 15 days from April 19, '20 to May 3, '20. The start date of the survey was almost one month after the declaration of the covid-19 pandemic and was considered, assuming employees working from home would have settled by then. There were in all 655 respondents, of which, 59 respondents were removed from the analysis, as they were out of scope (30 government employees, 24 not working from home, and four were students). The total number of respondents for data analysis was finally 596. The data was suitably re-grouped or re-classified to be more meaningful. The Microsoft Excel 2016 and IBM SPSS v26.0 Statistics subscription tools were extensively used for the data analysis.

3.4. Reliability & validity: The original PERMA tool used for this study had tested and validated 23 questions. There were another nine questions added, to measure emotions for financial, social, and work from home factors. The pre-testing of the complete set of questionnaires was carried out on a pilot test of 55 respondents. The study also attempted to validate the work from home during the covid-19 lock-

down context and for the same reliability analysis was conducted using Cronbach alpha and content validity was established with the discussions with the peers and main stakeholders.

3.5. Delimitation of the study: The study is restricted to private-sector employees working from home during the covid-19 lockdown period. The time frame of the study was from 19th April 2020 to 3rd May 2020.

3.6. Limitation of the study: The survey method for this study was snowball and purely judgemental. This limitation was due to the lockdown situation, wherein the researcher could not have used a scientific method of selection of sample.

3.7. Ethics: All participants were made aware of the purpose of the survey and the *suo moto* consent of participants was taken while submitting the questionnaire. Respondents were assured that the confidentiality of the responses will be maintained. During the analysis of the data, no co-relation of findings with any organization or individual was carried out and will not be done in the future as well. Participants were requested for voluntary participation in the survey, and they were not forced or influenced or paid for attempting the survey. Some of the participants were gently reminded a maximum of twice or thrice to participate in this survey. Some of the participants had eagerly requested for sharing with them a soft copy of this study, and this was agreed upon.

4. FINDINGS/DISCUSSION

The research objectives were achieved by undertaking an appropriate survey, testing the validity of responses, and analysing the data collected. The characteristics of respondent's demography like country/region, gender, marital status, age group, and the type of industry they work with were studied, to understand from the sample population, the demographic profile of respondents, and have a meaningful outcome of the analysis.

Within the total valid sample of 596 respondents, 85.6% were from India, 8.9% were from the US region—USA, Canada, and Mexico, and 5.5% from the rest of Asia. The survey was published to both employees working in India and to the professional network of Indians working outside of India, and this may be the reason for higher participation from India as compared to other countries.

The respondents were 79% male and 21% female, indicating majority participation of male employees as compared to female employees. 43.1% of respondents were in the age group 30 to 40 years, followed by 25.2 % in the age group of 40 to 50 years. 79.4% of the respondents were married while remaining 20.6% were unmarried or divorced or separated. From the industry demographic perspective, IT & ITES industry has 56% of the respondents, followed by 15.8% from manufacturing, 8.2% from utility sector (telecom, power, and water), 6.5% from financial services (banking, insurance, investment, taxation, etc.), 5.9% from consulting services (legal firms, architects, design, placement, real estate, etc), 4.4% from education and balance 3.2%

from all remaining sectors (construction, entertainment, aviation, shipping, etc.).

Table 5.1 Respondent Profile			
	Frequency	Percentage	Cumulative %
Country / Region			
India	510	85.6%	85.6%
Rest of Asia	33	5.5%	91.1%
US Region	53	8.9%	100.0%
Gender			
Male	471	79.0%	79.0%
Female	125	21.0%	100.0%
Marital Status			
Married	473	79.4%	79.4%
Other than married	123	20.6%	100.0%
Age Group			
Under 30 years	127	21.3%	21.3%
30 years to 40 years	257	43.1%	64.4%
40 years to 50 years	150	25.2%	89.6%
50 years or above	62	10.4%	100.0%
Industry Type			
IT &b ITES	334	56.0%	56.0%
Manufacturing	94	15.8%	71.8%
Utility	49	8.2%	80.0%
Financial Services	39	6.5%	86.6%
Consulting Services	35	5.9%	92.4%
Education	26	4.4%	96.8%
Other Sectors	19	3.2%	100.0%

The correlation between different types of PERMA emotions was computed using the Pearson correlation method, and the analysis signifies a strong correlation amongst positive emotions, engagement, relationship, meaning, accomplishment, health, and happiness. There is an inverse correlation of these positive emotions with negative emotions & loneliness. These relationships establish the right nature of correlation.

Table 5.2 Correlations

		Postive Emotions	Engagement	Relationship	Meaning	Accomplishment	Health	Happiness	Negative Emotions	Loneliness
	N	596	596	596	596	596	596	596	596	596
Postive Emotions	Pearson Correlation	1	.573**	.639**	.707**	.670**	.512**	.742**	-.405**	-.290**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Engagement	Pearson Correlation	.573**	1	.419**	.586**	.563**	.250**	.469**	-0.052	-0.049
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.206	0.237
Relationship	Pearson Correlation	.639**	.419**	1	.664**	.647**	.520**	.534**	-.301**	-.249**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000
Meaning	Pearson Correlation	.707**	.586**	.664**	1	.864**	.420**	.624**	-.292**	-.255**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
Accomplishment	Pearson Correlation	.670**	.563**	.647**	.864**	1	.379**	.610**	-.263**	-.216**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
Health	Pearson Correlation	.512**	.250**	.520**	.420**	.379**	1	.447**	-.329**	-.183**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
Happiness	Pearson Correlation	.742**	.469**	.534**	.624**	.610**	.447**	1	-.386**	-.326**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000
Negative Emotions	Pearson Correlation	-.405**	-0.052	-.301**	-.292**	-.263**	-.329**	-.386**	1	.593**
	Sig. (2-tailed)	0.000	0.206	0.000	0.000	0.000	0.000	0.000		0.000
Loneliness	Pearson Correlation	-.290**	-0.049	-.249**	-.255**	-.216**	-.183**	-.326**	.593**	1
	Sig. (2-tailed)	0.000	0.237	0.000	0.000	0.000	0.000	0.000	0.000	

** . Correlation is significant at the 0.01 level (2-tailed).

A similar analysis of the correlation between overall wellbeing, negative emotions, and loneliness was computed against financial, social, and work from home attributes. The computed values signify a strong positive correlation between overall wellbeing and work from home, while a weak correlation between financial and overall wellbeing, social and work from home. Financial factors have a positive correla-

tion with loneliness and negative emotions, while other factors have an inverse relationship with loneliness and negative emotions.

Table 5.3 Correlations

		Overall Wellbeing	Financial	Social	Work from Home	Negative Emotions	Loneliness
	N	596	596	596	596	596	596
Overall Wellbeing	Pearson Correlation	1	.297**	.552**	.531**	-.354**	-.289**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
Financial	Pearson Correlation	.297**	1	.253**	0.079	0.068	0.041
	Sig. (2-tailed)	0.000		0.000	0.054	0.098	0.317
Social	Pearson Correlation	.552**	.253**	1	.359**	-.266**	-.227**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
Work from Home	Pearson Correlation	.531**	0.079	.359**	1	-.344**	-.332**
	Sig. (2-tailed)	0.000	0.054	0.000		0.000	0.000
Negative Emotions	Pearson Correlation	-.354**	0.068	-.266**	-.344**	1	.593**
	Sig. (2-tailed)	0.000	0.098	0.000	0.000		0.000
Loneliness	Pearson Correlation	-.289**	0.041	-.227**	-.332**	.593**	1
	Sig. (2-tailed)	0.000	0.317	0.000	0.000	0.000	

** . Correlation is significant at the 0.01 level (2-tailed).

The reliability of responses was established using Cronbach’s Alpha test, with the positive category of emotions alpha value as 0.867 signifying data is highly reliable. Similarly, the alpha value for the negative emotional wellbeing category of attributes is 0.573 and this is also reliable as responses were negatively recorded.

Table 5.4 Reliability & Scale Statistics

Emotional wellbeing category	Reliability Statistics			Scale Statistics			
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Mean	Variance	Std. Deviation	N of Items
Positive	0.867	0.869	10	74.98	234.067	15.299	10
Negative	0.573	0.576	2	9.66	27.822	5.275	2

4.1. Positive emotions: The analysis showed that the normal probability curve is positively skewed towards employees feeling joyful, positive, and contented while working from home. Additionally, respondents are less contented as compared to feeling joyful and positive.

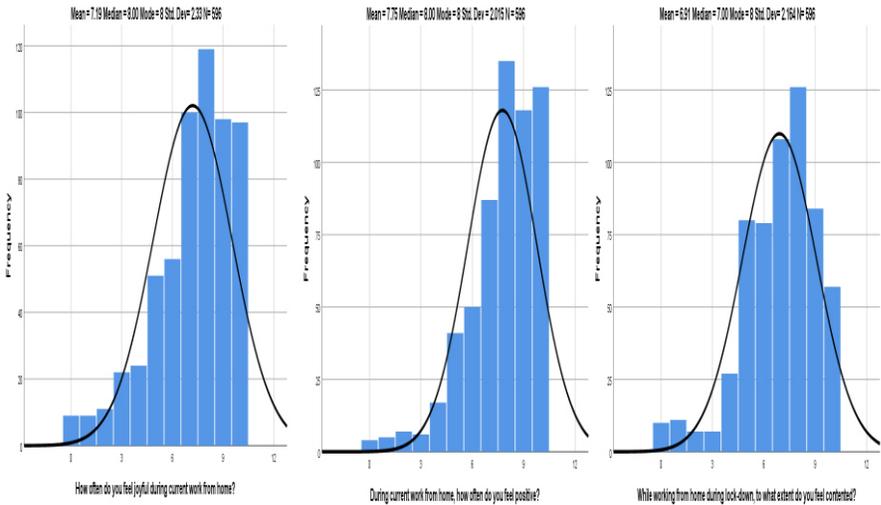


Figure 1. Positive Emotions

4.2. Engagement: The analysis indicates that the normal probability curve is positively skewed, and most of the respondents were positively absorbed, excited, and enjoy working from home. However, it also indicates that employees were more absorbed and excited as compared to losing track of time something they enjoy working.

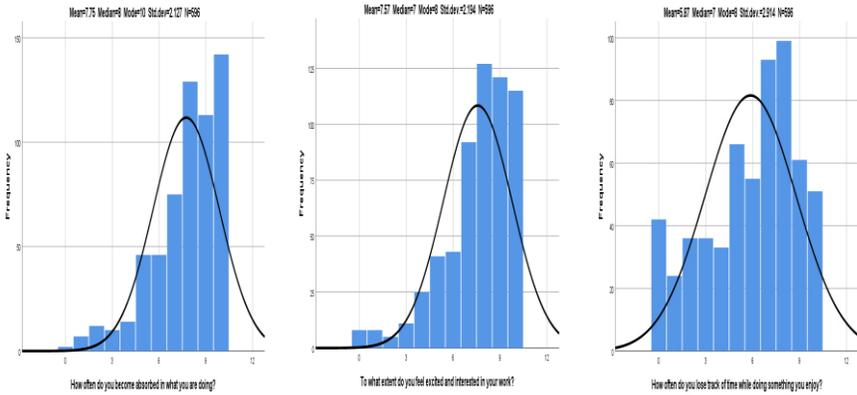


Figure 2. Engagement

4.4. Relationship: The analysis reveals that the normal probability curve is positively skewed indicating most of the respondents were receiving positive support and appreciation, however, there were challenges in maintaining a professional relationship while working from home.

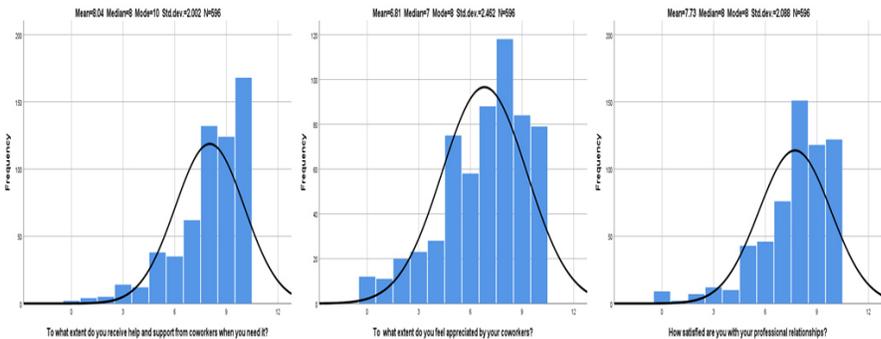


Figure 3. Relationship

4.5. Meaning: It was found from the analysis that, the normal probability curve is positively skewed and respondents feel that their

work has meaning and purpose, are worthwhile, and have a sense of direction while working from home.

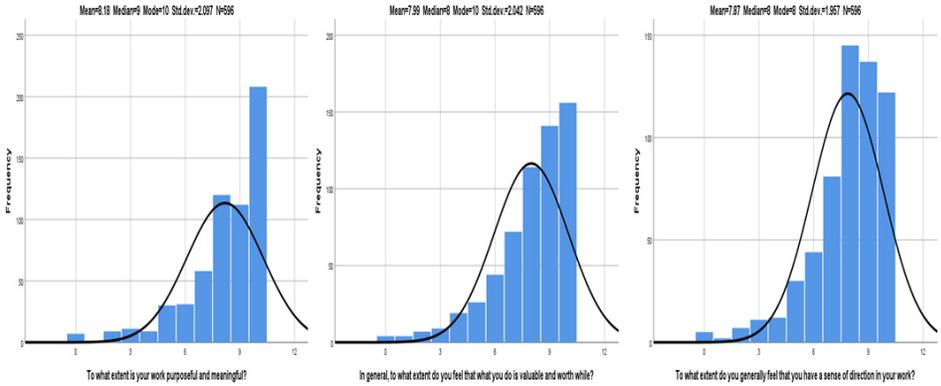


Figure 4. Meaning or Purpose

4.6. Accomplishment: The analysis of data on accomplishment reveals that the normal probability curve is positively skewed, and respondents feel that they are progressing and achieving important work goals, and can handle professional responsibilities while working from home.

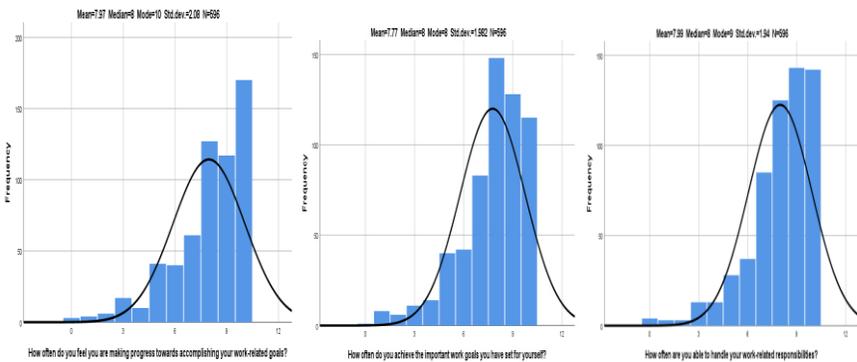


Figure 5. Accomplishment

4.7. Negative emotions: The analysis found that the normal probability curve is negatively skewed and respondents are less angry and sad; however, at the same time, respondents felt anxious.

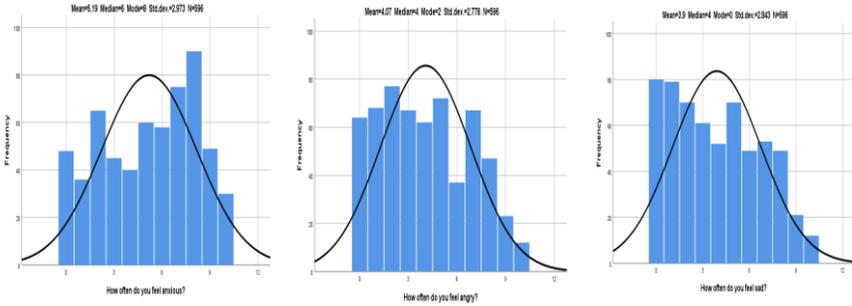


Figure 6. Negative Emotions

4.8. Loneliness: There was only one specific question on the degree of loneliness and it was found from the analysis that the NPC curve is negatively skewed indicating respondents have a lower feeling of loneliness. However, there are respondents, who are away from midpoint towards extreme loneliness (maximum score 10).

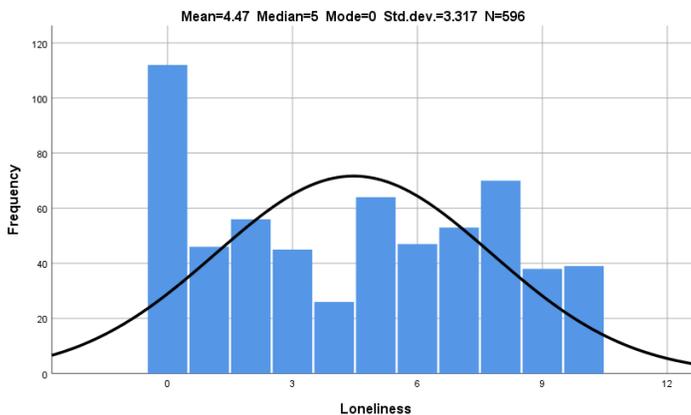


Figure 7. Loneliness

4.9. Happiness: The data analysis indicates that the NPC curve is positively skewed indicating employees are generally feeling happy while working from home, with 13.8% of the employees always feeling happy.

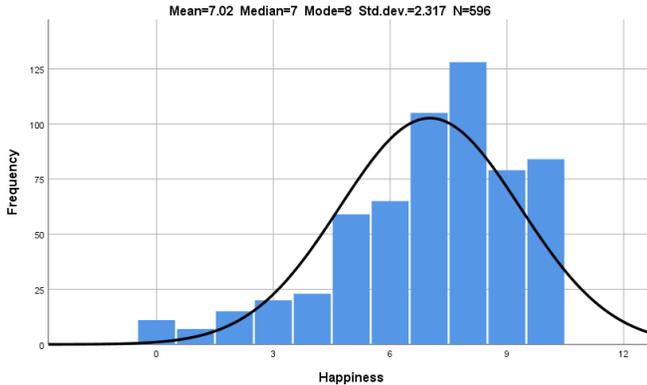


Figure 8. Happiness

4.10. Health: The analysis found that the normal probability curve is positively skewed for all three factors of general health condition, current health condition, and comparative health with colleagues of the same age and sex, indicating generally the health of employees is good.

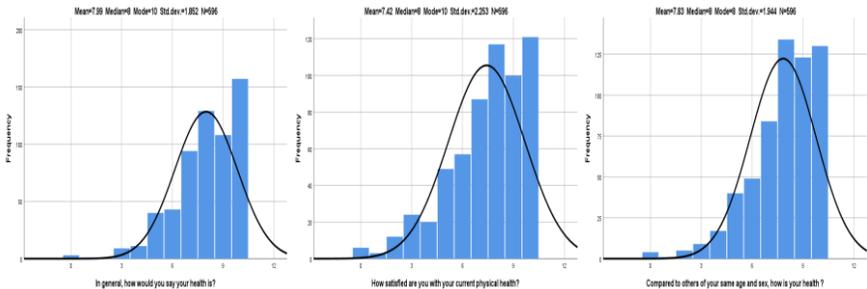


Figure 9. Health

4.11. Financial: The data analysis indicates that the normal probability curve is highly positively skewed for timeliness of payments, as compared to the security and safety of the job and future growth. This indicates that respondents are currently receiving their payments in time, however, there may be a risk in the future of job security, promotions, and increments.

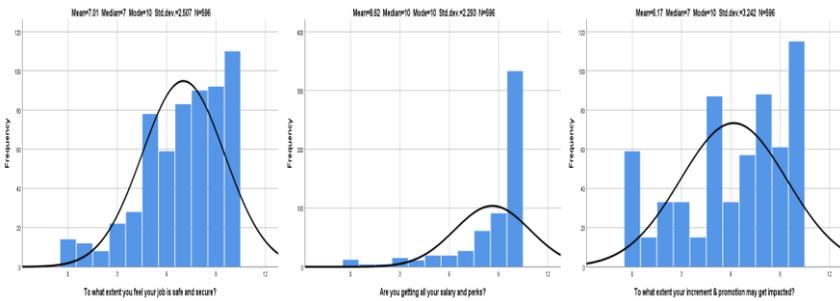


Figure 10. Financial

4.12. Social emotions: It was found from the analysis that the normal probability curve is positively skewed for work-life balance and overall family mood, however, it is slightly negatively skewed for the ability to meet social obligations.

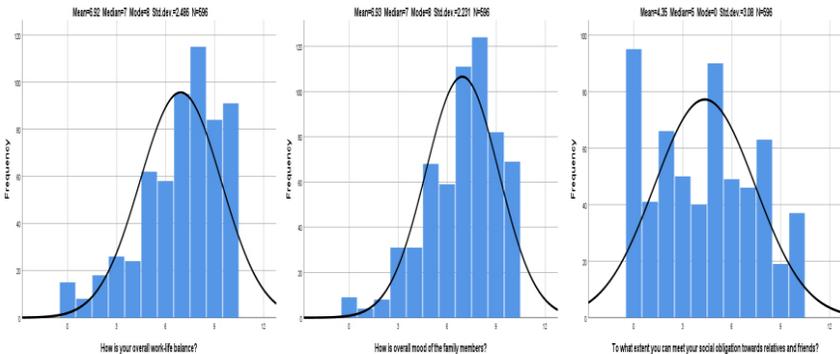


Figure 11: Social

4.13. Work from home: The analysis of data reveals that the normal probability curve is positively skewed; respondents are strongly recommending work from home, and it will be a new norm in the future. However, respondents are missing the office environment, and recommend a mix of work from home and working from the office.

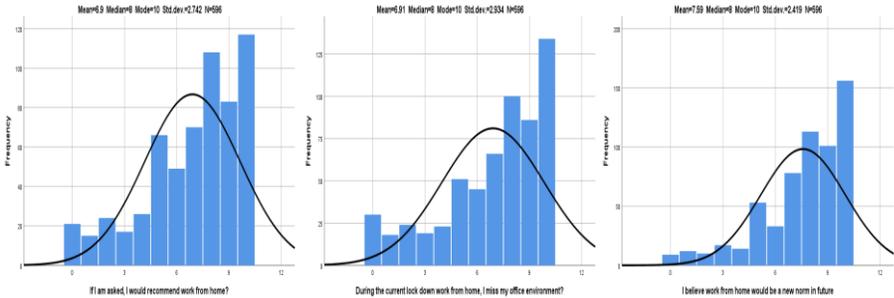


Figure 12: Work from home

4.14. PERMA: PERMA scores were computed as a mean score for positive emotions, engagement, relationship, meaning, accomplishment, health, happiness, negative emotions, and loneliness along with mean scores for financial, social, and work from home. These scores were then plotted together in a graph and analysed in various categories. There were overall 596 respondents, 85% from India, 5.5% from the rest of Asia, and the remaining 8.9% were from the US region. The analysis reveals that the comparative PERMA score for the U.S. is better than that of India and the rest of Asia on both, positive and negative emotions.

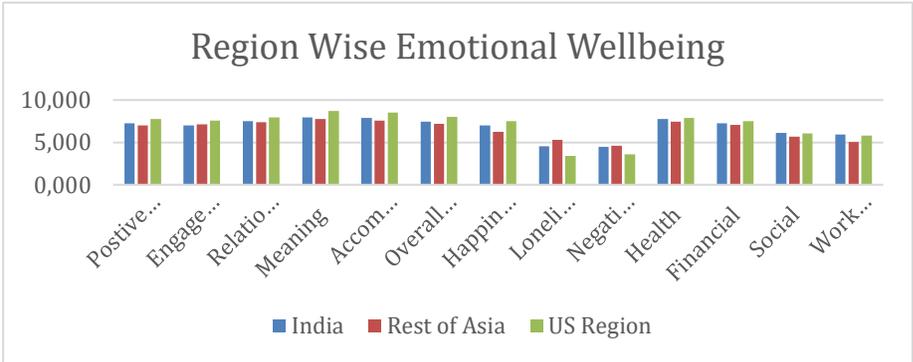


Figure 13: Region wise

4.15. Gender wise analysis: There were overall 596 respondents, of which 471 (79%) were male, and the remaining 125 (21%) were females. The analysis reveals that the comparative PERMA score for females is better than those of males on both positive and negative emotions. Females have shown a better preference for work from home and have a better social life as compared to male employees. Females are feeling less lonely as compared to male employees.

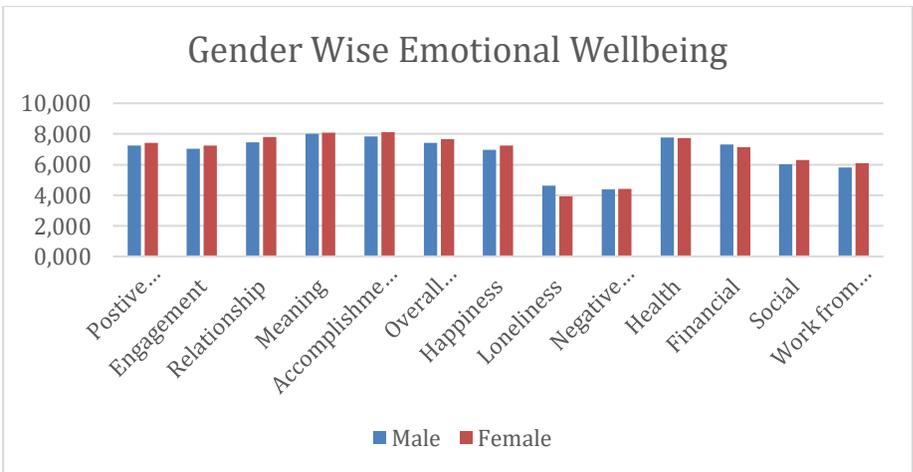


Figure 14: Gender wise

4.16. Marital Status analysis: The analysis of data shows that the positive emotional measures for married and other than married (unmarried, separated, divorced) are similar, however, respondents in other than married category are feeling more loneliness and have higher negative emotions.

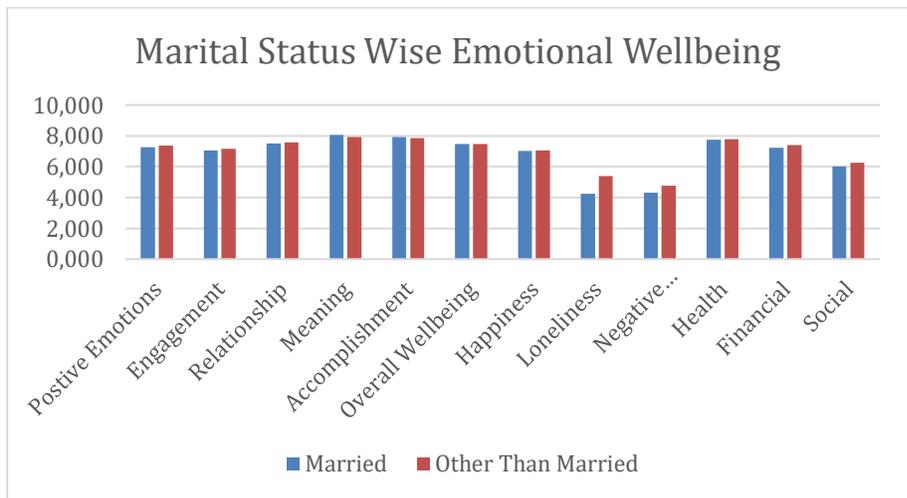


Figure 15: Marital Status

4.17. Age-wise analysis: The age-wise analysis shows that respondents in the age group of 41 years to 50 years have better positive and negative emotions as compared to other age groups. The respondents in the age group of under 31 years are feeling lonelier and have higher negative emotions as compared to other age groups.

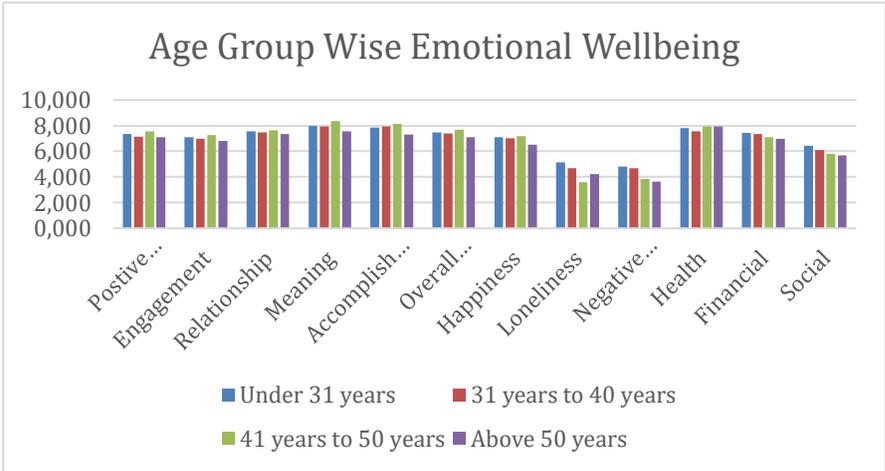


Figure 16: Age Group-Wise

4.18. Industry-wise analysis: There were overall 596 respondents, 334 (56%) of which were from the IT sector, and 94 (15.8%) from the manufacturing sector. The analysis reveals that normally the comparative PERMA score for the IT sector and education sector is better than other sectors. Manufacturing sector employees have higher loneliness emotions and have shown a lower preference for work from home.

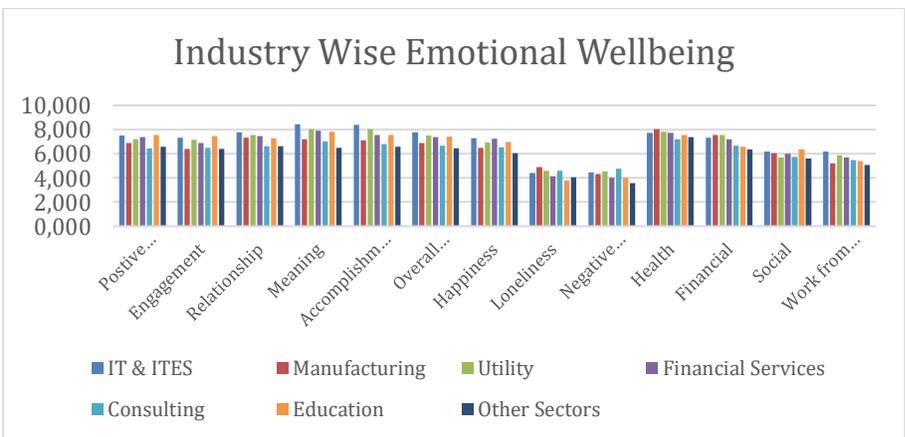


Figure 17: Industry Wise

4.19. Covid-19 WFH Period: Most of the respondents from India, the rest of Asia, and the US region believe that work from home may continue till June'20, and this is followed by period till Sep'20. Interestingly, a small section of respondents believed that this can continue till Dec'21.

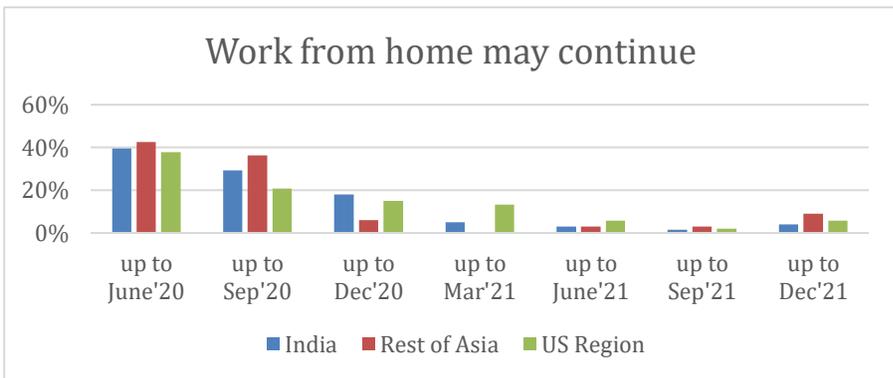


Figure 18: Work from home

4.20. Feel good factor: One of the top-voted (39%) feel-good factors from the current lockdown period is environmental friendliness. During the lockdown period, most industries were closed or were operating below capacity, and most of public transport (road, train, air) were operating at a minimum level. The air quality improved in many countries, rivers were cleaner, the temperature came down and, in some cases, animals were spotted public places. Both, India (23%) and rest of the world (28%) gave the next best scores for commute time-saving and then improvement in work-life balance.

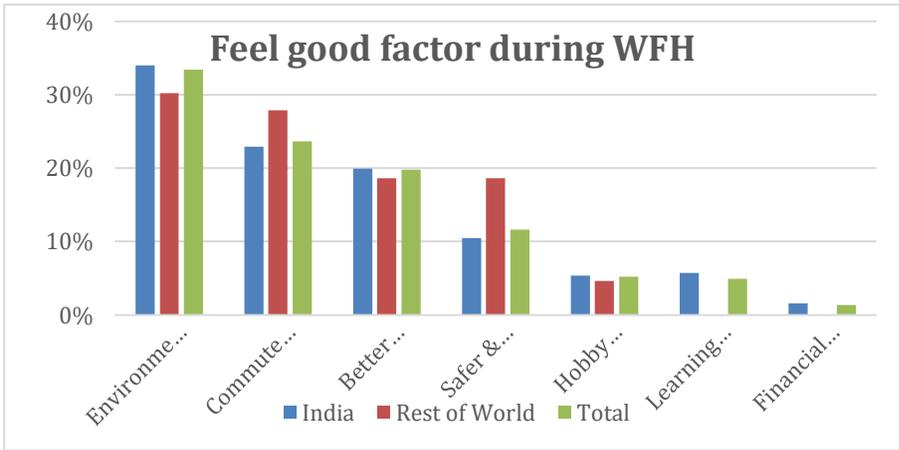


Figure 19: Feel Good Factor

CONCLUSION

Human resources are knowledge assets for organizations, and their emotional wellbeing is important in achieving individual goals and organizational objectives. In the study, employees have shown positive emotional wellbeing for all the attributes considered, i.e. positive emotions, engagement, relationship, meaning, accomplishment, health, finance, happiness; however, there are mixed responses to loneliness, negative emotions, social emotions, and work from home. The study also reveals that the emotional wellbeing of females is better than that of males on both positive and negative emotions. Females have further shown a higher preference for work from home and believe that this has resulted in a more balanced social life for them. Females are feeling less lonely as compared to male employees. As for marital status, positive emotions are similar irrespective of their marital status. However, employees in other than married category (unmarried, divorced, separated) are found to be feeling lonelier and have higher negative emotions as compared to married respondents. Further, employees in the age group of 41 years to 50 years have better positive and negative emotions as compared to

other age groups. On the other hand, respondents under 31 years are feeling lonelier and have higher negative emotions as compared to others. Finally, from an industry perspective, the IT sector has better PERMA emotional wellbeing measurement as compared to others, whereas manufacturing sector employees observed higher loneliness and have shown a lower preference for work from home.

Most of the employees (39%) believe that work from home may continue till June'20, while another 29% believed that this may continue until Sep'20. A small section of 4% believes that this can continue further until Dec'21. The majority of the employees consider environment-friendliness as the top positive outcome of work from home, followed by commute time-saving and better work-life balance. The other feel-good factors were healthier and safer feelings, catch up with hobbies, learning new skills online and a small section considers financial savings as the top outcome for them.

The above results provide significant insights into the emotional wellbeing of employees from India and other countries, different genders, marital status, age group, and different industry sectors. The information from this study provides a point in time reference of participating employee's emotional wellbeing and this information will be important for employers, employees, society, and researchers.

4.21. Recommendation to Employers: Employees have an important role in meeting an organization's objectives and goals. Based on the results of the study, the following recommendations are made:

6.1.1. On positive emotions, employers can plan an intervention to improve satisfaction and joyfulness.

- 6.1.2. On engagement, it is recommended to find out ways to make work more enjoyable while working from home.
- 6.1.3. For relationships, employees need support to improve their professional relationships.
- 6.1.4. On negative emotions and loneliness, there is a need to develop solutions targeted to certain sections of employees e.g. bachelors or working couples needing support systems for daily needs. This is in line with age group-wise analysis, wherein employees in the age group of under 31 years have the least positive emotions and are feeling lonelier as compared to other age groups.
- 6.1.5. On financial security, employees are concerned about their job security, future growth, and promotions, and this can be addressed by bringing transparency in the organization's communication.
- 6.1.6. On social obligations, employees can be provided counselling to improve work-life balance and on overcoming anxiety or fear of missing out on social obligations.
- 6.1.7. Employees have shown a preference for work from home and this can be leveraged by employers for mutual benefit. Post covid-19, we may have new work models with work from home location and work from home country. Employers need to define the process and good governance framework, which should address how remote work can be made more joyful and engaging. Employers should also think of ways to make remote work experience holistic by not only instilling a sense of meaning in

day-to-day work activities but also planning virtual recreational fun events.

- 6.1.8. Some respondents also raised concerns regarding lack of infrastructure which hinders work from home. Organizations can assist employees in meeting their infrastructure needs to ensure a smooth transition to the remote working model. For instance, Google recently gave an allowance to its employees for purchasing office furniture to assist them to work comfortably from their homes. (Google Gives Employees \$1,000 Work-From-Home Allowance. 2020).
- 6.1.9. Employers can plan regular surveys to measure the emotional wellbeing of employees and check the effectiveness of the intervention, especially under these types of circumstances.

4.22. Recommendation to Employees: The study provides useful insights, which can be used by employees for self-improvement as well as for understanding and supporting fellow team members while working from home. Some of the specific recommendations are as follows:

- 6.2.1 Managers can play an important role in making their team members feel positive, making work enjoyable, and by appreciating them regularly.
- 6.2.2 Managers can have one on one discussions with team members to understand those employees who are feeling anxious, angry, and lonely and address them systematically. This discussion should not be mixed with discussions about setting objectives

and review of performance. However, from this discussion, some actionable can be included in the personality development of individuals.

6.2.3 This insight provides useful information to employees for self-introspection and self-development.

4.23. Further Research: The scope of the current topic was limited to the private sector and the majority of the respondents were from India. There is further scope of research on the emotional wellbeing of employees while working from home, especially for the government sector employees, country-specific, or for a specific industry. The study can be carried out more frequently during the pandemic period to understand how emotional wellbeing is impacted if work from home continues for a longer time duration say three months or more. Such research can provide good insight and recommendations to the industry.

In conclusion, the emotional wellbeing of employees is important for an organization's success, and this study reveals that employees are feeling positive in working from home. Employees believe work from home would be a new norm in the future. This is an opportunity for organizations and employees to prepare themselves for the future of smart working and ensure the emotional wellbeing of employees is taken care of.

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CHAPTER 3
THE IMPORTANCE OF TALENT MANAGEMENT IN THE
CONCEPT OF RESOURCE BASED VIEW
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INTRODUCTION

Today, with the effect of globalization and developing technology, competition for businesses has started to increase. Businesses, which are living organisms, have started to struggle in order to survive and create a strong structure with their employees under heavy competition conditions. With the rapid progress of technology, the known working styles have become obsolete, the working styles for human resources and organizations have changed, and this has pushed the organization to think long-term strategically. Thus, the human resource that can achieve strategic goals has begun to be seen as an inimitable element for competition.

As a result of the combination of these reasons, "management of talents" has started to gain more importance instead of "management of people" for businesses (Guarino, 2007: 103). The talent management process anticipates and meets a firm's human capital needs. It is defined as deliberate actions linked to organizational strategy and capabilities to attract, select, develop and retain those who, individually or collectively, have the ability to make a significant impact on the firm's results. Talent management requires a high degree of attention from three internal stakeholders: top management (especially the CEO), human resources department and unit managers (Evans et al., 2002, 295).

It can be predicted that the need for talent will increase even more in the coming years. This need will cause businesses to compete for tal-

ent in order to acquire and retain talent. There are several different reasons why the issue of talent competition comes to the fore in the studies. The changing demographic structure of the world, the speed of change in the internal and external environment of the enterprises, the decrease in the number of talented employees despite the increasing unemployment rate are among these reasons. Changes in the environmental factors of businesses, when viewed holistically, constitute the main reasons for the emergence of talent competition and talent management (Mahajan, 2019: 473).

Today, customers want to get their needs more sensitive, cheaper and in the place, time and way they want. In order to compete in terms of quality and quantity in this new customer-oriented economic period, businesses are trying to make organizational change in a way that keeps up with environmental change. In order for this change to gain an advantage in the competitive environment, businesses have to either obtain a favorable competitive position or rely on talents from their own resources and invest in them regularly. However, resource investments to be made without relying on any strategy will not be enough to reach the desired goal, and resources will be wasted unnecessarily. Because a strategy is a specific set of plans that will help an organization achieve its goal of exceeding its market performance.

1. TALENT MANAGEMENT

In general, talent management covers the issues of identifying, defining, developing and employing talents within a certain human re-

source selection systematic. From these perspectives, the transition of enterprises to talent management practices can be seen as a necessary precaution in the job markets where competition is increasing day by day. However, there are some difficulties arising from the definition and nature of the concept of talent in talent management practices (Tansley, 2011).

Huang and Tansley (2012: 3681) say that human resource planning is about placing the right person in the right job at the right time. “Talents” that can be considered within the scope of the right people are individuals who have the capacity to make a meaningful difference to the current and future performance of the company (Tansley, 2011: 10). Taken together, talent management is the ability to attract, develop and retain key talents that are critical to meeting current and future business needs (Björkman and Xiucheng, 2002: 858).

Talent management should not be seen as a job that belongs only to the HR department. It must be adopted by the entire organization, from top management to the bottom. The talents to be selected, developed and retained according to the company strategy will differ. The company must first determine which unit needs people with which skills. Then, he/she should recruit by using the necessary evaluation practices. As seen, talent management starts with the recruitment process. It is important to be able to retain these skills afterward. For this, a career development plan, training plan, performance management, leadership management and succession plan should be created for the employed persons, determined by working with the HR department

and the whole organization. Thus, the hired people will keep their talents alive and their commitment to the job will increase. (Makadok, 2001: 392).

Capabilities found within the organization can be categorized as administrative skills, professional skills or innovative capabilities. Talent covers everything (learning, development, skills, competencies and knowledge through opportunities) from the natural skills of individuals to their personal characteristics (Klifman, 2009: 9).

There is no shortage of talented people in the world, but there is an inability to have the right people in the right place. The concept of talent management is defined by academics and practitioners as an important strategic people management agenda for the future. Talent management is defined as deliberate actions to attract, recruit, develop and retain individuals with robust skills who have the ability to make a significant impact on the results of the firm individually or collectively (Evans et al., 2002: 257-258).

Effective talent management enables talented employees to see themselves as a part of the organization, add value to the organization and show continuity (Baharin and Hanafi, 2018: 698). According to Gubman and Green (2007: 19-20), for effective talent management, you need to let employees know where you are going as a business strategy. They should be told how they can contribute to the goals and what they can get when they are achieved. Thus, they do their work with more enthusiasm and make extra effort. It also creates a great work

environment, which is key to attracting and retaining other talented people. It is important to ensure their continuity by giving feedback on their success.

It is seen that talent management is a very special situation in the context of personnel management, human resources management and strategic human resources management, which are known as the three phases of human resources management. Especially when looking at strategic human resources practices, it is seen that talent management is used as an important tool (Saddozai et al., 2017).

2. RESOURCE BASED VIEW

RBV emphasizes the importance of internal resources in creating and maintaining competitive advantage. This perspective sees firm performance as a function of business managers' ability to organize their organizations well around resources (King and Zeithaml, 2001).

According to RBV, no two businesses are alike, combining physical and non-physical resources through disparate processes. Because it is impossible for every business to acquire the same resources and skills, go through the same experiences, and develop the same organizational culture and business processes. Therefore, resources are the determinants of how the business will carry out its activities (Hall, 1991). According to this approach, if a business has the appropriate resources according to the sector in which it operates and the strategy it implements, it moves towards creating competitive advantage and achieving a successful financial performance.

According to the studies carried out from the point of view of distinctive capabilities, one of the most important factors affecting the strength and weakness of an enterprise is the quality of the managers in the management. According to these discussions, it has been evaluated that the strong or weak quality of the general management will also determine whether the business performance is high or low (Henderson and Mitchell, 1997). Therefore, from this point of view, if businesses want to achieve sustainable competitive power, they need to define the characteristics and skills that make the individual superior in the management models they will develop (Hansen and Wernerfelt, 1989).

Penrose emphasized that resources are accumulated so that the business can achieve growth success. According to Penrose, a firm's growth is the growth in its resources, both tangible and intangible, that enable the firm's capabilities to grow. Subsequently, managers who deploy their talents in the best way in their businesses and add new ones to their existing talents will allow the implementation of growth plans, and this will bring an increase in performance (Hiroyuki, 2003).

Business capabilities are generally defined as the use of a business's tangible or intangible resources to perform a task or activity in order to increase business performance (Amit and Schoemaker, 1993; Grant, 1991; Tecee et al., 1997; Helfat and Peteraf, 2003). Undoubtedly, not all resources and capabilities have the potential to provide businesses with a sustainable competitive advantage. In order to have these potential, resources must have certain characteristics.

Resources and capabilities are valuable when they enable the perception or understanding of strategies that will increase a business's effectiveness and efficiency in seizing opportunities and fending off threats that arise in the business environment. Barney (1991) examined the characteristics necessary to evaluate the potential of strategic resources and capabilities of enterprises to create sustainable competitive advantage as being valuable and rare, costly to imitate and non-substitutable.

2.1. To be valuable

In the absence of competition, the longevity of a firm's competitive advantage is related to the time it takes for the resources and capabilities underlying that advantage to depreciate or become obsolete.

Business capabilities, on the other hand, have more resilience potential than resources. This potential is based on the entity's ability to create talent from these resources as human resources are fatigued and tangible resources are depleted. But the longevity of such talents depends on good management of their creation and regeneration. This can be possible by socializing new employees within the company and supporting talents (Grant, 1991).

2.2. To be rare

The competitive advantage provided by the value and durability in the eyes of the customers will of course be noticed by the competitors. In this case, the first thing that competitors will want to do is to create

the same capabilities within their own businesses. However, the capabilities available in each business, the resources that create these capabilities, and the combinations of these resources are different. Even if it is possible to reach the same resources or substitute resources, it is not possible to create the same capabilities (Grant, 1991). This is the rarity of resources and capabilities. The fact that a strategic resource and capability is rare in potential competition, as it is today, will ensure the sustainability of the competitive advantage (Barney, 1991).

2.3. To be costly to imitate

Strategic resources and capabilities are intricately distributed within the business and their preservation over time is necessary for the sustainability of the competitive advantage gained (Barney, 1991).

If a firm wants to copy its competitor's strategy, it must first create the capabilities underlying this competitive advantage in-house. For this, it has to determine what the resources that reveal these abilities are. The difficulty in revealing the capabilities that provide a competitive advantage to the competitor, the resources underlying these capabilities and their mixture reveals the difficulty of imitation. In order for an opponent to imitate another's strategy and the resources and capabilities that support that strategy, it must be able to overcome two problems.

The first is the knowledge problem, which is related to the awareness of the source of the competitor's advantage and how it is applied (Celuch et al., 2002). The second is the problem of repeatability of the

strategy, which is related to the need to bring together the same resources and capabilities in order to repeat this successful strategy of the competitor (Grant, 1991). From this point it is possible to conclude: physical and financial resources can be easily copied, but not human resources.

2.4. To be non-substitutable

Substitution means that a source cannot be replaced by a different source that can easily create the same effects (Bowman and Ambrosini, 2003). In other words, if a strategy can be implemented with either of two different resources, those resources are substitutes.

The resource-based approach is based on securing competitive advantage through the concepts of resources and capabilities. Resources, which are tangible and intangible assets, are connected to the enterprise in a semi-permanent way. Whereas, capabilities are related to the way different activities are accomplished depending on the resources available (Grant, 1991; Wernerfelt, 1984). Many studies have confirmed what is really necessary for businesses to gain and maintain a competitive advantage that stems from their intangible resources and capabilities. They rely on uncoded data and nonverbal information that are difficult to imitate and therefore require a slow development process. Taking this into account, the strategic literature has emphasized various factors (intangible resources and capabilities) as determinants of the firm's competitiveness. Some of those: technological

capital and innovation, human resources and the internal design of the organization.

Grant (1991), unlike Barney's view, argued that firms with unique resources and capabilities will gain competitive advantage. The difference between these two assumptions stems from Barney's evaluation of capabilities within the concept of resources and Grant's separate consideration of resources and capabilities.

The distinction between these two approaches is also made in the form of resource picking and capability building. While resource picking claims that returns are generated by acting more effectively than competitors in the selection of resources, capability building emphasizes that returns are generated by processing, renewing and transforming resources more effectively than competitors (Makadok, 2001).

3. THE RELATIONSHIP BETWEEN TALENT MANAGEMENT AND RBV

The most basic strategic problem for businesses is the problem of living. Businesses need human and other resources to survive. Businesses cannot survive without certain human skills (Boxall and Pucell, 2003: 4). Compared with other production factors, with the understanding of the value of human beings, human resources are now seen as an indispensable and most valuable asset for businesses. Considering how important the strategic management process is for businesses to survive and gain competitive advantage by being successful in their

activities, the necessity of integrating human resources with this process is even better understood.

In the relationship between human resource management and strategic management, “What role should HRM play in strategy and strategic management?” and “How can HRM play a stronger and more active role in strategic management?” questions arise. Especially with human performance becoming more important in jobs that require high complexity, the necessity for HRM to play a fundamental role in improving the quality of strategic management has arisen. As job uncertainty levels increase, it has become more important to recruit high-skilled people. Developing the strategic management process is closely related to HRM (Boxall and Pucell, 2003: 26). This process requires making some key HR decisions. Many businesses are not successful because they consider their strategies independent and isolated from human resources. Therefore, it is necessary for businesses to design and execute their strategies in relation to their HR strategies. A change or correction that may occur in either of these two strategies will affect the other (Cane, 1996: 27).

The impact of environmental changes on employees and businesses is undeniable. If businesses want to achieve their strategy, they will need skilled employees who will stick to those goals. HR professionals should know the impact of significant environmental changes on business strategies and should prepare the business for this change (Holbeche, 2004: 308). HR activities in the business should directly support business strategies. The HR function must lead and implement

the necessary change as an internal part of management. HR processes are central to the implementation of strategic business change. Recruitment, selection and placement, promotion, assignment and other HR functions gain importance in realizing the strategies in order to harmonize the available resources with the required personnel characteristics. For example, performance management comes to the fore in harmonizing business objectives with individuals and teams, while training and development is prominent in developing the necessary skills and performance. HRM activities carried out by managers and employees are very important for competitive performance (Paul et al., 1990: 27).

Organizations act through individuals and talented employees play an important role in the success of organizations. Therefore, talent management is considered an important part of strategic management (Michaels et al., 2001). Ultimately, all of the organization's non-living assets can provide a short-lived competitive advantage. However, investing in employees will provide a competitive advantage to the organization that costly to imitate (Mahajan, 2019: 472).

Talent management basically focuses on people identified by management as a potential talent that the organization can invest in for the future (Collings and Melahi, 2009). Talent management is closely linked to strategic HRM but different in that it focuses only on a small group of people rather than the whole organization (Huang and Tansley, 2012).

CONCLUSION

In order to gain competitive advantage based on available resources through talent management, it is necessary to bring together all skills and business processes into an integrated organizational capability. The integration logic here requires control of key business processes and capabilities, not ownership of all capabilities and business processes within the enterprise (Stalk et al., 1992).

This systematic investment in human capital not only enables organizations to have more qualified employees, but also increases their intellectual capital by enabling them to produce higher quality work. Since this is part of a company's capital, a company's market value also increases. In addition, considering that more qualified employees are more productive, this strategy also leads to higher company profits (Makadok, 2001: 396).

US companies with strong talent management practices are reported to provide 22% higher returns to shareholders (Garman and Glawe, 2004). Of note, companies with low annual executive attrition rates have been observed to benefit from talent retention programs (Mahfoozi et al., 2018).

However, businesses need top management preferences that include activities such as leadership, vision creation and planning, which will decide the strategic choices necessary for the business to achieve its basic and special goals by combining many jobs, functions and per-

sonal experiences, both while growing and after completing the growth (Eisenhardt and Martin, 2000, Celuch et al., 2002).

In particular, the rise of the resource-based view in strategic management has prioritized attention to human resources practices in businesses as a critical element of competitiveness (Ulrich and Lake, 1990; Prahalad and Hamel, 1990). Previous studies (Huselid, 1995; Huselid et al., 1997) have shown that human resources practices, which are known as best or high-performance practices and whose goal is to increase the skills and motivation of employees, are associated with business performance.

From the point of view of the Resource-Based View, it is possible to say that the human resource or human capital invested by the enterprises has the potential to create a high level of performance. Therefore; The Resource-Based View provides an important perspective on the discussions about human resource management and business success (Saa-Perez and Falcon, 2002: 128).

The Resource-Based View has impacted the HRM field in two ways. Firstly, this view has been a tool for the HRM field to gain a more macro perspective; secondly, it has provided a theoretical and conceptual background to this field (Wright et al., 2001: 710). With Barney's outline of the theoretical model and criterion underlying the sources of sustainable competitive advantage, the Resource-Based View has become the most widely used theory in Strategic Human Resource Management, both in the development of theory and in empirical research.

Competitive advantage arises from the privileged capabilities or resources that the business controls. For this reason, while traditional sources of competitive advantage such as natural resources, technology and economies of scale create value for the enterprise, these factors can be imitated much more easily compared to complex social structures such as the personnel system, according to RBV. From this point of view, a well-developed human resources system can be an important source of competitive advantage (Guthrie, 2001: 183). The assumption here is that HRM practices (establishing the best personnel selection system, the best training program or the best reward system, etc.) can create competitive advantage (Barney and Wright, 1998: 32).

As a result, talent for the enterprise can be defined as a 'resource' and talent management as a 'capability'. There is a fundamental difference between resources and capabilities. Resources are the inputs of the production process, which is the basic element of analysis. The resources of the business consist of capital elements, individual talents of employees, patents, brand names, finance and others. But only some of these resources are directly productive. Production activities need the coordination of resource sets. Capability is the ability of a set of resources to perform certain tasks and activities. In other words, capabilities are the results of an enterprise's resources working together for production.

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CHAPTER 4

I AM A LONE WOLF; HOW TEAMWORK CAN BE JEOPARDIZED

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INTRODUCTION

The hospitality sector is one of the most competitive industries and it is one of the leading engines of the world economy (Domínguez & Herrera, 2020). This fact has forced the related companies to come up with organizational strategies that enable them to survive in this red ocean. Since customer-contact employees serve as an important asset in the tourism and hospitality sector, managers strive to recruit and retain talented, dedicated, and qualified employees (Bouzari & Safavi, 2021; Safavi & Karatepe, 2018). Customer-contact employees in the hospitality sector are expected to contribute to their establishments by providing high service quality and making valuable endorsements for service improvements (Daskin, Arasli & Kasim, 2015; Forné, 2015). With this realization, managers must focus on human resource practices can potentially encourage frontline employees to provide prodigious customer service and demonstrate effective performance.

Teamwork, as a critical human resource practice (Kim, 2014), is a very essential ability and key competence for hotel front-line staff in hospitality setting (Domínguez & Herrera, 2020; Richards, Chillas & Marks, 2012). A hospitality organization is made up of working groups that must collaborate and work together to meet and exceed the demands of guests while also achieving the company's key goals (Domínguez & Herrera, 2020). The positive implications and consequences of proper teamwork has been debated and discussed in various former studies (e.g.: Butt, Imran, Shah & Jabbar, 2013; Karatepe & Vatankhah, 2015; Safavi & Karatepe, 2018). However, as

of today, literature has failed to address and inspect the probable factors that could potentially develop or regress the spirit of employees' teamwork when it comes to tourism and hospitality setting and the topic has not received sufficient attention as it deserves in the related literature. In fact, in the organizational context, various interfering internal and external factors could potentially affect the extent to which employees get engaged or detached from proper teamwork. Satisfactory signals and favorable conditions from the work environment could yield an elevated level of team performance; if not employees would be frustrated and demotivated to make a cooperative effort to accomplish a common goal or to complete a duty most effectively and proficiently.

It is well-known that the tourism sector, particularly international tourism demand is sensitive to crises or tragedies (Cró & Martins, 2017). This is because tourism is influenced by a variety of external variables, such as political unrest, economic situations, environmental concerns, and health-related issues (Okumus, Altinay, & Arasli, 2005, Ritchie & Jiang, 2019, Kaushal & Srivastava, 2021). COVID-19 pandemic, as the latest crisis, has dramatically affected tourism, lodging, and travel businesses (Sigala, 2020); and the sector is seeing a significant and rapid drop in demand (Chang, McAleer & Ramos, 2020). According to the existing evidence (www.statista.com), as a result of the covid-19 pandemic, the global travel and tourism market has faced a loss of 100.8 million jobs worldwide in 2020. The Asia Pacific area, which lost around 63.4 million jobs as a result of COVID-19, was the worst impacted, with a projected job loss of 13

million. Europe was the second hardest hit, with a projected job loss of 13 million. This scenario jeopardizes employees' job security and creates unpredictable working conditions.

JI which is one of the most common stressors in contemporary working life (Jiang & Lavaysse, 2018) is defined as the subjective feeling of being on the verge of losing one's job (De Witte, 1999; Vander Elst, Bosman, De Cuyper, Stouten & De Witte, 2013).

Employees who worry about the possibility of future job loss may not accomplish their work goals (Karatepe, Rezapouraghdam & Hassannia, 2020). Undeniably, employees around the world have recognized JI as one of their top concerns (American Psychological Association, 2014; Jiang & Lavaysse, 2018); and the recent epidemic (COVID-19) has intensified this sense even more.

JI construct has two distinct components, namely cognitive and affective (Cheng & Chan, 2008). 'Cognitive JI refers to an awareness of the possibility of job or benefit loss; whereas affective JI is the emotional experience of being worried or emotionally distressed about these potential losses' (Huang, Niu, Lee & Ashford, 2012, p. 572). JI, if not properly managed, can have negative consequences (De Witte, Pienaar & De Cuyper, 2016; Safavi & Karatepe, 2019).

Previous empirical studies explicitly debated the negative consequences of JI in organizations such as higher level of absenteeism, turnover intentions and deviant behaviors, and lower level of work engagement and employee performance (Akgunduz &

Eryilmaz, 2018; Costa & Neves, 2017; Etehadi & Karatepe, 2019; Jung, Jung & Yoon, 2021).

It should be noted that, rather than just responding and reacting to situations, employees process and interpret the information they receive. At the interpretation stage, individuals could manifest several behavioral reactions. In responding to threatening signals from the organization/colleagues (e.i., JI), there will be a propensity to operate alone and without companions which could ultimately hinder proper teamwork. This stage is known as solitary-oriented behavior. The current inquiry proposes solitary-oriented behavior as another probable interfering factor of teamwork in organizations. Proposed by Safavi (2020) for the first time in an international conference, solitary-oriented behavior is defined as “the tendency to act individually without associates in response to unfavorable signals received from the organization/colleagues”. Safavi and Bouzari (2020) clearly stated that solitary-oriented behavior could yield negative outcomes at the individual level namely work-related depression, and anger. This novel organizational behavior concept would potentially deteriorate the level of teamwork among employees and harm the extent of collaboration among individuals.

PURPOSE AND SIGNIFICANCE OF THE STUDY

This study bears numerous contributions by focusing on and addressing the neglected issues in the existing literature.

To begin with, the bulk of organizational study focused on the outcomes and implications of teamwork as a critical human resource

practice, as previously discussed. In the context of tourism and hospitality, the literature has failed to acknowledge and investigate the possible variables that might potentially affect employee teamwork, and the issue has not garnered the credit it deserves in the associated literature. Moreover, as debated by Jiang and Lavaysse (2018) in a meta-analysis study, even though JI comprises two separate components, researchers seldom use this distinction in their conceptualization and model development.

Indeed, they asserted that treating cognitive and affective JI as two distinct categories is empirically meaningful, as affective JI is more strongly connected to employee outcomes than cognitive JI. Recent empirical research has also emphasized the necessity of investigating the effects of JI because it is still a hazard to employees (Karatepe et al. 2020; Shin, Hur, Moon & Lee, 2019). Last but not least, investigating the mediation effect of solitary-oriented behavior as a novel organizational behavior concept would deepen our understanding regarding its probable consequence and outcomes. Since this behavioral stage is identifiable and measurable, the results emerging from this study and the practical implications would offer managers and employers the proper solutions of how to respond proactively to this situation to delay and avoid negative consequences.

Following the foregoing section, this research aims to propose a new conceptual model and empirically examine the relationship between the study constructs. More explicitly, using the threat-rigidity thesis (Niesen, Witte & Battistelli, 2014) as a theoretical framework, the

current study attempts to address the impact of JI (affective and cognitive) on solitary-oriented behavior; the effect of solitary-oriented behavior on teamwork; and the mediation effect of solitary-oriented behavior in the relation between affective JI, cognitive JI, and teamwork. Finally, but not least, the study will test whether affective JI has a stronger impact on employee outcomes rather than cognitive JI.

THEORETICAL BACKGROUND

The threat-rigidity thesis (Niesen et al., 2014) offers further theoretical perspectives on the JI mechanism in the tourism field. Hence, the present study confers to the threat-rigidity thesis to elucidate the relationship between JI and solitary-oriented behavior and teamwork. The threat-rigidity thesis claims that multiple methods might be used to respond to danger. “Constriction in control” is one of such mechanisms (Niesen et al., 2014). The control mechanism of the threat-rigidity thesis emphasizes the tendency of employees to “...emit dominant, well-earned or habituated responses in threat situations” (Staw et al., 1981, p. 506). This mechanism demarcates a guiding principle for the current study for developing the hypotheses associated with the effect of JI on solitary-oriented behavior and teamwork.

The tenet of the threat-rigidity thesis (Niesen et al., 2014) suggests that employees exhibit habituated responses when they are uncertain and face a threat of future unemployment. The threat of not having the current job and being uncertain about retaining the job creates

unknown and unclear circumstances for the employees. These conditions cause employees to perceive their job as challenging and have a lower level of energy (Karatepe, Rezapouraghdam, & Hassannia, 2020) and display negative behavior such as higher absenteeism (Etehad & Karatepe, 2019). Thus, according to the threat-rigidity thesis, the current study argues that frontline employees who are facing JI tend to exhibit habituated responses toward this risk of losing their job. These conditioned reactions can be induced in the shape of adverse work outcomes such as increased solitary-oriented behavior and lower teamwork. These are in line with the threat-rigidity thesis (Niesen et al., 2014) which contends frontline employees are exhibiting habituated responses to JI in the form of undesirable outcomes.

In a nutshell, the present study believes that experiencing an unfavorable and threatening conditions such as JI is likely to lead to solitary-oriented behavior which in turn causes them to exhibit a lower level of teamwork.

JI AND SOLITARY-ORIENTED BEHAVIOR

According to research on JI in organizational settings over the last 30 years, JI is a big concern in today's workplace (Schaufeli, 2016), and has gotten a lot of attention in the literature (Pienaar, De Witte, Hellgren, & Sverke, 2013).

Initially introduced by Greenhalgh and Rosenblatt in (1984), JI is described as “perceived powerlessness to maintain desired continuity in a threatened job situation” (Greenhalgh & Rosenblatt, 1984). De

Witte (1999) later regarded JI as one's fear of losing the job and being jobless in the future which influences employees' behaviors. As argued by De Witte (1999) JI causes employees to feel helpless towards the threat of job loss and have less control over the situation.

As one of the major work-related stressors in contemporary workplaces (Greenhalgh & Rosenblatt 2010; Sverke, De Witte, Naswall & Hellgren 2010) JI is considered as a challenging and threatening factor in every work context (Safavi, & Karatepe, 2019) such as restaurants, banks, and hotels (De Spiegelaere et al., 2014).

JI not only impacts workers' thoughts of potential job loss (Karatepe et al., 2020), but it also hampers their professional development, and goal accomplishment (Crawford, LePine, & Rich, 2010). As Greenhalgh and Roseblatt (1984) explained job-insecure employees might have less willingness to spend energy, effort, and time for accomplishing organizational goals.

JI is confirmed to affect employee's physical health, sleep problems (Linton et al., 2015), and psychological wellbeing (Shin & Hur 2020). As a matter of fact, according to Sverke, Hellgren, and Näswall (2002), the expectancy and perception of JI might be more stressful than the actual occurrence. Hence, as a major root of employee's anxiety (Pienaar et al., 2013), JI makes employees show undesirable responses towards their job (Dereli, 2012).

Literature reveals pieces of evidence related to this notion (e.g., Jiang & Lavaysse, 2018; De Witte, 2005). For instance, JI intensifies willingness to find a new job (Safavi, & Karatepe, 2019; Ashford et

al. 1989), absenteeism, workplace accidents (Jiang & Probst, 2014). Likewise, it intensifies work-life conflict (e.g., Richter, Naswall, & Sverke, 2010), turnover intention (Lee & Jeong, 2017), intention to be late and leave the work early, nonattendance behaviors, and non-green behaviors (Karatepe et al., 2020). Additionally, JI boosts psychological contract breach and violation (De Cuyper & De Witte, 2006), burnout (Shoss, 2017), psychological distress (Jiang & Lavaysse, 2018), anger, anxiety, and depression (Ito & Brotheridge, 2007)

Dominant research findings have also shown that JI depletes job satisfaction (Cheng & Chan, 2008; Sverke et al., 2002), life satisfaction (De Witte, 2005), motivation (Ünsar, 2011), job embeddedness (Safavi, & Karatepe, 2019), performance (Wang et al., 2015), service recovery performance and service innovation behavior (Etehadi & Karatepe, 2019r). It likewise alleviates organizational citizenship behaviors (Jiang & Lavaysse, 2018), organizational commitment (De Cuyper & De Witte, 2006), emotional commitment (Lo Presti & Nonnis, 2012), job involvement (Cheng & Chan, 2008), and employees' engagement (Karatepe et al., 2020; Wang et al., 2015).

JI can be categorized into cognitive JI (job loss) and affective JI (fear of job loss) (Greenhalgh & Rosenblatt, 1984; Pienaar et al., 2013). Cognitive JI reflects the cognitive component of employees' perception and the likelihood of losing their job; whereas, affective JI is referred to emotions and the fear of job loss (Çetin, 2015). Broadly

speaking, cognitive JI is the possible awareness of losing the job and whether the employee feels insecure about job loss. Alternatively, affective JI reflects the employees' fears, emotions, and being concerned or anxious about probable job loss (Huang et al., 2012; Pienaar et al., 2013). Cognitive and affective JI both have been confirmed to have a detrimental impact on employees' outcomes. As an example, affective JI and cognitive JI amplify employees' turnover intention (Akgunduz & Eryilmaz, 2018), psychological strain, burnout, emotional exhaustion, and work-family conflict (Jiang & Lavaysse, 2018). Moreover, they diminish psychological wellbeing (Pienaar et al., 2013), job satisfaction, work motivation, organizational commitment, work engagement, and involvement (Jiang & Lavaysse, 2018).

Work activities cover a great amount of time and establish an essentially important part of life for most individuals. Hence being involved and engaged in one's job is a significant aspect of the work lives of the majority of people (Brown, 1996). Employees can be either profoundly drawn into and inspired by their work or isolated from it either physically or emotionally (Brown, 1996)). Involvement indicates a fairly complete state of engagement in the job. However, under certain conditions, employees may separate themselves from the work environment (Kanungo, 1982) and show solitary-oriented behavior. Proposed by Safavi (2020) firstly in an international conference, solitary-oriented behavior is defined as "the tendency to act individually without associates in response to unfavorable signals received from the organization/colleagues". This new notion would be

believably an outcome of affective JI and cognitive JI; meaning that JI may cause employees to retreat into a solitary state instead of being socially engaged and involved with other people in their work environments.

As mentioned earlier, the threat-rigidity thesis (Niesen et al., 2014) offers a theoretical stance for JI-outcome relationships. The constriction in the control mechanism of threat-rigidity thesis claims that when faced with the danger of JI, individuals have a propensity to respond in predictable ways (Niesen et al., 2014). These reactions might point to a variety of negative outcomes such as solitary-oriented behavior. In a nutshell, under the threatening condition, frontline hotel employees who perceive that the existence of JI threatens their existing and future jobs might display higher solitary-oriented behavior.

Moreover, this study argues that as a stressor JI heightens frontline employees' solitary-oriented behavior

In light of the discussion so far, we propose:

Hypothesis 1a: There is a significant relationship between affective JI and solitary orientated behavior

Hypothesis 1b: There is a significant relationship between cognitive JI and solitary-orientated behavior

SOLITARY-ORIENTED BEHAVIOR AND TEAMWORK

Teams and teamwork have been received substantial devotion from social and organizational scholars over the last 30 years (Judeh, 2011).

This reason is that working in teams has become a communal characteristic of contemporary workplaces (Kozlowski & Bell, 2013). Nonetheless, even though teamwork is an essential capability for organizational success (Domínguez & Herrera, 2020). Its effectiveness is still hugely affected by the employees' work behaviors and attitudes (Judeh, 2011; Freund & Drach-Zahavy, 2007).

Teamwork is described as the “act of two or more persons/employees working cohesively to accomplish common goals by sharing their time, knowledge and skills through methods acceptable to every team member” (Consgriffe & Dailey, 1969, p.82). The extent to which teamwork has been examined among non-production employees is restricted (Domínguez & Herrera, 2020). However, as teamwork plays an important role in developing a superior customer experience (Özgener, 2003), numerous scholars have accentuated the significance of teamwork in service and hospitality companies (e.g., Domínguez & Herrera, 2020). For instance, studying flight attendant's teamwork in the airline industry (Hampson et al., 2012) asserted that collaborating work among flight attendants is crucially important because the majority of the work in airlines is completed through flight attendants' teamwork.

Literature discloses that positive team outcome and the success of the teamwork depends on team members' social interdependence, contribution, and participation (Freund & Drach-Zahavy, 2007) discovered that effective inter professional teamwork was positively affected by organizational commitment. In addition, the result of the

study of (Judeh, 2011) showed that employee involvement has a positive significant influence on teamwork effectiveness.

Indeed, as Brown (1996) argues work activities cover a great amount of time and establish an essentially important part of life for most individuals. Hence involvement in one's job is a significant aspect of the work lives of the majority of people. As they noted employees can be either profoundly drawn into and inspired by their work or isolated from either physically or emotionally (Brown, 1996). Preference for solitude, particularly when recurrently displayed in interactive settings such as work environments, has been interpreted as a manifestation of withdrawal behavior or social disengagement (Ooi, Baldwin, Coplan, & Rose-Krasnor 2018). Hence, solitary-oriented behavior can be another possible influential factor affecting employees' teamwork in their work environments. Proposed by Safavi (2020) solitary-oriented behavior is defined as "the tendency to act individually without associates in response to unfavorable signals received from the organization/colleagues". Safavi and Bouzari (2020) clearly stated that solitary-oriented behavior can lead to undesirable consequences such as anger and work-related depression.

Accordingly, this study believes that this novel concept probably impairs frontline employees' collaborative behavior and diminishes their level of teamwork.

We propose, in light of the discussion thus far:

Hypothesis 2: there is a significant negative relationship between Solitary Orientated Behavior and teamwork

SOLITARY-ORIENTED BEHAVIOR AS A MEDIATION

JI is the perceptions of employees about an involuntary massive change affecting their current job (Sverke et al., 2002) which affects employee's security and certainty in their future employment (Shoss, 2017). As an indication of possible future job loss JI designates uncontrollability and unpredictability (De Witte et al., 2016); thus, is an ongoing threat to individuals (Etehad & Karatepe, 2019).

Numerous theoretical clarifications have been suggested the adverse outcomes of JI (Jiang & Lavaysse, 2018; De Witte, 2005). For example, JI is established to be a crucial factor in impairing employees' physical (Ashford, Lee & Bobko, 1989) and psychological wellbeing (Shin & Hur 2020; Inoue et al., 2018). Similarly, as mentioned earlier, JI heightens employee's burnout (Shoss, 2017), absenteeism, (Jiang & Probst, 2014), turnover intention (Lee & Jeong 2017), and work-life conflict (e.g., Richter et al., 2010). Furthermore, JI depletes job embeddedness (Safavi, & Karatepe, 2019), job satisfaction (Sverke et al., 2002), organizational commitment, job involvement (Cheng & Chan, 2008), and employees' engagement (Karatepe et al., 2020).

According to what was formerly discussed JI has 2 components of namely cognitive JI (beliefs) and affective JI (emotional state) (Huang et al., 2012). Affective JI and cognitive

JI has equally been verified to have a negative influence on employees' behaviors. Affective JI and cognitive JI intensify employees' psychological strain, burnout, emotional exhaustion (Jiang

& Lavaysse, 2018), and turnover intention (Akgunduz & Eryilmaz, 2018). Furthermore, they reduce employee's psychological well-being (Pienaar et al., 2013), job satisfaction, organizational commitment, work engagement, and involvement (Jiang & Lavaysse, 2018).

In addition, reviewing the relevant literature demonstrates pieces of evidence about the numerous underlying mechanisms in the relationship between JI and employees' behavioral outcomes (e.g., Etehadi & Karatepe, 2019; Bouzari & Karatepe, 2018; De Spiegelaere et al, 2014). For instance, job satisfaction has been found to play a mediation role in the relationship between JI and creative performance (Bouzari & Karatepe 2018). Likewise, Tian et al. (2014) reported that effective commitment mediated the linkage between JI and counterproductive behaviors. Moreover, Akgunduz and Eryilmaz (2018) studied restaurant employees in Turkey and asserted that turnover intention mediated the association between JI and social loafing. Last but not least, work engagement was found to play a mediating role in the linkage among JI-innovative work behavior (De Spiegelaere et al, 2014), JI-turnover intention (Jung, Jung & Yoon, 2021), and JI-absenteeism relationships (Karatepe et al., 2020).

Consistent with mentioned findings, De Spiegelaere et al., (2014) claimed that JI can mitigate work engagement in various work contexts such as hotels, banks, restaurants (De Spiegelaere et al., 2014). Based on Wang et al. (2015) argue "...job-insecure employees are not able to be fully engaged at work, because they are concerned

about their job outcomes. Instead, they will experience greater anxiety, anger, or frustration..., but less positive affect...”.

On the other hand, according to Argyris (1964) and Levinson (1976), the extent of employees’ involvement or isolation from their work can affect their work outcomes. Although involvement indicates a moderately complete state of engagement in the job, under certain conditions employees may separate themselves from their work environment (Kanungo, 1982) and show solitary-oriented behavior. Thus, as “the tendency to act individually without associates in response to unfavorable signals received from the organization/colleagues” (Safavi, 2020), solitary-oriented behavior can negatively affect teamwork. This notion can be supported by the empirical evidence which argues that positive team outcome and the success of the teamwork depends on team members’ social interdependence, contribution, and participation (Freund & Drach-Zahavy, 2007).

The threat-rigidity thesis (Niesen et al., 2014) provides a valuable framework for understanding how JI impacts employee teamwork. The threat-rigidity thesis contends that employees exhibit habituated responses toward threatening situations. Therefore, theory notably suggested job-insecure employees tend to emanate habituated responses toward a threatening state (Niesen et al., 2014). These responses might infer solitary-oriented behavior. Indeed, Employees who are insecure and uncertain about their jobs may feel discouraged to communicate and get engaged with other colleagues in their works

and prefer to be in solitude. Consequently, job-insecure employees might not be interested in communicating with other people in their work and contributing to their teamwork.

Thus, this study believes that the threat of JI causes frontline employees to prefer solitude rather than communicating with other people in their work environment. Eventually, under these circumstances, employee's perception of JI and the threat of JI may also impede employees from showing teamwork behavior. In other words, the cognitive and affective appraisals of hotel employees regarding the threat of losing their current job in the future upsurge their solitary-oriented behavior, which eventually causes them to have less tendency to show teamwork behavior. These outcomes can be expected as these employees are concerned about the future viability of their employment (Staufenbiel & Konig, 2010).

As a result of the above-mentioned justifications, there is enough evidence to support the hypothesis that SB mediates the link between JI and employee work behavior (e.g., teamwork).

Hypothesis 3a, b: Solitary-oriented behavior mediates the relationship between affective JI (a), Cognitive JI (b), and teamwork.

AFFECTIVE AND COGNITIVE JI CONSEQUENCES

JI refers to “perceived powerlessness to maintain desired continuity in a threatened job situation” (Greenhalgh & Rosenblatt, 1984). Literature specifies that the JI has two components of cognitive (beliefs) and affective (emotional state) (Huang et al., 2012).

More specifically, reviewing the literature demonstrates that cognitive and affective JI are two distinct constructs (Jiang & Lavaysse, 2018). Cognitive and Affective JI both have been confirmed to be related to work increased turnover intention (Akgunduz & Eryilmaz, 2018), emotional exhaustion, psychological ill-health, and mitigated organizational commitment (Pienaar et al., 2013).

However, a vast revision of the literature demonstrates that these two components have different relationships with other constructs. For instance, various researchers (e.g., Huang et al., 2012) have found out that AJI was more proximally related to employee outcomes. More specifically, Jiang and Lavaysse (2018) in their meta-analysis study of 535 independent research, discovered that affective JI was more strongly related to the majority of employees' work behaviors and outcomes. According to their findings, affective JI has stronger significant relationships with psychological strain, emotional exhaustion, burnout, physical and psychological well-being, coworker and supervisor satisfaction, job satisfaction, work motivation, and work-family conflict. It similarly had a stronger association with organizational support, procedural justice, trust in management, job organizational commitment, and involvement.

Hence, as AJI has a stronger correlation with the majority of theoretically relevant outcomes, we propose that AJI has a stronger relationship with solitary-oriented behavior.

Hypothesis 4: the effect of affective JI on solitary-oriented behavior is stronger than the effect of cognitive JI on solitary-oriented behavior.

METHOD

This study investigated field staff in the food and beverage enterprise in North Cyprus. Judgmental sampling was used to collect the data from restaurant staff who had direct interaction with customers. For this purpose, the research team informs managers about the main aim of the study directly and received permission. To reduce the impact of common method bias, the research team asked the respondents to give back all surveys in sealed envelopes and put them in special boxes provided for this purpose and assure the respondents that their identity will not reveal. All items were used from the relevant empirical researches in the existing literature. The researchers distributed 190 questionnaires and received 187 completed surveys (98.42% response rate). The official language in North Cyprus is Turkish therefore, all questionnaires were prepared in light of the conventional back-translation method (McGorry, 2000). A pilot study (10 staff) was applied for the understandability of the items.

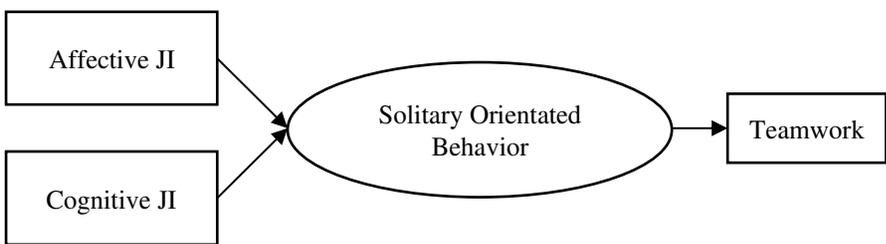


Figure 1: Conceptual Model

MEASUREMENTS

Affective and cognitive JI were taken from Pienaar, De Witte, Hellgren and Sverke, (2013). Solitary-oriented behavior was taken from Safavi (2020) and teamwork was taken from Coyle-Shapiro and Morrow (2003). All constructs was measured via a 5-point scale.

DATA ANALYSIS

This study used structural equation modelling to analyze the mediation via Lisrel. A two-step approach was used (Anderson & Gerbing, 1988). The initial tactic includes confirmatory factor analysis (Anderson & Gerbing, 1988; Fornell & Larcker, 1981) and composite reliability (Bagozzi & Yi, 1988).

The results of confirmatory factor analysis revealed that all observable indicators significantly loaded on their respective constructs. There was an agreeable fit of the factor measurement model: $\chi^2 = 1195.39$; $df = 539$; GFI = 0.81; AGFI = 0.78; NFI = 0.82; CFI = 0.89; RMSEA = 0.06; SRMR=0.065. The standardized loadings ranged from 0.60 to 0.80 and were significant. The average variance extracted by each latent variable was greater than 0.50. These results provided evidence of convergent validity (Fornell & Larcker 1981). The threat of common method bias was tested with Harman's single-factor test via confirmatory factor analysis. The single-factor model accounts for only 21% of the total variance, which is less than 50% (McFarlin & Sweeney, 1992). Accordingly, the results demonstrate that common method bias is not a problematic factor in this study. Moreover, the composite reliability of each construct was above the cut-off level.

Coefficient alphas were greater than 0.70. Therefore, all measures were reliable (Bagozzi & Yi, 1988). Table 1 provides information regarding confirmatory factor analysis. Means, standard deviations, and correlations of variables are shown in Table 2.

Table 1: Confirmatory Factor Analysis

Items	SL	t-value	AVE	ϕ	CR	α
<i>Affective JI</i>			0.56	0.00-0.14	0.83	0.89
I fear that I might get fired.	0.72	13.84				
I worry about the continuation of my career	0.74	41.31				
I fear that I might lose my job	0.77	15.19				
I feel uncertain about the future of my job	0.76	14.90				
<i>Cognitive JI</i>			0.54	0.00-0.16	0.82	0.87
I am very sure that I will be able to keep my job.	0.72	13.68				
I am certain/sure of my job environment	0.69	12.57				
I think that I will be able to continue working here	0.80	15.91				
There is only a small chance that I will become unemployed	0.73	15.12				
<i>Solitary Oriented Behavior</i>			0.54	0.00-0.26	0.92	0.90
I always try to keep my distance from my coworkers	0.76	15.71				
I always try to keep my distance from my supervisor	0.77	15.82				
I try my best to minimize my verbal interaction with my coworkers	0.74	15.42				
I try my best to minimize my verbal interaction with my supervisor	0.76	15.67				
I only keep my knowledge and experience for myself	0.71	14.98				
I will only do my job and not more	0.76	15.68				
While my colleagues face a problem, I don't mind.	0.68	14.54				
I prefer to be over the radar of my supervisor	0.69	14.73				

I only care about myself	0.78	15.91							
While my supervisor asks me to do something extra, I act in a way that I cannot understand how to handle the task	0.71	14.88							
If anyone for my organization calls me after working hours, I reject their calls	0.65	14.30							
Teamwork			0.52	0.01-0.05	0.80	0.85			
Employees in my workgroup work together effectively	0.64	12.63							
There is a strong team spirit in my workgroup	0.60	10.58							
There is a lot of cooperation in my workgroup	0.68	12.98							
Employees in my workgroup are willing to put themselves out for the sake of the group	0.71	14.72							
Employees in my workgroup encourage each other to work as a team	0.69	14.23							

Model fit statistics: $\chi^2 = 1195.39$; $df = 539$; GFI = 0.81; AGFI = 0.78; NFI = 0.82; CFI = 0.89; RMSEA = 0.06; SRMR=0.065

Table 2: Means, standard deviations, and correlations of observed variables

Variables	1	2	3	4	5	6	7	8	9
1. Affective JI	-								
2. Cognitive JI	0.111	-							
3. Solitary Oriented Behavior	0.177*	0.258**	-						
4. Teamwork	-0.236**	-0.312*	-0.187*	-					
5. Age	0.103	0.141	0.078	0.135	-				
6. Gender	0.095	0.074	0.136	0.106	0.212	-			
7. Marital Status	0.088	0.193	0.119	0.147	0.106	0.106	-		
8. Education	0.112	0.108	0.127	0.161	0.091	0.091	0.091	-	
9. Tenure	0.205	0.121	0.138	0.212	0.278	0.278	0.278	0.278	-
Mean	0.68	2.11	0.48	1.41	2.24	0.59	1.63	2.48	3.88
Standard Deviation	0.47	1.05	0.50	0.51	1.03	0.49	0.73	1.19	0.48

* $p < 0.05$, ** $p < 0.01$ (two-tailed test)

HYPOTHESES TESTING

Normality of the data was checked with skewness. The skewness values were below 3.00 (Kline, 2011), therefore, there was no evidence of non-normality.

The second step consists of testing the study hypotheses through structural equation modeling (Jöreskog & Sörbom, 1996). Table 4 showed the mediation model fits ($\chi^2 = 320.60$, $df = 185$; CFI = 0.95; PNFI = 0.86; RMSEA = 0.067; SRMR = 0.054).

The results demonstrated that there is a significant relationship between affective JI and solitary-oriented behavior ($\beta_{31} = 0.87$, $t = 4.41$). Therefore, hypothesis 1a is supported. Additionally, cognitive JI and solitary oriented behavior ($\beta_{32} = 0.77$, $t = 4.29$). Consequently, hypothesis 1b is also supported.

Furthermore, there is a negative significant relationship between solitary-oriented behavior and teamwork ($\beta_{43} = -0.84$, $t = -4.37$). Accordingly, hypothesis 2 is also supported. To support the mediation hypotheses, the results determine that solitary-oriented behavior fully mediates the relationship between affective JI and teamwork (z-score = 4.21) and cognitive JI and teamwork (z-score = 4.29). Moreover, to confirm the mediation effect of environmental commitment, this study applied bootstrapping technique with a bootstrapped 5000 sample size via the 95% confidence interval (Hayes, 2013). As the results confirmed, none of the confidence intervals contained zero. Furthermore, the results show that the effect of affective JI on solitary-oriented behavior is stronger than the effect of cognitive JI on solitary-

oriented behavior ($\Delta\beta = 0.10$, $\Delta t\text{-value} = 1.22$). consequently, hypothesis 3 is also supported.

Table 3: Direct, Mediation Effect and Boost Trapping

<i>Direct Effect</i>		Path estimate	p-value	t-value
Hypothesis 1a	Affective JI → Solitary Oriented Behavior	0.87	p < 0.01	4.41
Hypothesis 1b	Cognitive JI → Solitary Oriented Behavior	0.77	p < 0.01	3.19
Hypothesis 2	Solitary Oriented Behavior → Teamwork	-0.84	p < 0.05	-4.37

<i>Mediation Effect</i>		Z-score		
Hypothesis 3a	Affective JI → Solitary Oriented Behavior → Teamwork	4.21		
Hypothesis 3b	Cognitive JI → Solitary Oriented Behavior → Teamwork	4.29		
	R²	R²		
Affective JI	0.64	Solitary Oriented Behavior	0.27	
Cognitive JI	0.30	Teamwork	0.19	

Model fit statistics:

$\chi^2 = 320.60$, $df = 185$; CFI = 0.95; PNFI = 0.86; RMSEA = 0.067; SRMR = 0.054

Bias-Correlated Bootstrapping

Hypothesized mediating relationship	Indirect effect	LLCI	ULCI	SE
Affective JI → Solitary Oriented Behavior → Teamwork	-0.032	-0.049	-	0.018
Cognitive JI → Solitary Oriented Behavior → Teamwork	-0.026	-0.054	-	0.021
			0.009	1

Note: All standardized estimates are significant (p < .05).

Bias-corrected bootstrapping analysis was made using a bootstrapped 5,000 sample at the 95% confidence interval.

SE = Standard error; LLCI = Lower-level confidence interval; ULCI = Upper-level confidence interval.

DISCUSSION AND CONCLUSION

We proposed and experimentally evaluated a research model of the elements that ultimately influence employee teamwork in the current study. The information was gathered from 187 front-line employees at five-star hotels in North Cyprus. More explicitly, using the threat-rigidity thesis (Niesen et al., 2014) as a theoretical framework, the study addressed the effect of both affective and cognitive JI on solitary-oriented behavior, the effect of solitary-oriented behavior on teamwork; and the mediation effect of solitary-oriented behavior in the relation between affective and cognitive JI and teamwork. Furthermore, we hypothesized that the influence of affective JI on solitary-oriented behavior is greater than the effect of cognitive JI. According to the analysis, all the hypotheses were supported.

According to the threat-rigidity theory, frontline staffs who are confronted with JI have a proclivity to display habitual reactions to the danger of job loss. Adverse job consequences, such as greater solitary-oriented behavior and reduced collaboration with the team members can be produced by these habitual behaviors. These findings support the threat-rigidity concept (Niesen et al., 2014), which claims that frontline staff would develop habitual reactions to JI in the form of negative consequences. In the threatening situation, frontline hotel workers who believe that the existence of JI jeopardizes their current and future jobs are more likely to engage in solitary behavior.

Moreover, as Brown (1996) points out, job activities occupy a significant amount of time and are a vital component of most people's

lives. As a result, the majority of people's work lives revolve around their involvement in their jobs. Employees might be either physically or emotionally separated from their job or deeply drawn into and inspired by it. Ooi and his colleagues (2018) have interpreted a preference for isolation as a sign of withdrawal behavior or social disengagement when it is shown often in interactive setting such as the workplace. According to the findings, solitary-oriented behavior is likely to hinder frontline employees' collaborative behavior and reduce their degree of teamwork.

According to this study, the risk of JI induces frontline staff to prefer isolation over interacting with others in their workplace. Employees' perceptions of JI and the threat of JI may eventually prevent them from displaying collaborative behavior on certain occasions. Hotel workers' cognitive and affective assessments of the likelihood of losing their present position in the future increase their solitary-oriented behavior, which leads to a reduced propensity to display teamwork.

As the last point to consider, since referring to the existing evidence, affective JI was shown to be more closely linked to employee outcomes, we believe that affective JI is more closely associated with solitary-oriented behavior.

THEORETICAL IMPLICATION

Referring to the adverse impact of JI on employees' work behaviors, it is vital to improving our understanding of the opportunities to shield the negative outcomes caused by JI such as reduced level of

teamwork. The current research offers numerous important insights into the impacts of JI on frontline employees' solitary-oriented behavior and teamwork as well as the underlying mechanism that links JI to the aforementioned outcome. The following theoretical approaches will add to the current literature in the tourism and hospitality fields.

To begin with, as yet, JI studies have mostly addressed the unfavorable consequences of JI on employees' behavior which do not connect to their solitary-work behavior and teamwork. The literature provides ample evidence for this notion (Jiang & Lavaysse, 2018; Akgunduz & Eryilmaz, 2018; Etehad and Karatepe, 2019). Thus, unlike most of the former studies, this research estimates the impacts of JI on mentioned concepts.

As a result, the current study evaluated the effects of JI on frontline employees' solitary-work behavior and teamwork adopting threat-rigidity theory (Niesen et al., 2014) as the theoretical emphasis. It also contributes to the existing body of knowledge in this subject. Furthermore, conferring to threat-rigidity theory (Niesen et al., 2014), the current study improves the existing knowledge by examining the impact of solitary-oriented behavior as a mechanism that underpins the JI-teamwork connection this appears to be relevant since the study gives the theoretical rationale for how the JI may lead to unpleasant job outcomes. Last but not least, unlike the majority of the research in the current tourism context (e.g., Min et al., 2016) and in line with

(Karatepe et al., 2020) this study employed time-lagged data to reduce the risk of common method bias.

MANAGERIAL IMPLICATION

JI can frequently generate strain and negative work behaviors, which are detrimental for both employees and organizations (Jiang & Lavaysse, 2018). Our findings have a variety of practical implications for both hotel personnel and management. According to our findings, the existence of JI triggers employees' solitary-oriented behavior and lessens their teamwork. Thus, the current study verifies that JI is a serious challenge that requires a solution in the hospitality industry and raises the alarm concerning the possible adverse impacts of JI among frontline hotel employees. The following managerial implications could help managers in reducing the potential negative work outcomes resulting from JI.

The present study's findings confirmed that JI perception considerably affects frontline employees' solitary-oriented behavior and teamwork. Bearing our findings in mind, Hotel management should pay close attention to and strive to establish a work atmosphere free of JI for frontline staff. At the outset, we suggest hotel managers putting effort into creating a stable employment opportunity in work their environments which helps their employees to perceive less JI; else, the organization is likely to pay the price of JI's negative consequences.

Frontline employees are worried and think about their future employment because of inadequate and unsatisfactory career opportunities (Ferreira et al., 2017). Consequently, to expect a good

level of engagement and teamwork from frontline employees, they must understand the possible career opportunities in their workplaces (Safavi, & Karatepe, 2019). This can happen through the orientation and training programs; otherwise, their perceptions of JI will wear down their solitary behavior and team attitudes. In addition, hotel management needs to offer constant training and mentoring programs focusing on the costs linked to employee's solitary-oriented behavior and the importance of their teamwork. In these programs, they can search for employees' opinions regarding how to face problems rising from the high degree of solitary-oriented behavior and decreased teamwork behavior.

Essentially, the existence of future job opportunities and training/mentoring programs offer strong signals to frontline employees regarding stable employment.

Furthermore, in line with Jung et al. (2021), we recommend hotel management try to have close connections with their employees to notice perceived threats in the organization and identify employees' uncertainties regarding their future employment. Hotel managers must ensure that employees understand the fact that managers are not neglecting such important issues.

Additionally, managers should try to maintain key employees to reduce costs associated with their high solitary-oriented behavior and low teamwork along with organizations' knowledge, abilities, and skills loss (Peltokorpi et al., 2015). To attain this, we recommend hotel managers considering the negative outcomes of JI in their

decision-making process and holding on to the psychological contract with its employees (Safavi, & Karatepe, 2019).

To end with, a strong support system used by managers can cause employees to be less worried and accordingly adapt themselves to the organization's conditions. This eventually can reduce frontline employees' solitary-oriented behavior and increase their teamwork.

LIMITATION AND FUTURE RESEARCH DIRECTION

This study endures several limitations that highlight a need for further investigations. First, this study focuses on the concept of JI as an independent variable. Understand the effect of other negative concepts such as nepotism, favoritism, cronyism, organization distrust and other probable negative variable on fostering solitary orientated behavior is beneficial. Moreover, investigating positive antecedence for solitary-oriented behavior such as different types of leadership or psychological capital to understand the impact is crucial. Secondly, this study investigated the impact of solitary-oriented behavior on teamwork. Understanding the other probable outcomes such as turnover intention, absenteeism, tardiness, burnout, and creativity is beneficial to expand the knowledge regarding the effect of solitary orientated behavior. Lastly, this study investigated the hotel frontline employees. Understand this mechanism in other settings like the airline industry and food and beverage setting that the existence of teamwork is crucial is valuable.

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CHAPTER 5

**RELATIONSHIP BETWEEN CORPORATE
CULTURE AND AUTHENTIC LEADERSHIP**

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INTRODUCTION

Leadership is defined as a process in which the leader makes an effort to influence the group he is working with to achieve a task (Avcı and Topaloğlu, 2009). A more comprehensive definition of leadership was made by Tabassi and Abu Bakar (2010). The leader is the individual who reached his/her potential more than his/her followers and shows his/her followers how they can make timely and economical use of intelligence and loyalty resources every workforce has (Tabassi and Abu Bakar, 2010). The aforementioned definitions imply that a true leader transcends the necessities of the general routine of corporate management (Begley, 2006). However, authentic leadership has more qualities compared to other styles.

In the context of morality and ethics, authentic leadership is a recently emerged theoretical model that focuses on the root component of effective leadership (Tabak et al., 2012). Gardner et al. (2005) argued that authentic leadership has four components, which are self-awareness, authentic behavior, relational transparency and balanced processing.

Since authentic leadership is a new concept in the field, it does not have a single definition with sufficient clarity. However, there are some points the researchers agree upon. According to Avolio et al. (2004), a developed self-awareness lies at the root of authenticity. It is argued that, in addition to having a strong personal perspective on relevant subjects, the leader is also an individual who does not hesitate

to act upon his/her personal values and beliefs (Kesken and Ayyıldız, 2008).

Due to corporate scandals such as Enron and WorldCom, many concerns on ethical leadership have emerged in today's business world (Peus et al., 2012). In fact, the business world has become more difficult than ever (Avolio and Gardner, 2005). The reasons for this can be attributed to the failures witnessed in the finance and banking industry due to the fall of great Irish banks such as the National Bank of Ireland and Allied Irish Banks, followed by the fall of Lehman Brothers in 2008 that led to a global economic crisis (Knights and O'Leary, 2005).

The recent economic recessions and fall of banking systems in numerous developed countries brought the subjects of efficiency and ethics into question and encouraged the stakeholders to demand a more understanding and ethical leadership (Hassan and Ahmet, 2011). This study aimed to investigate the premises and mediating effects of the concept of individual identity and corporate context on the authentic leadership behavior of bank executives.

1. BANKING INDUSTRY AND FINANCIAL SERVICES

As a result of the rapid changes in the business world, the financial services industry becomes more and more complicated every year. Many external factors accentuate this complex situation, such as population exchanges, unification of the global financial markets, changes in common state regulations, increase in customer

expectations, and rapid advancements in technology. Various products, channels, increased workforce, changing infrastructure, and corporate models have made financial organizations more complex even within themselves (Raghavendran and Rajagopalan, 2011). This complexity is stated as follows:

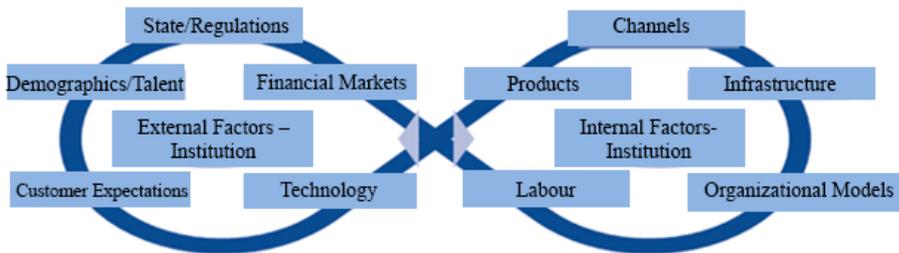


Figure 1. Complex System of Financial Services (Raghavendran and Rajagopalan, 2011)

The rapidly changing economic atmosphere and the accompanying challenges require organizations and their leaders to take action in order to restore confidence in the market. In situations like these, it has been seen that leaders try to improve the situation by using previously tried and tested restorative actions such as developing new risk management diagrams, strengthening corporate management, and improving talent processes. Although these are actions required for the organization to consistently and holistically cope with the existing situation, leaders must pay attention to elements other than these (Raghavendran and Rajagopalan, 2011).

1.1. Research Aim and Objectives

The aim of this study is to analyze the effect of social identity and corporate culture on the authentic leadership behavior of bank executives. In this process, the research handles the following objectives:

- Identification of the presence of elements of authentic leadership in bank executives;
- Analyzing the effect of corporate culture on authentic leadership;
- Testing the mediating role of corporate culture in determining the relationship between corporate culture and authentic leadership.

1.2. Authentic Leadership

The origin of the term authenticity lies in ancient Greek, and it is explained using expressions such as honest, reliable, genuine, veritable, transparent, and absolute (Avolio and Gardner, 2005). Authentic leadership is explained as gaining reliability, acting according to core personal principles and perceptions to gain the trust and faith of people to be led, and is described as a sincere eagerness to help those that are led with the leadership shown (George, 2003).

According to the definition of Avolio et al. (2004), authentic leadership is more than the leader being true to him/herself, including the ethics factor. That is, authentic leadership consists of four elements, which are balanced processing, internalized moral

perspective, relational transparency and self-awareness (Kernis, 2003).

Balanced processing means the leader to analyze all relevant information and make decision objectively. When applying equal treatment, information contrary to the leader's initial perspective is also taken into account (Avolio et al., 2004).

On the other hand, internalized moral perspective is based on the idea that the leader considers his/her internal moral principles and beliefs (ignoring their contrariety to the team, corporation, or social demands) and acts after taking them into account (Avolio et al., 2004).

Relational transparency argues that the leader must reveal his/her own characteristics rather than a fake or distorted character when interacting with others. An example can be openly sharing information, sharing honest thoughts and feelings. However, in order to avoid inappropriate sensational expressions, relevant background aspects must also be taken into account (Avolio et al., 2004).

Self-awareness is based on the idea that the leader has a deep understanding of his/her existence and limits (Gardner et al., 2005). In this context, the individual constantly reviews him/herself by exposing him/herself to others and getting their feedback and realizes his/her influence on others. In summary, those with authentic leadership characteristics consider reliable ethical principles and act according to their core beliefs even under stress (Avolio et al., 2004).

In this conceptualization, leaders are eager to recognize their perspective, existence and limits and aim to find out about their influence on their followers (Tuna and Yeşiltaş, 2013). However, according to Luthans and Avolio (2003), authentic leadership originates from constructive psychological abilities and a strong corporate atmosphere. This leads the individual to get to know him/herself better, thereby resulting in the formation of independent constructive behaviors of both the leaders and their followers, and ultimately to constructive personal development. Thus, according to this perspective, authenticity arises from the rationale that personal similarities such as a idea, feeling, and value can affect the individual's behaviors and convince them to act and communicate according to his/her beliefs.

By handling authentic leadership with this perspective, it is seen that authentic leaders base their leadership skills on their hereditary characteristics and past experiences. This is viewed as a situation that is subject to development and change. In this context, authentic leadership is considered to be a developing process and authenticity-based product rather than a personally managed behavior. Since authentic leadership is considered a developing process and product, it is composed of historically constructive psychological abilities and a constructive corporate environment, resulting in constructive personal development and authentic leader as the product (Luthans, 2011). As its corporate context is used to explain authentic leadership, this model is important for this study. The model of development of authentic leadership is shown below:

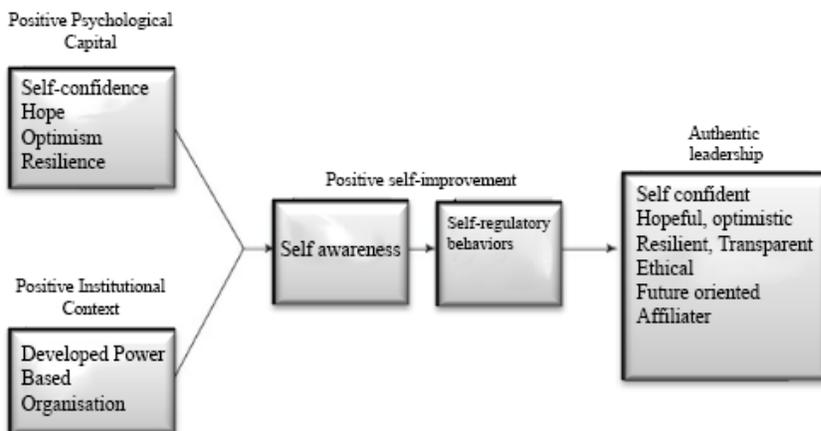


Figure 2: The Model of Development of Authentic Leadership (Luthans, 2011)

As shown in the figure above, the progressive approach for leadership focuses on constructive aspects at the individual and corporate level in self-recognition and control subjects. The authentic approach presents constructive resources and openness, ethical and appropriate behaviors, a future-based approach, and making connections.

According to Luthans and Avolio (2003), a strong ethical/moral element lies in the heart of authentic leadership. An authentic leader utilizes courage, morals, ethics, resilience, and effectiveness found within him/herself in times of need when analyzing ethical issues, transparently and clearly making decisions, and obtaining appropriate moral outcomes (May et al., 2003). However, some researchers are concerned that the term “authentic” will be enfeebled, and the term will not be utilized in the appropriate context in future studies (Shamir and Eilam, 2005; Sparrowe, 2005). On the other hand, Hannah et al. (2005) and Avolio and Gardner (2005) argue that authentic leaders can

be counted on to protect their own concepts in ethical decision-making.

According to the aforementioned discussion, authentic behaviour means that the individual acts according to his/her own principles and necessities; it does not mean satisfying others, obtaining rewards, or avoiding punishment. An authentic leader is expected to act according to his/her existing principles as well as the principles he/she adopted over time. The actions of the leader must be congruent with his/her ethical values (Gardner et al., 2005). This suggests that authentic leaders have self-regulatory processes; and in these processes, their values, ethics, emotions and goals shape their actions both in their personal lives and in their professional lives (Norman, 2006).

1.3. Corporate Culture

Corporate culture comprises common values, beliefs and behaviors expected from the members of a corporation and is considered one of the main elements required for the corporations to succeed (Tuan and Venkatesh, 2010). Corporate culture has a significant role in authentic leadership. In this regard, the claim is that corporate culture must promote authentic leadership and ensure that the employees act like authentic leaders (May et al., 2003). For example, employees must be encouraged to show ethical behaviors and ethical behavior must be rewarded regardless of its consequences.

In a corporation, the behavior of a leader is subject to numerous corporate influences (Klenke, 2007). To be authentic, the leader must consistently recognize him/herself, effectively determine his/her role

and the corporation and set personal, career development-oriented goals suitable to him/herself (Çiçek, 2011). Then, the leader must be objective when evaluating his/her environment. By this way, he/she can self-regulate his/her behavior and show leadership suitable for his/her roles, values and goals he/she wishes to attain. This statement suggests that bank executives with authentic leader characteristics behave like themselves in the work environment although the corporate culture hardly allows this.

1.4. Social Identity

According to social identity theory, an individual partially develops his/her value system within the social groups of which he/she is a member. These social groups can be religious, national, political and even occupational groups (Demirtaş, 2003). A group, the individual is a member of can partially determine and shape the individual's behavior and way of thinking. Social identification arises when the individual feels like he/she belongs to a community and reconciliates him/herself with an another individual, group or organization (Hogg and Terry, 2000).

Individuals identify themselves with certain identities more than they do with others; the reason is that these identities align more with their own beliefs and will serve the goals they would like to achieve (Swann, 1990). Corporations utilize social identity theory to see under what conditions individuals in the corporation will be receptive to achieve the goals set by the corporation; this is called organizational identification (Gürlek and Tuna, 2018).

Individuals also use self-classification to assess whether they can join a group based on their own suitability and convenience of the group. Being a group member gives individuals a social identity, and acts as a social-cognitive plan (norms, beliefs, and values) for group behavior. Essentially, groups provide the individual a different identity and while doing this, they also convey their norms, beliefs and values to both their own group members and other groups (Korte, 2007). Accordingly, there are changes in the individual's expectations, goals, norms, emotional nuances, past knowledge, and values (Turner and Onorato, 1999). Occasionally, the individual's personal and group-based identities may clash. Individuals with the group's support can make more risky decisions than they would on their own.

Characteristics defining the ideal identity of the group constitute the group's prototype or parameters. The group's prototype is one of the key references of social identity. Social identity theory demonstrates that although the interaction between the individual and the group is bidirectional and the individual more or less adapts to the group's prototype and the group too adapts to its members, the individuals identify (social identity) with the group according to the group's prototype (Korte, 2007).

Simon (1947) is among the researchers who proposed organizational identification theory. The philosophy of organizational identity is a more inclusive understanding of self-identity and identification in general. After years of initial research on self-identity and corporate identity, Cheney and Tompkins (1987) proposed a more

comprehensible version of the implementation of these concepts in companies. According to Cheney and Tompkins (1987), identification is the capture of the character individually or collaboratively, as well as by other parties. In the concept of identification, rather than the formation of changes and external factors, the establishment and continuity of the authenticity and centrality of an individual or team are realized. In order to achieve identification, it is important to have superior representative connections that result from communication. Identification is a form of action, and the features of identification of a group or an individual are constantly in transformation (Cheney and Tompkins, 1987). Cheney (1983) states that identification with a company or another alternative substance is a dynamic form of action in which individuals can attach themselves to components in a collective environment. Moreover, identification enables people to understand their environment and deep thoughts and helps them to make decisions.

In the light of this information, the business identities of individuals working in the banking industry can affect their social identities. This is because the values, norms and perceptions of the work group outweigh the values, norms and perceptions constituting the social identity.

2. METHODOLOGY

In this study, exploratory research design was chosen and the aim was to determine the cause-effect relationship between the effect of social identity and corporate culture on authentic leadership behavior.

In this study, quantitative methods were preferred to investigate the relationship between the effect of social identity and corporate culture on authentic leadership behavior. This is because quantitative methods allow measuring the relationship with the help of statistical analysis. Besides, qualitative methods were also used to strengthen the findings related to a quantitative analysis obtained from the opinions bank executives expressed during the interview.

Following the research methods of choice, questionnaires and interview techniques were also used to collect primary data.

2.1. Questionnaire Design

The questionnaire consists of seven sections consistent with the objectives of the study. The first section aims to identify the types of corporations where the participants work. This first section of the questionnaire, which is introductory, identifies the financial service corporations where individuals work, the values that corporations abide by and the advertising slogans of the corporations.

The second section of the questionnaire determines the scope of the authentic style. In this section, there are 16 statements regarding the authenticity of the individual in question. These statements are about the tendency to accept the mistake, honesty in actions, and understanding colleagues.

The third section is about the corporate values of the participating bank executives. In this section, the aim is to determine the scopes of self-awareness, transparency, ethical/moral behavior, and balanced

processing used to attain the optimum performance values in corporations where the executives work.

The third section is about how much the bank executives identify themselves with the corporation they are working at. To measure this, questions on their relationship with their bank, such as their reactions to bad news about their banks, the relationship between corporate success and their individual success, and how the public image of their corporation affects their attitude, were asked.

The fifth section measures how important ten personal values are to participating bank executives. Among the measured values are professional ones such as self-realization, close relationships with others, respect, commitment, fun and enjoying life, and a sense of accomplishment.

The sixth section aims to identify the professional values of individuals through different scenarios. In this way, individuals' value to ethical rules and their levels of honesty toward customers are measured in practice. In this section, there are nine statements to detect the authenticity of the individual in the work environment. Findings obtained through these statements were used to demonstrate trends that may fit in elements such as seniority, position, culture, etc.

The last section comprises three questions toward detecting the demographic characteristics of the participating bank executives such as age and sex and their experience in the industry.

2.2. Interview Design

A semi-structured interview was the methodology of choice. A list of questions was prepared accordingly, but additional questions were asked during the interview depending on the participants' responses. According to this, the method of interview used in the study is a semi-structured interview. To support the findings, two (2) different interviews were conducted. Interviews were conducted over the phone, each lasting approximately 30 minutes.

2.3. Sample

Sampling procedure was applied in the collection of primary data in the selection of bank executives. The sample is defined as the selection of a small group from which the data will be taken, among the large target audience with potential data sources.

Non-random sampling was applied for the selection of participating bank executives; the sample group was determined by purposive sampling. Again, within the scope of this sampling procedure, a group of individuals considered to be the most suitable for the purpose of the study, who were suitable to participate was chosen by the researcher (Saunders et al., 2012). With this method, the aim was to reveal the authentic leadership tendency among individuals working in banking industry. For this purpose, sample size of 50 individuals was determined, and a sample size large enough for statistical analyses was attained.

Interview participants were determined with the aim of obtaining sufficient information. In this context, two (2) different interviews were conducted to strengthen the findings.

3.3. Analysis Method

Two different statistical analysis methods were used to measure the effect of the relationship between social identity and corporate culture on authentic leadership behavior: t-test and regression test. With the t-test analysis, the aim was to determine and evaluate the difference between the two variables mentioned. In the regression method, two or more variables, one independent and the other dependent are analyzed, and dependent variables are interpreted according to the independent variable. With the regression test, an equation that can be used to measure or estimate the mean values of the dependent variable is obtained. The dependent variable is expected to be a random variable, and the independent variables are expected to have fixed values. The relationship between the dependent variable's expected value and the independent variable is called the regression relationship (Chaudhry and Kamal, 2005).

The use of these methods enabled identifying the effect of the relationship between social identity and corporate culture on authentic leadership behavior. SPSS package software was used to perform the aforementioned statistical analyses.

3. ANALYSIS

Table 1: Demographic Characteristics of Participants

Demographic Characteristics		%
Sex	Male	89%
	Female	11%
Age	No response	8%
	21-30	49%
	31-40	35%
	41-50	4%
	51-60	4%
Total Years in the Industry	No response	2%
	1-5 years	41%
	6-10 years	39%
	11-15 years	16%
	16 years and above	2%

3.1. Authentic Leadership Profile of Bank Executives

In order to determine the leadership profile of bank executives, the survey participants were asked to evaluate the authentic leadership behavior according to the 16 statements that constituted Avolio, Gardner, and Walumbwa's Authentic Leadership Questionnaire (2007). The findings are as follows:

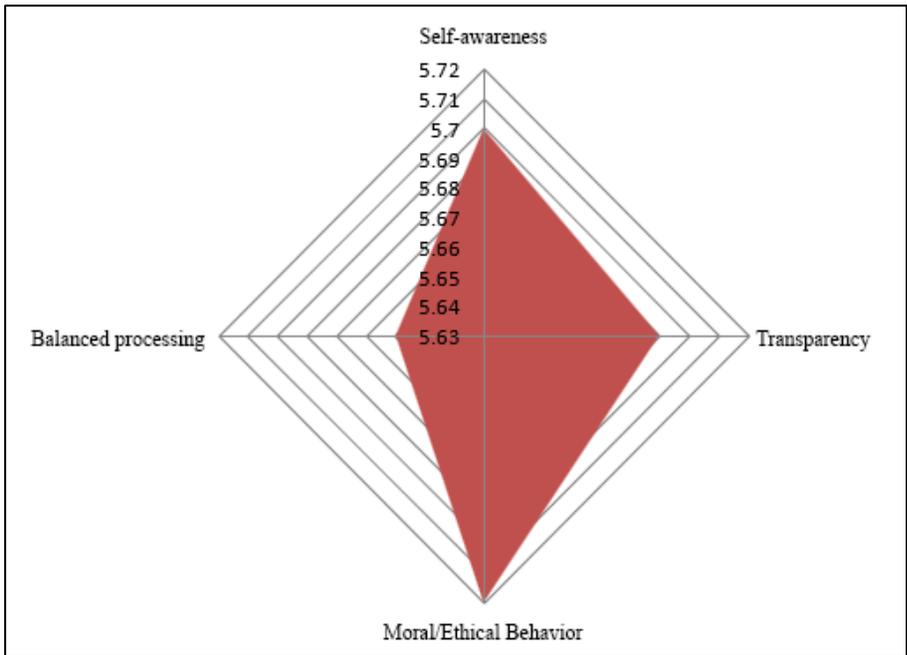


Figure 3: Authentic Leadership Profile of Bank Executives

In the light of the findings shown above, of the four elements of authentic leadership, it is seen that moral/ethical behavior is the element with the highest score, with an average score of 5.72 out of 6. According to this, the standard of moral and ethical behavior in the actions of bank executives participating in the study is generally high. This element is followed by self-awareness, with a mean score of 5.7 out of 6. According to this, bank executives participating in the study are aware of their strengths and limitations.

Transparency is ranked third, with a mean score of 5.69 out of 6. According to this result, bank executives participating in the study are in a high level of transparency toward other employees and this way

they are able to cope with problems and comprehend new ideas and opinions. The balanced processing element has the last place, with a mean score of 5.66 out of 6. This result demonstrates that executives deeply evaluate the opinions and perspectives before making important decisions but this is not implemented as often as the other elements.

In order to determine the effect of the corporate environment on authentic leadership behavior among bank executives, by promoting and enabling the four elements of authentic leadership, the effects that occur in the work environment of the participants were investigated. A comparison of the outcomes are in the figure below:

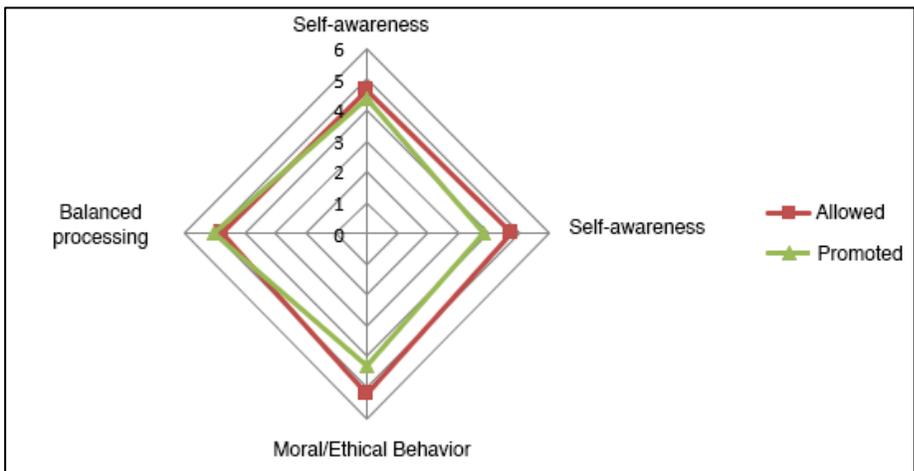


Figure 4: Comparison of the Perceived, Allowed, and Promoted Authentic Leadership Types

The findings above demonstrate that bank executives' authentic leadership perceptions based on their own self-assessment have higher scores than the authentic leadership promoted or allowed in the work

environment. Based on the findings, moral/ethical behaviors are allowed almost as much as perceived by the executives.

Both self-awareness and balanced processing components are allowed and both of these components are encouraged. But this approach does not yield high values as much as the perceptions of bank executives themselves. In terms of transparency, the findings are interesting. It was found that transparency is not effectively promoted in the work environment and that rather this strategy is allowed. However, the perception of transparency of the bank executives participating in the study based on their self-assessment is higher than the transparency allowed in the work environment. These findings indicate that finance corporations may not encourage authentic leadership in job interviews in order to be transparent and ethical.

3.2. Experimental Findings

Various statistical tests were performed to realize the aim of the study, which was to analyze the effect of social identity and corporate culture on authentic leadership behavior among bank executives. In this section, experimental findings obtained via t-test and regression analyses are presented and evaluated.

3.3. Presence of Authentic Leadership Characteristics in Bank Executives

As stated by Kernis (2003) and Avolio et al. (2004), the concept of authentic leadership has four components. These components are balanced processing, internalized ethical/moral perspective, relational

transparency, and self-awareness. The initial findings obtained indicated that bank executives participating in the study have all these components. In order to detect the presence of the components of authentic leadership, a One Sample t-test was performed by comparing the mean scores of executives with a known value. Since a 6-point Likert-type scale was used in the study, the second value was set as 3.5.

The t-test analysis results showed that self-awareness level was high among the participating bank executives ($m=4.3$, $s=1.05558$). The result obtained was statistically significant ($t(49) = 5.9$, $p \leq 0.01$). The result of the t-test also showed that the transparency level was high among the participating bank executives ($m=3.8$, $s=1.1$). This result was highly statistically significant ($t(49) = 1.9$, $p \leq 0.06$).

It was found that the morality component was high among the participating bank executives ($m=4.4$, $s=1.0$) and that this result was statistically significant ($t(49) = 6.6$, $p \leq 0.01$). Similarly, it was also found that balanced processing was also high among the participating bank executives ($m=4.8$, $s=0.7$) and that this result was statistically significant ($t(49) = 13.4$, $p \leq 0.01$).

In addition, a t-test analysis was performed for self-identity and occupational values variables. The results showed that self-identity value was high among the participating bank executives ($m=3.8$, $s=1.5$) but that the result was not statistically significant ($t(49) = 1.3$, $p \leq 0.05$). It was also found that the occupational values component

was high among the participating bank executives ($m=5.8$, $s=0.88$) and that the result was statistically significant ($t(49) = 18.5$, $p \leq 0.01$).

3.4. The Effect of Corporate Culture on Authentic Leadership

The second aim of the study was to determine the effect of corporate culture on authentic leadership. In order to achieve this aim, eight different regression analyses were performed to determine to what extent authentic leadership components, which are self-awareness, relational transparency, ethical behavior and balanced assessment, are promoted and facilitated.

In the first analysis, self-awareness was set as the criterion variable and the corporate attitude of promoting self-awareness was set as the estimation variable. In terms of estimation of executives' self-awareness levels, the regression analysis results showed that the R regression value was not significantly different from zero, and the value $F(1.48) = 1.02$, ns reflected that the model was not significant. It was observed that the corporate attitude of promoting self-awareness represented 2.1% of the variability observed in the self-awareness component and it was realized that self-awareness in the work environment is not promoted by corporations. In addition, although the correlation detected was not significant, it was found that the corporate attitude of promoting self-awareness was in a negative correlation with the self-awareness component ($\beta = -0.14$, ns). The detected aspect of the correlation demonstrated that the corporate's attitude toward promoting self-awareness had a tendency to prevent rather than promote.

In the second analysis, self-awareness was once more set as the criterion variable and the estimation variable was set as the corporate attitude of allowing self-awareness. In terms of estimation of self-awareness levels, the regression analysis results showed that R regression value was not significantly different from zero, and the value $F(1,48) = 2.84$, ns reflected that the model was not significant. In this model, it was found that the corporate attitude of allowing self-awareness represented only 5.6% of the variability observed in the self-awareness component, and therefore the allowing attitude of the corporations did not increase self-awareness in the work environment.

Even if there was a positive correlation between self-awareness and the corporate attitude of allowing self-awareness, regression coefficients were not statistically significant ($\beta = 0.24$, ns). Although corporates show a tendency to allow self-awareness, it was found that this tendency is not sufficient.

In the third analysis, transparency was set as the criterion variable, and the corporate attitude of promoting transparency was set as the estimation variable. Regarding transparency in the work environment, the regression analysis results showed that the model was not significant. R regression value was not significantly different from zero, and the obtained equation was $F(1,48) = 0.13$, ns. The corporate attitude of promoting transparency in the work environment almost does not represent the variability in any way (0.3%).

The results indicated that the corporations are unsuccessful in promoting transparency. In addition, regression coefficient was not

significantly different from zero ($\beta = -0.05$, ns). In terms of correlation, it was found that there was almost no correlation between transparency and the corporate attitude of promoting transparency.

In the fourth analysis, transparency was once more set as the criterion variable, and the corporate attitude of allowing transparency in the work environment was set as the estimation variable. In terms of estimation of transparency levels of executives, it was found that the R regression value was significantly different from zero, and the value $F(1.48) = 9.88$, $p \leq 0.01$ reflected that the model was significant. The estimation variable represented 17% of the variability. The corporate attitude of allowing transparency significantly and positively estimated transparency in the work environment ($\beta = 0.41$, $p \leq 0.01$). In terms of the magnitude and direction of the correlation, it was found that the increase in the corporate attitude of allowing transparency would also lead to an increase in transparency in the work environment.

In the fifth regression analysis, the effect of the corporate attitude of promoting ethical behavior on ethical behaviors was tested. In terms of estimation of executives' ethical behavior levels, the regression analysis results showed that the R regression value was not significantly different from zero, and the value $F(1.48) = 0.71$, ns reflected that this model was not significant enough to estimate ethical behavior. The corporate attitude of promoting ethical behavior represented a small part of the variable, which was 1.5%. In terms of ethical behavior, it was found that the corporations are unsuccessful in

promoting such behaviors. In addition, the regression coefficient was not significantly different from zero ($\beta = -0.12$, ns). In terms of correlation, it was found that there was no significant correlation between ethical behavior and the corporate attitude of promoting ethical behavior.

In the sixth regression analysis, ethical behavior was once more set as the criterion variable, and the estimation variable was set as the corporate attitude of allowing ethical behavior. The regression analysis results showed that the model was unsuccessful in estimating the ethical behavior variable. R regression value was not significantly different from zero, and the obtained equation was $F(1.48) = 0.68$. The corporate attitude of allowing ethical behavior represented only a small part of the variable, which was 1.4%. Moreover, regression coefficient was not significant ($\beta = 0.12$, ns), and this result demonstrated that the corporate attitude of allowing ethical behavior did not have any significant effect on the ethical behavior in the work environment.

The seventh regression analysis was performed to determine the effect of the corporate attitude of promoting balanced processing on balanced processing behavior. In terms of balanced processing behavior, the regression analysis results showed that the R regression value was not significantly different from zero, and the value $F(1.48) = 0.68$, ns reflected that the model was not significant.

The corporate attitude of promoting balanced processing represented a small part of the variable, which was 1.4%. In terms of balanced

processing, it was found that the corporations are unsuccessful in promoting this behavior. In addition, the regression coefficient was not significantly different from zero ($\beta = -0.12$, ns). In terms of correlation, it was found that there was no significant correlation between balanced processing behavior and the corporate attitude of promoting balanced processing.

In the eighth and final regression analysis, balanced processing behavior was once more set as the criterion variable and the estimation variable was set as the corporate attitude of allowing balanced processing. In terms of estimation of the employees' balanced processing levels, it was found that the R regression value was significantly different from zero, and the value $F(1,48) = 5.43$, $p \leq 0.05$ reflected that the model was significant. Estimation value represented 10% of the variability. The corporate attitude of allowing balanced processing behavior significantly and positively estimated balanced processing behavior ($\beta = 0.32$, $p \leq 0.05$). In terms of the magnitude and direction of the correlation, it was found that the increase in the corporate attitude of allowing balanced processing would also lead to an increase in balanced processing in the work environment.

In summary, based on the results obtained, only transparency and balanced processing components among all the components of authentic leadership could be estimated using the variables associated with the corporate attitudes of allowing transparency and balanced processing. In general, regression analysis showed that corporate

culture was not correlated with the type of authentic leadership. Allowing and promoting the elements of authentic leadership generally did not lead to an increase in the values of these elements.

3.5. The Mediating Role of Corporate Identity in Determining the Correlation Between Corporate Culture and Authentic Leadership

In this section, the aim was to determine the mediating mechanism between corporate culture and authentic leadership within the context of corporate identity. Four regression analyses were performed to determine the mediating role of corporate culture. The initial findings demonstrated that all elements of authentic leadership are allowed and promoted by banks' corporate culture. However, the results obtained from the regression analyses revealed that the effect of the corporate culture on authentic leadership is mediated by corporate identity. Regression analyses showed that corporate culture is an indicator of balanced processing ($b = .53, p \leq .01$). However, at the same time, balance, which is considered an indicator of corporate culture, is also an indicator of balanced processing ($b = .32, p \leq .05$). Moreover, analyses revealed a positive correlation between corporate identity and corporate culture in a context where balance is considered a variable ($b = .50; p \leq .01$). When balance and corporate identity variables were added to the equation, it was found that corporate identity maintained its significant effect on authentic leadership ($b = .49, p \leq .01$). However, corporate culture loses its significance in this equation ($b = .07, p > .05$). This situation is modeled in the figure below:

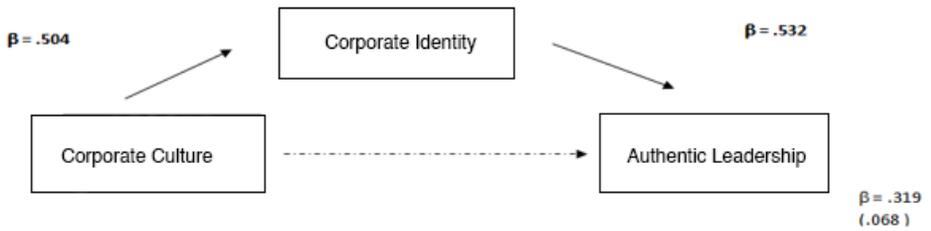


Figure 5: The Mediating Role of Corporate Identity in Corporate Culture and Authentic Leadership

3.6. The Effect of Personal Ethical Values on Professional Ethical Values

The final aim of this study was to determine the effect of personal ethical values on professional ethical values. This requires investigating to what extent the personal ethical values of bank executives determine their professional ethical values. The regression analysis results demonstrated that the model was not significant and R-value zero was not different enough from $F(1, 48) = .38, ns$. Ethical values and personal values, which were the two estimation variables, only represented 1.6% of the variation in professional values. Moreover, personal ethical values are not important indicators of professional ethical values. Regression coefficient of ethical values was not significant ($\beta = -.10, ns$). The magnitude of correlation suggested that personal ethical values were not correlated with the professional ethical values in the work environments. The regression coefficient of personal ethical values was not significant ($\beta = -.09, ns$). The magnitude of correlation demonstrated that personal ethical values did not have any effect on professional ethical values.

3.7. Interview

The interviews mostly focused on the role of corporate culture and corporate identity on authentic leadership. Similar to what was observed by the questionnaires, the findings from the interviews showed that when an environment that allows executives to feel like a part of the corporation was established, corporate culture played an important role in authentic leadership. Moreover, one of the interviewees stated that *“when you feel like a part of the corporation you start behaving more honestly and ethically, otherwise you do not care what goes right and what goes wrong”*. Similarly, another interviewee stated that *“ethical values are not only for bankers, they are for everyone. Everyone has ethical values but everyone needs a motivation to behave ethically”*. In this regard, it can be said that corporate loyalty is a good motivational factor; because someone who feels loyal naturally avoids unethical behaviors. It is clear that, according to bank executives, loyalty to a corporation decreases the risk of behaving unethically and thus promotes authentic leadership. The executives also suggested that transparency, self-awareness and ethical values are the most important elements that must be found in all executives in order to achieve success and integrity. They argued that, without these elements, bank executives wouldn't perform well and would become a problem for their corporations.

SUMMARY AND CONCLUSION

This study aimed to demonstrate the effects of self-identity and corporate culture on authentic leadership behaviors among bank executives. In this process, the research objectives were as follows:

Identification of the presence of authentic leadership elements in bank executives: The results of the t-test revealed bank executives participating in the test had high self-awareness, ethics and balanced assessment. These results were also statistically significant, but although self-awareness and transparency levels were nevertheless high among the participating bank executives, the results were not statistically significant. Thus, it can be said that bank executives have elements of authentic leadership.

Analyzing the effect of corporate culture on authentic leadership: The results show that, among authentic leadership elements, only transparency and balanced processing existed to the extent that an organization allows for transparency and balanced processing.

In most of the regression analyses, it was found that corporate culture was not correlated with the authentic leadership style. Allowing and promoting the elements of authentic leadership generally did not lead to an increase in these elements.

Testing the mediating role of corporate culture in determining the relationship between corporate culture and authentic leadership: The findings revealed that corporate identity may be a determinant of authentic leadership style. Executives with a high level of corporate

identity are considered suitable candidates for authentic leadership. Corporations should pay special attention to their executives with high corporate identity and implement strategies that will increase the corporate loyalty of their executives.

Analyzing the effect of personal ethical values on professional ethical values: In this study, it was shown that professional ethical values develop and function independently of the personal ethical values.

DISCUSSION

According to Luthans and Avolio (2003), a strong ethical/moral element lies in the heart of authentic leadership. A true leader utilizes his/her inner courage, morals, ethics, resilience, and effectiveness in times of need in order to solve ethical problems, make transparent and definite decisions and obtain appropriate moral outcomes (May et al., 2003). However, some researchers are concerned that the term “authentic” will be enfeebled, and the term will not be utilized in the appropriate context in future studies (Shamir and Eilam, 2005; Sparrowe, 2005). On the other hand, Hannah et al. (2005) and Avolio and Gardner (2005) argue that authentic leaders can be counted on to act with a sense of self in ethical decision-making. The results of this study demonstrated that corporate culture plays an important role in corporate identity and leads to authentic leadership. In this regard, in order to promote authentic leadership in a corporation, corporations must implement material and nonmaterial motivational techniques and strategies such as assessment of diversity, etc. in order to increase the loyalty of their employees (May et al., 2003). Promoting authentic

leadership in the banking industry will not only be useful for the industry itself but also for the world economy in the general sense; because the majority of the reasons underlying the recent economic crisis seems to be associated with events that are going awry in the banking industry (Raghavendran and Rajagopalan, 2011). In fact, ethical behavior is extremely important in banking industry, and increased authentic leadership in the banking industry will be able to decrease the negativities not only in the industry itself but also in the world economy. In this regard, employees must be encouraged to show ethical behaviors and ethical behaviors must be awarded regardless of their consequences.

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CHAPTER 6

FINANCIAL LITERACY AND FINANCIAL SOCIALIZATION

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INTRODUCTION

It is now undeniable that an economic structure with solid foundations will be provided by a society with a high level of consciousness. In this period when economic wars come to the forefront and strong countries exhibit economic hegemony, all kinds of economic decisions taken individually have become even more important in the face of the positive or negative effects of any decision to be taken by policymakers. In an individual sense, economic management has moved away from being an activity that can be provided and capable of carrying out from the center. Therefore, households, which are the most basic building blocks of the economic system, should be taken into account and a mechanism should be established to check the accuracy of the economic decisions to be taken in an individual sense. With the assumption that this will be very difficult to achieve, the most important work to be done in terms of finance of individuals should be increased and their activities within the financial system should be ensured.

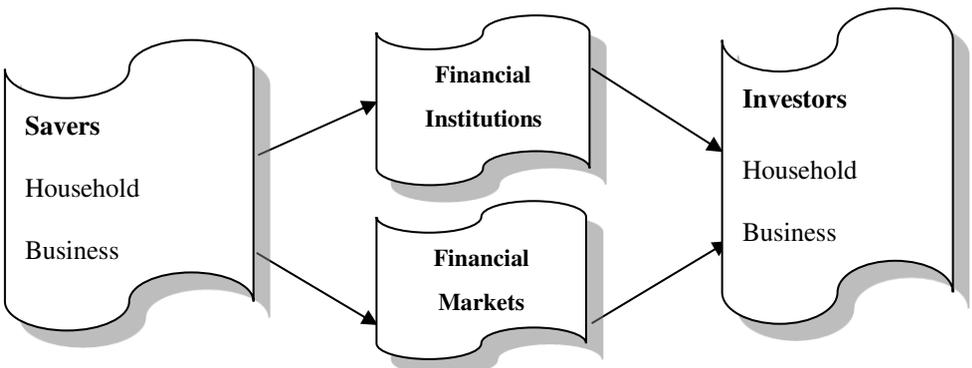


Figure 1. Financial System and Components

Investors, individuals and businesses that offer funds to financial markets, the financial assets and brokerages they offer to the market form the financial system as a whole (Korkmaz and Ceylan, 2006). While financial markets are places where financial instruments such as stocks and bonds are traded between individuals in need of funds and fund owners, financial institutions are lenders that provide the easing, trust and time sensitivity of these transactions. Financial markets perform the following functions; to direct economic units capable of saving to savings, to provide ease of payment to economic units with assets with money and similar features (checks, credit cards, bank transfers, etc.), and to increase the development and effectiveness of financial markets and the liquidity of financial assets.

Households finance financial institutions and financial markets with their savings, while converting these savings into investments through financial markets and institutions. Therefore, households have an important position both in the savings dimension and in the dimension of converting these savings into effective investments. The human factor also plays an important role in the economic units, enterprises and the state side outside the household. Regardless of the size of the economic unit at the macro and micro level, the human factor is at the heart of the process of these units. At the heart of the healthy functioning of the financial system is the correct and implementation of decisions in economic terms. The most effective way to do this is through information.

While financial literacy is an important issue that concerns not only individuals and families, the negative effects of low financial literacy rates in society on the economy should be taken into account. It should be known that any economic decisions taken individually have an impact on the general economic structure and this effect becomes more important in the troubled processes. It is only possible to make the right decisions with knowledge. The basis of knowledge should be reality and the decision to be made should be based on this reality. The reality mentioned here expresses both the requirements of the time lived in it and the equipment that is owned in an individual sense. Therefore, it is necessary to have sufficient knowledge in order to realize the real situation and to perform a healthy situation analysis.

Individuals who are knowledgeable about financial issues and who use this information correctly and directly protect and improve their own interests, indirectly, are called financial literate. Financial literacy is divided into basic and advanced financial literacy. Basic financial literacy expresses whether individuals know basic economic concepts, their competencies in basic financial arithmetic transactions and their knowledge of the concept of risk distribution, while enhanced financial literacy means knowing the relationship between risk and return (Lusardi, 2008:5).

Level of knowledge, financial attitudes and behaviors in financial matters affect the level of financial literacy. In order for an individual to be basic financially literate, the individual needs to know basic

levels of finance such as simple interest, time value of money, interest-inflation, risk-return (Alkaya and Yağlı, 2015:586).

At the heart of financial literacy, it is also important to take into account the application dimension of this information when talking about the adequacy of the level of economic information related to finance. The application of information provides positive gains to individuals in terms of displaying the right financial behaviors in the dimension of financial literacy as in every field. The application part of knowledge consists of the way money is earned and consumed and access to financial instruments. Here in the application section of the information, it is included that the asset, i.e. money, is obtained in exchange for a labor and the correct financial behavior such as investment and savings are displayed. In the use of the earnings obtained with information, the opportunities of individuals to access financial products come to the forefront. Financial access means that the individual who wants to accumulate his savings in a deposit account can easily have an account in a bank or the individual who wants to evaluate his savings on the stock exchange can easily access this market.

1. THE DEFINITION AND IMPORTANCE OF FINANCIAL LITERACY

Financial literacy is the ability to use knowledge and experience that enables the individual to manage financial resources accurately, effectively and efficiently in order to achieve lifelong economic well-being. In financial terms, literacy is not a concept that can be achieved

only with knowledge, such as history, media and cultural literacy. Financial literacy is a form of behavior that embodies knowledge with experiences. It has also been emphasized in many definitions that financial literacy is a tool to improve financial well-being rather than a goal. A medical doctor or mechanical engineer has a high level of cognitive ability and a high level of earnings with this ability, but that doesn't mean people are evaluating their earnings correctly. Here, knowledge gives people the opportunity to make financial gains, while experiences offer the opportunity to use this gain.

The variety of financial products offered to people in financial markets is increasing day by day. Financial literacy includes the ability to make the right preferences, investments and savings, understand tools and plan for the future in this variety. From a traditional point of view, financial literacy can be defined as how one obtains, manages and accumulates money for one's own life. In other words, financial literacy here is a tool that focuses on money in order to achieve vital goals.

The conceptual expression of financial literacy accepts that the financial preferences and decisions of the individual take place within an environment and that these decisions affect the lives of other individuals in this environment. The economic decisions taken by the individual in line with his or her own needs indirectly affect the general economic system in which he is involved. Therefore, each economic decision made by individuals depending on their level of financial literacy has a direct impact on the unregistered economy.

Parents spend for themselves and their families. There is no unit that confirms the accuracy and necessity of these expenditures other than them. The wrong or correctness of the decisions made is understood after the event occurs. Many of the wrong economic decisions do not have the opportunity to go back and change. Especially after bank loans that are used unconsciously and unnecessarily, many families have to be unable to pay their debts and this situation negatively affects the family structure should be taken into account.

It is also wrong to express financial literacy as a trait that a certain group should have. It should not be forgotten that financial literacy does not only cover individuals who buy and sell securities such as stocks, bonds, treasury bills and are active in financial markets on the contrary, it covers all individuals who are in a shelter and subsistence rush.

The individual has the opportunity to shape their financial future. Therefore, being financially literate, and therefore being able to make sound financial choices based on the basic knowledge of financial concepts, is an equally important life skill for the society in which the person is in as well as his own good (Lusardi, 2012). Financial literacy allows for the formation of an individually healthy economic structure, which increases financial participation and as a result contributes to global economic growth by improving the overall level of prosperity. Improving financial literacy levels around the world can eliminate socio-economic gaps and inequalities between countries,

leading to more inclusive societies for all (Messy and Monticone, 2013).

Individuals who have sufficient knowledge about financial issues, from the ability to save in the simplest sense to the ability to make large-scale investment decisions, will add significant value to their own economic lives, the economic system they are in and the children they have raised and their future. In addition, increasing the financial literacy rates of individuals will significantly increase participation in financial markets.

Low financial literacy is expressed in inappropriate financial decisions. Individuals who lack financial literacy face excessive borrowing costs and fees and a lack of appropriate long-term investment (Van Rooij, Lusardi and Alessie, 2011: 449). Financial literacy is important for individuals of all ages. It should be of more importance especially for individuals in childhood, which is called early age. Because the knowledge and experience gained during this period is important for the economic future of these children, whether they are obtained from educational institutions or from the family or the environment. Parents' financial behaviors and decisions in the family, their social experience and ways of earning money, and in addition to these, providing financial literacy education to these children, especially starting from the primary school level, will enable these generations to have a healthier economic order for the future.

Individuals with a high level of financial literacy will have high self-confidence and their participation in social life will increase. In the

researches, it is seen that individuals who are financially literate show the following behaviors compared to non-financially literate individuals (Capuano and Ramsay, 201):

- Having more income
- Saving more
- Knowing consumer rights
- Not exaggerating your abilities
- Borrowing wisely
- Managing debts well
- Planning and budgeting financially
- Being active in financial markets
- Saving more for retirement
- Choosing products that fit your need more accurately
- Financially confident

2. FINANCIAL SOCIALIZATION

Financial socialization is a process in which individuals get the skills, knowledge and attitudes necessary to maximize consumer roles in the financial market from the environment (Ward, 1974:3). This process is generally seen as a social process that comes from sources such as family, school and media known as socialization agents and through these resources, consumer characteristics are transferred. Socialization of the individual is subject to a learning process. The earlier this process coincides with the period for the individual, the faster and more permanent learning becomes. In the period between human birth

and death, she/he is faced with many unwritten rules and behaviors. The first place she/he encounters them is her/his family, and the first people she observes these behaviors are their parents. The family is the most important agent for the individual's socialization and completion of this process.

Learning by doing, that is experiential learning, is another way learning takes place. Hands-on experience or active participation in the process is the only way to learn some things. Learning and applying financial behavior is possible with experiential learning. It is not possible to display correct financial behaviors only with financial information. In fact, the individual observes these behaviors before their parents and then experiences them and add financial information on them. In other words, the first stage of financial socialization is observation and experience, and the next stage is to dress financial knowledge on these behaviors. What should be considered and emphasized here is that parents feel responsible enough to entrust their children with their values related to financial knowledge and behavior.

Four types of family communication style mediate children's interactions with other sources of financial socialization and their learning after their experiences; a) not interfering with children, little impact, b) foster parenting (obedience and social cohesion), c) pluralist (discussing ideas openly and supporting children's research without judgment), d) consensus (promoting opinion research within the boundaries of family hierarchy and cohesion) (Solheim, Zuiker and Levchenko, 2011:99).

In general, the individual learns the information about adaptation to social rules first from her/his family and then from her environment in childhood. The individual does not have the chance to research or prove the accuracy of this information obtained during this period. So he perceives everything that is taught and shown to him, rightly or wrongly and tries to implement it. In a way, society strives to keep up with these values in the individual.

In financial terms, the socialization of the individual is similar to the situation mentioned above. The starting point of the financial socialization process is family, tutorials of this process, parents and external environmental factors. In particular, financial expenditure, accumulation and investment behaviors of parents will have significant effects on the financial knowledge, attitudes and behaviors of the child. These habits created during childhood are likely to continue in the transition to adulthood. Family life cycle and development theorists point out that successful transition to the next life cycle stage depends largely on the success achieved in the previous stages (McGoldrick and Carter, 1999).

The family factor effect on the financial socialization of the individual compared to external environmental factors has a more pronounced difference. The reason for this is that an economic decision made by the parents within the family concerns and affects all members of the family. Therefore, depending on the outcome of the decision, family members will be affected by this decision either positively or

negatively and some mental expressions will develop in them for this situation.

On the contrary, the financial behavior of any individual in the external environment does not directly bind and affect a person he does not know. This independent economic behavior will be reflected in the general economic situation and indirectly the individual will be affected by the general economic situation. Every economic behavior, no matter which side of the work you are on, will have direct and indirect effects. At this stage, this needs to be explained to the community. "I spend my money as I want, nobody can interfere", we need to get rid of the logic as soon as possible.

The situation in which individuals have the most difficulty and difficulty in transitioning from childhood to adulthood is that they gain their financial independence. If the individual has not achieved any gain in terms of financial knowledge and experience until separation from his family, this period, that is, the transition period to financial independence will be very difficult for these people. At this stage, the individual must first acquire a certain financial skill in order to obtain employment to create expenditure and savings accounts and to manage this process that develops with the acquisition of assets.

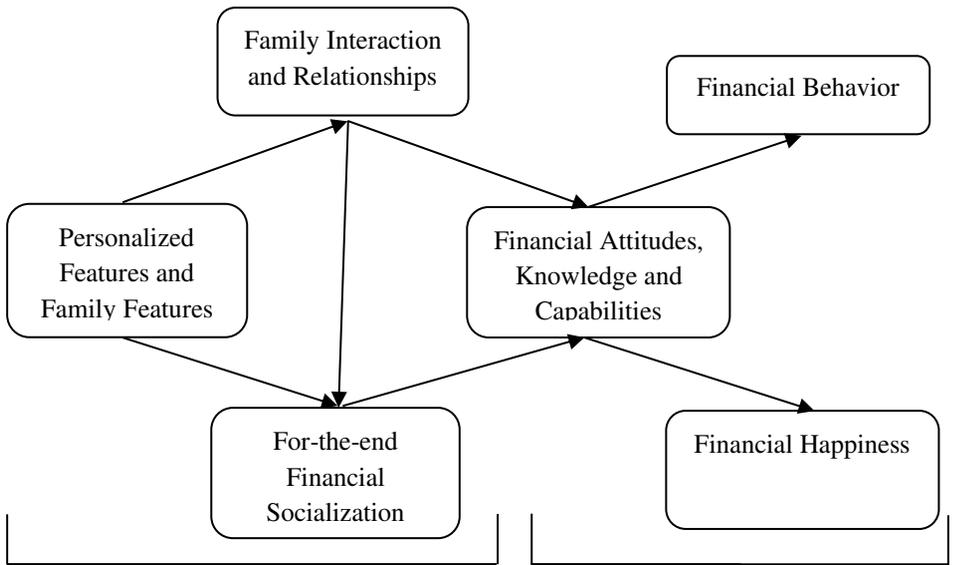


Figure 2. Family Financial Socialization Conceptual Model

Family Socialization Process

Financial Socialization Outputs

Source: Sharon M. Danes and Yunxi Yang, 2014

In the study of Danes and Yang (2014), the financial socialization process of the individual was divided into two sections and tried to be modeled. Identifying individual and family characteristics affecting the financial attitudes, knowledge and abilities of the individual, developing financial practices in accordance with these characteristics and ultimately displaying the right financial behaviors are defined as the individual's financial socialization process. Especially the important issue here is to determine the financially correct and developable characteristics of both the individuals and the family in which that individual lives and to be put into practice for the purpose.

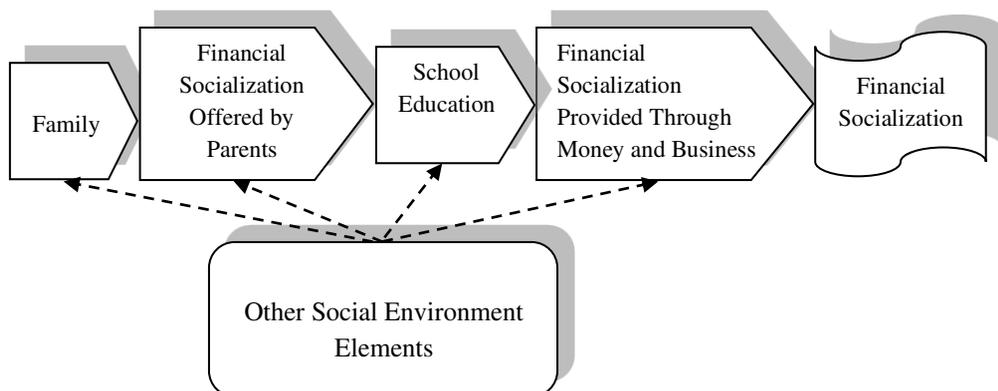


Figure 3. Agents Affecting the Individual's Financial Socialization Process

There are various variables that directly affect the individual's financial socialization process. It is possible to sort these variables as follows:

2.1. Family

- Level of education of parents,
- Level of knowledge of financial issues of parents,
- Financial behaviors of parents in the family,
- Informing the child about budget expenses such as rent, electricity, water,
- Parents should be cautious about spending and should be able to show this behavior to their children.

2.2. Financial Socialization Offered by Parents

- To help the family to make savings behavior of the child,
- To inform the child about the budgeting behavior of the parents,

- To allow parents to work in their free time, for example during the summer holidays without having to deal with the financial situation,
- Parents should include their children in the purchases made within the family and after a certain period of time this behavior should be provided by the child alone,
- The child must be included in the financial decisions taken within the family.

2.3. School Education

- Initiation of financial education in educational institutions at an early age in order to make the financial information and behaviors provided to the child by parents more meaningful and permanent,
- Giving economic and financial courses to children provided that they are started from primary education.

2.4. Financial Socialization Provided Through Money and Business

- Bringing the habit of making money to the child rather than spending money,
- Maintaining the money obtained by allowance or earned with the habit of saving,
- Opening a savings account to the individual through a bank, provided that they start from childhood.

It is possible to further increase the factors affecting the individual's financial socialization. Media, circle of friends, magazines and newspapers can be included in these, but these factors do not have a direct effect on the individual's financial socialization like the variables listed above.

CONCLUSION

In general, the concept of socialization is a lifelong, vibrant process for the individual. The individual gains experiences that will affect this process at every moment of his life, and this process corrects his bad or wrong behaviors and thoughts. In a narrower sense, in the process of learning and implementing financial decisions and behaviors, the individual gained a large part of the experiences he gained in childhood, either from his family or from his surroundings. Therefore, it is not easy to change especially financial information learned in this period whether rightly or wrongly at later ages. Therefore, very important duties fall on families and parents. They should be aware that it is very difficult to change economic habits after a certain age and that the right financial behavior in this direction should be taught to the child at an early age.

The need motivation underlies most behaviors. Needs are constantly changing and require new products in return. It is not possible to keep financial markets away from this change. We are faced with a different financial product with each passing day. So, how do we make the right choice and the right decision in a market with so much

diversity? What do I need, what do I need? When we're able to answer the above questions, we'll answer this question.

Just as parents take the necessary precautions and try to implement them by considering the mental and physical health of their children, they should direct this process in the same way economically and financially. Because the material life of the individual is closely related to his economic development. For example, if a child who was brought up in very good conditions in childhood, but whose financial socialization process was left incomplete, suffers from economic difficulties later in life, this person may experience many psychological difficulties. Especially when creating the changing needs, lifestyle and behavior of the new generation, parents should not forget that these will be created based on an economic infrastructure. They need to explain and convey to children that there is an economic equivalent to living without getting ready for preparations.

One of the factors that make the financial socialization process important for the individual is that it affects human health. In particular, the poor management of the family budget by the parents and the resulting economic problems will adversely affect the psychological health of all individuals in that family. Think about it, the destruction that the individual's children whose house has been foreclosed on because of their debts will experience. As we say, if the period in which habits are acquired is in childhood, such situations experienced in this period will also affect the child negatively.

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CHAPTER 7
**COVID- 19 IMPACTING MENTAL HEALTH OF THE
WORKERS IN VARIOUS SECTORS OF INDIA**

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INTRODUCTION

The government on 22nd March 2020 initiated the lockdown in the country so that the number of cases does not rise in the country. The lockdown was imposed to restrict the movement of the people from one place to another and was to promote social distancing. The whole nation had to experience a lockdown which forced the shutdown of business in the economy. The nationwide lockdown not only effected people economically but that economic effects also lead to depression, anxiety, stress among the individuals which created a concern on the mental state of the people during the period of this pandemic. Since, this Covid-19 has begun in India; the cases of mental illness have been increasing on regular basis. According to the India Psychiatric Society there has been 21% rise in the cases of the mental illness throughout the nation.

METHODOLOGY: on a scale from 1 (“almost”) to 4 (“never”) how frequently they experience certain stress-related feelings. Higher scores indicate greater levels of stress. A total score is found by tallying each item {questions 1, 7, 10, 13, 17, 21, 25, and 29 are positive and are scored in opposite direction 1(“never”) and 4 (always)}. A PSQ index can be found by subtracting 30 from the raw score and dividing the result by 90, yielding a score between 0 and 1.

In the present study both primary data sources and secondary data sources has been used. A primary data survey was done with the help of perceived stress questionnaire which included thirty questions in it. The survey was conducted with 90

respondents (30 respondents from each sector). For secondary data sources many research papers, journals and newspapers information was used in the study.

DEMOGRAPHIC DATA:

Variable	No. of respondents
Number of employees responded to the survey	90 (30 employees each)
AGE	
21-30	30 (33.33%)
31-40	41 (45.55%)
41-50	11 (12.22%)
51-60	7 (7.77%)
above 60	1(1.11%)
GENDER	
Male	28(31.11%)
Female	62 (68.9%)

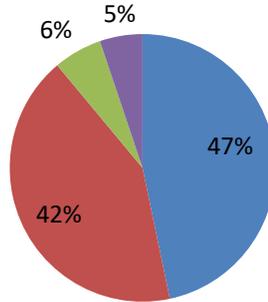
List of institutes

Educational institutions	Banks	Multinational corporations/ other companies
Guru Nanak Foundation Public School	Axis Bank	ZS Associates
Budha Dal Public School	Indian Bnak	Bharat Forge, Kalyani Technology
sri Aurbindo International School	Bank of Baroda	KIET
government Bikram College of Commerce	State Bank of India	Infosys limited
Punjab Technical University	Indusind Bank	Atech
Patel Memorial National college	Punjab National Bank	Increff
Asian Educational Institute	HDFC ergo	Ayesa India pvt. Ltd.
Atharva institute of Management studies		wilsons
Punjab Agricultural University		jiit-Noida
Punjabi University		rcorm nagpur
Thapar University		Ericsson
D.Y.Patil Institute of Management and research		
Jasdev Singh Sandhu group of institutes		
Army Public School		
Ryan International School		
Lucknow University		

QUESTIONS	ALMOST	SOMETIMES	OFTEN	NEVER
you feel rested staying at home	46.7	42.2	5.9	5.2
you feel that too many demands are being made on you during this time of pandemic	62.4	22.6	8.3	6.7
you feel irritable or grouchy	59.3	26.1	12.5	2.1
You feel there are too many things to do	50.2	39.7	7.9	2.2
You feel lonely or isolated during this time	16.2	38.5	24.2	21.1
You find yourself in the situation of conflict	52.7	14.7	9.9	22.7
You feel you are doing things you really like	25.9	34.8	19.3	20
You feel tired most of the time	12.6	47.4	11.9	28.1
You fear you may not manage to attain your goals due to the increasing panic of coronavirus	17	35.6	14.1	33.3
You feel calm by being at home or working from home	30.4	31.1	15.6	22.9
You have too many decisions to make	40	18.5	19.3	22.2
You feel frustrated by carrying this unusual new routine of life	37.8	16.3	8.9	37
You are full of energy	30.4	27.4	13.3	28.9
You feel tense for future	43.7	18.5	12.6	25.2
Your problems seems to be piling up	39.3	11.9	17	31.8
You feel you are in a hurry	8.9	38.5	19.3	33.3
You feel safe and protected by being at home and away from society	41.5	17.8	14.1	26.6
You already had many worries which are piling up in these times	52.6	13.3	16.3	17.8
You are under pressure from other people and from family demands	34.1	11.9	11.1	42.9
You feel discouraged at times	59.3	16.3	11.1	13.3
You enjoy your alone time	26.7	27.4	20	25.9
You are afraid for your future	47.4	16.3	7.4	28.9
You feel you are doing things because you have to, not because you want to do them	11.1	46.7	14.8	27.4
You feel criticised or judged	19.2	44.4	12.6	23.8
You feel light hearted	23	35.6	24.4	17
You feel mentally exhausted	42.2	11.9	14.8	31.1
You have trouble relaxing yourself	7.4	40.7	14.8	37.1
You feel loaded down with responsibility	55.6	9.6	23	11.8
You have enough time for yourself	18.1	26.7	15.6	39.6
You feel under pressure from deadlines	35.6	13.3	17	65.9

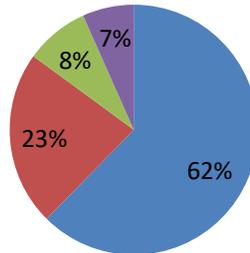
you feel rested staying at home

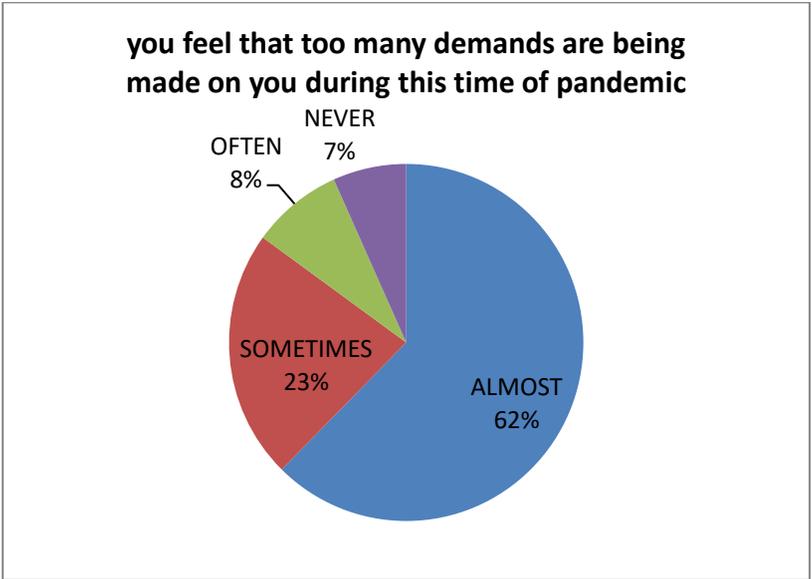
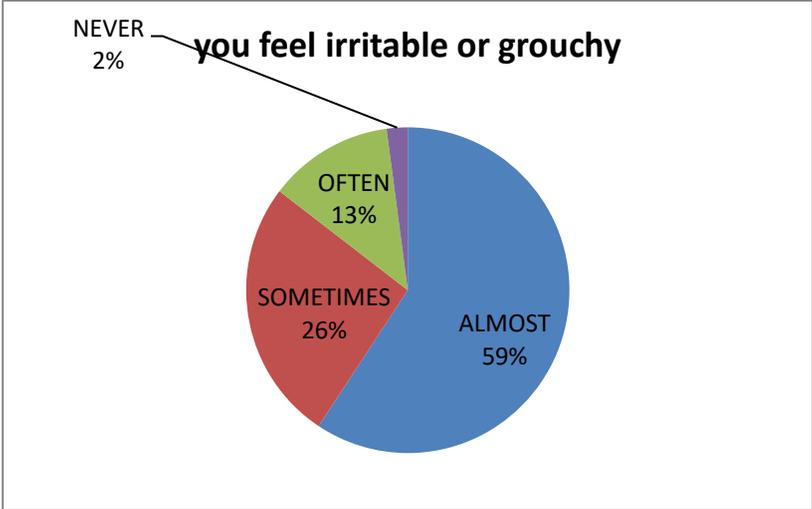
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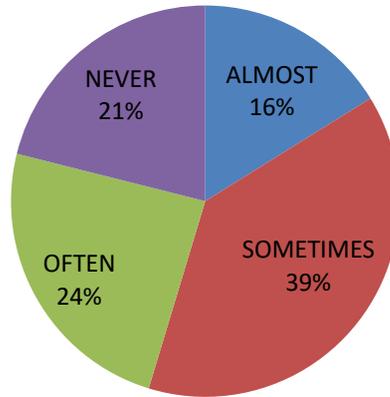
you feel that too many demands are being made on you during this time of pandemic

■ ALMOST ■ SOMETIMES ■ OFTEN ■ NEVER

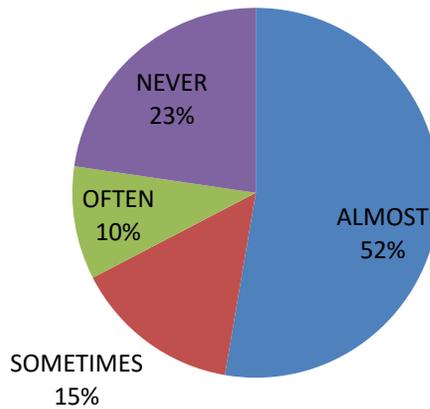




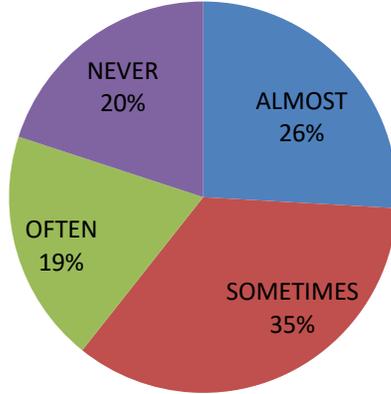
You feel lonely or isolated during this time



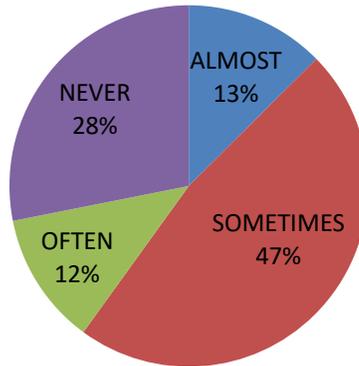
You find yourself in the situation of conflict



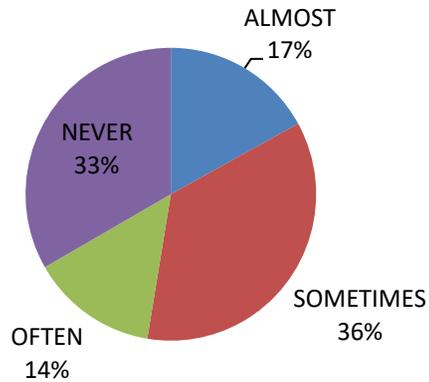
You feel you are doing things you really like



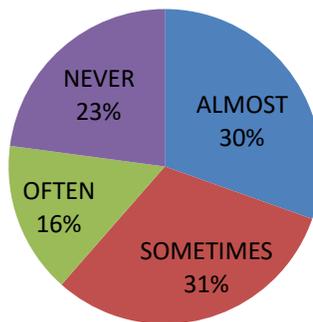
You feel tired most of the time



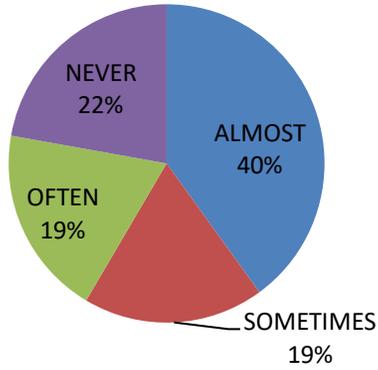
You fear you may not manage to attain your goals due to the increasing panic of coronavirus



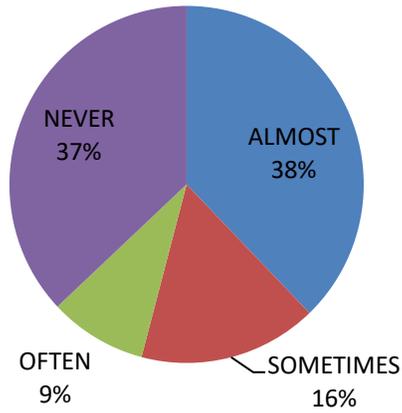
You feel calm by being at home or working from home



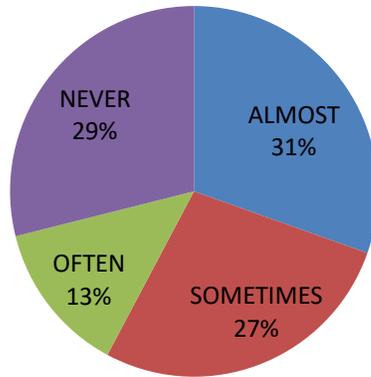
You have too many decisions to make



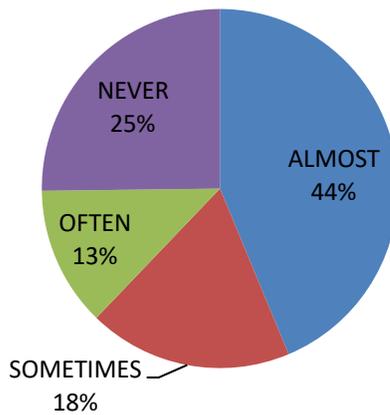
You feel frustrated by carrying this unusual new routine of life



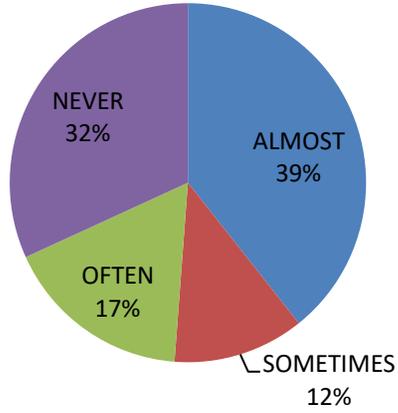
You are full of energy



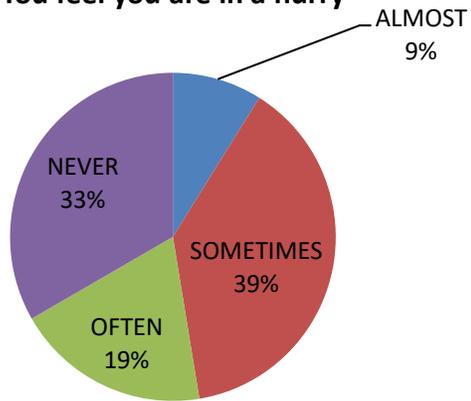
You feel tense for future



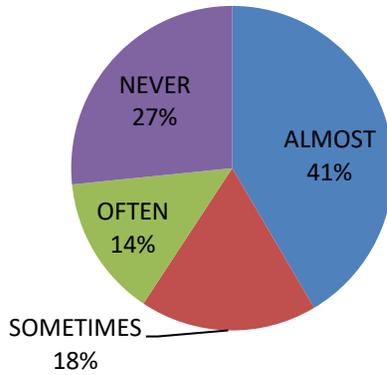
Your problems seems to be piling up



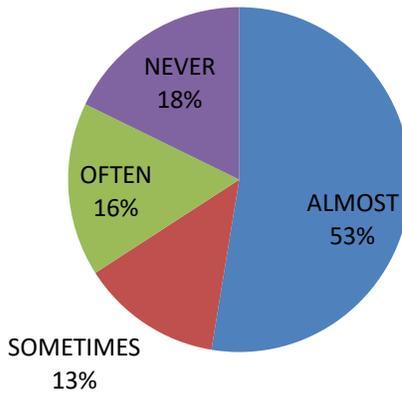
You feel you are in a hurry



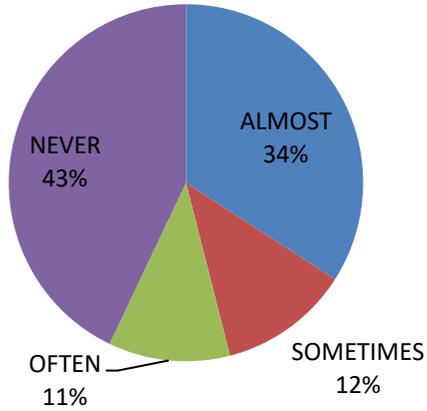
You feel safe and protected by being at home and away from society



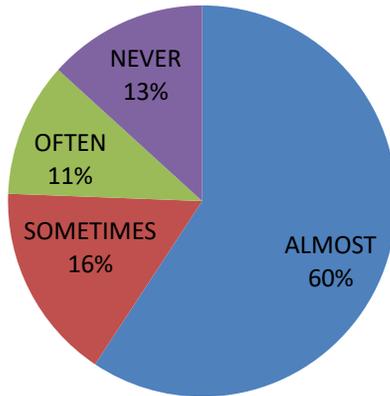
You already had many worries which are piling up in these times



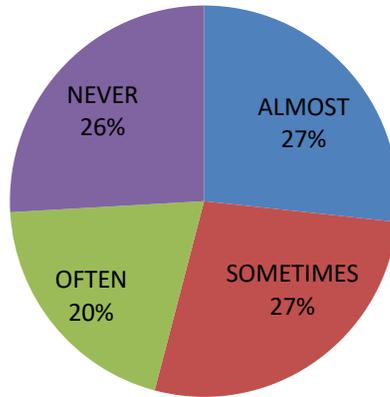
You are under pressure from other people and from family demands



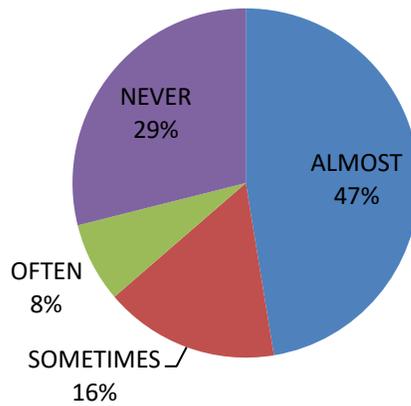
You feel discouraged at times



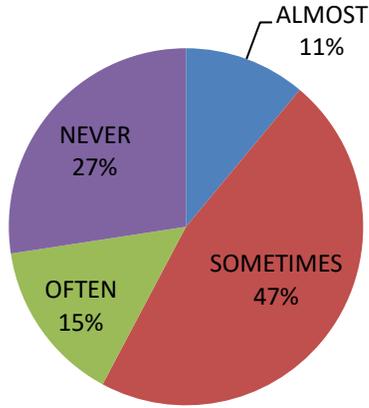
You enjoy your alone time



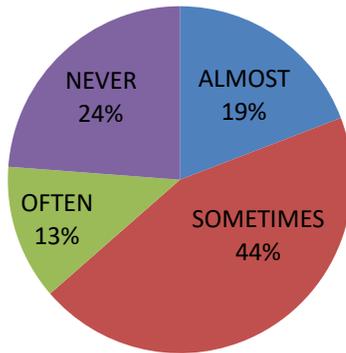
You are afraid for your future



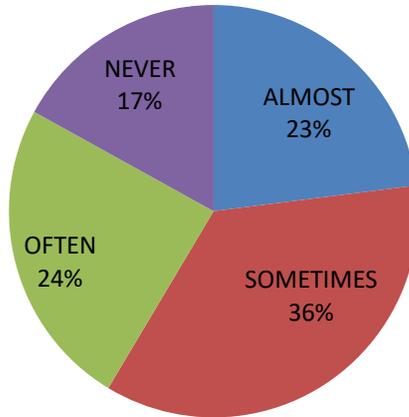
You feel you are doing things because you have to, not because you want to do them



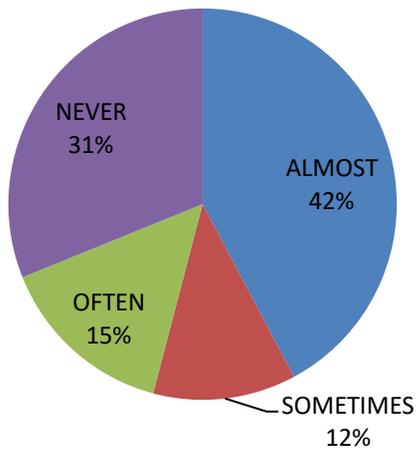
You feel criticised or judged



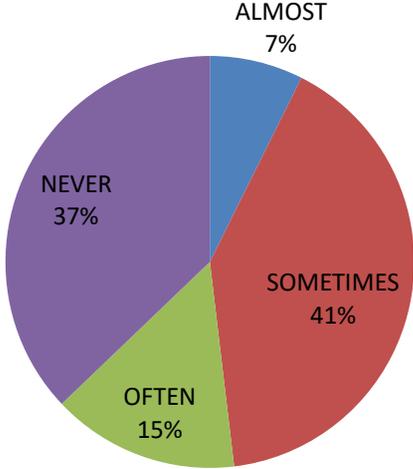
You feel light hearted



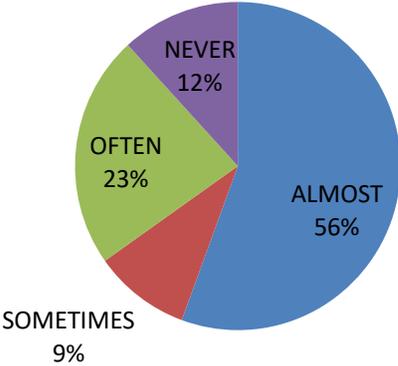
You feel mentally exhausted



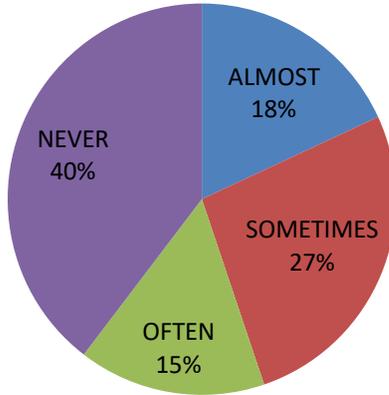
You have trouble relaxing yourself



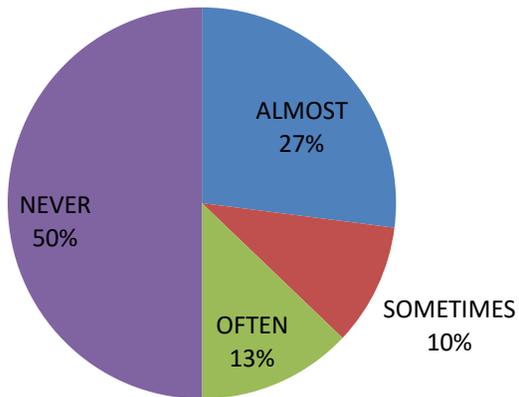
You feel loaded down with responsibility



You have enough time for yourself



You feel under pressure from deadlines



MEAN SCORES OF STRESS

SECTORS	Mean Scores of Stress
Banking sector	0.52
Educational sector	0.72
MNCs/other companies	0.64

Reasons for deteriorating mental health:

Every sector of the economy has an important role to play in the India's economy. Even during these hard times of covid-19 every sector has important role to play. However, these lockdowns have made the situations worse and every organization have to deal with different issues. Even the issue of mental health of their employees has become a matter of great concern.

Isolation from society, the inflow of bleak coronavirus-related information, the fear of contracting Covid-19 patients, the increasing economic recession and the increasing feelings of helplessness are all impacting people's mental health. . The connection between sleep and mental health is very closely linked to each other. Sleep disturbances during these times have also lead to widespread problems of mental health in individuals. The greater awareness and constantly thinking of the problems arising from awareness from social media platforms was increasing the distress. These are leading to widespread problems of stress, anxiety, depression and other mental health concerns. Whether individuals work from home or from banks, Covid-19 has brought fear, anxiety and stress in everyone's life. On an average the stress levels in the educational institutions was , Banks was

And in MNCs was . Many companies were quick to adopt the work-from-home model-using video-calling and virtual-meeting platforms, providing remote-working technology to employees and setting tasks and deadlines in practical ways. To keep operations going and give people a sense of purpose and achievement during this crisis is definitely a big positive. We humans are social creatures and social isolation can lead to feelings of restlessness, stress, anxiety and even anger. Remote working is allowing people to stay in touch with their office and co-workers, thereby reducing those feelings. Although the concept of virtual workplaces had been grown steadily over the years, no one was ready for a 100 per cent shift to remote working so suddenly. While some have managed to adapt to the abrupt transition remarkably well, others have struggled considerably with it. The personalised human touch that people were used to in offices was imperative to our work culture. To accomplish things as a part of a team gives a sense of belonging and a feeling that one's contributions are valued. The 'new normal' has taken away that human touch and made things a little too lonely and transactional for so many people out there.

Moreover, while video-calling has made work-from-home a viable possibility and a definite success, after weeks of having only virtual meets, Zoom fatigue is resulting in burnouts and low productivity. Respondents were of the view that video-calling and conferencing requires more focus than one-on-one interactions. Processing non-verbal cues, reading body language correctly and not having a natural rhythm to ease into conversations requires far more effort. Connection

failures and response delays disrupt conversations can make the responder seem less sociable or less focused. For so many, remote working has reduced the time that one allocates to work, since it does not involve traveling to office and back. However, for many who are not those technology friendly, working hours have increased, as the total shift to virtual technology has reduced their efficiency and increased the time required to accomplish tasks.

Before the pandemic and the lockdown, we all strived hard to achieve the optimal work-life balance. So many people used to struggle to spend time at home. With families self-isolating, stories of quality time spent bonding with the family are warming the heart. Simultaneously, for many others the boundary between home and work is now blurred. Children are at home and need attention. In the absence of domestic help, people have to do their own cooking, cleaning and chores. For them, balancing the demands of the home with the pressures of one's job is proving to be quite stressful.

However, the bank employees feel that going at workplace was also creating stress for them as they constantly have fear of contacting the Covid-19 patients. They were developing obsessive Compulsive disorders along with the stress as they feel the requirement of washing and sanitizing hands after handling cash or other documents, every time. Though they believe their daily routines was more or less same but the working in such scenario was creating stress for them as well as their whole family.

- **Increasing Unemployment in the economy:**

- a) Estimates show that around 67 percent of people lost their job after lockdown in the economy.
- b) The average employment reduced from 404 million in March 2019 to 282 million in April 2020, which means that about 122 million people have lost their jobs, including 27 million youth. (Centre for Monitoring Indian Economy)
- c) The below figure shows that the unemployment rates have rose from 6.6% to 26.2% from January 26 to April 19. These rates declined a little then again rose to 27% on May 3. Presently, 24% workforce is unemployed in the Indian Economy. This unemployment is caused by the shutdown of the businesses. From an estimated 78 million entrepreneurs and businesses in 2019-20, the Indian economy has approximately 60 million of businesses by April 2020. this widespread unemployment and lack of placement opportunities for the freshers who have completed their works and trainings are causing a concern about future among them.



Source: Statista 2020

Some examples are:

Uber has fired around 3700 frontline workers which were employed for a 3-minute zoom call

Meesho, recently developed app has also laid off 200 of their executives during these hard times

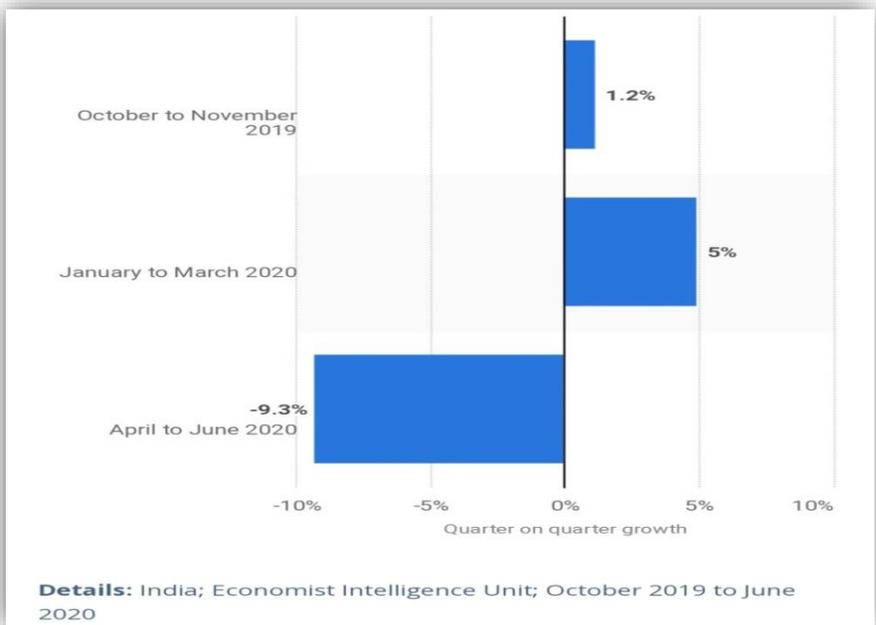
A new York based company, Global Technology Business Consultancy in Hyderabad has fired 20 employees on 20th March (A report from Huffigton Post)

490 IT employees of Bengaluru and West Bengal have lost their jobs (centre of Indian Trade Unions)

Ackro, an insurance based startup in India also fired 40-50 employees

The Quint, a new website asked it 45 executives to ask for leave without pay or else they will be fired on inadequate reasons.

- Delay in evaluations and pending promotions
- Decreasing growth rates and GDP: in India during the initial lockdown of 21 days a loss of \$4.5 billion was experienced on daily basis, which is continuously increasing. This is affecting the growth rates in the economy. In November 2019 India experienced a growth rate of 1.2% which increased to 5% in the start of the year but after coronavirus pandemic these growth rates went to negative. In June 2020, India experienced the growth rate of -9.3% (Economist Intelligence Unit of India, October 2019 to June 2020)



Source: Statista 2020

- Inadequate health and safety policies
- Inadequate employee support
- Insufficient participation in decision making process
- Lack of control over the work area
- Loss of family member during this period of pandemic

Suggestions or coping strategies:

- **Online Counselling:** online counselling should be given during this period of pandemic when huge numbers of people are suffering from mental health issues. Just as in Atmiyata, their volunteers (known as the Champions) give online counselling to the people suffering from mental illness. They also make short films and circulate them on smart phones to encourage positive thinking in the individuals. They even train other people for providing counselling in their communities, which are known as 'Mitra'.
- **Open Conversations** should be promoted specially during this need of hour when people are suffering from the mental illness. The future of the employees should be discussed at the workplace and they should be made ensure of their jobs and salaries in future. By conversating online collective discussions will even benefit the companies and the institutions to come out of the recession with new ideas
- **Awareness** about the mental health issues should be there. Some people are not even aware of the mental illness they are suffering from during these times. So people in leadership roles

now have a responsibility of creating by organizing online workshops, seminars and training programs for their employees. They must also be able to red flag mental health concerns in people and help them cope with them.

- **Support:** if when the employees are aware of their mental health issues they feel afraid to share them with others at the workplace. They have a stigma that if other people will know about it, then it might have an effect on their job. Therefore, employees should be made sure that if they discuss their issues with others then it won't endanger their job.
- **Fixed routine and a structured life** style should be encouraged. When an employees know about its fixed routine then it can help him to balance its domestic needs with the professional ones.
- Free and compulsory internal campaigns by the companies. Confidential assessments and short term counselling should be given by the institutions themselves so that those who want assistance can get it without others knowing about it.
- No pay cuts or layoffs should be there. The companies which are going against this wave of pay cuts are Asian Paints. To boost the morale of their contractors they have transferred a sum of Rs40 crores in the accounts of their contractors. The company has also donated Rs 35 crores to Centre and state to boost their morale during these hard times. Such financially strong companies should help the needy people during the hard times

so that we all can really stand together in this war against Corona virus, Covid-19.

- Music Therapies and Art Therapies should be used to reduce the stress.
- WhatsApp groups can be created for everyone to stay connected. These groups can become platforms for light-hearted chit-chat and the sharing of jokes, videos and experiences.
- Employees should also actively be encouraged to take collective breaks while they work and enjoy a cup of tea/coffee or banter with each other online, just as they did during coffee and lunch breaks in office.
- Employees can even join online Yoga or hobby classes together – any group activity that promotes bonding among them. This will help to eradicate the feeling of physical distancing which is leading to stress and depression among them.

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