CURRENT APPROACHES IN MANAGEMENT AND ORGANIZATION IN THE PROCESS OF GLOBALIZATION

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CHAPTER 9

THE BASIC CONCEPT OF HUMAN RESOURCE

MANAGEMENT AND HUMAN RESOURCE INFORMATION

SYSTEM (HRIS)

PREFACE

The information society process is the process of transferring tangible assets, progressing, producing, revolution of reconsideration, transformation, consumption and control It's not something that has evolved over time. In today's world, in which we live the process of globalization and Industry 4.0, the management of information has become extremely important. The third change in the current dynamics of information is called the management and organization revolution. In the post-industrial society, there are great transformations in the management and organization process and structure. Therefore, the visible state of human labor today has been communication technology and information. Today, the perception of information/knowledge as a power in the history of humanity and its rapid transfer form the basis of the information society. Constitutes.

In the management and organization of enterprises, great transformations have started in the concepts, techniques and understandings of industrial society-based management. Thus, information society and Industry 4.0-based management and organization concepts and techniques have emerged. Global competition, quality, differences, personnel empowerment, virtual and network structures, teamwork, innovation and knowledge generation have been the dominant topics in management concepts today. Strategic management and participatory leadership have become the dominant management approach of today, with the transition process from mechanical organizational structure to market networks in enterprises.

Post-modern organizational theory brought a flexible understanding of specialization and provided the formation of a new management style. Thus, the transition from classical and neo-classical management and organizational structures to participatory, virtual and knowledge-based management and organizational structures in accordance with the requirements of the information society has begun. Differentiation of products in enterprises, part (module) production, flexible machines, skilled workers, high motivation, cooperative relations, participatory management, job enrichment, auto control mechanisms, job enrichment, rotation, independence from the assembly line, time management, orientation to group work. are the most prominent features of the management approach.

Our book, which deals with Current Approaches in Management and Organization in the Process of Globalization and Information Society, has nine chapters containing contemporary management issues. We think that our book study will be beneficial for researchers and academicians doing postgraduate studies.

Assoc. Prof. Dr. Gokhan Ofluoglu
24/01/2022

CHAPTER 1

NONEQUITY STRATEGIC ALLIANCES BEHIND DIGITAL TRANSFORMATION

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INTRODUCTION

Today, the rapid technological developments and globalization trend experienced with the pandemic Covid-19 created digital transformed business and toughly competitive environment. These developments are constantly changing the environment of businesses to markets that were once surrounded by national borders. Strategic alliances means to an exchange and sharing of resources between the parties. Strategic alliance agreements take place in a process. They will make in line with their growth strategy in terms of the resources has to choose the appropriate partner that will enable them to achieve their goals. In these days when intense competition and rapid change are experienced and uncertainties increase, businesses such strategic alliances can be maintained and gain competitive advantage.

Industrial companies, which have to enter into rapid digital transformation processes due to the effect of the pandemic, are more tend to corporate with strategic alliances. In this chapter, strategic alliance agreements are discussed within the scope of digital transformation of companies.

The research questions are as follows:

1.   What kind of nonequity strategic alliances do companies use in their digital transformation processes?

2.   How do those strategic alliances affect companies' digital transformation processes?

1. STRATEGIC ALLIANCES
1.1. Strategic Alliances Definition

Studies on alliances, which are a form of inter-organizational relationship, started to be defined in the 1970s (Evan, 1966; Warren, 1967) and 1990s (Borys & Jemison, 1989; Inkpen 1998) and in the 2000s (Standifer & Bluedorn, 2006), studies were conducted on how companies could gain competitive advantage by using alliances. Porter (1990) distinguishes strategic alliances from ordinary market transactions between businesses and defines the concept as the more important long-term or short-term agreements. Williamson (1991) states this relationshipy type that the parties maintain their autonomy but a set of interrelationships on which it depends, which is to some

extent non-neutral. According to Zuckerman and Kaluzny (1991), strategic alliances have a long-term strategic purpose with two or more independent sources contractually combining resources to achieve are formal arrangements between organizations. Yoshino and Rangan (1995) argue that a strategic alliance is a specific part of two or more companies linking aspects and mutual exchange of technology, expertise or product, as a commercial partnership that increases the benefit. Ülgen and Mirze (2007) state that strategic alliances of two or more enterprises without establishing a business under a name and identity, only certain assets and capabilities use them together, to agree to achieve certain goals they care about.

Strategic alliances covers a wide range of inter-company links such as joint ventures, minority equity investments, equity exchanges, joint production, joint marketing, long-term IT sourcing agreements, shared distribution/services. However, mergers and acquisitions foreign subsidiaries and franchise agreements of multinational companies, are not classified as strategic alliances (Bußmann, 2014). Strategic alliances take many forms. It can be as simple as an agreement to require a license to sell products or services, it can be complex as to develop and deliver a new pioneering technology with long-term commitment by working with one or more organizations. Lewis (1990) divides the formation of strategic alliances into four stages:

1) setting goals for the alliance,
2) defining and choosing the alliance type,
3) analysis of alliance-building opportunities,
4) selection of partners and alliance formation.

Some organizations use strategic alliances to provide sustainable competitive advantage or see it as an alternative to building a viable strategy. It is an inevitable part of corporate strategies partnering through alliances obtain the complementary resources necessary to leverage their core competencies (Culpan, 2002).

The criteria that make the alliance strategic to a particular company are having a core business goal and purpose for success, preventing a competitive threat, eleminationg a significant risk (Wakeam, 2003).

Due to increasing globalization and need for technology, companies gradually develop improvements based on their fundamental departments. In response to these competitive dynamics, business organizations to gain and maintain their competitive advantage over rival organizations need to develop unconventional strategies and approaches. It is therefore considerably important to understand the strategic alliance and analyze whether it is really necessary for the company or not. In our age when sustainability is so critical, the policies of each partner with which they are in alliance are very important.

1.2. Types of Strategic Alliances

The type of alliance is largely determined by the partners' objectives (Andersen & Kheam, 1998). Companies operating in the same industry and in the same activity may not always prefer same alliances. For example, for producing a new product company may make a co-production agreement with another enterprise or on a minority stake basis by purchasing a portion of the shares of a company, it can also achieve this goal by making a strategic alliance. While businesses decide on the type of alliance they will make, they should also take into account the characteristics of the sector in which they work. According to the research by Chen (2003) businesses operating in dynamic and complex environments determined that they prefer to make more share-based alliances. It is useful to distinguish between alliance types in order to understand various features and make choices. Strategic alliances have different structures depending on the type of each relationship. According to Pellicelli (2003) Figure 1., shows us which of these forms of cooperation are considered as strategic alliances? Forms of collaboration is seperated in terms of two division: contracts and capital. Equity alliances requires capital investment by partners. It can take two forms: first is the joint venture, second is the equity participation (Culpan, 2002). Nonequity strategic alliances includes various contractual agreements consisting of agency agreement, know-how agreement, R&D partnership, marketing agreements, supplier agreements, franchising, licensing (Hubbard, 2013).
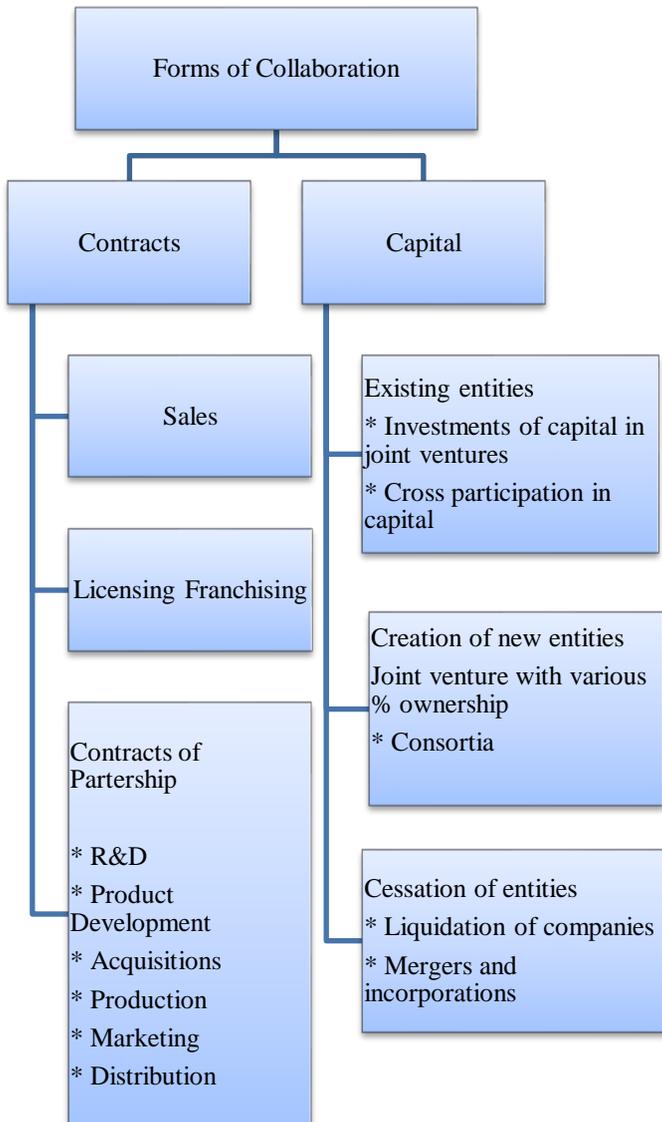
Figure 1. Forms of collaboration (Mockler, 1999 quoted by Pellicelli, 2003).

Agency agreement arise as a result of agreemenets between the main firm and the regional firms which are made and cover a certain period, within a certain region (Tumbat & Grayson, 2016). This collaboration is usually most popular and widely used type of cooperation to distribute the firm's products in the supply chain. Franchising is an agreement in which the company has the right to sell/transfer another firm' services using a brand

name, trademark, trade system and other proprietary rights of the other firm (Michael, 2003). Know-how agreement generally covers technical collaborations in related activities with the production process (Barton,1967) . In this collaboration, the main firm that is experienced and knowledgeable in its field provides technical information and consultancy to enterprises in activities related to the main product often in another regional market (Dmytrenko, 2019). R&D (research and development) partnership is another way to transfer technology. R&D helps to create and develop new products and production processes in organizations. With the increasing number of organizations across countries, firms need to collaborate for researching and developing new products or technologies (Pellicelli, 2003). By sharing the cost of a huge capital expenditure of a project, organizations pools its resources or uses human and technological resources to promote an innovation. Based on those explanations and definitions, which nonequity strategic alliances do companies operating in the field of industry in Turkey use in their digital transformation processes?

2. DIGITAL TRANSFORMATION IN CHEMICAL INDUSTRY

During the 2000s further development of artificial intelligence and robotics, new inventions such as 3D printers, internet of things and smart factory system, driverless cars completely change the production structure. This process is described as the Fourth Industrial Revolution (Industry 4.0). The transition from industrial societies to information society as a result of technological developments constitutes another phase of change in human history. The process of transition to the information society has also accelerated the spread of the phenomenon of "globalization", which entered the literature as a term in this period, all over the world. In this period and afterwards, the availability of computers and the internet and the widespread use of other means of communication and transportation brought along many socio-cultural changes and led to some developments in the economy (Temel and Yapraklı, 2015). According to Brennen and Kreiss (2014) "digitalization is to transform a business model and provide new revenue and value generation opportunities".

It is determined that the digitization and digitization process, which started at the end of the 20th century and accelerated in the 2000s, brought about radical changes in corporate structures and ways of doing business in almost every field (Bankewitz, Aberg & Teuchert, 2016). The product of digital technologies; with applications such as robots, smart systems, e-commerce, social media, e-government, mobile communication; in addition to the manufacturing sector, there has been a great change in different areas of the service sector such as communication, banking and health institutions. On the basis of this change and transformation; in addition to the possibilities of doing the work provided by technology more quickly, effectively and cheaply, there is instant recording of information, very fast processing and transmission and use in decision processes.

How does Turkey's industry field adapt this process? In the "Istanbul Region Digital Transformation Analysis Report" prepared by the Istanbul Chamber of Industry in 2018, conducted with 48 companies from four different sectors, questioned digital applications under the headings of technology and data analytics, production, quality and maintenance processes in order to determine the digital transformation level of the Istanbul region. As a result of this research of ISO, the General Digitization Score of the Plastics and Chemistry Sector is 2.0 out of 4.

Table 1. Plastics and Chemistry Industry Digital Transformation Analysis

Dimensions	Digitalization Score	Highest Score	Lowest Score
Technology and Data Analysis	1,7	2,7	1,2
Production Process	2,2	3,2	1,4
Quality Process	2,2	3,3	1,2
Maintenance Process	2	3,1	1,2
General Digitalization Score	2	2,9	1,3

Resource: ISO 2018, Plastics and Chemistry Industry Digital Transformation Analysis

When the scores obtained by the Plastics and Chemical Industry companies in four dimensions are compared with the general average of all companies from different sectors within the scope of the study, it is seen that the sector companies are above the general average in all dimensions. The highest average score of the Plastics and Chemical Industry companies is in the field of Production and Quality Processes (2.2), the lowest average score is in the field of Technology and Data Analytics (1.7).

3. A REVIEW ON NONEQUITY STRATEGIC ALLIANCES IN ORGANIZATIONAL INDUSTRIAL ZONE MEMBERS

3.1. Research Sample and Measurement

The research was conducted on 43 companies operating in chemical industry in Turkey. According to 4562 No Law by Republic of Turkey Ministry of Industry and Technology, organizational industrial zone (OIZ) refers to service production regions to ensure the structuring of the industry in suitable areas, to direct urbanization, to prevent unplanned industrialization, to place industrial types within the scope of a certain plan in order to use resources rationally, to provide goods and services operated in accordance with the provisions of certain laws in the necessary administrative, social and technical infrastructure areas within the zoning plans of the previously determined land plots. In order to determine whether companies are going digital transformation or not, the researcher used data on the members of the organizational industrial zone which was conducted by OIZ in 2021. In OIZ Report, 43 companies out of 51 have taken a digital transformation investment decision during Pandemy Covid-19.

Face-to-face interviews were held with factory managers, information technology directors, R&D directors and human resources senior managers of the companies. In order to understand their nonequity strategic alliances open ended questions were asked to participants. The data was obtained by in-dept interview which is one of qualitative methods. Samples of items as;

"What kind of nonequity strategic alliances did you use during Covid 19?, in which fields of strategic alliances changed, did the number of outsource services/R&D partnership, knowhow agreements, licencee,

franchising etc increased during Pandemi Covid-19? , What are the ratios you allocate on the basis of departments in your digital transformation budget?".

3.2. Findings

It is seen in Table 2. that the partnership of 32 companies in the digital transformation process in the organized industrial zone, the number of companies from which they receive outsource services, the number of license services and the number of R&D partnership have increased. However, data remained the same in 11 companies.

Table 2. The Change of Nonequity Strategic Alliances Before and After Covid 19

	Increased
R&D Projects Partnerhip	✓
Knowhow agreements	-
Outsourcing	✓
Licensee	✓
Franchising	-
N=43	32

The distribution of firms based on ownership, 27% of firms are global, 33% of firms are partially global, and 40% of them are local. One-way ANOVA test was conducted whether there were any differences in terms of ownership. At the first step, homogeneity of the groups was tested with Levene test. For understanding which groups of the participants show difference, Sheffe and Tukey's tests were accomplished. Because of groups are not equal, Sheffe test results were preferred. According to Sheffe test results it was found that there is a difference on their ownership. For understanding the amount of this difference, Descriptive Table was checked. According to Table 3. mean of the global was 3,0123, mean of the partially global was 3,1124, and mean of the local was 3,4897. It can be said that local ownership firms (3,4897) level based on nonequity strategic alliances is at the highest level when compared with the other levels.
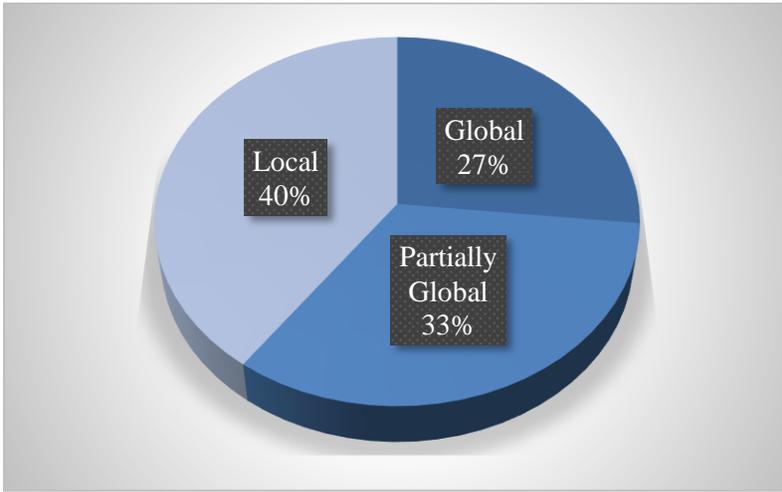
Figure 2. The distribution of firms ownership

Table 3. ANOVA Test of Nonequity Strategic Alliances and Ownership

		N	Mean	F test	p
Nonequity Strategic Alliances	Global	8	3,0123	5,177	,000
	Partially global	10	3,1124		
	Local	12	3,4897		

			Mean Difference	Std. Error	p
Scheffe Test	Global	Partially global	-0,100	0,049	0,001
		Local	-0,477	0,068	,000
	Partially global	Global	0,100	0,049	0,001
		Local	-0,377	0,071	,000
	Local	Global	0,477	0,068	,000
		Partially global	0,377	0,071	,000

As it is seen in Figure 3. 74% of firms made R&D partnership agreement with foreign research centers in order to develop new products and expand the field of their supply chain process. As can be seen in Figure 4 companies have given their attention to certain departments in their

outsourcing and licensee preferences. While the accounting, warehouse, planning and shipment departments mainly received digital services based on outsource and license, human resources, sales, marketing and supply chain departments remained in the background in their digital transformation processes.
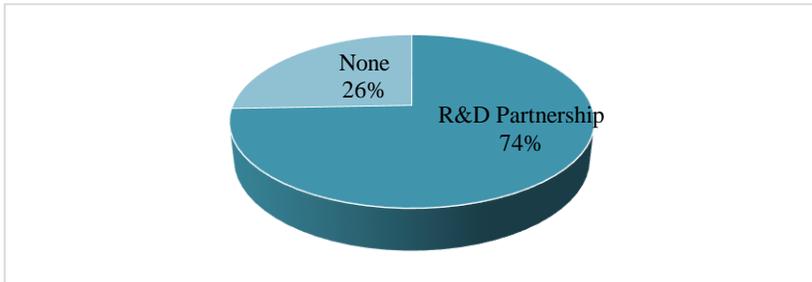
Figure 3. Distribution of R&D Projects Partnership
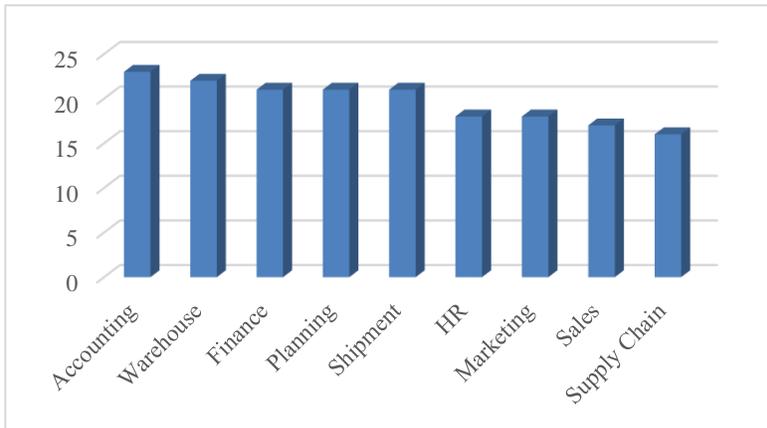
Figure 4. Distribution of Outsourcing and Licensee based on Departments
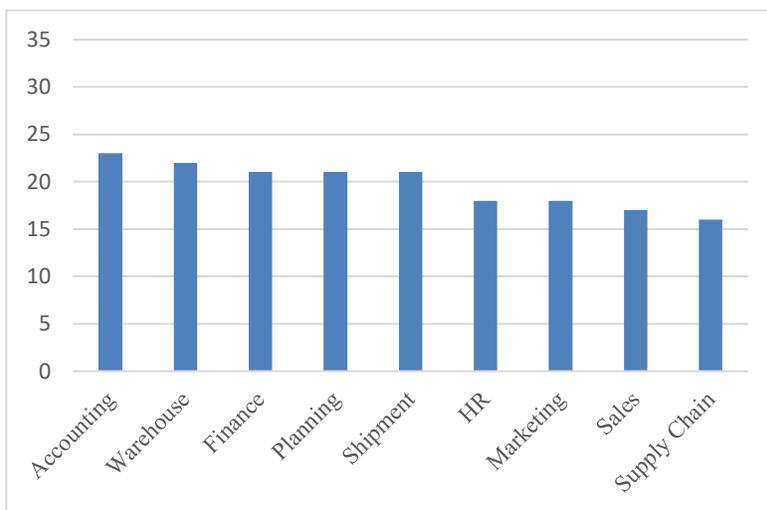
Figure 5. Distribution of ERP based on Departments

As it is seen in Figure 5., digitalization is intensely in the accounting, warehouse, finance, planning and shipment departments within companies, and most of the software used here is within the scope of outsource and license services. However, it is seen that digital applications are not preferred in human resources, sales and marketing departments and processes are managed manually.

4. CONCLUSION

In this section, the importance of non-equity strategic alliances, which are indispensable choices of companies in the digital transformation process, is discussed. One of the sectors that received high demand during the pandemic process and had to accelerate its production processes is chemistry. In the examination conducted on the member companies of the organized industrial zone, which make and implement investment decisions regarding digital transformation in the chemical sector, important findings regarding non-strategic alliances have been obtained. According to the findings, the forms preferred by the companies in research sample when making strategic alliances are license, outsource and know-how agreements, that is non-equity strategic alliances forms. When examining the fields in which non-equity strategic alliances were formed, it was determined that certain departments were heavily preferred, such as accounting, warehouse, finance, planning,

shipment and manual processes were carried out in certain departments. In additon, nonequity strategic alliances differs types of ownership. Companies managed by their global headoffice is the lowest level compared to partially global and local firms.

Doz and Hamel (1998) examined why businesses make strategic alliances under three main headings. The first of these is the purpose of cooperating with competitors; alone is to obtain complementary products and services that they cannot develop from outside. Latter; added value to the business by pooling resources and capabilities is to gain competitive advantage. The last aim is; new abilities, skills from competitors is to add value to their businesses by learning.

Cost reduction is one of the main advantages of using non-equity strategic alliances (Varadarajan, 2009). Outsourcing of technology-related services enables both human resource and software costs to be reduced, which significantly reduces the costs of companies (Eren, 1967). Non-equity strategic alliance forms such as licensing and outsourcing are also forms that allow companies to move faster in competitive business environment with increasing their flexibility (Öztürk & Sezgili, 2002). Taşgit and Çiçek (2020) examined the relationship between strategic alliances and sustainable competitive advantage. They found that in order to achieve sustainable competitive advantage, the most effective strategic alliance behavior was the supply and marketing oriented behaviors.

According to the results of the study, the non-equity strategic alliances acts as a bridge in the gap throughout the digital transformation process of firms which needs to properly adapt new technologies. The results are compatible with literature that in order to create competitive advantage, companies turn to technology transfer in digital transformation processes and prefer strategic alliances (Doz and Hamel, 1998; Contractor and Lorange, 2002; Spekman 1998). The reasons for making alliances in global markets to have a competitive advantage of businesses, acquire skills and technologies, create innovation, quality and expertise in production to win, to benefit from the core talents of its partners, to reduce resource dependence to reduce and to access complementary resources.

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CHAPTER 2

THE EFFECT OF INTELLIGENCE ON LEADERSHIP: EMOTIONAL, COGNITIVE, CULTUREL AND MORAL INTELLIGENCE

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Current Approaches in Management and Organization in the Process of Globalization

INTRODUCTION

Although scientific studies on human intelligence are very old, it can be said that it started with the research of Sir Frances Galton in the second half of the 19th century. Galton claimed that intelligence is a general capacity, while the senses, as channels for acquiring knowledge, form the basis of general cognitive capacity (Sak, 2019: 105-106). There is no universally accepted definition of intelligence yet. Scholars have defined intelligence differently according to their field of study and perspective and there are various theories of intelligence (e.g., Guilford, Gardner, Cattel, Spearman, Thorndike, Thurstone, Sternberg). Intelligence is an intangible name for the observed effect of the harmonious, efficient, and effective functioning of all the brain's devices on behavior (Sak, 2019: 104).

In its simplest form, Salovey & Mayer (1990: 187) have defined intelligence "as a broad set of abilities". Intelligence has a positive relationship with education level, school life, academic success, and job performance (Sak, 2019). Successful and high-performing leaders have cognitive, emotional, behavioral, and social abilities together (Bass, 2001; Hoffman & Frost, 2006).

Leadership has been important in human relations since the beginning of recorded history, and no community, organization, or even country can survive long without a leader (Locke, 1999: 1). The effectiveness of the leader or the characteristics of an effective leader has been the subject of many studies. The abilities, knowledge, and skills that an effective leader should have from different perspectives are listed. The study will examine the intelligence elements that affect the effectiveness and performance of the leader. The success of a leader depends on many factors (e.g., the ability to solve complex technical and social problems) (Mumford et al., 2000: 14; Rockstuhl et al., 2011: 826). Effective leaders are creative, ambitious, full of energy, passionate, trustworthy, and trusting, and honesty (Locke, 1999: 6) so the most important component of effective leadership is intelligence (Judge et al., 2004: 542).

The tasks of leaders are complex and multidimensional (Bergner, 2020; Judge et al, 2004: 543) so the leaders have various managerial roles and tasks for both the organization and employees, such as creating strategy, increasing, and monitoring the performance of the organization and

employees, solving problems, following innovations, managing change, analyzing, and following the external environment, communication, creativity, managing conflict. Therefore, intelligence has an important role in the success of the leader in all these tasks and responsibilities. It is not possible to explain the success of leaders who have overcome such complicated tasks with general intelligence. Multiple intelligences come into play here and it is necessary to examine other types of intelligence to explain the reasons behind the success or failure of the leader.

Leadership And Emotional Intelligence (EI- Emotional Quotient- EQ)

Intelligence and intelligence types -especially emotional intelligence- have started to be a frequently researched topic in leadership studies (Fambrough & Kaye Hart, 2008: 740). Recognizing the effects of emotions on human life and behavior and organizational life is one of the important reasons for this interest. The leader's positive emotions and mood also affect the leader's effectiveness (George, 2000: 1031).

Emotional intelligence is a system that regulates emotions, and it is the awareness of the individual's own emotions first and then the emotions of the other person (Avcı, 2019: 198). EI can be expressed as being aware of the feelings and emotional reactions of the individual and others and being successful in interpersonal relations by managing these emotions (Caldwell & Anderson, 2021). While most emotional intelligence traits are innate, some traits can be learned and developed over time because emotional intelligence, unlike intelligence, is flexible (Emotion, 2019). Emotion (2019) has defined emotional intelligence as "itself refers to an individual's ability to recognize, understand, regulate, and effectively communicate one's own emotions while also being able to manage relationships with others utilizing compassion and empathy as one's foundation." Salovey & Mayer (1990: 189) defined emotional intelligence as "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions".

The dimensions of EI are self-awareness, self-regulation, self-motivation empathy, and social skills (Mohamad & Jais, 2016). Hughes, Patterson & Terrell (2005) identified fifteen sub-dimensions in emotional intelligence: "Self-regard, emotional self-awareness, assertiveness, independence, self-actualization, empathy, social responsibility, interpersonal relationships, stress tolerance, impulse control, reality testing, flexibility, problem-solving, optimism, happiness".

According to Mayer (2001: 419), "emotional intelligence into four branches of abilities: (a) the perception and expression of emotion, (b) the integration of emotion in thought, (c) understanding emotions, and (d) managing emotions". Goleman et al. (2002: 39) studied EI under two headings: *personal competence* (self-awareness and self-management) and *social competence* (social awareness and relationship management. Goleman et al. (2002) also defined self-awareness as "having a deep understanding of one's emotions, as well as one's strengths and limitations and one's values and motives." The leader that has self-awareness can understand their values, goals, and dreams.

One of the most important components of leadership is communication. The leader should have developed communication skills and be able to use communication channels well. A leader who acts with emotional intelligence can increase the motivation of leaders' followers by noticing their problems, emotions, problems in their business and social lives. This situation increases both the trust and loyalty to the leader and causes them to exhibit positive work attitudes in the workplace. Research has shown that managers with high EI influence employee behavior positively (Carmeli, 2003; Sy et al., 2006: 463) in the organization. Studies have shown that emotional intelligence is related to *organizational citizenship behavior* (Antony, 2013; Turnipseed & VandeWaa, 2012; VandeWaa & Turnipseed, 2012), *organizational commitment* (Aghdasi et al., 2011; Antony, 2013; Naz et al., 2019), *job satisfaction* (Aghdasi et al., 2011; Alzyoud et al., 2019; D'Amico et al., 2020; Dong & Howard, 2006; Lee, 2018; Naz et al., 2019; Sy et al., 2006), *burnout* (D'Amico et al., 2020; Lee, 2018), *work engagement* (D'Amico et al., 2020; Tamta & Rao, 2017), *organizational justice* (Tamta & Rao, 2017), *trust* (Dong & Howard, 2006), *job performance* (Coté & Miners,

2006; Mohamad & Jais, 2016; Sy et al., 2006), *communication* (Hendon et al., 2017; Momeny & Gourgues, 2019; Sigmar et al., 2012).

There are many studies (Acar, 2002; Al-Azam, 2015; Alzyoud et al., 2019; Antonakis, Ashkanasy & Dasborough, 2009; Barling, Slate & Kelloway, 2000; Boyatzis et al., 2012; Brown & Moshavi, 2005; Brown, 2014; Caruso, Mayer & Salovey, 2001; Cavazotte et al., 2012; Downey, Papageorgiou & Stough, 2006; Dulewicz & Higgs, 2003; Edelman & van Knippenberg, 2018; Groves et al., 2008; Hajncl & Vučenović, 2020; Hartsfield, 2003; Higgs, 2002; Hoffman & Frost, 2006; Kamal et al., 2017; Kerr et al., 2005; Maamari & Majdalani, 2017; Mathew & Gupta, 2015; Melita Prati et al., 2003; Rehman, 2011; Shanmuganathan et al. 2020; Spano-Szekely et al., 2016; Stein et al.,2009; Tsai et al., 2011; Wirawan et al., 2019; Wong & Law, 2002) in the literature between emotional intelligence and leadership. Emotional intelligence has often been studied in transformational leadership (Al-Azam, 2015; Baba et al., 2019; Barling et al, 2000; Brown, 2014; Brown & Moshavi, 2005; Hartsfield, 2003; Erkuş & Günlü, 2008; Momeny & Gourgues, 2019). Baba et al. (2019) examined the relationship between emotional intelligence and transformational leadership in academic leaders. Hoffman & Frost (2006) found a significant relationship between emotional intelligence and transformational leadership style. Edelman & Knippenberg (2018) had found a stronger relationship between emotional intelligence and leadership effectiveness.

Emotional intelligence is an essential component for group work and leadership. Leaders' competencies are also important, but they need social competency for success. Social competence provides a leader with the skills to guide followers, support their development, inspire, manage conflicts in the organization, ensure successful teamwork, and influence, establish good working relationships in the workplace (Goleman et al., 2002: 39). Leaders must have the ability to not only manage jobs and business relationships, but also manage emotions in the workplace (George, 2000: 1038). The most important components of EI are perceiving emotion, utilizing the emotions, understanding emotions, managing emotions (Soul, 2020). EI is an important factor in the career of the employee and the success of the organization (Cooper & Sawaf, 1997). Having high EI leaders can manage negative moods and emotions by recognizing resources that limit creativity and flexibility

(George, 2000: 1040; Mayer et al., 1991). Therefore, leaders with high emotional intelligence are more likely than others to be successful.

Having EI is an important skill for the leader to be able to communicate well with the followers and therefore for leader's success. Giving importance to the feelings and thoughts of the followers of the leader, listening to them patiently, caring about their ideas develops the feeling of trust and commitment. Leaders with high EI integrate the goals of organizations with the goals of employees, enabling employees to strive beyond their potential and reach their goals. Leaders with high emotional intelligence have developed problem-solving skills and have empathy. Also, the leaders that have self-awareness also understand their values, goals, and dreams (Goleman et al., 2002: 40)

The leadership style that EI is most associated with is ethical leadership. For the leader to be perceived as honest and trustworthy by the followers, the leader must exhibit ethical behaviors and be able to control leader' relationships and behaviors (Caldwell & Anderson, 2021: 127). Also, Göktaş Kulualp & Erol (2017) revealed that emotional intelligence influences ethical leadership behavior.

Sü Eröz (2013: 214) summarized the difference between intelligence and emotional intelligence in business life as while intelligence (IQ-Intelligence Quotient) enables people to get a job, emotional intelligence (EI) is an important factor that determines success at work.

Leadership And Cognitive Intelligence (CI / IQ)

Cognitive intelligence (CI) is related to one's ability to solve problems in cognitive domains (Brody, 2004: 234) and as a general mental capability entails the ability to make think abstractly, reason, comprehend complex ideas, learn from experience, plan, make decisions, and solve problems (Bibri, 2015: 54). Studies on CI (Bartone et al., 2002; Bergner, 2020; Boyatzis et al., 2012; Coté & Miners, 2006; Hoffman & Frost, 2006; Rosete & Ciarrochi, 2005) in the field of leadership are limited. However, cognitive intelligence is as important to leadership as emotional intelligence. Everyone needs cognitive ability to be successful in the workplace, not just leaders. But leaders with high cognitive intelligence are more successful at work than other leaders (Bergner, 2020; Hoffman et al., 2011; Judge et al., 2004) and leaders need to

have the cognitive ability to influence the followers (Hoffman et al., 2011: 368; Lord et al., 1986: 403).

According to Bibri (2015: 7) CI is associated with "context-awareness in the sense of supporting, facilitating, or augmenting such abilities as decision-making and its accuracy, problem-solving, reasoning, complex ideas comprehension, learning, creativity, visual perception, information retrieval precision, planning, and so on". Riggio et al. (2002: 106) define CI as "includes the verbal, spatial, and numerical aptitude factors along with various aptitudes dealing with abstraction and complex problem solving, both fluid and concrete. Intellectual talents, skills, and achievements are also included". Considering the definitions related to cognitive intelligence, CI includes the knowledge, skills, and abilities necessary for the success of the leader and followers. According to Locke (1999: 46) cognitive intelligence (ability) is important for a leader because CI "is an asset to leaders because leaders must gather, integrate, and interpret enormous amounts of information".

Cognitive intelligence, like emotional intelligence, has been studied with transformational leadership and has an impact on job performance because they are both subsumed under general intelligence (Coté & Miners, 2006), and cognitive ability is positively related to leadership success (Bergner, 2020). As it is known, since cognitive intelligence is effective in the ability to understand abstract concepts and solve problems, it helps the transformational leader to direct the followers to intellectual issues. The transformational leader needs to have cognitive intelligence to improve the problem-solving abilities and creativity of the followers (Hoffman & Frost, 2006: 38).

Leadership And Moral Intelligence (MI)

Ethics and morality, which are the main research subjects of philosophy, are also at the center of sociology, psychology, law, and theology from the normative sciences that study the practical actions of humans (Pieper, 2012: 107). Also, the fields in which we often use the word morality are art, science, law, tradition, or religion (Frankena, 1973). While the concept of morality is about concrete values, ethical principles mostly describe notional definitions and concepts. In other words, ethics deals with procedure or form, while morality deals with substance or content (Mahmutoğlu, 2009:

227). Morality is a form of social consciousness, behavior, and ideological relationship (Aydın, 2001: 3). Another definition, morality is "the rules of action, series of norms and value system created to regulate people's behavior and their relations with each other" (Cevizci, 2009: 135-136).

No matter how much development and progress are achieved in intelligence and science, the satisfaction of many needs such as happiness, freedom, equality, dignity, sense of justice, and peace of man depends on ethical accumulation and moral development (Mahmutoğlu, 2009: 227). Social, emotional, spiritual, and existential intelligences all are different but related to moral intelligence (Clarken, 2010). The indicator of MI is not only the thoughts, values, and beliefs; to what extent and to what effect they can be put into practice (Kanoğlu, 2019; Karabey, 2021). Moral intelligence involves a combination of knowledge, desire, and power and the way people think, feel and act (Khampa, 2019: 657).

Lennick & Keil (2005: 7) define moral intelligence as "being our mental capacity to determine how universal human principle-like those embodied by the should be applied to our values, goals, and actions." Boss (1994: 401) define MI different way than "as respect for oneself and others as beings with inherent value". Another definition belongs to Tanner & Christen (2014: 120) in who describe MI "as the capability to process moral information and to manage self-regulation in any way that desirable moral ends can be attained."

Moral intelligence is an important guide for leaders in the modern world (Beheshtifar, Esmaeli & Moghadam, 2011: 6). Beheshtifar et.al (2011: 6) emphasized that "a manager with high in moral intelligence is the executive of organizational intelligence." Fadhil et al. (2021), MI "is efficient, ethical behaviors based on mental and personal abilities and skills, which enhance values and actions for our work and environment." When describing the concept of MI or claiming that a person has moral intelligence, we should mention integrity, responsibility, compassion, and forgiveness. One of the most important qualities that a person with moral intelligence should is honesty. It is obvious that a dishonest person has low moral intelligence. Another feature is responsibility. It is important to take responsibility for every action a person does and its consequences. Compassion is another indicator of moral intelligence. Compassion is a sign of caring for and

respecting others. As the final important feature, we can handle forgiveness. Forgiveness represents both acknowledging that we have our faults and being tolerant of others and our well-being (Lennick & Keil, 2005: 7). In summary, moral intelligence is about the sort of people we are (Boss, 1994: 416). Studies examining the relationship between *moral intelligence* and leadership (principal leadership, strategic leadership, and transformational leadership) are limited (Engelbrecht & Hendrikz, 2020; Fadhil et al., 2021; Mamede et al., 2014). Moral intelligence has not been a type of intelligence that has been studied as much as emotional and cultural intelligence. Moral intelligence has not been a type of intelligence that has been studied as much as emotional and cultural intelligence. For this reason, the effects of leaders' moral intelligence levels on their behavior are also unknown. As research are carried out, the unknown aspects of this type of intelligence will be enlightened. With limited information, it can be said that the higher the moral intelligence level of leaders, the more successful they are in ethical decision making (Engelbrecht & Hendrikz, 2020: 2).

Leadership And Cultural Intelligence (CQ)

The concept of globalization has had an impact on management literature as well as in all areas. This effect was also reflected in the studies in the field of leadership and the concept of "cultural leadership" emerged. Like leadership, culture has no agreed definition, but the focus is on the sharing of cultural elements among members.

Culture is important issues because culture guides human behavior (Offermann & Phan, 2001: 191) and successful leadership styles also differ within various cultures (Dorfman & House, 2004: 60). Cultural intelligence refers to the ability to adapt easily to new cultural settings (Ersoy, 2014: 6100). According to Ang et al. (2006) cultural intelligence brings awareness of issues that arise due to racial, ethnic, and nationality differences. Offermann & Phan (2001: 188) defined CQ as "the ability to successfully function in environments where individuals have experienced different programming".

Culturally intelligent leaders are people who can easily adapt to different cultures. Cultural intelligence is an intelligence that leaders will need in multinational organizations. Cultural leaders cannot be successful without

cultural intelligence and cannot influence the success of their followers. Ang & Van Dyne (2008: 3-4) defined cultural intelligence as "an individual's capability to function and manage effectively in culturally diverse settings and CQ is a multidimensional concept that includes metacognitive, cognitive, motivational, and behavioral dimensions".

When leaders work across borders, they work and communicate with different cultures and people from different cultures. For this reason, the behavior and leadership styles of the leader are also affected by the cultures (Rockstuhl et al., 2011: 827) and different cultural environments require different managerial behaviors (Dickson et al., 2003). Most of the studies examining the relationship between cultural intelligence and leadership (Deng & Gibson, 2008; Ersoy, 2014; Kim & Van Dyne, 2012; Lee et al., 2013; Presbitero & Teng-Calleja, 2019; Rockstuhl, et al., 2011; Solomon & Steyn, 2017) are related to cross-cultural leadership (Deng & Gibson, 2008; Ersoy, 2014; Rockstuhl, et al., 2011) and global leaders (Li et al., 2013; Ng et al., 2009). Intercultural leaders need to develop their cultural intelligence and abilities to be successful (Rockstuhl et al., 2011: 835).

Discussion And Conclusion

Since the subject of research in social sciences is human, the results are far from certain judgments. Leadership is a special subject that is always in the focus of management literature and that has been researched and wondered with its various dimensions. The developments and changes in leadership theories, the emergence of a new leadership style every day, and the abundance of studies in the literature on leadership are also indicators. An important part of the studies in the field of leadership is the studies between intelligence and leadership. Intelligence and multiple intelligence theories have been the subject of many studies whose subject is human. Studies in management and leadership have also frequently examined the relationship between leadership and intelligence. Although emotional intelligence has often been studied, cultural, cognitive, and social intelligence have also been studied. The most recent intelligence compared to the others is moral intelligence. Apart from the types of intelligence examined in the study, there are other types of intelligence (e.g., artificial intelligence, sociopolitical, social intelligence). ***Social intelligence*** is another intelligence that is not emphasized

in the study but is studied (Boyatzis et al., 2012; Hoffman & Frost, 2006; Garg, Jain & Punia, 2021; Shahid, 2017), albeit limited. Social intelligence is understanding and managing people as well as understanding and managing oneself (Mayer & Salowey, 1993: 435; Thorndike & Stein, 1937: 275). Also, Riggio, Murphy & Pirozzolo (2002) examined the relationship between leadership and intelligence, they associated leadership with social, emotional, successful cognitive, and sociopolitical intelligence. It has been concluded that the narcissistic personality traits of leaders influence their social intelligence (Muradoğlu & Karabulut, 2020).

When the studies are examined, most of the studies examining the relationship between leadership and intelligence have focused on emotional intelligence. Then comes cultural, cognitive, and social intelligence. It is limited to studies related to moral intelligence. Since there are different types of leadership, it is difficult to reveal the relationships between each leadership style and intelligence type. The situation becomes even more complicated when it is considered that leadership is affected by factors such as personality characteristics, social environment, education, and culture. Intelligence also undoubtedly has an impact on leadership. However, the relationship and effect between leadership types and intelligence types will be clarified with research.

Locke (1999) defined leadership as "the process of inducing others to take action towards a common goal". Although the definition of leadership can be explained in such a concise way, it is just as long to describe and explain the characteristics, duties and responsibilities, personality traits that a leader should have. Dorfman & House (2004: 80) summarized leadership as "leadership is an enigma-a puzzle within a puzzle". Intelligence makes this complexity even more complicated.

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Current Approaches in Management and Organization in the Process of Globalization

CHAPTER 3

CHANGES IN STAFF EXPECTATIONS AND HUMAN RESOURCES MANAGEMENT FUNCTIONS DURING THE COVID-19 PANDEMIC

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| Current Approaches in Management and Organization in the Process of Globalization

1. INTRODUCTION

1.1. Background Information

The impact of globalization brought about changes in consumer habits, business in general, heightened competition and with the initial reports of Covid-19, affected social and economic life (Bickley et al., 2021). Due to the pandemic's unpredictability, businesses left traditional structures to renew and update their services to gain competitive advantage over their rivals such as technology used for consumer and guest relations, and the quality of service provided regarding their products. Indeed, the most important change is sighted concerning expectations and perspectives of the enterprises towards their employees. Despite new working figures shaped by the effects of Covid-19, businesses recognize that in addition to new technology, employees with the necessary competencies are still important in order to achieve competitive advantage and realize future goals. In today's challenging conditions, employees also desire to work in businesses where opportunities to improve themselves and career expectations are met, a fair wage system is applied, and job security and social rights are provided. Particularly, Human Resource is a valuable tool in Hotels as the qualified and competent employee will make their positive mark regardless of advanced technology. Therefore, Tourism businesses strive to retain this resource as employees who understand the vision and mission of the business are an important factor in providing competitive advantage. As a result, tourism enterprises promote growth both in national and international platforms in an increasingly competitive environment (Kırpık, 2020).

Declared a pandemic and a global health threat by the World Health Organization on March 12, 2020; in just a short time, Covid-19 affected the whole world with negative results. Following the Covid-19 crisis, cooperation between countries emerged as effective, comprehensive and impartial collaboration between governments, scientists, companies, communities and individuals expected to bring victory not only against the coronavirus threat, but also for overcoming other major challenges of the world such as climate change (Sen, 2020). Since the business world is directly affected by various external factors including global, economic, sociocultural, demographic, political and technological; changes in these factors will affect

job performance in all sectors and related organizational results (Wen et al., 2020). The pandemic, which started in Wuhan, China in late 2019, affected both developed and developing countries due to quarantines that hindered the global economy (John-Eke and Eke, 2020). The situation indicated that Covid-19 would cause multidimensional effects and alterations on the business world and human resources globally. For instance, due to the Covid-19 pandemic, many employees were dismissed or sent on leave. Furthermore, the exact duration of the Covid-19 pandemic is currently unknown (Perold et al., 2020) and due to this uncertainty of normalization, it is foreseen that instability and lack of confidence in the market will continue for a long time. In this context, partial unemployment benefits were extended in France, Germany (Kurzarbeit), Italy and the Netherlands in order to support employment and incomes (Kırpık, 2020). For example, the Chinese Government issued a communiqué ensuring that the contract of migrant workers was not terminated in the event of illness or restraint measures. Unemployment benefits were also expanded in the Philippines under the Social Security Program where around 60,000 employees estimated to lose their jobs due to possible layoff or business closure were provided benefits. In addition, some countries implemented social benefits or other cash transfers to increase income security. As can be seen, the Covid-19 pandemic is a process in which the business world is forced to shut down (Wen et al., 2020) and is the only crisis that directly affects every person in the world with fatal impact (John-Eke & Eke, 2020). During this vulnerable period, most businesses were temporarily suspended, only essential service businesses were permitted. However, one of the primary problems created by Covid-19 was the inability of managers and employees to traditionally communicate with each other (Nastopoulous, 2020) as issues like the health and saftey of the employees while working in a physical space were raised. Hence, the concept of management is evolving, the viewpoint that "the world will not change unless the paradigm changes" is helpful in disseminating important information. Consequently, managers must guarantee that the proper people execute the right duties successfully during a period of constant change and progress (Kırpık, 2020).

1.2. Importance of the Research

Due to pandemic-based competitive conditions, businesses are exercising intense effort to gain an advantage over their competitors by way of developing their recources. Yet, the awareness that these same developments can be imitated and obtained by competitiors cannot be dismissed, thereby making human resource the only resource that cannot be imitated. This understanding reveals the importance of organizations to invest in human resources and to strive for its development. The aim of the study is to determine which HRM practices are effective in increasing commitment and job satisfaction of the employees, who are the most valuable resource of tourism organizations.

1.3. Problem of the Research

This study answers following investigative questions; How successful are human resources practices in ensuring organizational commitment and job satisfaction under pandemic conditions? Considering the pandemic conditions, which human resources practices are more effective in achieving organizational commitment and job satisfaction? How much do pandemic conditions affect employees' expectations from organizations? The current conditions were evaluated by taking the opinions of Northern Cyprus tourism professionals.

1.4. Subject of the Research

The subject of the research is the organizational commitment of the human resources management practices (job analysis and job design, human resources planning, training and development, personnel empowerment, performance evaluation, wage management and reward system, recruitment and placement, job security) of the enterprise operating in the service sector during the pandemic period. (emotional commitment, continuance commitment and normative commitment) and job satisfaction (general job satisfaction, internal satisfaction and external satisfaction) are the determination of the effect of employees on the expectations of the enterprises.

1.5. Scope and Limitations

Considering the limits of the research; the research zone includes the employees and managers in the hotels where the research is conducted. The data revealed as a result of the research covers only the hotels that have been researched. Another limitation of the research is that the study conducted within the scope of the research is not conducted in the entire island, but in the Northern region due to the political status. The results of the study to be conducted with two zones may create differences.

2. LİTERATURE REVİEW

2.1. Human Resource Management

Human resource management is defined as the management of the effects undertaken to ensure the satisfaction, development, motivation and continuity of high performance of the workforce in the organization. Furthermore, it is all of the efficient and effective management procedures carried out in a way that will benefit the organization, the environment and the person, and at the same time complying with the rules and regulations. The most basic task of human resources is to ensure that the objectives of the organization are achieved in the most efficient manner; in order to accomplish this, human resource management has turned to human relations (Akbaba & Gunlu, 2011). When HRM is used effectively; competitive understanding can efficiently direct the workforce, which can be culturally and environmentally heterogeneous, and provide a competitive advantage over other businesses (Helvacıoğlu and Özutku, 2010). In the literature of management science, the stated management approach is titled positive action programmes. Also called proactive activities, these are the programs that explain how difficult situations and differences can be recolved positively, using the selection and training of employees, employee development, management of employee performance, career process and similar HRM practices (Lendzion, 2015). It is seen that many studies have been done on the same subject. Nastopoulous (2020) advocates the view that by identifying and applying proactive approaches in human resources management, businesses can be prepared for unexpected situations and overcome the related process with minimum damage.

2.2. Definition and Purpose of Human Resource Management

Noteworthy developments throughout history have helped shape human resource management. In the 1800s, the general structure of the economy was based on small family businesses and agriculture. Those experienced through the master-apprentice relationship were teaching jobs to new recruits. Workers in businesses and farms were more tolerant of their relatives and friends, while providing low wages, housing and nutrition. However, the industrial revolution caused society to change economically, culturally, and socially, leading to the emergence of HRM. Indeed, the Scientific management approach put forward by Frederick W. Taylor played a vital role in the development of HRM concept. By putting forward the significance of the human factor, Taylor emphasized the importance of determining the employees with the appropriate skills and skills to perform the tasks, carefully examining the best method to perform the job, and giving the employees rest breaks (Öge, 2016).

Today, hotels try to survive in an intensely competitive environment not encountered previously, together with the crushing effects of pandemic conditions. With the increasing impact of globalization and the pandemic, touristic facilities can gain a competitive chance as long as they make full and efficient use of the knowledge, skills and competencies of their human resources. Thus, to achieve this coutcome, HRM emerges as the most important business function in hotels (Kırpık, 2020).

2.3. Functions of Human Resource Management

Human resources are all works carried out in an enterprise, taking into account all kinds of environmental factors to ensure and retain a high performance function workforce. The duties and responsibilities of HR are much more than only recruitment (Martin-Alcazar et al., 2005). All decisions, strategies, factors, principles, operations, practices, functions, activities, and methods related to the management of people as employees in any type of organization; all dimensions related to people in their employment relationships, and all the dynamics that flow from it; and all the dimensions related to people in their employment relationships, and all the dynamics that flow from it (Panda et al, 2020). HRM has a wide range of applications. HRM

encompasses all important activities in a worker's working life, from the time of his or her enrollment into an organization until he or she exits. The American Society for Training and Development (ASTD) did a comprehensive study in this area and identified nine major categories of HRM activities. Indeed, the HR department ensures that employees in the organizations receive orientation, training - development, performance evaluation and rewards after starting work (Tanke, 1990; Panda et al, 2020).
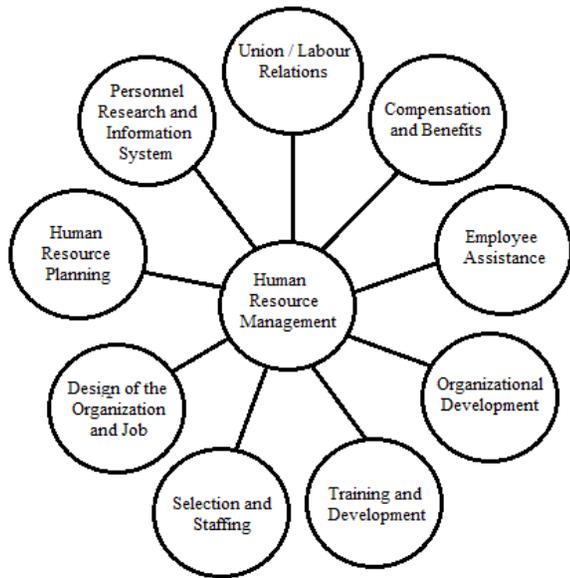
Figure 1: Functions of Human Resources Management Source: HRM Basics (Vulpen, 2019); Scope of HRM (Panda et al, 2020).

➢   **Planning:** Planning's goal is to ensure that the organization has the right people in the right places at the right time. It creates a human resource inventory in order to assess current and future demands, as well as availability and potential shortages, then forecasts demand and supplies, as well as sources of selection (Panda et al, 2020).

Planning develops long- and short-term strategies to satisfy manpower requirements. Moreover, many studies support the view that workforce planning reduces staff turnover rate. Other studies have shown that workforce planning increases workforce productivity, and that the use of intensive recruitment and selection procedures is positively associated with profits as

other studies support the view that workforce planning increases sales (Cho, 2004; Cho et al, 2006; Panda et al, 2020).

➢ **Design of Organization and Job:** The design of organization and job includes organization structure, organizational culture, authority, relationship and responsibilities. This will entail defining the scope of work for each role within the organization.

This is accomplished through the use of a 'job description.' Position specification, on the other hand, identifies the characteristics of people who will be the best fit for each job that is outlined by the job description (Panda et al, 2020).

➢ **Recruitment:** Recruitment refers to the general method of recognizing, recruiting, screening, shortlisting, and interviewing appropriate applicants within an organisation for vacancies either permanent or temporary (Cho, 2004). There is an additional evidence to support the claim that certain recruitment and selection processes were culturally sensitive, as evidenced by evidence of a link between recruitment and selection techniques and ownership nation (Hsu and Leat, 2000).

Therefore, organizations that desire long-lasting success need to make HR the main item on their agenda. Human resource selection is critical for companies to survive - critical tasks such as managing the company's future, sales and risks, depend on the team's functioning. Hence, it is necessary that the right people for the appropriate position are recruited, developed and promoted (Cho, 2004).

In terms of HRM, workforce planning refers to a company's assessment of the future market, product and process changes in terms of quantity and demand, preventing future workforce contraction due to retirement, resignation or termination of employment, thereby making it necessary to conduct a financial capability analysis to meet these relevant workforce characteristics suitable for technological changes (Akbaba and Günlü, 2011). It is critical for candidates in the HRM recruiting process to be in a framework that can preserve the organization's survival by adjusting to learning and challenging situations. It will be beneficial for the continuity of the organization, the formation of new ideas and the handling of crisis periods, if those with authority in the recruitment process prefer different and proactive people, rather than simply tending to choose people who will adapt

to the organization. (Özer et al, 2004). Consequently, the recruitment and retention of a qualified workforce and the activities that the business will implement against expected and unexpected situations gain strategic importance, ensuring that the organization can overcome crisis periods more easily. (Akbaba and Günlü, 2011).

➢ **Selection and Staffing:** Selection for organizastions is the process of recruitment and selection of staff members. This involves matching people and their expectations with which the job specifications and career path available within the organization (Hsu and Leat, 2000; Panda et al, 2020).

➢ **Training and Development:** The organized effort to identify individual training needs in order to meet the knowledge and skills required not just to complete current tasks but also to fulfill the organization's future needs (Sharma and Gursoy, 2018; Panda et al, 2020).

It has been observed that the increase in training programs has contributed significantly to the achievement of business objectives and to increasing labor productivity in low productivity enterprises. Training and development activities are necessary for high-performance business systems, including the following: the adoption of organizational values, mission and objectives to newly recruited employees, determination and implementation of training programs to increase the skills and performance of employees, and the creation of a culture of continuous learning for the employees of the organization (Tzafrir, 2006). Studies indicate that the increase in training programs contributes significantly to the achievement of the objectives and to escalation of labor productivity. Since the relationship between education and productivity is examined not only at individual level but also at organizational level, important results are provided concerning strong relationship between trained employees and their performance (Cho, 2004; Sharma and Gursoy, 2018).

Education plays a significant role in HRM. Training and development are essential for employee awareness, which is the foundation of the business, as well as the effective and efficient use of appropriate resources. The importance of employee education and training is becoming more widely recognized, particularly in the contemporary era as employees develop skills, experience, and knowledge through training. Changes in tactics, in particular, may result in variations in skill levels and types, and general skill mix. As a

result, training and development decisions may be defined as those that enable workers to realize their full potential while also providing the necessary skills and knowledge (Akbaba and Günlü, 2011). The training to be given to the employee may be on knowledge and skills for the interests of the organization, as well as in the form of occupational health and safety as an unhealthy working environment primarily affects the employees. During the current pandemic period, it is necessary to emphasize the relevant issues like the decrease in employee income level, and their families, as these reasons may also create negative psychological effects (Karacan and Erdoğan, 2011).

➢ **Performance Evaluating:** It is the process of determining whether the employee of the organization fulfills duties and responsibilities effectively and many studies illustrate that performance evaluation reduces staff turnover rate.

Furthermore, performance evaluation practices have proven to be effective on labor productivity and sales. According to studies, difficult but achievable goals and standardized performance evaluation process significantly increase the productivity of employees (Cho, 2004). Venkateswara Rao (2016) formulated employee performance as:

'Individual Performance = Talent × Motivation × Organizational Support + Luck Factors'

Here, talent-related competencies are defined as technical and managerial skills, human relations, conceptual and abstract thinking, which are reflected through knowledge, attitudes, values and skills. Organizational support is how much support or motivation the employee receives from their manager and others in the organization to do his job well (Tuna and Celen, 2020). Generally, performance evaluation is a measurement system carried out by comparing the potential, abilities, behavior and habits of the employees and characteristics with other colleagues. In other words, it is the examination of the abilities of the employees towards the job, their attitudes in the job, how close they are to the characteristics of the task to be done. As a result, it is possible to determine all aspects such as excesses, deficiencies, inadequacies and effectiveness, regardless of their titles in the organization (Ozpehlivan, 2018).

In fact, performance evaluation does not only mean the evaluation of employees, it also means testing human resources activities. As a result of the

evaluation, low achievement shows that there are deficiencies in employee selection, training or development activities. Therefore, it is necessary to revise the relevant activities to increase the performance of the business and the employees. The quantification of performance appraisal systems helps identify varying degrees of success among individuals, aiming to assist in the evaluation of the results achieved. In performance appraisal, those with good performance in the organization should be supported socially and financially. In addition, performance evaluation plays a key role in strategic planning, career management, business development and rotation (Ferecov, 2003; Cho, 2006).

➢ **Rewarding:** Managers see the reward system as a motivation tool in increasing the performance and efficiency of the employees in terms of present and future performance. It has been proven that rewarding practices reduce personnel turnover, increase workforce productivity and sales.

Studies have determined that there is a positive relationship between the rewarding system and performance and that the bonus system stimulates positive employee performance. Additionally, it has shown that significant progress has been made in cases where the profit sharing system raises productivity and decreases employee absence times (Cho, 2004).

➢ **Compensation and Benefits:** Wages and compensations are set scientifically to meet fairness and equitable requirements in this field of wage and salary management.

In addition, there are labor welfare measures, such as benefits and services. Employee assistance includes character, personality, expectations, and temperament are all unique to each employee. In general, they all experience issues on a daily basis. Some are private, while others are public. He or she is concerned in their case. Such concerns must be addressed in order for him or her to be more productive and happy. Union-Labour Relations includes, Healthy Industrial and Labour relations that are very important for enhancing peaceful environment for employees. It increases the productivity and motivation in any organization. This is one of the areas of HRM. Organizational Development is a crucial factor in generating the 'synergetic effect' in an organization, i.e. healthy interpersonal and inter-group relationships (Panda et al, 2020).

➢ **Personnel Research and Information System:** Knowledge of behavioral science and industrial psychology can help you gain a better understanding of the employees' expectations, goals, and behavior.

Product and production method advancements have generated a working environment that is vastly different from that of the past. The globalization of the economy has boosted competition by a factor of ten. The science of ergonomics provides better ideas for employees to accomplish their jobs more efficiently. It must also pay special attention to increasing information transmission through effective communication methods on an ongoing basis, particularly in terms of morale and motivation (Panda et al, 2020).

➢ **Use of Technology:** In today's world, the way people and businesses communicate with each other and their functions have gained a new dimension.

The development of the Internet and its innovations has shaped the behavior and activities of people and organizations as technological developments and related features of the internet provide organizations with various opportunities in HRM (Ünal and Çelen, 2018). Being able to adapt to technological, social and economic changes in organizations depends on giving strategic importance to human resources and responding to these changes (Koçak and Erdoğan, 2011). As a result of globalization, emerging trends - often the developments in the external environment - draw attention to the necessity of new developments in the internal environment. In turn, these instigate managerial structures concerning regulation and renewal in the areas needed for organizations such as innovations, employment, definitions, and new techniques in labor supply. (Yapıcı-Akar et al., 2011).

Technological developments and changes are not limited to web-based systems. In particular, Industry 4.0 has caused various changes in HRM (Ozcelik et al., 2018). With Industry 4.0, advanced practices should be implemented through a new foundation formed by abandoning the traditional approach, knowledge and investments. Hence, Industry 4.0 provides various alterations in classical HRM with changes in the workforce, innovations in job descriptions, innovations in the creation of products and services, mechanization, smart robots and applications (Parham and Tamminga, 2018).

Therefore, it is extremely important to determine how new systems, such as web-based and Industry 4.0 that allow automation and mechanization, will affect human resources, and the effects of systems expressed upon human resource management, especially in the face of external factors in business lines. With external influences, organizations must adapt to the environment, and if adaptation does not occur, the activities and existence of the organization may be endangered; particularly regarding economic systems in which organizations operate, unexpected events necessitate differentiation in matters such as the functioning of the business, the new job descriptions, the retention of the qualified workforce, the supply of employees and the training of newly developing subjects (Eroglu, 2001; Truss, 2001; Parham and Tamminga, 2018; Kiroglu et al., 2021).

2.4. Importance of HRM Activities during Covid-19 Pandemic

HRM is the implementation of the plans, programs and strategies set forth to find, motivate, develop, reward and maintain the human power it needs in the best way in line with the goals and objectives of an organization (Tanke, 1990). With HRM, it is aimed to employ, train, develop and evaluate a sufficient number of employees to fulfill the functions necessary to achieve the goals of organizations (Boone & Kurtz, 1998). The objectives further include to determine the employee needs required to reach the targeted goal, to select and place employees, to direct and train employees, to realize career planning, to achieve performance management and measurement, to organize wage planning, to reward and motivate the employee (Armstrong, 2006; Cho et al, 2006; Dessler, 2008;).

Yet, unexpected events may occur in the performance of organizations and workers, with possible severe consequences. Environmental variables can create a variety of changes in the functioning of enterprises and employees, therefore firms must take various measures. They will be successful, as long as the measures taken by the enterprises are capable of adapting and responding to the changes in the environment (Caliskan, 2010). During an era of continual change and growth, managers must ensure that the right people execute the correct responsibilities successfully (Kırpık, 2020).

In the process of assessing Covid-19 in terms of many businesses, Kırpık (2020) has included the following regarding the impact of the pandemic on human resources and the effects and recommendations that the said crisis has caused and may cause:

1. Employees cannot be forced to travel, domestic or international,
2. Employers cannot force their employees to undergo a medical examination, but can demand a statement from their employees that they are "a risk factor",
3. Infected employees should notify their employers that they are a risk factor, and the situation of infected employees in the workplace can be considered as a work accident,
4. If a serious and imminent danger arises in the workplace, such as confirmation of a Covid-19 infection, employees may refrain from working until the danger is eliminated,
5. Employees cannot be given unpaid leave without their approval due to Covid-19, annual leave may be granted to employees whose annual leave progress payment year is about to expire, annual leave will be only a recommendation for other employees, employees can be notified and approved for work from home, in terms of job suitability,
6. If there is a compelling reason in the workplace such as the closure of the workplace with a circular, the employment contract of the employees is suspended for the said period and half salary can be paid to the employee during this period.
7. In case the work is stopped or the work is reduced due to Covid-19, a compensatory work can be done within 4 months following the start of the normal working period of the workplace,
8. In case of a complete cessation of working at the workplace or a decrease of at least 1/3, the employer can apply for short-time working allowance, and income support will be provided to the workers from the unemployment insurance fund during the periods not worked with short-time work,

9. It has been stated that if there is a compelling reason that prevents the employee from coming to work, the employer can terminate the employment contract by paying severance pay.

Human Resource Management is a strategically important and continuous process that enables the enterprise to successfully achieve its corporate goals with its workforce, talent, planning, performance, policies and practices (Huselid, Jackson, & Schuler, 1997).

In terms of business, the task of increasing the quality of business life, as well as the productivity of the employee, belongs to HRM, considering that the basic point of development and change is human and social and daily life, the most dominant area of development and change is human resource management (Demirkaya, 2006).

Especially in recent years, HRM draws attention to the fact that the human is a value that must be developed rather than a consumable item: the fact that the human element has a vital importance in the existence and continuity of the organization has been accepted by company managements, and this has enabled the management to focus on the human element. Expectations from human resources management; It reduces the employee turnover rate, increases the commitment of the employees to the organization, decreases the turnover, increases the efficiency of the business and elevates the performance of the organization to the highest levels (Gürbüz and Bekmezci, 2012). Likewise, employees have various expectations from the businesses they are affiliated with; they want career advancement in their jobs, to earn more than they receive, to take initiative in matters related to their work, to have prestige and to be respected. Presenting and implementing such opportunities to employees is also among the duties of HRM (Taşlıyan et al., 2011).

In terms of businesses in the service sector, the issue is to change the features and competencies sought in human resources to keep up with the new conditions created by the pandemic. It is becoming more difficult to adapt to change, to give satisfactory answers to the demands that will change, to produce quality products and services in a competitive environment that

makes itself felt in almost every situation, and to ensure customer satisfaction while doing these (Saldamlı, 2008).

The developments in the technological and environmental fields with industrialization not only create new needs, but also make it necessary for businesses to change themselves to renew new working environment and rules, different production techniques and job descriptions, and also reveal contemporary practices for businesses and employees. With scientific and technological developments, there may be differences in the quality, quantity and form of the jobs in the selection of employees. In this case, it is necessary to supply qualified employees and to keep the qualified employees in the business with new operating formats. It is understood that HRM has many tasks to fulfil (Saldamlı, 2008).

The main purpose of the study is to examine the HRM process of enterprises during the current Covid-19 situation. To present opinions on issues such as how the human resource planning and practices of the enterprises are, what is taken into consideration in the recruitment and personnel supply during the pandemic process, what the occupational health and safety practices are, whether there will be an increase or decrease in the number of personnel during and after the pandemic process, and in HRM. It is also aimed to determine the changes that may occur. In the data collection process of the research, digital interview technique, one of the qualitative research methods, was used. The information collected from the human resource managers of the enterprises was classified by the content analysis method. It is also extremely important to reveal what needs to be done in the field of HRM for similar pandemic outbreaks and crises in the future. According to the research, it is thought that by determining and applying proactive approaches in human resource management, businesses can be prepared for unexpected situations and overcome the related process with the least damage (Nastopoulous, 2020).

2.5. The Effects of Covid-19 on Social Life and Daily Habits

The year 2020 has been a very bumpy year in terms of virus management and economy in Northern Cyprus, as in the whole world.

The fact that the Republic is not formally recognized in the world, has made the difficult negative conditions created by the pandemic especially

difficult for the private sectors and their employees, and its heavy effects continue to leave irreversible damages. With the reference of the statement that every descent has a rise, the news of vaccination in the last months of 2020 caused the hopes of the tourism sector to bloom again for 2021 (Ali et al, 2021).

The successive vaccine news enabled state heads to predict and announce some favourable targets to reach in April 2021. However, the first half of 2021 did not experience significant tourism developments due to reasons such as vaccine production capacity; the fact that a large part of currently produced vaccines have been purchased by major countries, and the fact that Northern Cyprus is not a recognized state as vaccine agreements and supplies are organized from formal state to formal state (Haalem et al., 2020).

So, what awaits the tourism industry and what can be done for a better future? According to the decisions of the Supreme Council of Health published on the government website related to 2020 and 2021 numbers, the conditions under which tourists or people residing in North Cyprus can come to the island exempt from the quarantine condition, which refer to the daily case and vaccination rates of the countries, were listed and announced to the public (Sultanoglu et al., 2020). Considering this detailed study and the number of people who have completed double vaccination and the number of daily cases shared on the website of the Ministry of Health of the Republic of Turkey, which is the main tourism market source, the list does not seem to change much in the new season, but a solid system should be introduced for vaccination (Sultanoglu et al., 2020; Ali et al., 2021).

The international vaccine agreements signed by the Republic of Turkey at the end of 2020 and the increase in the number of vaccines sent by the European Union to the Turkish Cypriot side are the signals of a serious vaccination process in the summer months. On the other hand, the Turkish Cypriot tourism sector will experience some relief, especially with the domestic tourism movement that started with the arrival of the summer months, the acceleration of vaccine supply and the relaxation of the unjust attitude of the Greek Cypriot part towards the Turkish side. The details underlined above indicate that there will be a slightly better summer period than the summer of 2020, but a much better winter period will be spent with the vaccine supply and vaccination process calculations. For this reason,

patience, education and hard work will mark the next summer period better prepared. In this context, the concept of human resources in hotel businesses gains accelerated importance never seen before (Haalem et al., 2020).

The unfortunate vaccination injustice, which was committed when the vaccine first arrived in Northern Cyprus and other developing countries, should not be experienced again. A planned and good vaccination period is absolutely necessary as countries should make the best use of their existing tourism potentials. That is, government officials, agencies and accommodation sector businesses should reveal a mobility in tourism by putting forward correct planning. The steps taken today in terms of sustainability will provide significant benefits for the future. To ensure that problems encountered in tourism are not revisited again in later years, an acceptance of the realities, abstinence from political decisions that will hinder tourism, and emphasis on the concept of health, should be planned and promptly secured (He and Harris, 2020).

Although the good news of vaccines in the last months of 2020 raised hopes for the tourism sector, the reality of vaccine production capacity, the aggressiveness of the virus and numerous social events caused Covid-19 to spread in hard-to-manage levels internationally. Yet, the tourism sector is full of hope for the future in terms of health, socio-cultural aspects and economy (Sultanoglu et al., 2020).

During this transition to the new normal, in terms of health concept in tourism, the phrase 'health comes first' will be commonplace. Furthermore, social distance determined by health institutions, wearing masks, washing hands and compliance with hygiene standards will be among the rules that businesses should follow. The rate of the vaccinated population in the country, the number of daily cases, the vaccinated population rate of the countries to be vaccinated, the number of cases per day in countries to be considered tourists and the number of cases per day in countries to be considered as tourists and follow-up procedures will earn its place among primary requirements.

3. METHODOLOGY

The research area of the study consists of a total of 5 businesses in the hospitality and education sector in Northern Cyprus. This study was

conducted in different regions of Northern Cyprus. The data collection method of the study is qualitative data. The research participants includes 20 respondents who have at least ten years of experience in the industry and qualified in their field. As shown in table 1. qualitative data was collected by the use of semi-structured interview. Due to the fact that, this study was done during COVID-19 outbreak the researchers used telephone interview and administered an online survey as a way of protecting themself and the respondents from personal contact. Moreover, an online survey is used by Mwita (2019) for a similar research and recommended by Evans and Mathur (2005) for being time efficient, easy to reach large samples, and the fact that respondents can respond to questionnaires at their own convenient time.

The aim of this study is to examine how the human resources management departments of the businesses are operated during the current COVID-19 epidemic, to determine the personnel expectations that arise in the process and to reveal how the human resources functions are shaped in the process. Issues such as how the planning and implementation functions of HRM will be carried out, what should be considered in recruitment and personnel recruitment during the pandemic process, how to implement practices such as occupational health and safety and changes in the number of personnel needed in the sector will be investigated. In so doing, this paper explores five research questions as previous studies related to the subject were used while preparing the questions (Tuna and Çelen, 2020; Kaushal & Srivastava 2021):

RQ1. What are the effects of the Covid-19 pandemic on HRM activities in North Cyprus?

RQ2. What are the changes it will bring about in HRM and tourism industry?

RQ3. What are the challenges that companies face in the times of current global pandemic?

RQ4. What are the key learnings from this crisis for the industry?

RQ5. What industry policy changes you expect in future?

Table 1: Demographic Information of Interviewers

o	Sector	Job Title	Gender	City
1	Tourism	GM	Male	Kyrenia
2	Tourism	HRM	Female	Kyrenia
3	Tourism	HRM	Male	Kyrenia
4	Tourism	HRM	Female	Kyrenia
5	Tourism	HRM	Male	Famagusta
6	Tourism	HRM	Female	Famagusta
7	Tourism	GM	Male	Kyrenia
8	Tourism	HRM	Female	Kyrenia
9	Tourism	HRM	Male	Famagusta
10	Tourism	GM	Male	Famagusta
11	Tourism	HRM	Female	Kyrenia
12	Tourism	HRM	Male	Kyrenia
13	Tourism	HRM	Male	Nicasia
14	Tourism	HRM	Male	Nicosia
15	Tourism	GM	Female	Nicosia
16	Education	Academic	Female	Kyrenia
17	Education	Academic	Female	Kyrenia

		Educa	Acade	Male	Kyrenia
18	tion	mic			
		Educa	Acade	Femal	Kyrenia
19	tion	mic	e		
		Educa	Acade	Male	Kyrenia
20	tion	mic			

4. RESULTS

While analyzing the answers given by the researchers to the questions, the current HRM practices of the hospitality businesses and the explanations they shared about the effects of the Covid-19 pandemic were examined. The managers (I1-15) in the companies explained the policies they implement and will implement in order to keep the qualified and competent workforce as "The most basic goal is to create an environment where the least number of personnel will be fired and harmed in the least possible way. While doing this, priority will be given to competent and successful personnel in their fields. Increasing the commitment of employees to their workplaces, protecting their safety and health, and ensuring their happiness in the work environment are among the other basic managerial responsibilities."

Research participants also stated the importance of creating team spirit and awareness by giving trainings shaped by the pandemic conditions for businesses. In this process, personnel salaries should be shaped according to pandemic conditions, motivation-enhancing social events should be organized and employees should be rewarded at certain periods. Tourism industry has restructured its wages and rewarding practices many times during the Covid-19 pandemic in North Cyprus. These applications include; salary cuts, forced employee off, part-time employment due to Covid-19 rules, temporary and permanent dismissals. Age, education level, number of years worked for the company, position and family status were the determining criteria for the dismissed personnel (Tuna and Çelen, 2020).

It has been observed that especially the personnel over the age of 65 are in the critical group, and it is the first group of personnel to be suspended from work (Gencer, 2020). The transportation restriction and curfew policies, which started in March (completely disabled in April - May) by the state and lasted until December, caused many people to lose their jobs. The figures

show an average 70% decrease in occupancy rates compared to the previous year, 2019 (Tourism Planning Office, 2020; Tourism Planning Office, 2021).

During the closure process, all tourism personnel were tried to benefit from the support payment. Half of those personnels' salaries were received, and an additional support of 1500 TL, corresponding to half of the minimum wage was provided. While the North Cyprus Ministry of Labor provided additional contingency funds and additional support from the state budget for tourism workers, supports such as the 'Tourism Epidemic Support Program Project' were provided within the enterprises according to their size (Ministry of Tourism and Environment, 2020). In this process, the duty of the human resources management department was to distribute these wages fully, fairly and transparently to the employees who were already having a hard time. Although sometimes long hours are spent with low wages with few personnel, this process has been overcome with practices such as giving aid packages to the needy personnel of many enterprises and sending food to the lodgings where the personnel are staying. Although the regular employee of the month's selection, which is the traditional rewarding method, was implemented as before, events such as personnel night, traditional picnic activity and happy hour, which are held regularly for personnel every year, were canceled. In this period, there is a need for responsible and conscious personnel who will pay attention to hygiene conditions. The Ministry of Health has applied certain practices depending on the service standards determined by the World Health Organization (2020) for hospitality businesses. In addition, businesses need educated leaders with the best talents and special skills in this process. Retaining such employees was the primary goal of companies.

Certification of personnel through trainings organized by state or private companies, in which managers are included, was the another goal. In education, many businesses prefer social media meeting channels such as Google and Zoom to reduce contact (Gigauri, 2020). In addition, methods that increase motivation and include social activities are preferred. While organizational belonging of employees with increased motivation will increase, their tendency to quit will decrease.

The recruitment function has almost stopped in this period, and the traditional method of direct application and referral-friend recommendation,

recommendations from educational institutions as other recruitment methods, recruitment made through social media channels and companies' websites and career sites are more preferred. Pointing out that tourism is a human-related sector, the participants stated that they find every face-to-face application made on their behalf more beneficial. They stated that this was because they could better observe the applicant's appearance and manner of speaking.

However, they plan to use their website at the end of the Covid-19 process. Many businesses are in the process of recruiting their staff from candidates who submit their CVs. It has been stated that the TRNC Labor Office is used in the recruitment process of disabled individuals who must be forced to work. Application and selection exams could not be held in physical environments for personnel selection, they were postponed and cannot be applied due to the process. Despite these, social media channels used for training are used by businesses as an alternative method for online interviews in recruitment.

One of the main purposes of human resources planning is to provide the necessary personnel for the business to continue its activities in the short term. Meeting the needs of advanced personnel as a result of investments or similar changes to be made by the enterprise in the future is among the objectives of human resources planning. In the light of the findings obtained from the sub-theme, it was stated that the majority of the participants will recruit online during and after the Covid-19 process, and the relevant systems will always continue to be used. Following and applying technological developments in the field of HRM is extremely important in terms of health and safety in the Covid-19 period. Participants stated that criteria played a role in personnel selection (test, interview, medical report, etc.) in the current period. The statements frequently received from the participants regarding the sub-theme of whether the Covid-19 pandemic will cause a change in this regard, general skills, open-ended tests, experience tests, health report, online interview, foreign language tests, personal inventory, report from the company's doctor, chronic disease tests, forensic It is stated that criteria such as registry and reference control will be in question. Applications such as Covid-19 Antigen or PCR tests, vaccination and Adapass will also be criteria (AA, 2021).

Guden et al. (2021) stated in their study that there will be serious changes in the tourism sector after the Covid-19 pandemic and drew attention to certain practices. In the long term, it is thought that artificial intelligence robots will replace humans in personnel selection in many departments. It was also stated with the participants that there may be digital personnel in the tourism sector in the future (Kim et al, 2021). Occupational health and safety, hygiene, etc. are the most important issues in personnel training during the Covid-19 pandemic process. trainings took place and these trainings were given via distance learning. It was conveyed by the participants (I16-20), where the training was given in small units in accordance with the social distance.

Distance education, certified training, training provided by local universities are given by experts in the field. The common idea of the participants is that distance education is safer than face-to-face education in the current period. Another view put forward by the participants is that distance education cannot be as effective as face-to-face education. Because tourism is a sector that develops depending on the application. Properly implemented training by managers is a factor that reduces the tendency of staff to quit (Girgen and Timucin, 2020). Participants also think that both the internet connection infrastructure in the country and the systemic infrastructure of tourism enterprises should be developed.

The answers received from the participants regarding the practices made to increase the motivation of the personnel include birthdays, engagement, special day parties, mother's day, father's day, new year gifts, training seminars, iftar and meal organizations, social events, fair working order and appreciation systems, happy hour, bonus, excursions, performance awards (after a fair performance evaluation), activities to increase teamwork, parties, sports activities (tournaments such as football, basketball, table tennis), table game tournaments (for example, backgammon tournament) etc. The participants stated that a job and competency-oriented performance evaluation system was applied to the personnel by the HRM and unit managers in the enterprises located in Northern Cyprus. It has been observed that there is a loosening in the work discipline of the personnel in the home working system. Academic participants also support this view and state that they face the same problem in their schools. However, the situation is

different for personnel who are aware of their responsibilities and can set up and use the home working system well. Businesses are satisfied with their employees, who set an example for others, and the smooth operation of the system. The fact that these numbers are increasing in foreign countries before the cases are seen in Northern Cyprus and that there is a serious decrease in the tourists coming to the country are the main reasons for restricting the staff and keeping them under control. Measures were taken to prevent the personnel in the risk group in Northern Cyprus from going abroad and working from home.

In many hotels, psychological support is provided to the personnel as well as trainings such as hygiene, occupational health and safety, combating pandemics and epidemics. The way the staff works in the hotel, social distance, wearing a mask, wearing a visor, providing hygiene, etc. trainings are given on the subject and quality departments are established. A few managers from each department are trained and authorized, so that all personnel working in the hotels receive training. The Covid-19 pandemic has brought with it the normalization process. Since occupancy rates will be relatively low in hotels that will operate with 50% capacity in the first period, it is inevitable to save on the number of personnel.

Participants shared that the personnel who will be suspended from work during this period will decrease the number of qualified personnel in the sector in the long run. It can be said that Covid-19 can be effective in career planning and that career planning should be given importance with the necessity of being proactive against different pandemics that may occur in the world. Participants also shared that hotels should make employment contracts with their employees for occupational safety. This situation will reduce the tendency to leave the job and will be a factor in the potential personnel candidates to choose the workplaces that have employment contracts. Unfortunately, there are a large number of foreign employees working without insurance and work permits in Northern Cyprus. In this process, we saw how negatively the lives of these people were affected. Research participants hope that the numbers of people working without health and salary security will decrease after the Covid-19 process. The common view of the participants is "Recruitment should be done in accordance with the rights of the personnel. In the field of international human resources, work and

service-based brain drain will slow down for a while. People will not want to leave their workplace where they feel safe right now. This process will slow down the brain drain".

Countries will force their own internal employment resources, and the use of internal employment resources will accelerate the development in the country. A change is foreseen in the international human resources market. Considering factors such as the quarantine period during which foreign personnel entered the country, there will be a decrease in foreign personnel recruitment compared to previous years. During the COVID-19 period, the employment of foreign personnel depends on the decrease in the number of cases and the normalization process. Since companies will pay their employees according to their income-expenditure status during this period, priority will not be given to foreign employees whose registration is more costly. Businesses should protect their own personnel, not deprive them of their rights and reward them after the process.

5. CONCLUSION AND DISCUSSION

The operation in the tourism sector has been seriously damaged by the Covid-19 that emerged at the end of 2019. In this process, it is extremely important for hospitality businesses to continue their activities and to do about the workforce that forms the basis of their activities.

It is seen that businesses will change their human resources management practices such as recruitment, training, performance evaluation and rewarding in this process. Again, in this process, businesses aim to increase occupational health and safety by complying with rules such as hygiene, health and social distance, which entered our lives with Covid-19. In the first place, enterprises will try to retain qualified workforce. It is extremely important that human resources managers constantly update their plans and programs. Certain health and hygiene criteria for businesses should continue after the process. The training given to the personnel in the process should be long-term, not for the sake of saving the day. The limitations of the research can be expressed by the fact that the subject of the study is a subject related to the human factor, the application of semi-structured interview technique depending on the qualitative method in the research, and the limitation made in the number of participants. For future studies on the same subject, the

interview form in the research can be used to transform into a questionnaire, and a more comprehensive research can be carried out by reaching more participants on the subject.

5.1. Suggestions

Suggestions made by tourism professionals, especially HRM during the Covid-19 pandemic, shows that its so important to establish a stronger communication bond with managers and employees in the sector and to realize transparent management with open and effective communication, and thus creating employee loyalty. It is so important for the companies to;

- Maintaining social distance,
- Provision of protective medical equipment,
- Establishment and implementation of hygiene rules within the enterprise
- Improvement of Occupational Health and Safety measures for employees
- Establishing a working from home (remote working) environment according to the nature of the work, providing trainings for remote and virtual work
- Introducing gradual working hours,
- Providing paid sick leave opportunities,
- Reconsidering their business strategies and activities.
- Improving the use of performance in online platforms.

As a result, the COVID-19 pandemic is experienced at a global level and contains many uncertainties, complexity, indecision and volatility in the situation. VUCA (Volatile: Değişken; Uncertain: Kararsız; Complex: Karmaşık; Ambiguous: Belirsiz) - so is the fact that in the current environment (Kırpık, 2020).

As stated by the researchers, this situation that the whole world is facing and is still living in is especially challenging for businesses as it is an unknown entity. The tourism industry is also struggling with this epidemic. Every sector that takes the exam through the process has to constantly renew itself. It is unknown how serious this epidemic will become or whether it will explode quickly. The unknown creates fear and panic. Businesses need to be

as focused as possible in order to proactively address this situation. In this context, human resources managers of enterprises should not wait until they reach a point of no return. All businesses should take long-term and health-oriented measures and implement both short and medium-term strategies. Most importantly, they must be safe and careful.

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CHAPTER 4

IDENTIFYING KNOWLEDGE CONCEPTS AND PROCESSES WHICH PROVIDE SCA FOR AN ORGANIZATION: A LITERATURE REVIEW

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Current Approaches in Management and Organization in the Process of
Globalization

INTRODUCTION

The principles of Sustainable Competitive Advantage (SCA) were developed way back in 1937 by Alderson with the term 'competitive adaptation'. An organization believes to achieve competitive advantage when it is able to create more value than its competitors (Aidar, 2018; Leiblein, 2011; Peteraf & Barney, 2003). According to Coyne (1986), SCA can be consider an asset if it delivers lasting benefits and supports achieving the firm's objectives (Hillier, 2005). The competitive advantage is sustainable if "rival firms give up plans to imitate the resources of the competitors or when barriers to imitation are high" (Abideen, 2018). As per Haseeb, et al, (2019) both internal and external strategic resources, which are Valuable, Rare, Inimitable and Intangible are the foundation of SCA. According to the Resource Based View (RBV) by Wernerfelt (1984) resources and products are two sides of the same coin. Barney (1991) discusses the strategic importance of organizational resources for achieving SCA introducing the Valuable, Rare, Inimitable and Non—substitutable (VRIN) criterion of resources. Looking organization in the accounting point of view, referring to Johnson and Kaplan (1987: 202), Hall (1993) mentioned, "A company's economic value is not merely the sum of the values of its tangible assets, … It also should include value of intangible assets … [among them includes] … the knowledge of flexible and high-quality production processes" (Hall,1993). This shows the importance of organizational knowledge even within the economic theories.

Within the strategic management theories, the Knowledge Based View (KBV) described Knowledge as the most important resource for a firm (Antunes & Pinheiro, 2019, Grant, 1996 and Spender & Grant, 1996). Its behavior is explained as; [the] "Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information" (Davenport & Prusak, 1998). The human mind is considered the fundamental element that can share knowledge and generate new knowledge (Antunes & Pinheiro, 2019). Owing to same reason companies hire employees for their experience because knowledge is important than intelligence or education (Davenport & Prusak, 1998). However, contrary to the argument of human mind, Sandelands and Stablein (1987) described Organizations as

mental entities capable of thought in their concept 'Organization mind' within certain limitations.

Today's competitive business world, where the 'only certainty is uncertainty' firms appreciate the importance of knowledge resources in developing and maintaining competitive advantage (Carlucci & Schiuma, 2006). The Knowledge resources vastly contribute to the firms' competitiveness. Therefore, sound understanding on knowledge is require to manage it (Carlucci & Schiuma, 2006). However, the relationship between KM and performance of an organization is not straight forward. How organizations should 'plan and evaluate' KM initiatives is an inspiring question. This concern is critical because there is no proper definition to identify 'knowledge assets' and there is no accepted definition for KM (Kamaşak & Yücelen, 2010).

It is observed that Knowledge itself is a complex concept. When it comes to organizational knowledge and KM, various concepts like knowledge, knowledge assets, common knowledge and processes like creation, transfer, share, translate, exchange, flow and coordination are available. The KBV beliefs that competitive advantage comes from intangible assets such as firm-specific knowledge, the tacit knowledge of its people gained from combining their knowledge, and the ability to create knowledge (Gehani 2002; Grant 1996; Nonaka & Takeuchi 1995). There are different views by many authors on how to gain SCA from knowledge. The main aim of this desk research is to review knowledge concepts and processes that provide SCA for an organization and to illustrate the relationships among those concepts and processes.

METHODOLOGY

A literature review was conducted to understand different concepts and processes used in KM studies in organizations and to unveil how organizations prepare and manage knowledge resources to achieve SCA. This is a desk research and articles were obtained from the google scholar. Additionally, other important articles and published books relevant to study area were also reviewed. The published dates of articles and publications span from 1994 to 2019.

LITERATURE REVIEW: HOW ORGANIZATIONS DERIVE SCA THROUGH THEIR KNOWLEDGE

Fernandez, & Sabherwal, (2010) has put forward an interesting quote by Peter Drucker (1994) in their book '*Knowledge management: systems and processes',* introducing Drucker as the father of KM.

"Knowledge has become the key resource, for a nation's military strength as well as for its economic strength . . . is fundamentally different from the traditional key resources of the economist—land, labor, and even capital . . . we need systematic work on the quality of knowledge and the productivity of knowledge . . . the performance capacity, if not the survival, of any organization in the knowledge society will come increasingly to depend on those two factors (pp. 66–69)" (Fernandez, & Sabherwal, 2010, p.4)

This quote provides a sound base in justifying the importance of the review. Accordingly, the much work is required in understanding quality and productive knowledge because organizations have to rely on them in the knowledge society. As quoted by Davenport and Prusak, (1998), Alan Webber has said "In the end, the location of the new economy is not in the technology, be it the microchip or the global telecommunications network, it is in the human mind", which reflects the importance of knowledge. Today, in the business arena the knowledge is treated as the most valuable resources in gaining SCA. In such situation companies should know, how to use what they know effectively (Carlucci, et. al., 2004) to be competitive in the business.

To start this review, Bou-Llusar and Segarra-Cipre´s (2006) provides a foundation to understand how SCA is derived from organizational knowledge. They have proposed two perspectives of achieving SCA through knowledge and Knowledge processes, which is the basis for this review.

- Nature of Knowledge which derives competitive advantage from knowledge itself.
- Knowledge Processes which create competitive advantage.

Further authors added another dimension, that is,

- Supportive Concepts and Processes for SCA

Figure 1 shows the framework for this analysis.
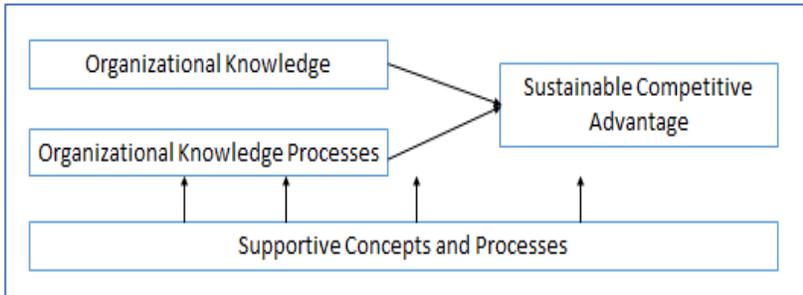
Figure 1: Knowledge concepts contribute to create Organizational SCA
Source: Authors Illustration (2021).

In par with above classification, following section discusses how organizations attempted to achieve SCA using knowledge owned and accessible to organization and inherited by individuals attached to the organization as well as interactions among these premises (Nonaka, 1996). Firstly, the Knowledge and Knowledge Assets which create SCA from knowledge itself will be discussed and secondly, Processes and Activities involved in gaining SCA will be discussed. These include; KM, Knowledge Creation, Knowledge Exchange, Knowledge Sharing, Knowledge Transfer, Knowledge Integration, Knowledge Access, Knowledge Maintenance, Knowledge Use and Knowledge Utilization. Other than those, there exist certain supportive Processes and Concepts which involve in generating SCA. These were identified as KM Critical Success Factors, Knowledge Flow, Knowledge Translation and as the Common Knowledge, wish also be discussed in detail.

Organizational Knowledge and SCA

The First perspective believes, that knowledge itself provides SCA for an organization. This aligns with Grant's (1996) famous Knowledge Based View (KBV) theory of the firm. KBV believes knowledge as the firms' most valuable strategic resource to gain SCA. Ibidunni, et. al., (2018), in his Empirical study on Nigerian telecommunications industry, found group-tacit knowledge, individual-explicit knowledge and individual-tacit knowledge are the most strategic types of knowledge which improve performance. According to Bou-Llusar and Segarra-Cipre´s, (2006) the 'Strategic Knowledge' may

itself generate competitive advantage for an organization. Anduvare, (2015), Kamaşak and Yücelen, (2010) and Nonaka et. al., (1994) believed it is Tacit knowledge that provide SCA for the Organization.

Some authors believed on Skills and capabilities, which derived from knowledge as the sources of SCA. For example, Abjanbekov and Padilla, (2004) has identified Knowledge and Skills as the base for building and sustaining competitive advantage and Tsoukas, (2005, p.369) mentioned difficult to imitate internal capabilities lead to SCA.

James (2005) mentioned there are many authors (Davenport & Prusak 2000; Drucker 1993; 1995; Hamel 2002; Leonard-Barton 1998; Michalisin, Smith & Kline 1997; Nonaka 1991; Pemberton & Stonehouse 2000), who agree, that "knowledge is the cornerstone of competitive advantage" (James, 2005, p.3). He used the term Knowledge Asset (KA) to describe his concept. Basic and Core KAs are two categories of assets available for an organization. Basic KAs are easy to imitate and is not a source of competitive advantage but core KAs are. But core KAs should be supported by basic KAs (James, 2005, 68, 69). Basic KAs enable the delivery, storage and acquisition of core knowledge assets (ie. Organizational structure, Information systems and databases)). In contrast Core KAs provide competitive advantage for an organization. Core KAs must inherent VRIN qualities. According to James (2005, p. 69) Core KAs are "know-how, insight, judgement, experience of employees, expertise, organizational culture, social relationships and networks, intellectual property rights, patents, copyrights, contracts, licenses, trademarks, registered designs, trade secrets, and reputation" (James, 2005, p. 69).

The idea 'Knowledge itself provides' SCA did not went without criticism. Bou-Llusar and Segarra-Cipre´s (2006) mentioned, "success does not necessarily go to the firms that know most, but firms that can make the best use of what they know", which hints 'static nature of knowledge' is questionable. They suggested that, strategic knowledge itself is not sufficient for competitive advantage. They said SCA depends on the Knowledge transfer process and the transferred knowledge. Although mentioned Knowledge (Nonaka, 2007) and Tacit Knowledge (Nonaka et. al., 1994), are bases for SCA, Nonaka et. al., (2000) herself viewed the capability of creating and utilizing knowledge as important sources of a firm's SCA.

Knowledge Assets and SCA: According to James (2005) the term 'knowledge assets' is frequently referred to both resources and capabilities and it include tangible, financial and intangible assets but without definite consensus among authors about a definition.

Andriessen (2001) has classified intangible knowledge assets in four categories, Skills and Tacit knowledge, Collective values and norms, Technology and explicit knowledge and Primary and management processes (James, 2005). Nonaka, Toyama and Konno (2001) categorize knowledge assets into four categories; Experiential, Conceptual, Systematic and Routine (James, 2005). Snowden (2000) included Artefacts, Skills, Heuristics, Experience and Natural Talent in his classification. According to Kamaşak and Yücelen (2010) "experienced people, ability to learn, know-how, information technology, human skills, social relations and networks, on-line journals and databases, intellectual property rights, registered designs, web content, copyrights and organizational procedures as the important knowledge assets for an organization" (Kamaşak & Yücelen, 2010). Many of those have a strong effect on organizational SCA.

Organizational Knowledge Processes and SCA:

Second argument is that organizations gain SCA through knowledge processes. These processes are knowledge Accessibility, Accumulation & Flow, Application, Creation, Integration, Management and Transfer.

Knowledge Accessibility and SCA: The Accessibility of Knowledge generally associated with the integration. Davenport and Prusak, (1998) argued that existence of knowledge somewhere in the organization would not provide advantage for an organization. The Knowledge can be a valuable corporate asset if it is accessible. Therefore, the value of Knowledge increases with the level of accessibility. The organizational capability results competitive advantage. The distinctiveness of the capability depends on the ability to access and integrate specialized knowledge of its employees (Grant, 1996). The grater the ambiguity of integration the grater the distinctiveness' of the capability. Grant, (1996)

The Knowledge Accumulation & Flow and SCA: Some researchers have discussed on Knowledge Accumulation. To accumulate the required knowledge, many organizations depend on external activities such as

alliances, joint ventures, mergers and acquisitions, and corporate venture capital investments (Wadhwa & Kotha, 2006). "The model of stocks and flows of knowledge provides a competitive advantage depends on the continuous accumulation of stocks of knowledge" (Antunes & Pinheiro, 2019). Flow of organizational knowledge has been identified as an important contributor in KBV (Antunes & Pinheiro, 2019). As quoted by DeCarolis and Deeds (1999), the "model of stocks and flows of knowledge [which] provides a competitive advantage depends on the continuous accumulation of stocks of knowledge (Antunes & Pinheiro, 2019).

Knowledge Application and SCA: Alavi and Leidner, (2009); Anduvare, (2015) and Grant, (1996) mentioned about Knowledge Application. Grant (1996) stated, the Knowledge resides within the individuals, and the main role of the organization is to apply that knowledge rather than creating. Same ideas were highlighted by Alavi and Leidner, (2009), accordingly source of competitive advantage resides in the application of the knowledge rather than knowledge itself.

Knowledge Creation and SCA: Nonaka is honored for introduce the concept, 'Knowledge Creation'. According to Nonaka (1994) organizational knowledge is created through a nonstop interaction between tacit and explicit knowledge, which is a "critical role in articulating and amplifying that knowledge" (Nonaka, 1994). Many authors (Argote, et. al., 2000; Byosiere et.al., 1994; Grant, 1996; Nonaka, 1994; Nonaka, 1994; Spender & Grant, 1996) agree on the fact that organizational knowledge creation, transferring, using and manufacturing impacts organizational performance and ability to compete within a sector (Antunes & Pinheiro, 2019). According, to Nonaka et al., (2000) "Knowledge and the capability of creating and utilizing knowledge are considered to be the most important source of a firm's sustainable competitive advantage" (Kamaşak & Yücelen, 2010). Argote et. al., (2000), Antunes and Pinheiro, (2019) and Paulin and Suneson, (2012) also agree that SCA can be gained through knowledge creation together with other activities. In support of above argument, Hislop, (2005, p.125) argued, out of two strategies, 'Codification' and 'Personalization', the personalization strategy aims to gain competitive advantage from processes of knowledge creation.

Knowledge Integration and SCA: The production requires highly specialized knowledge, which require integration of 'high-level capabilities'

with 'low level capabilities' where individual knowledge is the key. Grant (1996) named this process as the 'Knowledge Integration' (Bou-Llusa & Segarra-Cipre´s, 2006). According to Grant (1996), organizations' capability is vastly depending on 'integration of knowledge' which links to the organizational competitive advantage. The 'distinctiveness' of the capability is dependent upon 'accessing' and 'integrating' of individuals specialized knowledge by the organization (Grant, 1996). He described firm as 'an institution for knowledge integration'. Bratianu, (2015) also agreed with the fact that Knowledge has to be integrated to grain SCA.

KM and SCA: KM is a widely researched subject area. KM has been defined differently by different authors depending on their research requirements. Following statement by Carlucci, et. al., (2004) illustrate the importance of understanding what KM is.

"Despite the wide acknowledgements of knowledge as a strategic resource, it is still not well understood how KM impacts business performance" (Carlucci, et. al., 2004)

There are various explanations for KM. KM considers knowledge dynamics (ie. acquisition, transfer, generation) as basis to gain SCA (Bou-Llusar & Segarra-Cipre´s, 2006). Based on RBV Carlucci, et. al., (2004) identified three dimensions of KM. These are strategic, managerial, and operational. These dimensions allow linking KM with core competencies, strategic processes, business performance, and finally, with value creation (Carlucci, et. al., 2004). Therefore, KM is needed to understand the 'value creation dynamics' of the firm. Though KM concepts varies widely in definition, common agreements can be seen on core principles (Anduvare, 2015). According to Garcia-Perez and Mitra (2008), KM consist of four processes; Knowledge Acquisition, Knowledge Conversion, Knowledge Application and Knowledge Protection (Antunes & Pinheiro, 2019).

As a process KM is the purposeful and systematic management (Kebede, 2010) and deliberate and systematic approach to utilize organization's knowledge base (Dalkir, 2011). It supports to create, store, access and disseminate intellectual resources (Antunes & Pinheiro, 2019). KM intend to integrate organizational strategies (Loh et al., 2003) and to discover, capture, share, and apply knowledge in the organization (Fernandez, & Sabherwal, 2010). Alavi and Leidner (2009) agree that sources of

competitive advantage reside in the application of knowledge rather than in knowledge itself. Therefore, KM help leverage core business competencies, accelerate innovation, improve time-to-market and cycle times, enhance decision-making capability, strengthen organizational commitment which result in SCA (Fernandez et al. 2008).

KM intent to make effective decisions, solve problems, facilitate innovation and creativity and to achieve competitive advantage at all levels (Corporate and Business) of the organization (Anduvare, 2015). Further it guides utilizing organization's knowledge base, coupled with individual skills, competencies, thoughts, innovations, and ideas to create a more efficient and effective organization (Dalkir, 2011). Further KM leverage upon its tangible and intangible assets, learn from past experiences, create and add new knowledge to organization's collective intelligence (Anduvare, 2015; Loh et. al., 2003,). Another aspect of KM is, it ensures goal achievement in cost-effective fashion (Fernandez, & Sabherwal, 2010). Ling and Shan, (2010) concluded, as a source of SCA, KM has attracted the attention of various companies all over the business world.

Although many authors have discussed the direct relationship of KM with SCA, Ngah, et. al., (2016) mentioned that KM effects SCA through innovative intelligence. This was supported by some other authors as well. According to them the relationship among KM and SCA is influenced by other factors.

Knowledge Transfer and SCA: Knowledge Transfer is increasingly seen as a valuable concept in attaining organizational SCA (Abjanbekov & Padilla, 2004). It is argued that knowledge transfer serves as a powerful substance for achieving organizational goals (Liyanage et. al., 2009). Knowledge transfer involves both transmission and receipt, and efficiency of transfer depends partly on potential for aggregation (Grant, 1996). Antunes and Pinheiro, (2019); Argote et. al., (2000); Argote and Ingram (2000) and Paulin and Suneson, (2012) and also agree Knowledge Transfer as a source of SCA, but together with some other factors. Effective Knowledge Transfer results in improved performance (Susanty et. al., 2012), gaining high revenue (Hassan et. al., 2017) and achieving competitive advantage. As per Hassan et. al., (2017) Knowledge Transfer is an efficient knowledge generating mechanism which contribute to maintain competitive advantage. Importantly

Knowledge Transfer influence firm's capability in developing and to maintaining strategic competitive advantage over time (Luca and Rubio, 2018).

Bou-Llusar and Segarra-Cipre´s (2006) stated firms' competitive advantage could be built upon 'strategic knowledge' and 'knowledge transfer processes. However, they warned the knowledge that can be transferred easily within the firm could be transferred externally as well and easily be imitated by competitors (Zander & Kogut, 1995). Therefore, it is very important for firms to develop capabilities that bar involuntary knowledge transfer outside the firm. The technical and social complexity of knowledge hinder involuntary transfer difficult. This it-self made it difficult in internal transfers as well.

Supportive Concepts and Processes for SCA

Apart from the Knowledge Concepts and Processes which directly affect the SCA, literature show that there are many supportive Concepts, Processes and functions exist. Some of them directly influence the SCA and others effect indirectly. For example, Knowledge Sharing, Exchange, Interaction and KMCSF influence SCA through KM. Concepts like Common Knowledge, General Knowledge and activities like Knowledge Translation and Coordination pave the foundation for SCA. Concepts like Strategic management and Knowledge strategy guide knowledge concepts and processes towards organizational goals. This section intends to discuss importance of these supportive Concepts and Processes towards SCA.

Knowledge Interaction: Due to the dynamic nature, Knowledge Interaction is required to make knowledge valueble (Carlucci & Schiuma, 2006). Kraaijenbrink et al., (2010) stated RBV explains the management of interactions among resources and capabilities to gain SCA. Therefore, knowledge interaction has to be considered as an important function. According to Amit and Schoemaker, (2016), the firm's ability to get resources from 'factor markets' and utilize them to create SCA is important. This capacity is achieved from "information-rich tangible and intangible processes developed over time through complex interactions among the firm's resources (Amit & Schoemaker, 2016).

Knowledge Sharing: Fernandez, & Sabherwal (2010, p.9) discussed on knowledge sharing in their publication. According to one of their studies KM systems had not deliver expected results because they did not facilitate knowledge workers share their knowledge. This proved that knowledge sharing an important aspect in KM. Antunes and Pinheiro (2019), grounding on learning systems mentioned individual learning itself is not successful. Instead of learning systems, practices and structures of the organization are needed to be integrating so as to share knowledge.

Knowledge Exchange: The organizational capabilities are developed through information-rich tangible and intangible processes developed over time through complex and unique exchanges with the firm's resources (Amit & Schoemaker, 2016). The capabilities are important factors for SCA. Civi, (2000) stated, organizations must develop and maintain their knowledge assets, knowledge strategies and capabilities to sustain organizational competitive advantage.

KMCSF and SCA: Another important aspect highlighted by Fernandez, & Sabherwal (2010) is the implementation of KM systems which requires understand the 'factors that lead to the successful implementation' (Fernandez, & Sabherwal, 2010, p.10). Anduvare (2015) also mentioned, Organizations needed to consider Critical Success Factors (CSF) associated with KM. Anduvare (2015) highlighted the importance of considering CSF such as organizational goal, vision, processes, human resources, IT infrastructure, cost, quality and other factors when developing a KM Strategy. Migdadi (2009) also has highlighted the importance of systematic and deliberate study on the critical success factors for implementing KM

Knowledge Translation: According to Liyanage et. al., (2009) knowledge transfer requires an additional type of knowledge. That is the knowledge about 'how to transfer knowledge'. Internal knowledge transfer hinders due to factors such as the recipient's lack of absorptive capacity, causal ambiguity, and an arduous relationship between the source and the recipient (Szulanski, 1996). Carlile and Rebentisch, (2003) has identified Knowledge transfer concerned with the movement of knowledge across the boundaries created by specialized knowledge domains (Liyanage et. al., 2009). The successful knowledge transfer should result in accumulating or assimilating new knowledge at receiving unit and it is different to the concept

'knowledge sharing' (Liyanage et. al., 2009). The highly specialized knowledge develops its own terminologies which reside within the specialist and are difficult to utilize by others and therefore the 'theory of translation is vital. The transfer should result in contextualizing the way it will be utilized by the latter and it can be identified as 'translation' or 'interpretation'' (Liyanage et. al., 2009).

The Common Knowledge: Demsetz (1991) has claimed the efficiency of 'knowledge acquiring' requires individuals with specialized knowledge in specific areas. However, the 'Common Knowledge' plays an important role in utilizing this knowledge. Properly developed common knowledge is required specifically to 'harder to transfer specialized knowledge' to be smoothly transferred (Bou-Llusa & Segarra-Cipre´s, 2006). According to Grant (1996) common knowledge greatly effect on knowledge aggregation. Some authors use same idea as the 'General knowledge'. The General Knowledge can be transferred among individuals easily and in contrast Idiosyncratic 'Specific Knowledge' which possessed by limited number of individuals is harder to transfer (Fernandez, & Sabherwal (2010, p.25). Grant (1996) and Antunes and Pinheiro (2019) showed that 'General Knowledge' supports innovation since it creates a common platform for many individuals to share their knowledge in the organization.

Coordination within the Firm: The main focus of the firm is to coordinate specialized knowledge of individuals to achieve efficiency gains (Grant, 1996). Grant (1996) emphasis that transferring knowledge is not the efficient means of integration, but minimizing the transfer. It is required to understand the basis for knowledge integration context. According to Grant (1996), purpose of the 'Organization design' is to 'divide tasks between individuals and departments' and 'demarcate the interfaces between them'.

Organizational Strategy: James (2005) observed an interdependence between strategic management and the management of knowledge assets. He concludes strategies are require to ensure effective implementation of knowledge assets. The two important aspects in determining the link between KM and business performance are, firstly is the assessing the impact of KM initiative and secondly the alignment of KM with company strategy (Carlucci & Schiuma, 2006). According to Marr, et al., (2002) Knowledge assets paves the basis of company's capabilities and capabilities effect company's strategy

execution. When an inimitable KM framework is aligned with the strategy it creates a valuable source of competitive advantage (Kamaşak & Yücelen, 2010).

Knowledge Strategy: Bolisani and Bratianu, (2017) mentioned the concept, "Knowledge strategy". This is important in creation of new value by considering knowledge as a strategic resource in decision-making for achieving competitive advantage. Similarly, after analyzing many literatures, Huang et. al., (2016), argued that KM becomes a key source of SCA if supported by proper KM strategy.

DISCUSSION

An organization believed to have competitive advantage when it is able create more value than its competitors. The competitive advantage is said to be sustainable when "rival firms give up plans to imitate the resources of the competitors" (Abideen, 2018). According to Haseeb, et al, (2019) both internal and external strategic resources or assets which are rare, valuable, inimitable and intangible are the foundation of SCA. According to Barney (1991) internal resources which inherit VRIN attributes are the sources of SCA. The KBV beliefs that competitive advantage comes specifically from intangible assets such as firm-specific knowledge, the tacit knowledge of its people and its Ability to create knowledge (Gehani 2002; Grant 1996; Nonaka & Takeuchi 1995).

There are different views by many authors on how SCA is achieved from knowledge resources. Referring to Table 1, it can be observed that there are many concepts and processes are in practice. Some authors claim knowledge itself provides SCA and other believe it is the result of an interaction among knowledge and other processes. Align with the belief that knowledge itself provides SCA, Hislop, (2005, p.216) viewed knowledge as the most significant source of competitive advantage, Bou-Llusar and Segarra-Cipre's, (2006) viewed strategic knowledge itself may generate competitive advantage, Nonaka et. al., (1994) mentioned organizations required to rely more on tacit knowledge to achieve and sustain global competitive advantage and Kamaşak and Yücelen, (2010) referring to many authors (Barney & Wright, 1998; Dehning & Stratopoulos, 2003 and Foss, 1996) deduced tacit knowledge as the very source of SCA.

Table 1: The Knowledge Concepts and Processes Identified by different authors which provide SCA for an Organization

Source of SCA	Author
Basic and Core Assets	James, (2005)
Capabilities	Tsoukas, (2005, p.369)
Cognitive and Technical Skills	Jisr and Maamari, (2017)
Knowledge	Abjanbekov and Padilla, (2004),Hislop, (2005, p.125,216);Ibidunni, et. al.,(2018); Nonaka, (2007);Nonaka et al., (2000);Marr et. al., (2002); Teece, (1998)
Knowledge (Strategic Knowledge)	Bou-Llusar and Segarra-Cipre´s, (2006)
Knowledge (Tacit Knowledge)	Nonaka. et. al.,(1994);Kamaşak and Yücelen, (2010)
Knowledge Accessibility	Davenport and Prusak, (1998); Grant,(1996)
Knowledge Accumulation (Continuous)	Antunes and Pinheiro,(2019); Wadhwa and Kotha, (2006)
Knowledge Acquisition,Generation	Bou-Llusar and Segarra-Cipre´s,(2006)
Knowledge Application	Grant,(1996); Alavi and Leidner, (2009);Anduvare, (2015)
Knowledge Assets through Strategy	James, (2005)
Knowledge Assets, Stratgeis and Capabilities Development and Maintenance	Civi, (2000);
Knowledge Coordination	Paulin and Suneson, (2012)
Knowledge Creation	Antunes and Pinheiro,(2019);Argote et. al., (2000);Hislop, (2005, p.125);Kamaşak and Yücelen, (2010);Nonaka et. al.,(1994,2000,2007);Paulin and Suneson, (2012)
Knowledge Exchange through Capabilities	Amit and Schoemaker, (2016)
Knowledge Integration	Bou-Llusa and Segarra-Cipre´s, (2006);Bratianu, (2015);Carlucci and Schiuma, (2006);Grant(1996);Paulin and Suneson, (2012)
Knowledge Maintenance	Marr et. al., (2002)
Knowledge Management	Abjanbekov and Padilla, (2004);Anduvare, (2015);Carlucci, et. al., (2004);Civi, (2000);Fernandez and Sabherwal (2010, p.83,84);Ling and Shan, (2010);Nazarizade and Azizi, (2018)
Knowledge Management Associated with a process	Huang et. al., (2016);Kamaşak and Yücelen, (2010);Marr et. al., (2002);Ngah, et. al., (2016);Nonaka, (1994)
Knowledge Sharing (Within KM)	Fernandez and Sabherwal, (2010, p.9)
Knowledge Strategy	Bolisani and Bratianu, (2017)
Knowledge Transfer	Abjanbekov and Padilla, (2004);Antunes and Pinheiro,(2019);Argote et. al., (2000);Bou-Llusar and Segarra-Cipre´s, (2006);Hassan et. al., (2017);Liyanage et. al., (2009);Luca and Rubio, (2018);Paulin and Suneson, (2012);Susanty et. al., (2012)
Knowledge Utilizing	Antunes and Pinheiro,(2019);Kamaşak and Yücelen, (2010);Nonaka et al., (2000)
Skills	Abjanbekov and Padilla, (2004)
Strategic Knowledge	Bou-Llusar and Segarra-Cipre´s, (2006)

Source: Compilation by Authors (2021)

However, it is important to note, even some authors agree Knowledge as sources of SCA, they on the other hand believe other knowledge concepts and processes are also can be combined to get SCA. For example, Grant (1996) mentioned knowledge itself provides SCA, and he again accepts that

the purpose of the 'Organization design' is to 'divide tasks between individuals and departments' and 'demarcate the interfaces between them' is for knowledge integration. As another example, Nonaka, (2007) stated, in an economy' where the only certainty is uncertainty', the indisputable source of competitive advantage is knowledge and Nonaka et. al., (1994) stated organizations will be required to rely more on tacit knowledge in order to achieve and sustain global competitive advantage. But she also agrees knowledge creation as a potential source of competitive advantage (Nonaka et. al., 1994). According to Teece, (1998) Knowledge, Competence and related intangibles are considered the key drivers of competitive advantage in developed nation, which indicate knowledge has to be blend with other factors to gain SCA.

It is observed that there are direct and indirect relationships with Knowledge Concepts and Processes and SCA. According to Ngah, et. al., (2016) KM indirectly relate to organizational SCA, where 'innovative intelligence' served as a mediator. Another indirect relationship comes with capabilities. Capabilities are critical for a firm to achieve SCA and therefore, researches agree to position itself uniquely in its industry firms have to develop difficult to imitate capabilities (Tsoukas, 2005, p.369). Grant, (1996) combined the concept of 'capabilities' with 'resource transfer' referring to Barney (1986) and mentioned, the RBV of the firm identifies the transferability of a firm's resources and capabilities as a critical factor of their capacity to derive SCA. Marr et. al., (2002) suggested extensive investigation of the subject of managing and evaluating strategic knowledge assets underpinning the capabilities in organizations. There are studies which justify the relationships among knowledge, learning and skills with SCA. For example, Abjanbekov and Padilla, (2004) said knowledge and skills help build SCA for business. Another study by Antunes and Pinheiro, (2019) highlighted the importance of learning and creativity to maintain SCA. Abjanbekov and Padilla, (2004) concluded, knowledge and skills as the most strategic resource for building SCA are essential for the business success.

Another important activity in achieving organizational SCA is the Knowledge integration. According to Bou-Llusa and Segarra-Cipre´s, (2006) and Bratianu, (2015) 'Knowledge Integration' is avital and important aspect in graining organizational SCA. The ability for an organization to make

maximum complexity in knowledge integration creates greater causal ambiguity and superior barriers to replication the distinctiveness. The reason being it fosters difficulty in transferring those capabilities in return which provides SCA. These capabilities depend on accessing and integrating specialized knowledge inherent by individuals (Grant, 1996) and was supported by Bou-Llusa and Segarra-Cipre´s, (2006) and Bratianu, (2015). Alavi and Leidner, (2009), Anduvare, (2015) and Grant, (1996) favored knowledge application. This is well supported by Nonaka et. al., (2000), as she claimed Knowledge and the capability of the organization which create and utilize knowledge are considered to be the most important source of a firm's SCA.   Civi, 2000 also supported this argument arguing that organizations must develop and maintain their knowledge assets, knowledge strategies and capabilities to sustain organizational competitive advantage.

Argote et. al., (2000) has identified 'knowledge creation' and 'transfer' as important activities as the basis of gaining competitive advantage for a firm. Extending the same ideas further, Paulin and Suneson, (2012) mentioned knowledge creation, coordination, transfer, and integration are important activities needed to achieve SCA. He has further added 'Coordination' and 'Integration' as well to Argote's et. al., (2000) argument. In similar terms, some authors mentioned 'knowledge transfer' as an important aspect in gaining SCA. Abjanbekov and Padilla, (2004), Hassan et. al., (2017), Liyanage et. al., (2009), Luca and Rubio, (2018), Susanty et. al., (2012) and Szulanski, (1996) agreed that Knowledge transfer provides SCA and Grant, (1996) added that SCA is obtained through Resources and Capabilities Transfer. It is reasonable to consider that knowledge is included within the resources.

KM is considered to be one of the most frequently used term among concepts knowledge, knowledge assets and SCA. Abjanbekov and Padilla, (2004), Anduvare, (2015), Civi, (2000), Carlucci, et. al., (2004), Fernandez and Sabherwal (2010, p.83and 84), Ling and Shan, (2010) and Nazarizade and Azizi, (2018) claim KM contributes to organizational SCA. Adding more complexity for the concept, and Huang et. al., (2016) and Kamaşak and Yücelen, (2010) blended the idea of KM with Strategy. Making KM a more ambiguous Marr et. al., (2002) interwoven it with capability and further Ngah, et. al., (2016) interwoven it with innovative intelligence. In support of this

argument, Kraaijenbrink et al., (2010) found Resource Management and Interaction also leads to an organizations SCA.

There is many evidence to conclude that, the process of gaining SCA is assisted by many supportive concepts and processes. Knowledge Sharing, Exchange, Interaction, KMCSF, Common Knowledge, General Knowledge and activities like Knowledge Translation and Coordination are some of those. The organizational strategy is also a part of the process in gaining SCA. James, (2005) showed the interdependence among strategic management and the of knowledge assets management.

Therefore, it can be observed that researchers have identified many concepts and processes within the process of creating organizational SCA. It is important to highlight the argument by Nazarizade and Azizi, (2018). They mentioned "the key main point is that efficiency and potential benefit of KM is not in knowing but it is in the ability to implement knowledge actively and creatively" (Nazarizade & Azizi, 2018). Some argue knowledge itself is a source of SCA and many others has suggested that SCA is derived by blending knowledge with one or more activities. This is in line with the argument by Grant (1996) which says "The complexity of 'broad-scale' integration creates greater causal ambiguity and greater barriers to replication, distinctiveness' of the capability is dependent upon 'accessing' and 'integrating' of individuals specialized knowledge by the organization" and argument by Szulanski, (1996) which mentioned, "The ability to transfer best practices internally is critical to a firm's ability to build competitive advantage through the appropriation of rents from scarce internal knowledge. Just as a firm's distinctive competencies might be difficult for other firms to imitate, its best practices could be difficult to imitate internally" (Szulanski, 1996).

Therefore, it can be deduced that Knowledge is the most important asset within an organization which can be developed to gain SCA by managing appropriately.

CONCLUSION

To conclude the review, it is vital to highlight the Tuomi's (1999) idea. He argued, (Organizational memory and) KM systems cannot be understood as stand-alone systems because they combine technical artifacts with social processes. This indicates that to gain SCA organizations must

identify their knowledge assets and apply them appropriately. The identification involves access to knowledge, then convert that knowledge suite to the context, which include transfer, creation, translation, integration and sharing. The whole process should be supported by functions and processes, KM, Knowledge Strategy, Common knowledge, Coordination within the firm, Firm Structure and Organizational strategy. Therefore, it can be concluded that the developing SCA from knowledge, Knowledge concepts and Knowledge processers is a complex process. This confirms the definition of SCA which says, SCA is achieved by difficult to imitate and complex interactions among organizational resources.

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CHAPTER 5

WOMAN ENTREPRENEURSHIP

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INTRODUCTION

Recently, women have been intensely participating in working life and taking a more active role in working life and engaging in entrepreneurial activities. This situation has a "strategic" meaning for the economies of developing countries (Soysal, 2010). Although women entrepreneurs are so important in terms of economies, the perspectives of individuals on women are generally "women are good wives and devoted mothers". Among individuals, the perception that women primarily plays the role of wife is common. However, the role of motherhood is also seen as a compulsory duty given to women. First of all, women have to fulfill the duties and responsibilities that these adjectives impose on them (Köker, 1988:320). Entrepreneurship studies in the literature show that entrepreneurs are generally masculine. The reason for this situation is that men have responsibilities to support the family (Top, 2012).

There is no common definition of women's entrepreneurship in the literature. According to Ecevit (1996), the common points of women entrepreneurs are stated as follows: who operate in a place other than their home where they continue their life, in a business opened on their own behalf, alone or together with the employees employed in the business, who carry out these activities with public and private institutions, who have the right to invest or use the earnings obtained through these activities, and finally It is women who assume all risks on behalf of the business.

In today's conditions where unemployment and poverty continue to increase, it is necessary to ensure that women, who make up a large part of the population, participate in the country's economy. For this reason, it is of great importance for women to take their place in the labor market due to their unique characteristics. However, for some reasons, women cannot reveal their entrepreneurial qualities or find a place for themselves in the labor market. The deficiency in women's entrepreneurship causes the development of the society, especially in economic terms, to be negatively affected. The increase in the number of women with entrepreneurial characteristics will cause them to provide a job supply, increase the welfare of the individual and society, and there will be effects that enable the society and economy to gain momentum (İlter, 2008: 185).

Women make up almost half of our society. For this reason, half of the workforce potential in our country should not be ignored. Our society's understanding of male domination, that is, having a patriarchal structure, and the fact that men play a dominant role in society cause difficulties for women in business life (Sayın, 2011; Top, 2012: 21). Studies to identify the problems experienced by women entrepreneurs and to solve these problems will take the society further. In order to create good generations and good working environments, the situation of our women and women entrepreneurs should be improved (Sayın, 2011).

In the research, information is given about the differences between women's entrepreneurship and men's entrepreneurship, the factors that lead women to entrepreneurship, the problems of women entrepreneurs, the profile of women's entrepreneurship in Turkey.

1.1. Differences Between Women's and Men's Entrepreneurship

In general, women entrepreneurs do not have much different characteristics from male entrepreneurs. However, women entrepreneurs generally enter jobs suitable for the role of wife and mother, or this obligation is imposed on them by the society (Top, 2012: 21).

Studies show that women entrepreneurs are more likely to be entrepreneurs than men (Top, 2012: 21-22: Karadal & Kaygın, 2016: 223: Karadal & Erdem, 2017);

- It shows more friendly traits.
- To be in better communication with the external environment,
- There are entrepreneurs who are more cautious and have less risk perception,
- It is seen that they receive better education and are married in the same sector,
- Paying more attention to balances, self-aware and imaginative,
- They are seen as forward-thinking people who can combine ethics and business vision.
- While trust comes to the forefront in business relations for female entrepreneurs, it is more based on hierarchy, power and authority in business relations for male entrepreneurs.

• Women entrepreneurs exhibit more participatory management than men. They follow a knowledge and power sharing policy.

• Since women have a higher emotional capacity, it is seen that they give positive energy to the employees they work with.

In the light of the above information, it is seen that women entrepreneurs are more emotional and open to communication than men. This shows that women entrepreneurs have positive contributions to economic life.

1.2. Factors That Drive Women to Entrepreneurship

We can distinguish between positive and negative factors that lead women to entrepreneurship. Negative factors women positive factors push women towards entrepreneurship attracts. Push factors; economic necessity, inadequate family, income or need for additional income, death of a family member or divorce family structure and family events, unacceptable working conditions, wage gap between male and female employees, income inequality, occupational segregation, glass ceiling syndrome (women's upper behavioral and behavioral barriers that prevent him from reaching managerial positions invisible artificial barriers arising from organizational biases), such as frustration at work caused by inhibitions in promotion

are the reasons. Women factors that attract entrepreneurship; increase life satisfaction potential, the desire to achieve independence, the need for achievement and self-actualization, desire to work for oneself and control one's own life opportunity, ambition, experience, interest in a field of activity, social goals, the need for flexible working hours, self or a desire for greater financial independence and income for his family, desire for personal growth and job satisfaction, self-control reasons such as the desire to do so (Keskin, 2014).

1.3. Women's Entrepreneurship Issues

According to the studies conducted in our country, the general results of women entrepreneurs are that there is a stereotyped perception of women's social and cultural roles among the members of the society, that they are not sufficient in terms of education, that they are heavy for women entrepreneurs in terms of family reactions, workload, and most importantly, that women make more efforts than male entrepreneurs. With this necessity, it is less reliable than male entrepreneurs (Karadal & Kaygın, 2016: 224). According to

the results of the 1st International Women's Entrepreneurship Workshop, which was held on 16-17 May 2013, the problems of women entrepreneurs are explained as follows (1st International Women's Entrepreneurship Workshop, 2013);

- State institutions do not have a valid policy on women entrepreneurship,
- Lack of networking and organization about women's entrepreneurship,
- Incorrect mental coding about women's roles and entrepreneurship,
- There are differences and lack of standardization when implementing projects and trainings related to women's entrepreneurship,
- Various bureaucracy problems in terms of financing and establishing a workplace,
- Failure to carry out the impact analysis in the projects implemented on women's entrepreneurship and not monitoring the project results,
- Insufficient role models for women,
- Insufficient awareness of internationalization and nationalization among women entrepreneurs,
- The coincidence of working hours and social life flows of women entrepreneurs,
- Stakeholders in businesses owned by women entrepreneurs have a biased perspective,
- Problems experienced by women entrepreneurs in finding markets and marketing their products,
- Women entrepreneurs or candidates are not properly informed about the support, incentives and grants for them,
- The education system is based on rote etc. are the reasons.

1.4. Profile of Women Entrepreneurship in Turkey

As women entrepreneurs who run their own businesses successfully and are self-confident, they have proven that there will be no discrimination between men and women in business life. While women entrepreneurs with small capitals started their businesses in small workshops, over time they reached the position of owners of businesses that would provide job opportunities to hundreds of individuals. The background to this success is their belief in success and their self-confidence (Şahin, 2006: 51). Women entrepreneurs in Turkey draw attention with their investments in various sectors. Some of the entrepreneurial women started entrepreneurship out of a desire to succeed, some by chasing their dreams, and some of them out of necessity. Today, the points reached by women entrepreneurs give very important clues in terms of showing their success. Many of the successful entrepreneur women in Turkey have reached the power to compete with giant enterprises in the world (Cem & Ünal, 2006: 98).

Studies and researches related to women's entrepreneurship started to be included in the literature in Turkey in the 1980s (Ecevit, 2000: 122). It was only in the 1990s that the subject of women's entrepreneurship began to be fully discussed in Turkey. Institutions and organizations that support women's entrepreneurship in Turkey are institutions such as the Ministry of Industry and Trade, KOSGEB (Small and Medium-Sized Industry Development and Support Administration) and TESK (Confederation of Turkish Tradesmen and Craftsmen), women's studies departments of universities, KSGM (Status of Women General Directorate), some non-governmental organizations and banks (Ecevit, 1996: 6).

KOSGEB provides support to "Entrepreneur Support Program" and KSGM, "Women Employment Development Project", "Small Entrepreneurship Project" and similar projects. In addition, İŞKUR (Turkish Employment Agency) carries out activities to develop active policies to increase women's employment in Turkey within the framework of active labor market policies. In addition, centers such as GAP ÇATOM (Southeast Anatolia Project Multi-Purpose Community Centers) and GAP GIDEM (Southeast Anatolia Project Entrepreneur Support Centers) were put into service in order to support women entrepreneurs. National organizations supporting women entrepreneurs are not limited to these. Vakifbank. Ziraat

Bank, Halkbank. Garanti Bank, etc. banks; Credit Guarantee Fund; Association of Women Entrepreneurs (KAGIDER); The Women's Work Support Foundation (KEDV) also supports women entrepreneurs. The Women's Work Support Foundation (KEDV) also supports women entrepreneurs. Other women's organizations in Turkey (Women's Solidarity Foundation (KADAV), Women's Center (KAMER), etc.) also support women entrepreneurs. Women entrepreneurs have also been tried to be supported within the framework of European Union (EU) programs and there are still ongoing projects (Keten, 2011: 104-108).

CONCLUSION and RECOMMENDATIONS

In recent years, women entrepreneurs have been active in business life both in our country and in the world, especially after the 1970s This situation has caused women entrepreneurs to feel their importance in working life at an increasing rate. It is seen that women prefer to establish their own businesses by using their personal savings, by obtaining capital from their families or by borrowing from financial institutions, instead of working for limited wages due to reasons such as using their talents and skills, being able to operate independently and having flexible working hours.

Women entrepreneurs have to cope with reasons such as working in areas where men are generally influential in entrepreneurial activities, having less of their same sex as role models for women entrepreneurs, and encountering more difficulties in providing fund flow than their opposite sexes. In addition, women entrepreneurs' weaker and insecure stance than men in the negative situations and results they encounter can be shown among the problems they encounter. Despite this, it is seen that women show greater improvements in their entrepreneurial activities with each passing day and they achieve a more successful result in most sectors, especially in the service sector, than men. Especially the fact that women entrepreneurs operate in business lines that interest women shows that they are more successful in these areas compared to men. Beauty parlors, nursing schools, businesses selling women's clothing and goods are mostly run by women (Gürol, 2000: 226).

Today, the social and cultural environments created by societies need to be more modern in terms of their perceptions of women entrepreneurs. Especially in our country, the association of entrepreneurial activity with men creates pressure on the activities of women entrepreneurs. This pressure brought by the patriarchal structure needs to be reduced. With the reduction of this pressure, women entrepreneurs will have more comfortable working conditions and thus they will be able to compete with male entrepreneurs. Thus, women entrepreneurs will be in a more productive and efficient working discipline.

In this study, women entrepreneurs in general; In order to determine the general profile of women entrepreneurs, especially their entrepreneurial characteristics, the problems they face were examined. In this respect, it is thought that it will contribute to the literature on women's entrepreneurship.

It is seen that women entrepreneurs play an important role in increasing the welfare levels of countries and societies with their positive contributions to business life. For the advancement of women's entrepreneurship, women should be supported by giving special incentives by the public. Women entrepreneurship should be encouraged by organizing trainings on women's entrepreneurship.

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CHAPTER 6

A MANAGEMENT STRATEGY PROPOSAL FOR MAKING AND IMPLEMENTING ORGANIZATIONAL DECISIONS CONFLICTING STAKEHOLDERS INTERESTS

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INTRODUCTION

Organizations are platforms made up of individuals with different expectations. Individuals who make up the organization can continue to be a member of this organization as long as they can reach a personal set of needs. Here, at the top of the personal interest or expectation in question, is the wage he receives. It is not possible to talk about a business organization where its employees do not charge any wages. Even if there is such an organization, it is possible to talk about people with different motivations, apart from legal definitions, and such structures are out of our scope.

Business organizations; They are established and continue their activities with the aim of making profit, earning income, social responsibility and continuing their existence and growth (Mucuk, 2014:27). In that case, both the individuals who make up the organization and the organizations in question have some goals. As long as these aims in question are brought together in common, the organization can continue to exist. Of course, it cannot be said that the goals of the organization and the goals of the individuals who make up the organization are always compatible.

While realizing the objectives of the organization, meeting the expectations of the stakeholders that make up the organization is basically a management job. As long as this balance is maintained, the organization can continue to exist. There may be situations where some of the decisions taken by the manager, who undertakes the task of maintaining this balance, do not meet the expectations of the stakeholders of the organization or harm the interests of these stakeholders. Some decisions may not be desired by employees because they change their working patterns. Because, while employees work with their knowledge, skills and habits that have been going on for a long time, they do not like to use new technology and to learn new techniques (Çalışkan, 2019:239). If the machine performs what the person who has spent years to learn a job would do, all the efforts of the employee will disappear. Some decisions taken in the organization may adversely affect the economic gains of employees or some stakeholders. What matters to him is the well-being of himself and his family today. Both the loss of status, mastery and economic power, and the effort of learning something unknown again can lead the individual to resist decisions that bring change (Choi ve Ruona, 2011).

The thought that the personal interests of the employee will be harmed due to the change brought about by a decision taken by the manager causes resistance to the decision and conflict (Koçel, 2014:653). The greater the number and power of the people whose interests are destroyed and damaged, the stronger the resistance to the new decision. It is possible to talk about a spiral of interests that settles and stabilizes over time in organizations. The fact that the members of the organization, especially the managers of the organization, have been in the same organization for a long time ensures that this balance of interests is well established in the organization. In fact, "business blindness" is mentioned, in which some problems and disruptions cannot be seen by those who have been there for a long time (Altınay, Mercan, Aksanyar, Sert, 2012:15). Managers who are new to the organization see better the problems that actually exist but are taken for granted. Newly appointed managers can produce different and extraordinary solution processes in the face of problems, apart from the usual solutions. In fact, they see the need for innovation in many areas that former managers did not see as a problem. This situation; It can be defined as "bringing a new custom to the old village". The new decisions of the newly appointed managers to the organization will be met with resistance by the employees who have been in the organization for a long time.

Decision-making is the most important task of the manager (Kaya, 1999; Lunenburg & Ornstein, 2004; Aydın, 2007; Çelikten vd., 2019:582; Mucuk, 2014:379; Simon, 1967:115). The manager who cannot make a decision will not have done her duty (Koçel, 2013:109). The reasons, the process and the results of each decision to be taken in the organization are different. While stakeholder resistance to routine and programmed decisions is minimal, it may be more likely to be met with resistance in terms of the reflection of non-routine decisions on organizational stakeholders. Some decisions involve change and the damage to some interests due to the change brought about by this new decision causes resistance. The more the power and number of people whose interests are damaged, the stronger the resistance (Çalışkan, 2019:239). The level of success in the process of making and implementing decisions that are contrary to the interests of the organization's stakeholders, but necessary for the organization, is like a real test for the manager. The difficulty of resistance to the decision he made and the level of

implementation of the decision despite this is the most important measure that reveals the success of that manager.

UNWANTED DECISIONS AND RESISTANCE TO THESE DECISIONS

Organization manager decides on behalf of the organization and his decision; The goals of the organization, the expectations of the employees and other stakeholders of the organization are affected by this decision (Çelikten, Gılış, Çelikten, 2019:582). New decisions involve new processes, and this is actually a matter of change. Resistance to undesirable decisions and resistance to change are interconnected issues. In organizations, resistance to change may occur due to Personal, Sociological, Economic and Organizational reasons (Çalışkan, 2019:239). Since the decisions taken in organizations also involve change, it is possible to talk about similar resistances.

In organizations where human relations are intense, manipulative behaviors are common (Yılmaz, 2018: 451). An employee who thinks that a decision taken by the manager of the organization will harm his own interests, exhibits a number of manipulative behaviors to prevent, change or sabotage the implementation of this decision. At the beginning of these; The manager who is on the verge of making a decision can manipulate some power centers that may prevent the possible decision to be taken. In more concrete terms; The employee who does not like the possible decision to be taken reaches the manager above the manager responsible for taking the decision and requests intervention to the manager who will make the decision by making manipulations on the issue that requires decision. As another behavior, by manipulating the unions, non-governmental organizations and politicians that the organization is in contact with, it provides pressure on the manager who is on the eve of the decision (Yiğit & Bayraktar, 2006; Karayaman, 2021a:237). Interesting behaviors can be encountered in manipulating power sources that can put pressure on the organizational manager. For example, it is seen that a number of agitations are applied to increase the power of influence and make people believe. For example, agitations may be encountered where tears are used as a weapon (Karayaman, 2021b:175). A good example of a movie actor's proudly describing how he deceived people by crying is a good example (www.ntv.com.tr, Erişim Tarihi; 03 Aralık 2021). Such pressures and

similar behaviors are frequently encountered in public organizations, especially in schools (Urun ve Gökçe, 2015:107). Such pressures force the manager to make unethical decisions (Karayama, 2018:208). Or the manager avoids making decisions.

It is possible to examine undesirable decisions in organizations in two groups. These;

➢ *Private decisions concerning person or persons.*
➢ *General decisions that affect the whole organization.*

Undesirable decisions involving one/several persons; It does not concern the entire organization and includes personal situations. For example, decisions to prevent an employee's problematic behaviors within the organization or decisions regarding special regulations regarding these behaviors of a smoking group are such decisions. The taking/implementation of such special decisions differs from the general decisions. Resistance and reactions to specific decisions should not become the subject of the entire organization. As the awareness of such decisions by the whole organization increases, the reaction and resistance to these decisions increase at the same rate. On the other hand, taking/implementing undesirable decisions concerning the whole organization is easier and requires less energy than private decisions.

Some decisions concern the entire organization. For example, extending or shortening the lunch break by 10 minutes in a school is a general decision that concerns all stakeholders of the school. The time change on this issue may not be desired by some stakeholders. More general strategies can be applied in making and implementing undesirable decisions that concern the organization as a whole. Making/implementing special decisions concerning one/several people is a more difficult task. It is necessary to act according to the personality structures of those affected by the decision, their social and hierarchical positions in the organization, their stakeholder position, and the event subject to the decision. Each such decision requires separate strategies.

To understand the importance of the subject, let's consider a process that is frequently experienced in educational organizations:

Case Study application: For example, what kind of decision should be made for the notification of the result to a teacher who receives disciplinary punishment or administrative sanction?

First of all, it requires a very important strategy in school organizations where human relations are perhaps the most intense. It cannot be expected that the teacher in question will meet the punishment or sanction that he will receive out of the ordinary. Again, this teacher is not an individual in the school, but an employee who is in a communication spiral with many stakeholders such as students, parents, other teachers, assistant administrators and other officials.

The employee who does not like the decision may think that his social position will be damaged in terms of other stakeholders. He predicts that he will face the pressure of the neighborhood in the organization he is in, he will be excluded and criticized. In fact, the parents of the students will of course refrain from being stigmatized as wrong or criminal. Therefore, he can manipulate other stakeholders with whom he is in a spiral of relations against this decision he does not want. Often he wants to spread the perception that he is not wrong, that he is in fact right, that the manager or supervisor has misjudged. He may even try to accuse his manager, claiming that he is being mobbed.

Such cases are very common, especially in schools. The process to be followed when making the decision to impose the penalty/sanction in this example is suggested as follows;

Appropriate time: It should be applied in the days before the holidays to minimize stakeholder manipulation. Administrative decisions such as relocation should be implemented at the end of the year or at the end of the semester.

Confidentiality: Confidentiality in criminal practices is first of all important for the employee to whom the sanction will be applied. Compliance with confidentiality in the implementation of such decisions is an important issue that eliminates the necessity of manipulation and attempts to convince the person that he is right.

Friendly Conversation: The implementation decision should be communicated to the addressee in a sincere atmosphere by the organization manager himself. A few helpers can be found there to avoid sudden reactions

and undesirable events. The details he will ask about the implementation should be clearly explained, his hesitation and possible demands should be respected, and it should be explained that a positive approach will be taken in the future, regardless of this sanction.

Resistance to undesirable decisions in organizations is a very long-term process. This resistance spans several steps of the decision stages. Every stakeholder in the organization anticipates what solutions will be implemented when something goes wrong. However, it is also known that some stakeholders will be harmed when these possible solution decisions are taken. With a clear expression; A conflict of interest may arise between the interests of the organization and the interests of the employees. For example, in the process of dividing eight-year primary schools into primary and secondary schools in Turkey in 2014, some of the existing primary schools were determined as primary schools and some as secondary schools[2]. In the process of transforming the existing school into a primary school, secondary school field teachers will need to go to another school. current school; It was determined as a primary school due to criteria such as geographical, transportation, population and physical structure. However, this situation will cause a disruption of the standard order of a group of teachers. Some will even require the disruption of their interests, such as tutoring, established habits, established comfort. This situation will be met with great resistance and reaction by the field teachers. There is a conflict of organizational interest and employee interest. Here, the organization is an educational organization affiliated to the district governorship. Employees are teachers working in schools affiliated to the district governorship. With the enactment of the law, even before the decision on what the school will be, this resistance will begin by the teachers whose interests have deteriorated.

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[2] With the law no. 6287 published in the Official Gazette dated April 11, 2012 and numbered 28261, the "Primary Education and Education Law" was amended; The 8-year primary schools were abandoned and the system known as 4+4+4 in the public was adopted. According to this system, arrangements were made to include 4 years of primary school, 4 years of secondary school and 4 years of high school education (See R.G., dated 11 April 2012 and numbered 28261). For this reason, 8-year primary schools were transformed into primary or secondary schools. As a result of this decision, teachers were transferred to the appropriate school in their fields.

As can be seen in the example above, resistance to an undesirable decision is a long-term and time-consuming phenomenon. The issue of resistance to undesirable decisions manifests itself in three stages.

Stage 1; resistance before the decision: Resistance before the undesirable decision is made and manipulations to influence it.

Stage 2; Resistance to change the decision: Manipulative behaviors to change the decision after it has been made.

Stage 3; Resistance in the implementation process of the decision: Behaviors that weaken the implementation even though it is known that the decision will not change.

Persuasion and majority acceptance is an important decision management process in the first stage of resistance against undesirable decisions. In the second stage, it is the stage where some pressure is put on the manager to change the decision. Decision pressures on the manager may also result in the removal of the manager from his/her job. If the manager continues to resist the decision, these pressures can continue to exist by changing form and format. Here, the manager will fall into an ethical dilemma between his professional and career concerns and the fairness of his decision (Karayama, 2018:208). It is more common in societies that have not internalized democracy, and where the legislative, executive and judicial powers do not operate separately from each other and interfere with each other.

The strategies to be implemented by the manager are very important in the process of making and implementing decisions that will conflict with the interests of the stakeholders of the organization. Success in taking and implementing undesirable decisions in an organization is an important criterion that shows the success of the manager. In that case, taking decisions that can be met with the aforementioned reaction is a matter of strategic management. Two issues that strategic management studies focus on; "information flow" and "decision making" (Hambrick & Mason, 1984). Therefore, managers who have to take such decisions need to be more attentive and apply a special strategic decision-making management for each decision.

STRATEGIES TO FOLLOW THE MANAGER IN MAKE DECISIONS THAT ARE POSSIBLE TO ENCOUNTER RESISTANCE

Decision making is not just an activity for the manager, it is an important necessity for him to do. Even if he does not take the decision himself, he is seen as the person responsible for this decision. For example, the responsible of a decision taken by the vice principal of a school is again seen as the school principal. In summary, it is not possible for an organization manager not to take responsibility for a decision taken in the organization. However, when he shares this responsibility, his burden will be lightened.

As the decisions taken in the organization move away from the center of the organization, the perception of responsibility also changes. For example, as the school moves away from the center of the organization, the perception that the principal is responsible for every decision taken in the school increases. However, as the school organization gets closer to its center, the idea that the decision maker is one of the lower level managers, a head of the relevant unit, or the head of a commission comes to the fore. This situation goes up to the teacher of the class. To give a concrete example, let's take the decision to keep late students waiting in front of the school for a while. While it is thought that this application was made by the principal by the neighborhood resident, who is the external stakeholder of the school, it is known that this application was carried out by the school's security guard and the teacher on duty on Tuesday.

If the manager shares the responsibility for the decision and empowers the lower levels to make the decision, the control of the resistance to the decision will be easier.

Let's take the example of a school again; if the deputy principal takes the decision to add the backyard to the guard area, in case of resistance to the possible decision, confidence in the independent review and evaluation process of the school principal's decision increases. This can correct the decision or remove it altogether. Since there is a perception that it is not the decision maker, the rollback is not seen as a step back. However, if the director himself had taken this decision, his determination and belief in the implementation of future decisions would have weakened if he took it back. In fact, since he hopes that every decision he makes in the future will change,

the degree of resistance against the decision will increase by those whose interests are damaged.

The decision-making and implementation strategy process of the manager, who takes a decision in the face of a problem or a development in the organization he manages, can be expressed as follows:

Table 1: Strategic stages of making and implementing undesirable decisions.

Identifying the problem or the need for a decision
Making other stakeholders feel the necessity of the decision and the conditions leading to the decision
Activities aimed at adopting the decision to be taken by the lower level managers
Making the decision
Announcement of the decision
Implementation of the decision
Defending the decision and making it an organizational culture

Let's consider the processes that the manager, who enters a decision-making process in the organization he manages, will follow one by one;

1. Identifying the problem or the need for a decision

In order to make a decision, it is not necessary that there is only a problem in the organization. The decision-making process begins with the existence of a development/problem that requires decision-making, and it is a process that emerges only as a result of the foresight and visionary of the manager. This is what we can call goal setting. Setting goals; It has a critical importance in the decision-making process, as other steps in the decision-making process will be handled for the same purpose. Here it is mentioned about bringing a new ''custom to the old village''. Or we are talking about applying an extraordinary process even when there is no urgent necessity.

The decision-making process in academic studies is generally; It is expressed as "detection of a problem and determining solution alternatives in the light of the available information and making a choice among them" (Bakan ve Büyükbeşe, 2008; Uluğ, 1996; Shapira, 1997:3; Cunliffe, 2008:16; Eren, 2001:171; Daft, 2010:452; Armesh, 2010:483; Secchi, 2011:10). It does

not seem possible to join this narrow framework . However, without a problem, decisions for development and progress can be taken very soon. While ordinary managers maintain the current system and approach problems with conventional standard solutions, managers with vision and leadership skills can make radical changes in the standard solution process (İlhan, 2017:1123). For example, in an organization where everything is going well, a visionary manager may make some decisions, including the future, "when there is no urgent necessity". Again, when Mustafa Kemal Atatürk, decided to start the Turkish National Struggle, there was no problem that would necessitate this when viewed from the Ottoman Sultan's side.

In fact, according to them, this decision of Atatürk constituted the "problem" itself in the relations between the Ottoman State and the British State.

Again, the dominant expression in academic publications about decision making; The definition of "revealing solution alternatives in the light of the available information" already refers to a decision. "Delivering alternatives" is already the result of a decision process. Therefore, it is possible to say that studies created with such cliché expressions do not examine the subject in depth and do not make a significant contribution to science. In summary, when explaining a phenomenon or offering a solution to a problem, using the existing phenomenon or problem as it is and connecting the result does not suggest a solution. Identifying alternatives, but how? This is the issue that needs to be investigated.

2. Making other stakeholders feel the necessity of the decision and the reasons forcing this decision

This emerging requirement is a situation that is expected to be seen by the manager first. Because management requires a sensitive intuition and foresight about the organization. In some cases, the manager recognizes the impending danger early on and knows that he must make a decision. In this case, the first thing he will do is to explain this necessity or necessity to the assistant managers and make them believe. For example, the school principal, who realizes that the concentration of children displaying undesirable behaviors in a classroom will create a problem for that class, must take a decision in this case. The decision to be taken will be to transfer students with

behavioral problems to other classes. When he takes this decision, he will not please the teachers who do not want problem(!) students in their class. In this newly appointed school, the school principal should explain the drawbacks of this situation and the need for decision making to his assistants, other teachers and as many stakeholders as possible in order not to be exposed to teacher reaction. However, it should also make you feel that the right decision was to distribute it to other classes.

3. Activities for the ownership of the decision to be taken by the assistant managers

Making a decision as a group increases the number of people who will own the decision. Because group decisions are created and agreed upon in a negotiation process, they will be more effective and easier to implement than a single person's decision. Again, it can be said that group decisions are met with less resistance, and in this respect, their applicability is easy (Karayaman, 2019:66). In the group decision-making process, the brainstorming method can be used to list the options (Koçel, 2013:129). This technique enables creative solution proposals to be revealed.

In order to take ownership of the decision to be taken, it is necessary to make the lower level managers feel the Problem, and to discuss the alternatives to be taken regarding the solution of the Problem with them. In this way, it will be ensured that the right decision is found and agreed upon.

4. Making the decision

This stage means that the manager chooses the most suitable one among certain alternatives for a change outside of the existing routine operation. It is decision making by the decision maker choosing the appropriate one among the options. In order to make the appropriate selection, it is important to consider all the variables that affect the event and will be affected by the event. For this, it would be appropriate for the decision maker to have knowledge on subjects other than his field of expertise or to make a decision after consulting the field expert staff, if any.

5. Announcement of the decision

The concept of decision making and the concept of time are closely related. It can be said that determining the right time is the most important element of decision making. We can also call this situation "timing". Timing;

It can also be expressed as the determination of the most appropriate moment in the internal process of an event, when the necessary decision will be taken, explained and put into practice. Especially with the announcement of the decision, many related and unrelated stakeholders will develop attitudes and behaviors on the decision. Determining the appropriate time for the announcement of the decision will provide the opportunity to control the intensity and direction of the stakeholder reactions to the decision. This situation is extremely important for the decision to be defended within the organization, to reduce the reactions and to be accepted by the stakeholders. It is not possible to recover the time passed in cases of indecision or inaccurate timing, and this will reflect on the organization as a cost loss (Koçel, 2013:110). Therefore, untimely decisions not only delay reaching the goal, but also cause new problems to arise. This situation causes a significant waste of resources in the organization.

In addition to the timing, the environment in which the decision will be announced is also important. While explaining this decision, the manager who made the decision should explain the decision in the same environment with his assistant managers and in an environment where there are more people who believe that this decision is correct.

6. Implementation of the decision

The concept of decision making and the concept of time are closely related. It can be said that determining the right time is the most important element of decision making. We can also call this situation "timing". Timing; It can also be expressed as the determination of the most appropriate moment when the necessary decision will be taken and implemented within the internal process of an event. This situation is extremely important for the decision to be defended within the organization, to reduce the reactions and to be accepted by the stakeholders. Therefore, untimely decisions not only delay reaching the goal, but also cause new problems to arise. This situation causes a significant waste of resources in the organization.

This is the stage where the decision maker puts the decision into practice. It can be said that the implementation process of the decision taken takes more time than the other stages. Many difficulties may be encountered during the implementation of the decision. It can even be seen that a decision

taken in the face of these difficulties and resistance cannot be implemented. In case of a decision that cannot be implemented, the whole process will be wasted. If the adequacy of the resources required in the implementation of the decision and the support of the people who will implement the decisions are not at the desired level, the implementation may still be interrupted. It is extremely important for the followers and implementers of the decision to believe and own this decision, for the implementation and sustainability of the decision.

Time selection is a very important issue in the implementation of the decision. If a decision is taken that the staff does not like, the staff who learns about this decision will engage in manipulative behaviors to influence other employees. Again, a number of actions can be taken to prevent the implementation of this decision. He/she may reflect the situation differently to the higher authorities, may have a strong relationship with one of the superiors of the manager who takes the decision, and may use this relationship as a pressure factor on the decision maker so that the decision is not implemented. Therefore, decisions that staff dislike usually have to be implemented towards the end of the day on Friday. Depending on the nature of the decision, if it is possible to implement it, it can be recommended to be implemented during the holiday periods. For example, it is recommended that a teacher's disciplinary sanction be applied during the semester break or summer vacation. If this is not possible, notification towards the end of working hours on Friday, the last working day of the week, may prevent some manipulations. Implementation of negative decisions at the right time can prevent the event from turning into a crisis within the organization.

6. The defense of the decision and its establishment in the organization

The implementation of the decision does not mean the end of the decision-making process. The implementation process of the decision should be followed and the results should be evaluated (Bakan ve Büyükbeşe, 2008). This stage is the process that includes the decision to settle in the organization and become the organizational culture. In this process, it is necessary to mention a few points that the manager should pay attention to: The decision taken should not be perceived as a personal decision of the manager. For this,

it is important that the decision is defended by more stakeholders. It is vital to mention the justification of this decision, especially in informal environments. Informal environments are the main environments in which positive or negative perceptions of managers occur. It is seen that employees use gossip to achieve their own interests (Gambetta 1994: 200). Such informal environments are more sincere and sincere environments where hearts and emotions are active. Informal group environments are the environments in which gossip, manipulations and misunderstandings about the organization and managers are most common (Wittek ve Wielers 1998: 189). The conversations in these environments are the most important places where the perception of the manager is formed. The perception created in these places directly determines the fate of the manager and indirectly the organization. For this reason, decision advocates should be present in informal structures who will ensure the formation of a majority that supports the decision. Because the rule that the majority of what they do or think is accepted without questioning whether it is essentially right or wrong is a sociological perception (Gültekin, 2021:100).

There are studies stating that the decision-making process is not completed before the effects of the decision are seen in the organization (Kıral, 2015:81). The decision maker needs to see the consequences of the current decision and evaluate them in order for subsequent decisions to be more accurate and useful. In order to determine new methods in future decisions, it is necessary to clearly see the effect of the decision. Therefore, the decision maker should see the negative or positive feedback of the decision. When there is negative feedback about the decision, some adjustments should be made in the decision (Kıral, 2015:81).

Decisions are expected to settle within the organization and become organizational culture after a while.

CONCLUSION

It is actually a dream to hope for an employee base who is ready to accept every decision taken in the organization as perfect. Each employee of the organization works for some personal goals, and these private goals are in conflict with the goals of the organization. At the point where both purposes are in common, the continuation of the organization and the employee can be ensured. Almost all of the decisions taken in organizations concern the employees there, and the decisions taken sometimes cause conflict between the goals of the employees and the goals of the organization. For these reasons, the manager of the organization should act by taking into account how this decision will be perceived by the employees (Çelikten vd., 2019:587) and the possible resistance or reactions when making a decision.

Decision making is the most important job of the manager. Some decisions may also entail significant responsibilities for the owner of the decision. Decision making is a strategic management issue (Yaşar, 2016). The manager of the organization needs to apply a number of strategies when it comes to making a decision that is not desired by the employee. There are a number of processes involved in making important decisions. These processes can be listed as: Determining the problem or the necessity of taking a decision, Making the other stakeholders feel the necessity of the decision and the conditions leading to the decision, Activities for the lower level managers to adopt the decision to be taken, Making the decision, explaining the decision, implementing the decision, and finally defending the decision.

Taking the opinions of the assistant managers before the decision is made is an effective method to break the resistance against the decision. In order to minimize the manipulative behaviors of those affected by the decision, the problem should be felt to the sub-unit managers and top managers before the decision is made, and it should be ensured that they sense the right decision. Knowledge of the problem by potentially manipulated stakeholders in the future will prevent some sort of possible future misunderstanding. The support of those who implement the decision is important in the implementation of the decision. Therefore, it can be said that decisions made with the participation of other employees instead of direct decisions from the top are more applicable (Karayaman, 2019:72). Every decision taken in the organization may require a process of making and

implementing. Confidentiality and timing are important considerations in decisions involving a particular person(s). In the decisions that concern the whole organization, it is important to ensure the acceptance of the majority (Rule of Majority).

Decision making is a matter of strategy. However, decision making is an art. It is important that the manager, who has to make a decision about a staff member in the organization he manages, that the staff will not like, should be protected from the reactions that will occur as a result of the decision. This may require an important management strategy. As can be seen, the decision-making process is not an instantaneous situation, but a challenging one. Correctly following this process may not always guarantee correct decision-making. However, this process that is followed can minimize the risks and problems in decision-making and allow new measures to be taken in order to get the maximum benefit from the decision.

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CHAPTER 7

THE NEW WAY OF WORKING: HYBRID WORK MODEL

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INTRODUCTION

The fact that the twenty-first century has dramatically altered business life and working styles as a result of revolutionary advancements that have spread digitalization throughout all aspects of life has raised interest in tracking and determining the framework of this change. One of the most significant benefits of digitalization in this century, often known as the information age, is the mobilization of human life and activities as a result of technological advancements in communication tools. A revolutionary change and transformation in the nature of production and consumption have occurred, particularly since the 1990s, with the internet and mobile technologies establishing their place in daily life (Şen and Batı, 2020). In light of the changes brought along by the freedom to be mobile in areas such as daily routines, social relations, and defining living spaces, as well as concepts related to daily life such as chat and shopping, which are well-known to be included in these routines, it can be said that business concepts such as home-office, overtime, and meetings should be redefined. Furthermore, as a result of advancements in information technology, the concept of "space," work habits, and organizational communication methods have all been re-examined in the business world.

It is believed that the fundamental change brought about by digital transformation in organizational structures and business processes, which removes barriers between people, companies, and objects, makes it possible to be more productive (Schwertner, 2017). The importance of digitalization in business life has grown as companies recognize the benefits of adopting emerging technologies such as social media, mobile technologies, the internet of things, and the cloud to increase efficiency and create value.

As a result of the aforementioned digitalization, modern businesses have been able to build new business models and ways of working. Therefore, new hybrid working models have grown in popularity, which will adapt to modern organizational structures developing from traditional hierarchical order to virtual structure, and which are distinguished by the highest level of digital technology adaption to business life. To put it another way, technology advancements have made it possible to switch from an office-based working system to remote working, allowing new business models that enable

flexibility in working order to be discussed (Radonić, Vukmirović, and Milosavljević, 2021).

Hybrid working is a model that has come to the fore more frequently with the Covid-19 pandemic phase that began in 2019 across the globe, but it is a model that was used by many organizations prior to the pandemic and is expected to become increasingly favoured in the next years regardless of crises. Because hybrid work is now recognized as a permanent model in business, it is even more critical to investigate the concept in-depth, develop a conceptual framework, and undertake research that can be used as a guide at the point of application. According to studies, the future of working life will be shaped by hybrid systems (Williamson et al., 2021).

The objective of this study is to conceptually analyze the hybrid working model, which has been fully or partially adopted by organizations in recent years and is increasingly being driven by technological opportunities. The hybrid working model's conceptual framework, application methodologies, and positive and negative qualities are all examined in depth in this context.

1. HISTORICAL PROCESS OF WORKING LIFE TRANSITION

Although work is such an old idea to exhibit parallelism with humanity's history, it is well recognized that the starting point in the institutional sense and as the basis of today's conception of working life corresponds to the Industrial Revolution and beyond (Samsum, 2017). The "Steam Engine," the most important symbol of the Industrial Revolution, transformed production systems, triggering the "Industrial Revolution," which resulted in a slew of technological advancements, rapid urbanization, and economic, political, and cultural institutionalization and change (Ören and Yüksel, 2012).

Every stage of the industrial revolution resulted in a radical transformation, not only in terms of production processes but also in terms of employment and working life (Yankın, 2019). The effects of this change, such as the production-oriented approach created by mass production and standardization, and as a result, the prominence of the workforce based on physical labor, the professionalization of working life, the formation of strict

hierarchical structures and bureaucratic functioning at the organizational level can be mentioned (Tonta and Küçük, 2005; Güvenli, 2006). Furthermore, the Industrial Revolution is regarded as the time when the concept of working, of being engaged in an organization, of working on a regular basis, and of being entitled to a payment in exchange for that work first originated (Ören and Yüksel, 2012).

It is well known that, in addition to the aforementioned consequences of machine-based production, which began with the industrial revolution, it also carries with it an awareness that makes the workforce dependent on the location of the machine and so integrates work with physical space. One of the defining elements of this time is that the labor force is engaged by the owners of the means of production, with the motivation of extraordinary profitability, at very low salaries and in difficult conditions (Samsum, 2017). Finally, the Industrial Revolution's dynamics stand out as a key factor in the development of management theory (Özalp et al. 2010).

By the 1900s, bureaucratic organizational structures established under the rule of professional managers had come to dominate in the workplace, and "administrative capitalism" had taken hold. The principles outlined by Frederic Winslow Taylor, recognized as the pioneer of the Scientific Management approach, in his book "The Principles of Scientific Management," released in 1911, influenced the post-Industrial Revolution period's working relationships. The forecast that effective and efficient work will be ensured with regular work done by each employee inside a predetermined time schedule, which is defined with specific constraints, reflects the Taylorist approach's perspective (Erdogan Demir, 2016).

The transition to the "Fordist Model," in which the principles of over-specialization, mass production, and division of labor came to the fore, took place during the time that followed the Taylorist method and was named Industry 2.0 (Serikli, 2021). The year 1914, when Henry Ford began producing vehicles on a moving assembly line and paying his employees $5 for working 8 hours a day, is widely regarded as the origin of the approach (Harvey, 1991). The psychological downsides of this model for employees can be expressed as the strain induced by the intense work brought on by mass production and the monotony created by high specialization (Belek, 1997; Aktaran: Özmez, 2006; Asiltürk, 2018). Vertical organization, unionization,

elimination of worker responsibility, spatial separation of the workforce, routinized work processes, and a cost-oriented strategy are some of the other features of the Fordist period (Saklı, 2013). Because of the production system's concentration on cost, the human element has been pushed to the background, and all attention has been concentrated on creating more items at lower costs. The Fordist production approach continued until the 1970s when the Industry 3.0 process began.

The definition of labor has altered over the Industry 3.0 period, which spans the 1970s and beyond, as a result of the shift from industrial and mechanized production to service and information-based systems. (Adıgüzel and Yüksel, 2011) The feature that distinguishes this process is that muscle power has been replaced by mental power and knowledge as a result of the usage of computers that can be managed and programmed by the user (Feenberg, 1990). In this age when information and technology had an impact on many aspects of life, there was a change and transformation in the nature of work, the method it was done, and the organizational structures that depended on them. Flexible production forms are one of the most important changes introduced by the new era to production and working methods (Arslan, 2018). Employees have been able to accomplish their responsibilities regardless of time or location because of production flexibility, allowing for flexible working relationships and systems (Erdoğan Demir, 2016). From this perspective, systems like flexible working, working from home, and hybrid working, which is becoming more common today, are founded on the revolution in the workplace concept during this time period.

The process known as Industry 4.0 began in the twenty-first century with the widespread usage of smart systems as a result of advances in computer technology, as well as individual use of the internet and software advancements (Taş, 2018; Serinikli, 2021). It is clear that mobile technologies enable billions of people around the world to communicate instantly, and digital opportunities enable the processing and storage of massive amounts of data. Innovative breakthroughs such as artificial intelligence, the internet of things, three-dimensional printers, and nanotechnology are causing a radical shift that affects all sectors (Schwab, 2016).

The change brought about by Industry 4.0 has resulted in significant changes in working life and employment trends. To begin with, the desired

attributes of existing employees have been differentiated, and bodily power has been substituted in disciplines such as technology and communication by knowledge and equipment (Özsoylu, 2017). Furthermore, with the absence of communication barriers, all of these technological advancements have changed not only the way and duration of work but also the reliance on the location throughout the work. It can be stated that these changes have had a substantial impact on the proliferation of new working models such as remote or hybrid working, as well as the adoption of these models by an increasing number of organizations.

2. HYBRID WORKING CONCEPT

Initially, in the Industry 3.0 period, working conditions that allow flexible working forms began to emerge. Then, in the 1970s, a widespread evolution office-based work to remote work occurred, with the cost of employees traveling to offices skyrocketing due to increased oil prices as a result of the oil embargo. These early examples of teleworking techniques permitted employees to stay physically away from the office on certain days, frequently part-time, at their homes, co-working spaces, or other public areas such as libraries and cafes, however, this was mostly for cost-cutting reasons (Baker, 2021).

When considered in the context of the twenty-first century, it can be claimed that thanks to information technology-enabled apps, business activities can be carried out outside of traditional workplaces, allowing employees to make spatial decisions (Chung and Van der Lippe, 2018). Traditional workplace models that emphasize social and spatial commitment and in-office experience have been challenged by rising competition and the rapid pace of technological advancements (Radonić, Vukmirović and Milosavljević, 2021).

Hybrid work is defined as a blended strategy that combines a layout based on being physically present at the office with a remote working system in its most basic form (Cook, Mor, and Santos, 2020). This method can be implemented in a variety of ways, including having certain employees work remotely while others work in the office, or having the same people work in the office on particular days and hours while working remotely the rest of the time (Iqbal, Khalid, and Barykin, 2021).

The concept of hybrid work was defined by Rahman et al. (2020) as reducing physical barriers between teams by allowing employees to work where and how they feel most productive. A hybrid working environment, according to the authors, is a combination of co-located and remote personnel, or a system in which employees spend some time in a typical office and some time working remotely. Hybrid working, on the other hand, is defined by Halford (2005) as a "multi-location" working style in which people can work more freely by dividing their time between different locations thanks to information technology.

2.1. Hybrid Working Options

Businesses can implement hybrid work in a variety of ways. These practices are specifically developed with the need for employees to understand how much of their time they spend at work and how much they spend at home. The most common hybrid operation options in practice are briefly explained below.

Office Centered Hybrid Model: Employees are mainly allowed to work from the office, although they are allowed to work from a different place one or two days a week in this arrangement. The main reason businesses choose office-centric hybrid models is that when employees are physically in the same place, they can coordinate more effectively and feel a stronger sense of belonging (https://www.inc.com/rebecca-hinds/the-5-hybrid remote-works-models-for-your-business.html).

Fully Flexible Hybrid Model: This model allows employees to choose when they want to work from the office or from another location. This method is predicted to cause problems with employee cooperation, particularly at the managerial level. For this reason, it is an indispensable condition to be successful that the organizational structure is designed very precisely in accordance with this model (https://www.inc.com/rebecca-hinds/the-5-hybridremote-works-models-for-your-business.html).

Split Weekly Model; This model is based on segmentation, working remotely for a few days a week and working in the office for a few days. The application form is typically in the form of business departments scheduling office-remote working days alternatively. This strategy has the advantage of allowing managers to stay in touch with their teams even when working in a

hybrid system and allowing employees to meet face to face on a frequent basis (https://kolektifhouse.co/komag/calisanlar-nasil-bir-hibrit-calisma-modeli-istiyor/).

Week sharing model; In this model, months are divided into weeks in accordance with teamwork and it is determined which departments will be in the office in which weeks. This alternative, which allows the teams to be together for 1 week, enables faster results, especially when it comes to a project being worked on or any work that needs to be completed in a certain time (https://kolektifhouse.co/komag/calisanlar-nasil-bir-hibrit-calisma-modeli-istiyor/).

3. POSITIVE AND NEGATIVE ASPECTS OF THE HYBRID WORKING SYSTEM

Research has revealed both the positive and negative features of the hybrid working system, which is one of the most important innovations brought to the workplace by the changing face of the new century. Based on these studies, the following is a comprehensive assessment of hybrid work from the perspective of businesses and individuals.

3.1. Positive Aspects of the Hybrid Working System

The hybrid work system strikes a balance between the requirement for employees to be in the office to engage with the company and their coworkers and the independence and comfort of working from home (Baker, 2021). In other words, rather than scheduling work around fixed hours of entry into an office, the hybrid model allows employees to adapt their work lives to their everyday lives. For many workers, this is the ideal mix of working with less stress and, as a result, more output (https://www.thoughtfarmer.com/blog/hybrid-workplace/).

Stress-relieving factors such as spending more time with their families and working comfortably at home can be counted among the positive features of this working system in addition to lowering employee costs such as the time they spend in traffic to get to work in the morning (Iqbal, Khalid, and Barykin, 2021).

When it comes to businesses, it's a plus that the infrastructure, maintenance, and service costs associated with the office environment are

decreased because employees aren't spending all of their time there (Grzegorczyk et al., 2021). Another advantage of the hybrid approach, which incorporates remote working, is that it removes location restrictions, allowing firms to choose from a far bigger pool of smart, creative individuals with the skills they require (Beno, 2021). In a study conducted in a finance firm that uses the hybrid working method, Halford (2005) found that combining the office with working from home has beneficial results, as opposed to solely working from home. In his research, Halford (2005) claimed that spatial hybridity has altered the nature of work, organization, and management in the local, organizational, and digital domains. Moll and De Leede (2016), in their research based on a series of in-depth interviews, revealed that remote working and flexible working hours have a positive effect on creativity and performance.

The Work Foundation and Newcastle University Business School produced a paper in July 2021 that indicated that hybrid work increases employees' feelings of autonomy, resulting in increased trust between employers and employees. In comparison to entirely remote working, the analysis reveals that the hybrid model, which enables at least the occasional journey to a shared workspace, minimizes the detrimental impact of teleworking on commitment.

According to Deloitte's research, 38% of participants from various sectors and departments believe hybrid work improves their productivity, while 39.2% believe it has neither good nor negative impact. Participants in the positive effect percent attribute this to a lower number of meetings, the freedom to concentrate without office noise and division, and the fact that work that requires individual focus is more comfortable (Sezgin, 2020).

As a result, remote working is included in the hybrid working model; it can be stated that positive aspects of traditional work, such as social relations and organizational commitment, coexist with positive aspects of hybrid work, such as flexibility at work, low labor costs, greater satisfaction, and lower stress levels for employees.

3.2. Negative Aspects of the Hybrid Working System

There are several disadvantages to hybrid working in addition to the benefits described above for organizations and employees.

In the hybrid working system, for example, a prolonged absence of physical engagement can cause an individual to lose touch with other coworkers. This condition can be viewed as a barrier to the development of organizational culture. For the same reasons, it can be said that in a traditional work system, mission, vision, goals and objectives, as well as organizational values are more easily internalized due to the benefit of face-to-face interaction, whereas in hybrid systems, adoption of these elements will be more difficult due to the lack of face-to-face interaction (Iqbal, Khalid, and Barykin, 2021). One of the system's limitations that should be taken into account is the difficulty in managing people and supervising business operations and outputs (Gardiner, Gleghorn, and Mckie, 2021).

Although the remote workforce is not expected to work in a regular shift, it is critical that the organization is done appropriately so that work processes are not disrupted and there is no unequal distribution of working hours among employees. The perception of the hybrid working order as "continuous work," particularly among employers, leads to negative consequences such as never-ending video chats, meetings with no time limit, and a complicated understanding of overtime. All of these factors have a negative impact on employee wellbeing and work-life balance(Klinghoffer, 2021).

One of the system's disadvantages is the risks associated with digitalization, which allows for hybrid functioning. Cyber attacks that endanger data security are the most serious of these dangers. At this point, organizations should concentrate on assuring data protection and, when necessary, implementing security policies and protocols developed by cyber security professionals.

4. RECOMMENDATIONS FOR A SUCCESSFUL HYBRID SYSTEM

Evaluating the hybrid working system, which is predicted to play an increasingly important role in the workplace in the future, as well as its good and negative elements, would provide a more objective perspective, particularly on how the system should be implemented to be effective.

Employees want more face-to-face interaction with their teams, but they don't want to give up the flexibility of working remotely, according to

studies (Özbilgin, 2021). In this instance, a hybrid model is recommended for organizations that want to strike a balance between these two features and get the best of both worlds by combining the benefits of working remotely with the benefits of working in an office.

To avoid losing control and guarantee that the system runs smoothly, a company that adopts hybrid working must decide the standards and all the details of the model to be implemented throughout the organization (working schedule, conversion process, auditing styles, and so on). Simultaneously, in order for the implementation to be effective, it is critical to teach and train personnel on these concerns by producing guidelines that do not include doubts about the standards and specifics (Morales and Misner, 2021).

Businesses must also have a solid digital infrastructure to ensure that the hybrid system runs smoothly. The indispensable aspects of remote working, such as data storage, security, and continuous communication, necessitate firms making the appropriate technological investments. It is possible for businesses to evaluate options such as employment or outsourcing in the context of the approach they adopt. Businesses should also review their cyber awareness and communication strategies to adapt to the technology strategies required by hybrid work; training should be organized to ensure that employees are aware of the importance of cyber security, expected behaviors, and available resources.

CONCLUSION

Although the hybrid working system is more on the agenda as a result of the Covid-19 pandemic, which began at the end of 2019, it is well known that many businesses used it before this date as a result of the digital age. In a world free of the pandemic's effects, this model is expected to have a growing application area in the workplace (Rahaman et al., 2020). According to new research, the vast majority of employees and executives want to keep the hybrid model, which includes remote working (Davis, 2021).

Businesses that can integrate the hybrid working system into their organizational structure are expected to gain a significant competitive advantage in the fast-paced, high-stakes business world of the twenty-first century. To begin with, the ability to move work outside of the office provides businesses with a great deal of flexibility in hiring employees with the

creativity, talent, and education they desire. Furthermore, because the creativity and productivity of human resources working in the hybrid system increases while stress levels decrease, the likelihood of businesses continuing to use this working system in the future can be better understood.

Additionally, when deciding on a hybrid system, businesses should consider some potential drawbacks. One of the most significant among them is the risk posed by digitalization. Moreover, the absence of certain working hours physically present in the office is expected to make labor justice and organizational culture more difficult to establish.

When all of the positive and negative possibilities are considered, many researchers and business executives believe that hybrid work will become the preferred work style in the coming years. It's critical to reveal the model's theoretical framework, application forms, and positive and negative aspects in this case. From this perspective, this study examines the concept's theoretical foundations and application forms in-depth, beginning with the historical process and progressing to hybrid work.

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CHAPTER 8

BIBLIOMETRIC ANALYSIS ON RESEARCH TRENDS OF SOCIOLOGY OF HEALTH

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INTRODUCTION

Bibliometric analysis methods are applied to reveal research trends related to a field of science and to offer a holistic perspective on the subject. One of the most important of these methods is the in-depth examination of all the publications of a very prestigious journal, which has been published in the relevant scientific field for a long time. Thus, a long-term thematic and strategic development map can be drawn up to cover the relevant scientific field for all stakeholders. In this framework, the journal Sociology of Health & Illness (SHI), one of the leading journals in the field of health sociology, was examined in this study. SHI started its publishing activity in 1979. The journal, which started to be scanned in Web of Science since 1984, is in the quartile 1 group in the field of sociology and social sciences and biomedical. In this study, research trends of publications in SHI were examined by using four different bibliometric analysis programs specifically for SHI journal in the period covering 1984-2019. SHI journal was examined in terms of science mapping and visual mapping techniques, with the best features of Bibliometrix, VOSviewer, CiteSpace and Scimat software. First, publications in SHI were categorized in terms of genre, annual trend, and most cited publications. Secondly, the characteristics of countries, institutions and authors were presented in terms of evaluation indicators. Then, SHI was examined in terms of analysis types such citation burst analysis. This article has the potential to provide a valuable reference for scholars to understand SHI's research trends and to grasp current issues in relative fields.

1. SOCIOLOGY OF HEALTH & ILLNESS (SHI)

Sociology of Health & Illness (SHI) is a journal that examines illness, the role of illness, social background of health behavior in the light of meta-theories, eating habits, inequality and the social reflections of sexual health in terms of sociological imagination. (ISSN: 0141-9889; e-ISSN: 1467-9566). The publisher of SHI journal is Wiley and it is published in the USA. According to the main page[2] of the journal, in addition to six regular issues per year, it can also publish special issues when needed. SHI is an international journal that publishes sociological articles on health, disease,

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[2]https://onlinelibrary.wiley.com/page/journal/14679566/homepage/productinformation.html

medicine and all aspects of healthcare. The Journal's impact factor for the last two years is: 2.122 and the five-year impact factor is 2.662. SHI aims to identify and contribute to new areas of discussion and research in its discipline. The main concepts it focuses on are health, sociology, disease, construction of the medical field, medicine, treatment, service, genetics, inequality, science, psychology, risk, reforms, periodic review, theory, class and welfare.

The Joint Editors-in-Chief of SHI are Professor Karen Lowton and Professor Flis Henwood. Ray Jobling and Alan Davis contributed a lot to the first publications of the journal. The journal owes its existence mainly to the inspiration and efforts of the members of the British Sociological Association's Medical Sociology Section. In the first issues, Editors and Editorial Board were all English. In the following period, the journal became an international journal. The journal is also a member of the Committee on Publication Ethics (COPE) and is committed to abiding by COPE principles. SHI started its publishing activity in 1979. The journal, which started to be scanned in Web of Science since 1984, is 31st in the field of sociology and is in the quartile 1 group (31/150). It ranks 11th among 45 journals in the field of social sciences and biomedical and is in the quartile 1 group.

Bibliometry is an important branch of Information Science, and bibliometric methods are effective tools developed to evaluate a particular aspect of research or the values of a particular journal (Andonie et al.2010; Shang et al.2015). With bibliometric methods, the evolution of a research direction can be revealed because bibliometry consists of the intersection and combination of linguistics, information and statistical sciences in a given field (He et al.2017). Bibliometry has been applied to many areas of research, including science mapping and visual mapping tools as well as engineering (Huarachi et al, 2020a), road safety (Zou and Vu, 2019), evaluation of the social life cycle (Huarachi et al, 2020a), financial performance (Xue et al. 2020), and rescheduling of higher education (Ren et al. 2018). Thanks to bibliometry, the development process of a journal can be illustrated. For example, the development process of a journal, productivity, impact, total number of publications (TP), the total number of citations (TC), average number of citations per publication (AC) can be evaluated with some generally accepted bibliometric indicators such as H-index, g index and m

index (Hsieh and Chang, 2009; Wang et al.2020). In the context, one of the fields of study where bibliometric analysis can find application is the ability to perform bibliometric analysis of a journal or a set of journals representing a discipline. Journal of Network and Computer Applications (Zurita et al.2020), Omega (Wang et al. 2020), Journal of Endodontics and a Comparative (Ahmad and Elgamal, 2020), Journal of Hand Surgery (Peters et al, 2020), Journal of King Saud University (Lei et al.2020), Journal of Business Research (Donthu et al.2020) and ten major Dermatology journals (Kim et al.2020) were subjected to bibliometric analysis.

Visualization is one of the most important techniques for bibliometric analysis. Scholars can visually analyze the structure and trend of a research area or journal with bibliometric tools (Cobo et al, 2011). Free software such as Bibliometrix (Aria and Cuccurullo, 2017), VoSviewer (van Eck & Waltman, 2010), CiteSpace (Chen, 2006) and SciMAT (Cobo et al, 2012) have become popular tools for bibliometric analysis, as they have a powerful user graphical interface and map visualization capability. Many studies are using the above four software separately: Bibliometrix has been used in topics such as political marketing (Perannagari and Chakrabarti, 2020), social responsibility of universities (Duque and Cervantes-Cervantes, 2019), and cyber behavior (Serafin et al.2019). VoSviewer, CiteSpace and SciMAT have been widely used in many areas such as food chemistry (Kamdem et al., 2019), emergency medicine (Chan et al. 2019), information literacy assessment (Pinto 2015) and Covid-19 (Herrera-Viedma et al.2020).

Table 1: Software and Analysis

Data Source	Analysis Categories
Bibliometrix Biblioshiny	Main Statistics
	Total number of publications, number of citations and average number of citations
	Productivity and Collaboration Networks of Countries and Institutions
	• Country productivity map
	• Country cooperation map
	• Most cited countries

	• University citation numbers
	• Corresponding author's country
	• MCP rate per article
	Highly Contribute Authors Papers, Citations
	• Top authors production over time
	• 10 most cited authors
	• Lotka's law
	• Number of authors who wrote the most articles
VosViewer	Keyword co-occurrence network map
	Density visualization
CiteSpace	Burst (References, Authors, Institutions, Countries, Keywords)
SciMAT	Overlap map
	The strategic diagram (Ten years of comparative analysis)
	Longitudinal view Thematic Development Map (30-Year Period)

Web of Science (WoS) is preferred as it is one of the most widely used databases among academics, and many leading journals are available and provide detailed information on publications worldwide (Falagas et al, 2008). On 5 July 2020, the name of the journal from the WoS Core Collection database ("Sociology of Health and Illness" as a keyword) was determined as a search strategy. The findings were filtered at the data article and review level and the raw data were downloaded as "plain.txt". As a result, 1714 publications (including article and rewiev) were downloaded from the database since the first publication in 1984. In this study, articles and reviews published in SHI between 1984-2019 were subjected to a bibliometric analysis. The analyzes performed within the scope of the study are as shown in Table 1:

The following elements are thought to contribute:

The publications in SHI were thoroughly analyzed from the perspective of Productivity and Collaboration Networks of Countries and Institutions.

Highly Contribute Authors Papers, Citations analyzes were made.

Keyword co-occurrence network map, density visualization, document co-citation analysis, time map of clusters, major cluster, burst (References, Authors, Institutions, Countries, Keywords), overlap map, the strategic diagram (Ten-year comparative analysis) analyzes were carried out.

Recommendations will be given on motor themes that are currently prominent from the data obtained from SHI journal.

The remainder of this article is organized as follows: Chapter 2 focuses on the main findings. Chapter 3 will examine organizations such as Productivity and Collaboration Networks of Countries and Institutions. In Chapter 4, Thematic Analysis and Evolution analysis were made. In Chapter 5, Major clusters, time maps and citation bursts will be examined. In Chapter 6, word analysis will be done in terms of data mining. The remaining parts are written as discussion, limitations and conclusion.

2. GENERAL INFORMATION ON SHI AND PUBLICATIONS

In this section, general information about the type of publications between 1984 and 2019, the annual trend of the publications and the most cited publications in SHI will be given.

2.1. SHI and Publication Types

SHI journal has a total of 11 publication types (article, book review, review, editorial material, proceedings paper, note, the item about an individual, early access, correction). It is seen that research articles (49%), book reviews (47%) and reviews (2%) are among the most published ones. The total number of publications is 3471 when all types of publications are taken into account. Studies subjected to bibliometric analysis are article and review type studies.

2.2. Main Statistics on Data

A total of 1714 articles and reviews were written over a 36-year period. The number of authors is 2667 and the number of studies with a single

author is 596. The number of citations per article is 29.88 and an average of 46.5 articles were published per year. The h index of the publications is 94 and all data are given in Table 2 below:

Table 2: Main Statistics About The 1984–2019 SHI Collection

Years	36
Documents	1714
Authors	2667
Citations	51218
Single-authored documents	734
Authors of single-authored documents	596
Multi-authored documents	1081
Authors of multi-authored documents	2071
Author Appearances	3711
Documents per year	46.58
Documents per Author	0.63
Authors per Document	1.59
Co-Authors per Documents	2.21
Collaboration Index	2.20
Citations per documents	29.88
h-index	94
Author keywords	3382
Keyword Plus	2509

It can be said that the number of articles published in SHI journal tends to increase steadily over the years. The most publications in the relevant period belong to 2019 (111 publications). The 2017 year (95) ranked second. The annual growth rate is 6.32% (Figure 1).
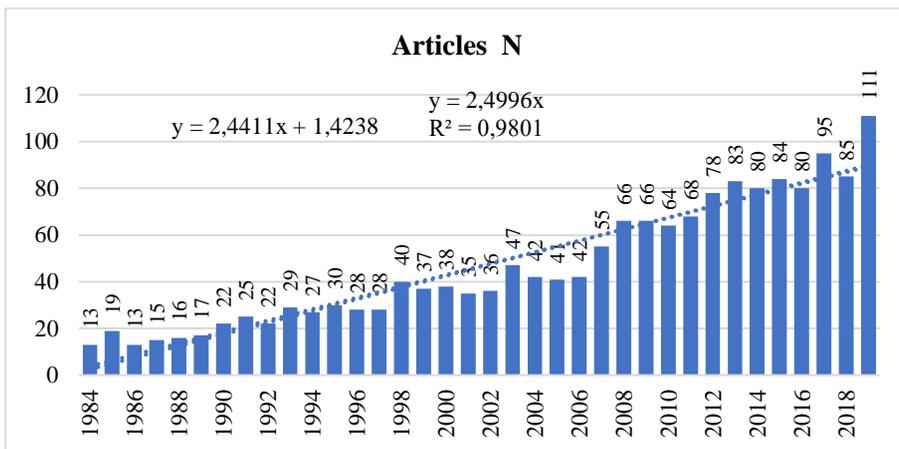
Figure 1: Number of Publications by Years

Considering the increase in citations, it is seen that a regular increase trend has been achieved. Researchers interested in the field of health sociology have started to refer more and more to the SHI journal over the years. SHI received a total of 4918 citations in 2019 (Figure 2).
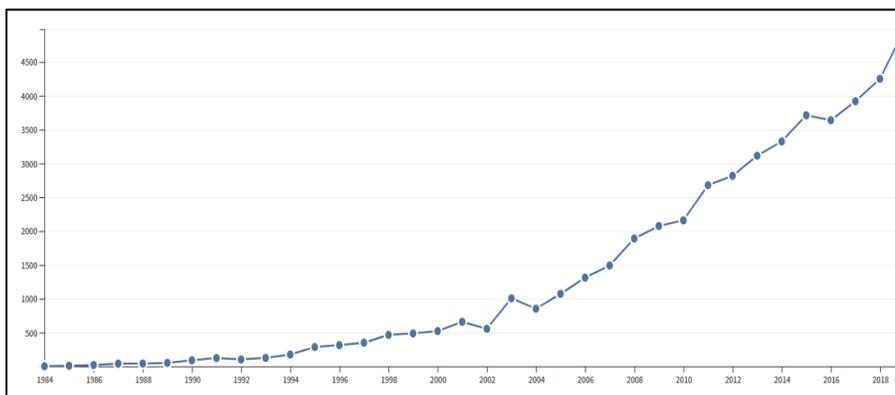
Figure 2: Total Number of Citations by Year

When the average number of citations per article per year is considered, it is seen that the citation performance of the articles peaked in 2004 and 2008, and the performance of the articles published recently is lower than the previous period articles. When 2019 is excluded, it is observed that it has been on a downward trend since 2014 (Figure 3).
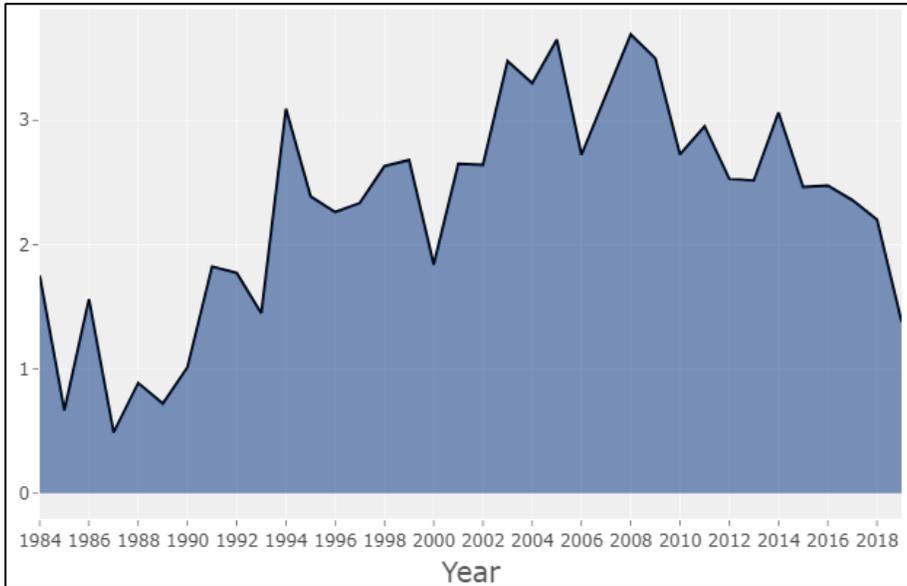
Figure 3: Average Article Citations Per Year

3. PRODUCTIVITY AND COLLABORATION NETWORKS OF COUNTRIES AND INSTITUTIONS

When Figure 4 is examined above, the countries marked as dark blue in the figures are the countries that have produced more articles, have more international cooperation and are the most cited countries. When the geographic maps are examined, it is seen that Continental Europe, America, Canada and Australia are the leading countries.
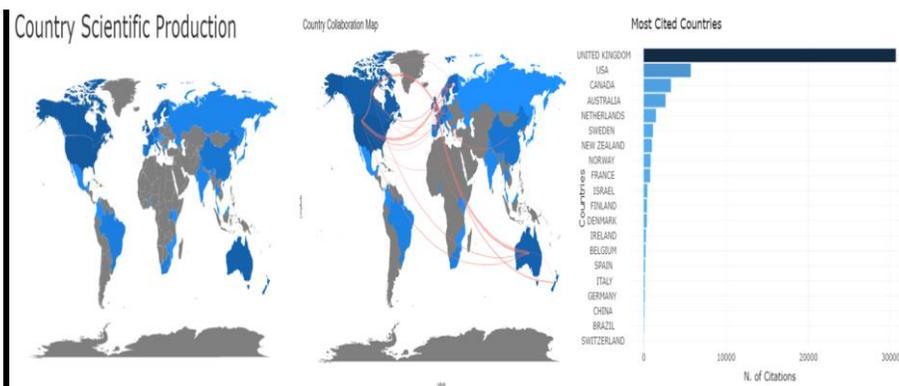
Figure 4: Productive Countries; Cooperation Between The Most Cited Countries And Between Countries

When the graphs of the number of publications of the universities are examined, it is seen that the universities in the top five are universities of UK origin. When Figure 5 is examined, the top three universities that contribute the most are KINGS COLL LONDON (67 publications), UNIV NOTTINGHAM (61 publications) and UNIV EDINBURGH (59 publications).
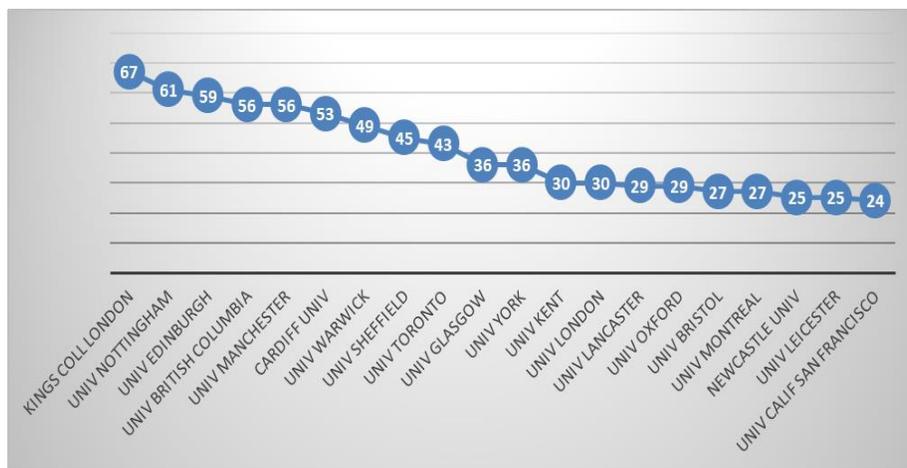
Figure 5: Total Publication Numbers of Universities

MCP: Multiple Countries Publication; SCP: Single Country Publication Countries with an MCP rate of over 30% are countries with high international cooperation in the field of health sociology (Figure 6).
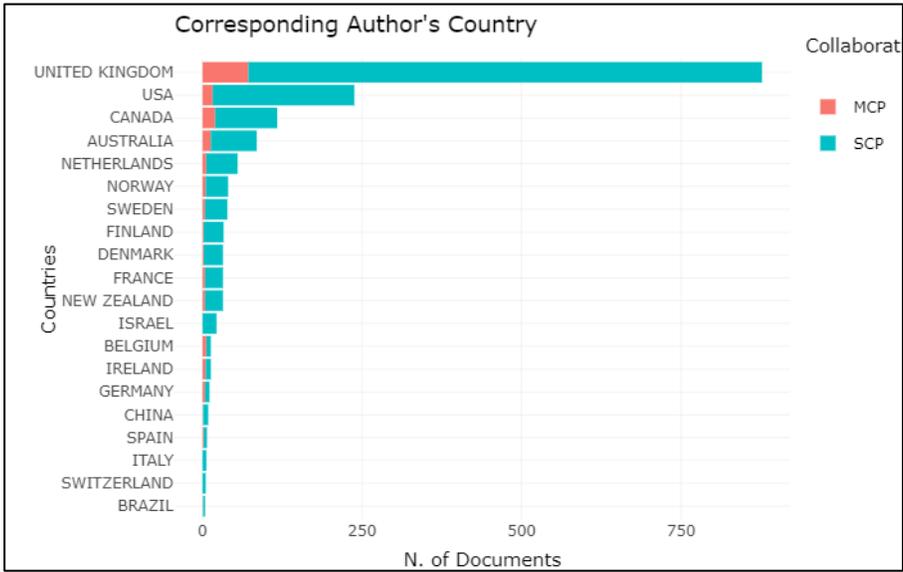
Figure 6: Corresponding Author's Country

Although the country that cooperates with most countries in the world in terms of numerical terms is England (72), the country that cooperates most according to the total number of publications is Belgium. The number of publications is 13 in total, and six of the publications were made in international cooperation. Ireland and Germany ranked second and third. The reason why the UK's MCP ratio is low is the high number of publications in total publications. It is calculated as the MCP rate = number of the MCPs / Total number of publications. Countries with an MCP rate of over 30% are countries with high international cooperation in the field of health sociology (Figure 7).
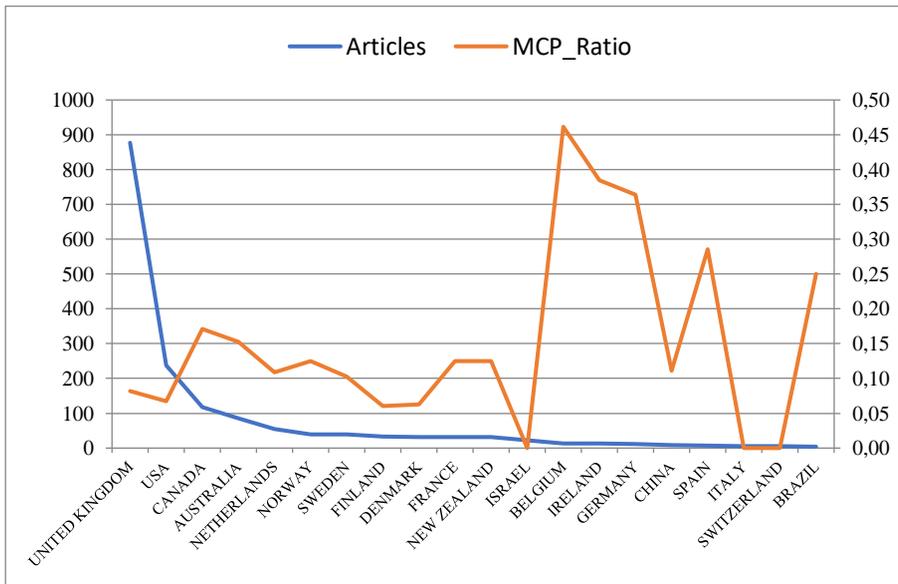
Figure 7: MCP Rate Per Article

3.2 Highly Contributive Authors, Papers and Citations

The "Hirsch index" or "h-index" designed by Jorge Hirsch for micro-level application is a unique and simple performance index that includes both the quantity and visibility of publications. It is an author-level metric that tries to measure the productivity and citation impact of the publications made by scholars. Since H-indexes are influenced by the citation traditions and methods of each discipline, it is difficult to compare this index between disciplines (Bornmann and Daniel, 2007).

The g-index, developed by Leo Egghe in 2006, is an alternative to the h-index that does not average citation counts to measure the global citation performance of a series of articles. Egghe thinks that the h-index has a disadvantage that it does not take into account the citation scores of the top articles. The index is calculated based on the distribution of citations received by a particular researcher's publications. While the g-index gives more importance to articles with high citations, the h-index is insensitive to it. It helps to make the difference between the author's related influences more distinct when calculating the author's performance of the most read articles (Egghe, 2006).

The h-index is a less suitable measure of academic achievement for young academics because their articles do not yet have enough time to be cited. Especially in social science, it can take more than five years for an article to generate a significant number of citations. For young academics, the impact factor of the journal they publish may be a more realistic measure of final impact. One way to facilitate comparison between academics with different lengths of academic careers is to divide the h-index by the number of years the academy has been active (measured as the number of years since the first published article). This index created by Hirsch is defined as the m-index (Harzing, 2012).

As a result, when the index scores of the authors in terms of all these three indicators (h-g-m index) are evaluated, S.J. Williams has the highest score in only h and g index of all three indicators, while Oliffe JL has the highest index value in index m (Table 3).

Table 3: Highly Contributive Authors

Author	TC	NP	h_index	g_index	m_index	PY_start
WILLIAMS SJ	1264	18	14	18	0.5	1993
GABE J	387	16	10	16	0.286	1986
NETTLETON S	651	15	12	15	0.364	1988
ARMSTRONG D	817	14	11	14	0.306	1985
CALNAN M	389	14	12	14	0.324	1984
OLIFFE JL	349	14	10	14	0.833	2009
LUPTON D	474	12	9	12	0.346	1995
WILLIAMS C	333	11	9	11	0.333	1994
MCDONALD R	295	10	8	10	0.471	2004
PILNICK A	247	10	7	10	0.304	1998
GREEN J	246	9	8	9	0.276	1992
HUNT K	332	9	8	9	0.258	1990
MAY C	409	9	8	9	0.276	1992
RHODES T	458	9	8	9	0.296	1994
TIMMERMANS S	433	9	7	9	0.259	1994
ALLEN D	366	8	8	8	0.333	1997
ARBER S	303	8	7	8	0.194	1985
GRIFFITHS L	220	8	7	8	0.28	1996
HUGHES D	202	8	5	8	0.147	1987
WARING J	225	8	6	8	0.4	2006

BRADBY H	199	7	7	7	0.269	1995
DEW K	96	7	7	7	0.333	2000
PRIOR L	367	7	7	7	0.194	1985
ROGERS A	323	7	6	7	0.2	1991
SEALE C	301	7	7	7	0.269	1995

The horizontal line shows the period between the author's first publication and the last publication in the relevant period. The size of the small bubbles shows the multiplicity of the number of publications. The darkness of the colors inside the bubbles darkens proportionally with the citation numbers received. In this respect, looking at the figure above, the authors who have been publishing in SHI journal for many years are Gabe, Armstrong, Calnan and Hughes. Oliffe is the most published and cited author in a very short period (Figure 8).
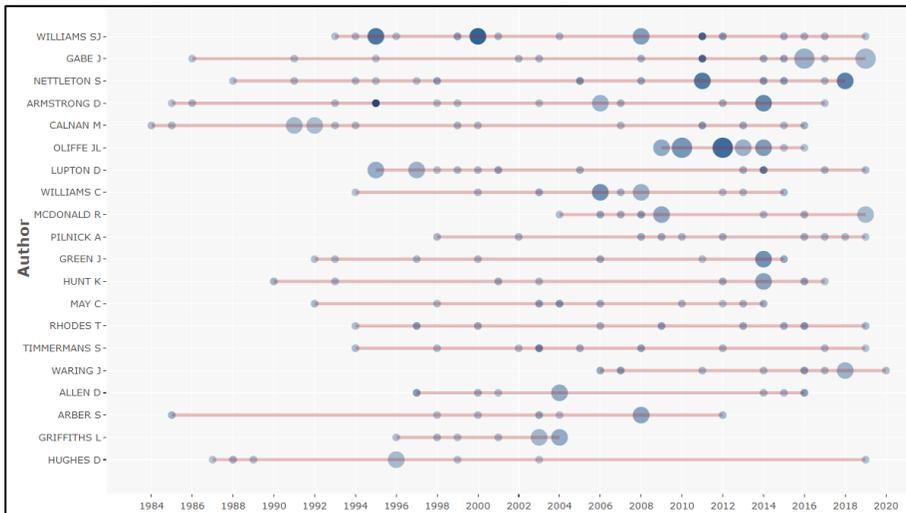

Figure 8: Top-Authors' Production Over Time

When Table 4 is examined, it is seen that 80% of the top ten most cited authors are from England. The other two countries are Scotland and Sweden. It is seen that studies examining chronic diseases are at the forefront throughout the first ten studies.

The most cited study is Kitzinger's 1994 study, with a total of 1427 citations and the average number of citations per year is 52.85. Kitzinger's work introduces focus group methodology, explores ways of conducting focus groups, and examines what this data collection technique can offer researchers in general and medical sociologists in particular.

Table 4: Top 10 Cited Authors

Authors-Years	Title	Country	TC	AC
Kitzinger, J (1994)	The Methodology Of Focus Groups-The Importance Of Interactıon Between Research Participants	Scotland	1427	52.85
Armstrong, D (1995)	The Rise Of Surveillance Medicine	England	531	20.42
Williams, G, (1984)	The Genesıs of chronic illness-narrative re-construction	England	484	13.08
Bury, M (1991)	The Socıology of chronic illness-a review of research and prospects	England	446	14.87
Bury, M (2001)	Illness narratives: fact or fiction?	England	422	21.1
Scambler, G; Hopkıns, A (1986)	Being epileptic- coming to terms wıth stigma	England	386	11.03
Hyden, LC (1997)	Illness and narrative	Sweden	371	15.46
Davıson, C; Smıth, Gd; Frankel, S (1991)	Lay epidemıology and the prevention paradox-the ımplicatıons of coronary candidacy for health-education	England	356	11.87
Williams, SJ (2000)	Chronic illness as biographical disruption or biographical disruption as chronic illness? Reflections on a core concept	England	321	15.29
Hardey, M (1999)	Doctor in the house: the Internet as a source of lay health knowledge and the challenge to expertise	England	271	12.32
TC: Total Citations; APY; Average citations per year				

Second and third are Armstrong's work from 1995 and Williams from 1984. Presenting a fundamental reformulation of the epistemological, cognitive and physical map of disease in the twentieth century, Armstrong (1995) has drawn up an important roadmap on "Surveillance Medicine", which is a very close alliance with the social sciences. Armstrong argues that this medicine, which basically involves remapping the areas of disease and emerged at the end of the twentieth century, will have important future impacts. Williams's (1984) article discussing the connection of people's

beliefs about the etiology of their own sadness with the disease has attracted considerable attention from the scientific world.

Burry is the only author to contribute with two of his works on the top ten list. Providing a review of research and discussion of diseases, Bury (1991) used empirical studies of chronic disease to illustrate some of the main stages involved, primarily by outlining some general features of a sociological approach. He discussed his claims about narrative analysis in medicine and some methodological issues that he put forward with his analysis in his article. Bury (2001) explained the complex character of the disease narratives and their social and psychological functions with the motivational issues they are related to. He also mentioned that these issues pose a great challenge for sociological analysis.

Scambler and Hopkins (1986), who reported a study on the impact of epilepsy on patients' lives, drew particular attention to coping strategies developed in the family and at work. Hyden (1997) argues that as social scientists, we can use disease narratives as a tool to study not only the world of biomedical reality, but also the experience of disease and its social and cultural underpinnings.

The study conducted by Davidson et al. (1991) on the appropriateness of existing attempts to prevent chronic disease through behavioral change, and Williams's (2000) study on the concept of chronic disease as biographical impairment and explaining the theory of disability are quite interesting. Finally, Hardey (1999), who reported the findings from a qualitative study of households who routinely use the internet to access health information, stated how it affects health beliefs and behaviors. In addition, he mentioned the advantages and disadvantages of public use of previously uncertain and inaccessible medical information.

Lotka Law predicts that in one area, 60% of the authors contribute with one article, 15% with 2 articles, and 7% with 3 articles (Birinci, 2008; Sudhier, 2013). When the articles and authors are examined within the framework of Lotka law, it is seen that authors contributing to SHI with an article make up 80%, with two articles 11%, with three articles 4%, with four articles 2% and with five articles make up 6.2 per thousand of contributors. It was understood that the author's distribution of the articles in SHI did not comply with Lotka law. However, it should be accepted that authors with

more than five publications have deepened in the field of SHI and should be considered as core authors (Figure 9).
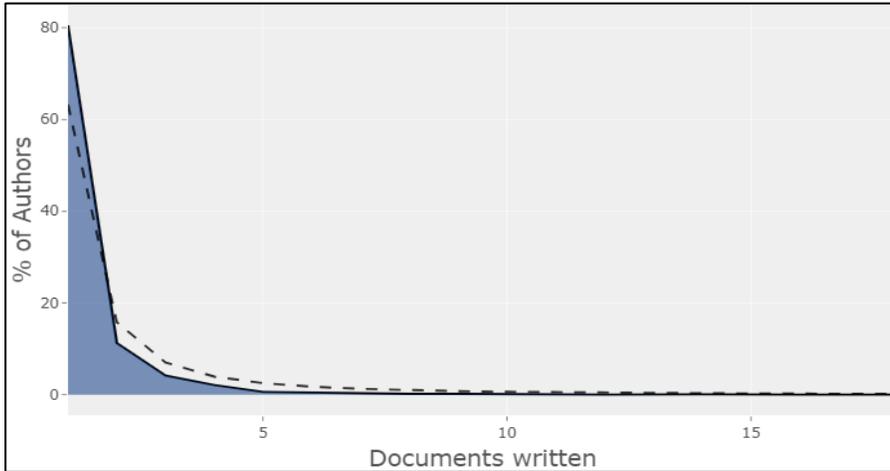
Figure 9: Lotka's Law Chart

4. THEMATIC ANALYSIS AND EVOLUTION

The data downloaded from the WoS database in plain text format were loaded into the SciMAT (Science Mapping Analysis Software Tool) program (http://sci2s.ugr.es/scimat) and analyzed. Among the data uploaded to the SciMAT program, publications before 1990 were excluded from the analysis because they did not contain keywords. In the analysis findings, the publications were divided into the periods 1990-1999, 2000-2009 and 2010-2020 in order to evaluate the development periodically.

In the SciMAT program, words were used as the unit of analysis. Keywords in publications were grouped before analysis. Data reduction was made to ensure that the findings obtained as a result of the analysis could be interpreted. In analyzes, options such as "co-occurrence" for network inference, "equivalence index" as a similarity measure in network normalization, "simple centers algorithm" for clustering algorithm, "core mapper" in mapping, "h-index" and "sum citations" as a quality measure, "inclusion index" for development map and overlap map were used (Manuel J Cobo, López-Herrera, Herrera-Viedma, & Herrera, 2011; Manolo J Cobo, Lopez-Herrera, Herrera, & Herrera-Viedma, 2011; Manuel J Cobo, López-Herrera, Herrera-Viedma, & Herrera, 2011, 2012; Manuel J Cobo, Martínez,

Gutiérrez-Salcedo, Fujita, & Herrera-Viedma, 2015; López-Herrera, Cobo, Herrera-Viedma, & Herrera, 2010; Lopez-Herrera et al., 2009; Martínez, Cobo, Herrera, & Herrera-Viedma, 2015; Murgado-Armenteros, Gutiérrez-Salcedo, Torres-Ruiz, & Cobo, 2015).

Themes in the strategic diagrams used in the evaluation of analysis findings are placed according to the characteristics of centrality and density. The centrality feature is related to the outer relations of the theme, and the themes that have a high level of relationship with the other themes in the diagram approach to the right in the diagram. The intensity feature, which shows the development of the theme, is related to the inner relations of the theme, and the themes with a high level of relationship in themselves approach upward in the diagram. Themes are placed in four different areas in the strategic diagram according to centrality and density values.

Themes with high centrality and intensity values constitute "motor themes" placed in the upper right area of the diagram,

Themes with high centrality value and low-intensity value constitute the "basic and transformational themes" placed in the lower right area of the diagram,

Themes with low centrality value and high-intensity value constitute "isolated and developed themes" placed in the upper left area of the diagram,

Themes with low centrality and intensity values constitute "emerging or disappearing themes" placed in the lower left area of the diagram. (Manuel J Cobo, Antonio Gabriel López-Herrera, et al., 2011; Manuel J Cobo et al., 2011; Manuel J Cobo et al., 2012; López-Herrera et al., 2010; Lopez-Herrera et al., 2009).

In the overlap map, where the numerical development of the keywords in the periods considered in the study is evaluated, the number and percentage of the keywords transferred from the previous period to the next period, the number of newly used keywords and the number of keywords used in the next period but not used in this period are seen (Manuel J Cobo, Antonio Gabriel López-Herrera, et al., 2011; Manuel J Cobo et al., 2012).

The relationships between themes were evaluated in the strategic development map, which enables longitudinal analysis between the periods considered in the study. Straight lines between the themes of the two periods show that the basic keywords were shared between them. Dashed lines indicate that other keywords are shared besides the basic keywords. The thickness of the lines varies depending on the strength of the relationship between themes (Manuel J Cobo et al., 2012; Manuel J Cobo et al., 2015; Murgado-Armenteros et al., 2015).

Strategic diagrams for the periods 1990-1999, 2000-2009 and 2010-2020 obtained after the analysis are given in Figure 10. In the 1990-1999 period, 16 themes emerged. Among these themes, "inequalities", "chronic illness", "complaints", "stress", "Britain" and "health inequalities" are the motor themes; "drug use", "strategies" and "physicians" isolated and developed theme, "risk", "experiences" and "women" basic and transformational theme; "Doctor-patient relationship", "work", "patient" and "diagnosis" are emerging or disappearing themes (Figure 10-a). Figure 10-b contains the strategic diagram for the period 2000-2009. During this period, 18 themes emerged. Among these themes, "biographical disruption", "social class", "body", "management", "gender", "genetics" and "doctors" are motor themes; "Expertise", "complementary and alternative medicine" and "accounts" are isolated and advanced themes; "primary care", "internet" and "work" are basic and transformational theme; "Medicalisation", "mental health", "children", "HIV / AIDS" and "choice" are emerging or disappearing themes. Strategic diagram data for the period 2010-2019 are included in Figure 10-c. During this period, 29 themes emerged. Among these themes, "chronic illness", "family", "cancer", "inequalities", "masculinity", "medicalization", "health-care", "care", "people", "depression" and "risk" are motor themes. ; "Association", "ethnicity", "overweight" and "alcohol" are isolated and developed themes, "Public health", "behavior", "perspectives" and "sociology" are basic and transformational themes; "General practice", "AIDS", "adolescents", "professionalism", "governance", "conversation analysis", "empowerment", "aging", "information" and "culture" are emerging or disappearing themes.
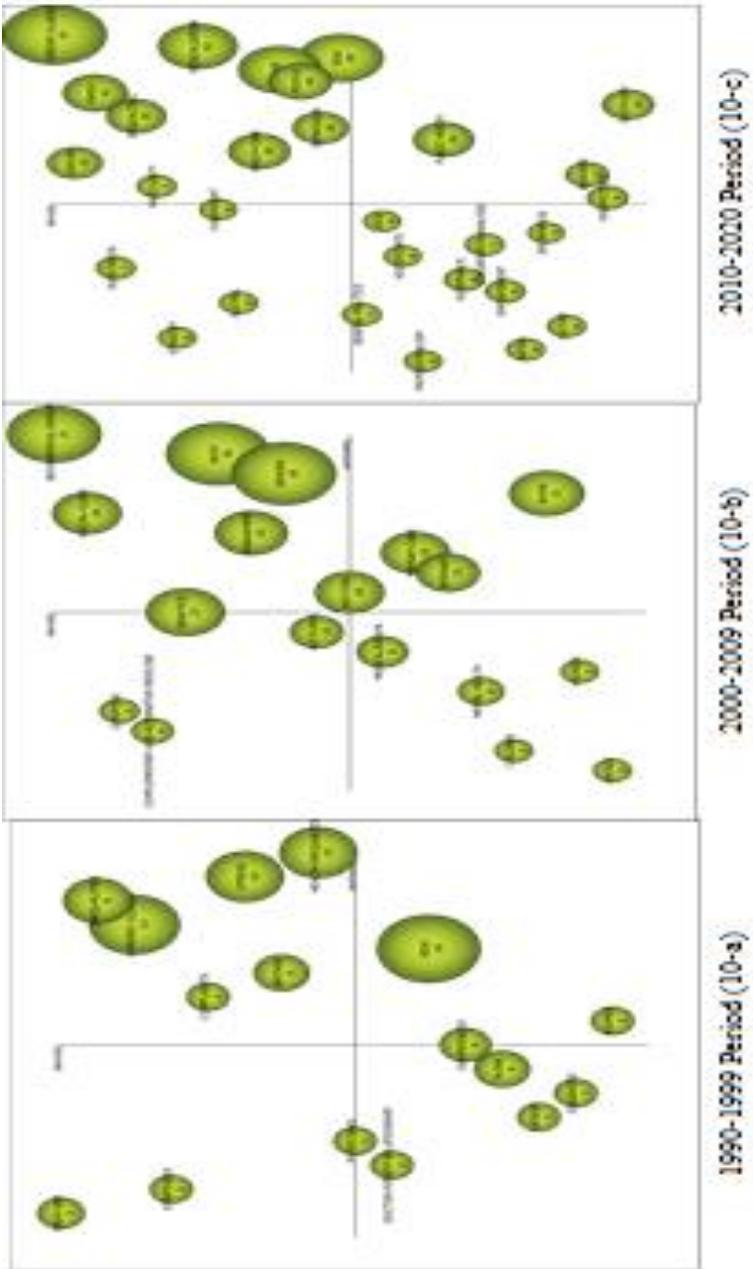
Figure 10: Strategic Diagram (Period 1990-2020)

The numerical development on a periodic basis of the keywords used in the publications discussed in the research is seen in Figure 11. According to these findings, 860 keywords were used in the first term and 434 of these words (50%) continued to be used in the second term. In the second period, 1647 new keywords were started to be used and a total of 2081 keywords were included in the publications in this period. In the last period, 964 (46%) of the keywords in the second period continued to be used, and 2485 new keywords were included in the publications, and a total of 3449 keywords were used.
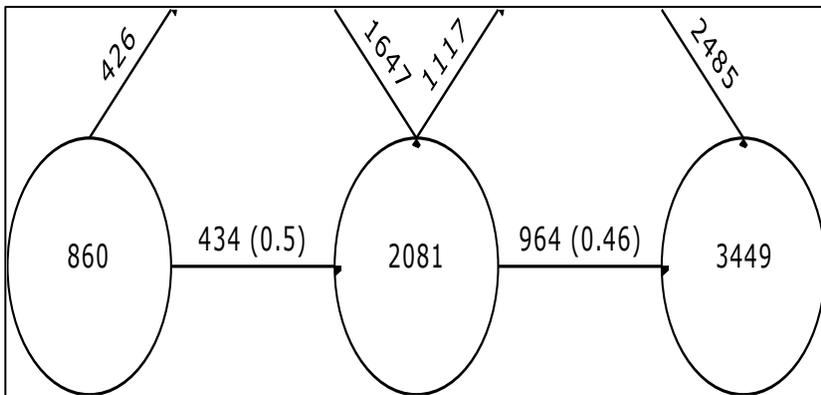
Figure 11: Overlap Map

Thematic Development Map showing the relationships between the themes that emerged in the periods discussed in the research is given in Figure 12. The highlights of these relationships are presented below.
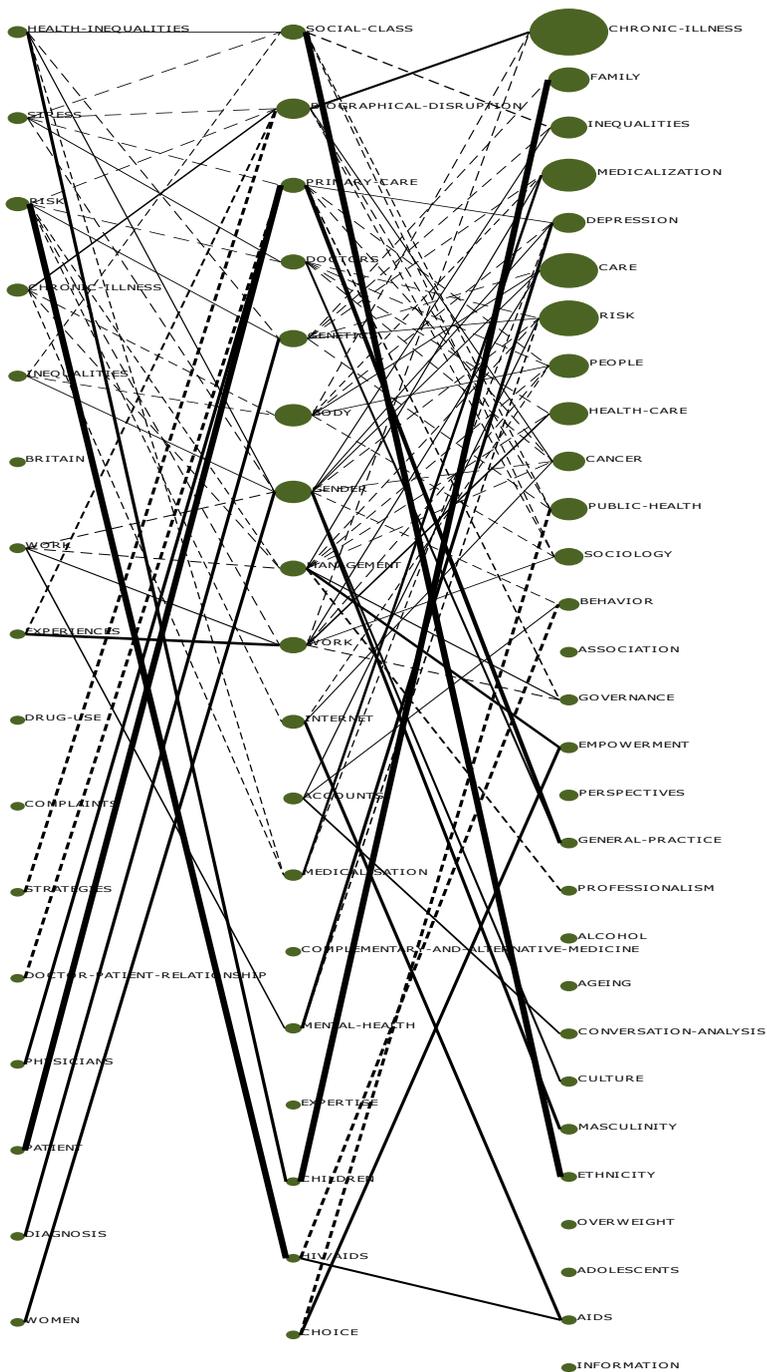
Figure 12: Thematic Development Map (1990-2020)

The "social class" theme in the second period showed the most related to the "health inequalities" theme from the first period and shows a strong relationship with the "ethnicity" theme from the last period. Both the first and the last period themes of "chronic illness" are related to the theme of "biographical disruption" from the second period. Besides, the theme of "biographical disruption" also relates to the themes of "experiences" and "strategies" from the first period. The "primary care" theme, which is associated with the themes of "patient", "physicians" and "doctor-patient relationship" from the first period, shows a relationship with the themes of "general practice" and "governance" from the last period. The "gender" theme in the second period shares basic keywords with the theme "women" from the first period and "masculinity" from the last period. The "management" theme, which is associated with the themes of "work", "chronic illness" and "risk" from the first period, is associated with "empowerment", "medicalization", "governance" and "professionalism" from the last period. The theme of "internet" in the second period is related to the theme of "risk" from the first period and is related to the themes of "cancer" and "people" from the last period, primarily "AIDS". The "mental health" theme, which is associated with the "work" theme from the first period, shows a relationship with the themes "depression" and "risk" from the last period. The theme of "children", one of the themes of the second period, shared basic keywords with the theme of "health inequalities" from the first period and shows a strong relationship with the "family" theme from the last period.

The "HIV / AIDS" theme, which has a strong relationship with the "risk" theme from the first period, continues its relationship with the "behavior" theme, one of the recent themes

5. CITATION BURSTS (CITESPACE)

In the author category, two authors have experienced a burst of citations, and the closest to present is John Olife's 1984 work. Oxford and York universities are the institutions that have sustained the burst of citation in the field of health sociology. There are two countries (Canada and Wales) with citation bursts. The concepts of dementia and ageing are still experiencing citation bursts (Figure 13).

AUTHORS					
	Year	Strength	Begin	End	1984 - 2019
JOHN L OLIFFE	1984	6.0538	2009	2014	
D LUPTON	1984	4.096	1995	2001	
INSTITUTIONS					
Univ British Columbia	1984	6.7505	2009	2017	
Kings Coll London	1984	4.2429	2003	2006	
Univ Ghent	1984	4.0745	2013	2014	
Univ Durham	1984	3.7694	2006	2015	
Univ Oxford	1984	3.6154	2012	2019	
Univ York	1984	3.6139	2011	2019	
COUNTRİES					
CANADA	1984	4.6883	2009	2010	
WALES	1984	3.9462	2001	2003	
KEYWORDS					
aid	1984	7.8948	1994	2003	
united states	1984	7.3688	1998	2007	
hiv	1984	6.2887	2007	2013	
ageing	1984	5.9655	2016	2019	
stigma	1984	5.8747	2015	2017	
patient	1984	5.7103	2003	2010	
bourdieu	1984	5.5495	2013	2017	
genetics	1984	5.522	1999	2011	
health inequality	1984	5.3993	1996	1998	
dementia	1984	4.7505	2017	2019	
primary care	1984	4.7448	2003	2009	
doctor	1984	4.7448	2004	2008	
trust	1984	4.6955	2005	2007	
time	1984	4.6568	2011	2017	
media	1984	4.6011	2001	2003	

Figure 13: Authors (Top 2), Institutions (Top 6), Countries (Top 2) and Keywords (Top 15) with the Strongest Citation Bursts

6. WORD ANALYSIS

Word analysis was analyzed with both bibliometric and Vosviwer software. Bibliometrics software analyzes the words by using the title of the article, keywords, abstract and the bibliography of the article. The analysis obtained by using the bibliography of the article is called keyword plus (a feature not found in other software). The words with the highest frequency in the words obtained from the article title are health, social, medical, illness, care, work, risk and patient. In other words, the authors preferred these words the most in the title of the article. Health, social, article, paper, care, study, medical, patients, analysis, women, work, risk and patient were more used in the abstracts. The words "paper", "study", and "article" should be excluded from these words. Because these words are used in the abstract of each article by their nature (Figure 14).

14-a) Words by article title   14-b) Words by Abstract

14-c) Keyword plus   14-d) Words by keywords

Figure 14: Article Title, Keywords, Summary, and Keyword Plus Word Trees

In the title of keyword plus, words such as health, care, women, illness, people, experience, gender life, risk, disease and inequalities were used more. These are the most commonly used words in references that authors find worthy of citation. According to the keywords, words such as gender, ethnography, risk, health, identity, stigma, bourdieu, narrative and aging were used more.

The development process of words: In the development processes of words in the historical process, the development process of the 10 most used words was highlighted with visuals. The development process of the words is depicted according to four different visual figures according to the keyword plus distinctions obtained by using the title of the article, keywords, abstract and the references of the article. According to the title of the article, the words "health", "care" and "social" developed the most. The words "study", "work" and "sociology" have started to be less preferred in the title of the article in the historical process. According to the abstract title, the words "health", "care", "social" and patents have developed the most. The use of the word "paper" has decreased. According to the keywords, the words "health", "care" "people" and "sociology" developed the most. Healthcare has started to be less preferred in the historical process. According to the keyword plus words, the words "ethnography", "gender", "chronic illness" and "embodiment" have

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developed the most. The words study, work and case follow the decreasing trend (Figure 15).

Words by article title   Words by Abstract

Keyword plus   Word development based on keywords
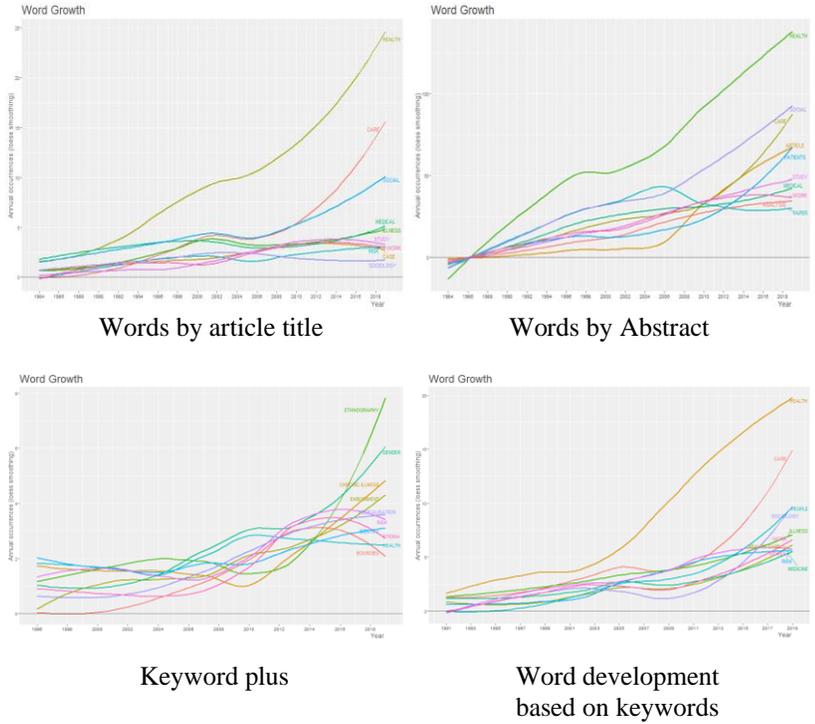
Figure 15: Development Process of Words (All Periods)

When Figure 16 is examined, all co-occurrence network of the SHI publications shows that the keywords "patient", "Illness" and "woman" appear at most. "Patient" appeared in articles 320 times, "illness" 218 times and "woman" 246 times (Table 5). There were 108 members of the "patient" cluster and it is seen that the "illness" cluster was associated with 70 words and the "woman" cluster with 75 words. When we look at the sub-words of the "patient" cluster, it is seen that emphasis is placed on the system, technology, human resources, institutional structure and determination required for the care, medical and hotel services that should be given to the patient. All the above concepts have been viewed from a sociological point of view. When we look at the sub-concepts of the "illness" cluster, the subjective side of the illness (uncertainty, emotional burden, meaning attributed to the

illness the process of expression of the individual's illness) comes to the fore. When the words mentioned in the woman cluster are examined carefully, it is seen that the position of women, their status, their family relationships, their inequalities, their relationships with children and men become apparent.
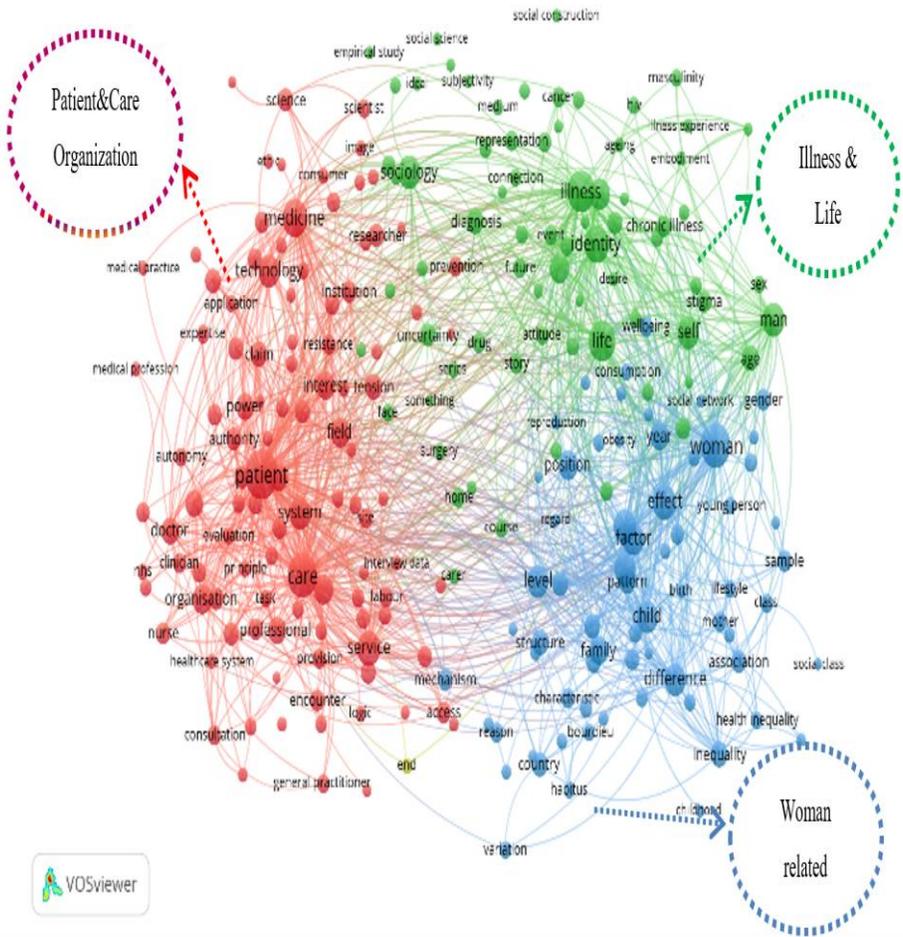
Figure 16: All keyword co-occurrence network of the SHI publications

Table 5: Words with the highest frequency of the three largest clusters

Ranking	First Cluster		Second Cluster		Third Cluster	
1	patient	320	illness	218	woman	246
2	care	264	life	209	result	185
3	medicine	185	identity	182	effect	164
4	service	159	sociology	144	man	152
5	policy	146	self	136	behaviour	149
6	system	137	narrative	127	child	143
7	technology	134	sense	120	difference	141
8	setting	118	depth interview	98	factor	134
9	field	113	diagnosis	91	level	133
10	organisation	112	qualitative study	88	status	132
11	decision	112	uncertainty	78	position	115
12	interest	101	belief	70	year	108
13	professional	98	stigma	62	family	104
14	health care	97	chronic illness	61	age	88
15	doctor	93	symptom	60	pattern	88
16	hospital	93	cancer	56	structure	82
17	power	93	event	56	inequality	81
18	tension	92	future	56	parent	78
19	claim	87	representation	55	country	74
20	practitioner	77	drug	54	explanation	74

DISCUSSION

The annual growth rate of publications published in SHI is 6.32%. This may not be surprising as there is an average of 3% growth each year across all disciplines, and there are some indications that this growth has accelerated in recent years (Ware & Mabe, 2015). One of the reasons why the annual growth rate of publications is higher than the determined average may be the high impact value of the journal (Anglada-Tort, et al., 2019). Also, for another reason, SHI journal is one of the leading and most established journals in the field of health sociology.

An average of 29.88 citations was received per article, and a total of 51218 citations were received. Compared to other disciplines, it is seen that the average number of citations per article is quite high in medical sciences. It received 260 citations in oncology, 170 in immunology and 105 in pharmacology and (Patience et al.2017), SHI, one of the major journals of

health sociology, has an average of 30 citations. Although beyond the scope of this study, it would be interesting to conduct an analysis to understand the different factors that could predict the number of citations a publication would receive. As for predictions, the total number of authors per article, author's gender, affiliation, country, funding opportunity, research area and/or publication journal can be used. In a study published in 2017 by Patient et al., it was stated that the number of citations was positively correlated with the number of funding agencies that funded the research and the journals that have more articles and more resources and represent the discipline are cited more. Other factors associated with citations include the age of references, journal impact factor, and funding agencies.

As noted, the magnitude of the increase in publications for multi-author publications is greater, and the collaboration index (CI) for multi-author articles has increased significantly over time. This increase in the total number of authors and collaboration is not unique to one field of science. Multi-author articles provide more publications per author per year, helping to reduce the workload. Future research could more systematically investigate the cause of this increase and try to understand how this might affect the impact or rigidity of published scientific research (Anglada-Tort et al.2019).

The most cited countries in the bibliometric analysis are the world's most research-intensive countries UK, USA, China, Japan, Germany, Italy, Canada and France. (Kisjes, 2013). However, the top eight productive countries in our study were the UK, USA, Canada, Australia, Netherlands, Norway, Sweden and Finland. Only three countries, UK, USA and Canada, are in the above list and their rankings differ. The productivity of these countries may be related to specific funding opportunities, the number of laboratories and the number of teaching programs in these countries.

CONCLUSION

Science mapping is becoming an important activity for academics working in all disciplines. As the number of publications increases and the publications partially deepen, the task of accessing information, analyzing and transferring it to academic platforms becomes more complex. Conceptual structure is the basic theme that science speaks and follows. The intellectual structure is the work with which authors penetrate a scientific community.

Social structure is how writers, institutions and countries affect each other. Conceptual structure, intellectual structure and determination of social structure have the potential to enable countries and universities to use their scarce resources more profitably. In addition, scientific research areas and resources can be organized thanks to the motor themes obtained from the thematic development process. Results from science mapping, data visualization, and bibliometric software can also be one of the most rational inputs for policymaking.

The greatest limitation of this study is that it examines the bibliometric analysis of health sociology only from the point of view of the journal SHI. One major limitation is that raw data for the SHI journal has been indexed in the Web of Science (WOS) database since 1984. Whereas SHI journal has been in publication since 1979. Raw data of SHI articles indexed in the Scopus database since 1979 has not been received. Because in SHI, the article types in which books are examined are also considered as articles. The number of articles examining the books is quite high in SHI.

In future studies, more specific results can be achieved with a larger data set and a special search strategy reflecting health sociology, including publications from other journals that contribute the most to health sociology. In addition, a bibliometric analysis of the first 100 articles with the most citations can be made. In another distinction, the contribution of other countries other than continental Europe and the Americas to health sociology is also worth investigating.

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CHAPTER 9

THE BASIC CONCEPT OF HUMAN RESOURCE MANAGEMENT AND HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

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Current Approaches in Management and Organization in the Process of
Globalization

INTRODUCTION

In order to comprehend Human resource management, it is important to refresh and recall the concept of general management first. Management was not considered as a separate field of study till FW Taylor (1911) wrote his book 'The principles of scientific management'. Known as the father of scientific management he emphasized the need for studying Management as a separate discipline. Though most of his writings did not refer to the human as a resource but had a focus on shop floor management. This thought was challenged later by the likes of Mary parker Follet, Elton Mayo, Abraham Maslow and Hugo Munsterberg. These pioneers lead to the neo-classical or the behavioral school of thought, also called as humanistic approach to management.

Combining the traditional and modern definitions of management we can say that 'Management is getting work done in cooperation with others by the process of planning, organizing, staffing, directing and controlling'. The 'Staffing' function of it relates to the human resource management. One of the important functions of a manager today is to have the right person at the right place at the right time and for the right job. This is why exactly modern business schools lay such emphasis on the study of Human Resource Management by the students of commerce and business administration.

For the sake of understanding, if we consider the whole Management as a tree, then Psychology, Economics, Anthropology, Sociology etc are as its roots, Management represents it's trunk (main body) and functional areas represent it's branches. Functional areas represent various actions and activities that management performs and includes Marketing Management, Human Resource management, Financial Management, Production Management and so on. All these functions perform distinct operations but towards a common goal of making the business organization successful.

As you can see now that Human Resource Management (also written as HRM in short form) is one of the important functions of general management and is very necessary for effective running of business organization. To have a good hold on HRM it is important that you revise the topics of Management and OB (Organizational Behavior) that you have learnt in your previous semesters. One of the important of such terms is "Organization". Organization is a group of people that work together and

strive for a common goal. In business organizations the common goal is that the business organization works efficiently and creates profits not losses. It is also very important to understand the meaning of Human Recourse -it means treating employees and people who work for a business as a resource, taking care of them for the betterment of the organization.

So it becomes very important that the people that work in an Organization work in coordination and cooperation with each other and that is precisely what HRM does. It ensures right person at the right place for the right job. Previously it was also called as Personal Management. HRM therefore includes all activities from recruitment of an employee till his /her retirement and beyond and takes care of all the issues that may arise during his/her service period including communication with the administration, seniors and juniors.

By now we understand that the People who work for a business organization are very important to it. Earlier the manpower used to be called as 'Personnel' now the workforce is termed as 'Human resource'. It is as important as other resources or may be, even more. So its management calls for attention.

- Human: refers to the workforce in an organization.
- Resource: refers to limited availability or scarce.
- Management: refers as how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives.

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, retaining talent maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land.

Human resource management as a department in an organization handles all aspects of employees and has various functions like human resource planning, Conducting Job analysis, recruitment and conducting job

interviews, selection of human resources, Orienting , training, compensating, Providing benefits and incentives, appraising, retaining, Career planning, Quality of Work Life, Employee Discipline, black out Sexual Harassments, human resource auditing, maintenance of industrial relationship, looking after welfare of employees and safety issues , communicating with all employees at all levels and maintaining awareness of and compliance with local, state and federal labor laws.

Further HRM offshoots into Human resource development, Organizational development and Management of Industrial relations in a macro context.

In order to connect HRM and HRIS, this book chapter has been prepared by authors own writings and also compilation of written published contribution from various authors, who have been given due credit in the reference section at the last.

Definition of HRM

According to Flippo , "Human resource management is the planning, organizing , directing, and controlling of the procurement , development , compensation , integration , maintenance and reproduction of human resource to the end that individual, organizational and societal objectives are accomplished."

Importance of HRM

When we say that the basic premise of Management is to function in a group, role of human resource becomes important. Employees with different personal objectives and backgrounds have to put their heads together and achieve organizational goals. HRM also has an important function to retain talent i.e. not to let good and productive employees leave the organization.

Among the five M's of management, i.e., men, money, machines, materials, and methods, HRM deals about the first M, which is men. It is believed that in the five M's "men" is not so easy to manage. "every man is different from other" and they are totally different from the other Ms in the sense that men possess the power to manipulate the other Ms. Whereas, the other Ms are either lifeless or abstract and as such, do not have the power to think and decide what is good for them.

Behind production of every product or service there is a human mind, effort and man hours (working hours). No product or service can be produced without help of human being. Human being is fundamental resource for making or construction of anything. Every organization desire is to have skilled and competent people to make their organization competent and best.

Evolution of HRM

Human resource management is evolved form of Personnel management, which was the erstwhile management system used to manage employees. To know evolution of personnel management one needs to see the history of centuries of research by great psychologists on human behavior and their response at particular situations. One among them was Elton Mayo who was a psychologist from the Australia, did many experiments on human behavior at different situations in 1924 (Hawthrone Studies conducted at General Electric Company). He strongly believed in work life balance for improving productivity of workers and did emphasis on human relations influence the productivity of workers and finally he has been regarded as father of Human resources management.

Going back to roots of evolution Personnel management, Robert Owen was regarded as creator and originator for introducing reforms for workers in his own Lanark cotton mills. He created a principle of 8 hours day work, 8 hours rest and 8 hours sleep. Owen identified the importance of better working conditions at workplace and its impact on the productivity and efficiency of the workers. Owen after implementation of better working conditions at workplace, he observed change in the productivity of his workers as their efficiency increased. He in those olden days implemented many social and welfare practices for his workers and saw his workers got happy, motivated and worked better. Therefore he was referred as father of Personnel management.

It's believed that the first personnel management department (later evolved as Human resource management) began at the National Cash Register Co. in the early 1900s, according to an Human Resource Magazine article. After several strikes and employee lockouts, NCR leader John H. Patterson organized a personnel department to handle grievances, discharges, and safety, as well as training for supervisors on new laws and practices.

Primary responsibilities of a Human resource manager:

To develop a thorough knowledge of corporate culture, plans and policies.

To act as an internal change agent and consultant.

To initiate change and act as an expert and facilitator.

To actively involve himself in company's strategy formulation.

To keep communication lines open between the HRD function and individuals and groups both within and outside the organization.

To identify and evolve HRD strategies in consonance with overall business strategy.

To facilitate the development of various organizational teams and their working relationship with other teams and individuals.

To try and relate people and work so that the organization objectives are achieved effectively and efficiently.

To diagnose problems and to determine appropriate solution particularly in the human resources areas.

To provide co-ordination and support services for the delivery of HRD programs and services.

To evaluate the impact of an HRD intervention or to conduct research so as to identify, develop or test how HRD in general has improved individual or organizational performance.

Scope of HRM

The scope of HRM is indeed very vast. All the major activities in the working life of a worker –from the time of his or her entry into an organization until he or she leaves, comes under the purview of HRM. Specifically, the activities include are-HR Planning, Job analysis and design, recruitment and selection, orientation and placement, training and development, performance appraisal and evaluation, employee and executive remuneration, motivation and communication, welfare safety and health, industrial relation (IR) and the like. All these functions can be categorized into seven sections-(a) introduction to HRM (b) employee hiring and acquisition (c) employee and executive remuneration (d) employee motivation (e) employee maintenance (f) IR (g) prospects of HRM.

Human Resource Information System (HRIS)

Human resource information system is effective application of HR management applications by use of computers and information technology.

Human resource information system comprises of people, forms, procedures and date which is used to gather, store and distribute human resource information. There are bulk of studies in the area of Human resource information system. The Human Resource Information System, briefly known as HRIS is online means for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. Basically, this system offers management of all employee information, reporting and analysis of employee information, company-related documents such as employee handbooks, emergency evacuation procedures, and safety guidelines. The prime intent of Human resource information system is to provide correct information to take good human resource decisions. This system is adopted to lessen manual work of human resource expertise and help to abandon paper work as all information is stored in database. It also enhances data integrity. With suitable HRIS, Human Resources managers facilitate employees to do their own benefits updates and address changes, thus release human resource staff for more strategic functions.

HRIS, the abbreviation for Human Resources Information System, is a system that lets you keep track of all your employees and information about them. It is usually done in a database or, more often, in a series of inter-related databases. HRIS is the system which seeks to merge the activities associated with human resource management (HRM) and information technology (IT) into one common database through the use of enterprise resource planning (ERP) software. The goal of HRIS is to merge the different parts of human resources, including payroll, labor productivity, and benefit management into a less capital-intensive system than the mainframes used to manage activities in the past. It is also called as Human Resource Management Systems (HRMS).

Human Resources Information Systems (HRIS) provide software functions, procedures and processes to manage employees. 2020Software.com ranks the following HR products as best: Sage ABRA HRMS, Perfect-HR, PeopleSoft, Oracle E-Business Suite HRM, and UltiPro HR. These products

are developed by fiscally stable corporations that provide excellent support and long-term development strategies.

A computerized HRIS is an information system that makes use of computer and monitors control and influences the movement of human being from the time they indicate their intention to join an organization till they separate from it after joining . It consists of the following sub-systems:

- Recruitment Information: It includes the placement data bank advertisement module, general requirement and training requirement data.
- Personnel Information: It includes employee information such as transfer monitoring and increment and promotion details.
- Manpower Planning Information: It seeks to provide information that could assist human resource mobilization, career planning, succession planning and input for skill development.
- Training Information: It provides information for designing course material, arrange for need base training and cost analysis of training etc.
- Health Information System: This subsystem provides information for maintenance of health related activities of the employees.
- Appraisal Information: It deals with the performance appraisal and merit rating information which serves as input for promotion, increment and secession and career planning etc.
- Payroll System: It consists of information concerning wages, salaries incentives, allowance, perquisite deduction for provident fund etc. Data on compensation pattern of competitor is also included in it.
- Personnel Statistics System: It is a bank of historic and current data used for various type of analyst.

Human resource information system is an effective promoter to incorporate human resource management and Information Technology. HRIS is a system that support human resource functional applications such as employee selection and placement, payroll, pension and benefits management, intake and training projections. Human resource information system support

planning, administration, decision-making, and control. These information systems boost administrative productivity and improve decision-making (Gerardine DeSanctis, 1986). The configuration of Human resource information system includes input, maintenance, and output. Input function enters personnel information into the HRIS. The three major groups that use system of Human resource information system are human resource professionals, managers in functional areas, and employees. HRIS enable efficacy and ensure competitiveness among companies. Human resource information system permits an agency for instant access to employee records and augments reporting functionality and providing managers timely information to make important human resources decisions.

Challenges of HRM

Human resource managers have to face more problems in the management of labour because of the changing business environment. All the elements of business environment viz; socio- cultural, economic, technological and political are continuously changing, as a result the nature and scope of HRM is also changing.

- Increase in the size and composition of workforce (heterogeneous manpower)
- We live in a global world today. In fact, mergers, acquisitions, collaborations, takeovers are a common phenomenon. While internationalization of firms is obviously a sign of success, it is also a challenge as with globalization, you also have to deal with several challenges related to different languages, work culture, management approach, culture and tradition. You are also required to handle various functions such as scheduling meetings, managing holidays and outsourcing of talent to overcome these challenges. Mobility of technical and professional workforce is also emerging as a serious challenge in the management of human resources.
- Cross cultural barriers:
- Composition of workforce is getting diverse at present situation. Diversity is not only created by age, gender, educational background and religion but also by the nature, personality and background of

workers. However, with a more diverse workforce, some usual issues such as harassment or discrimination may arise. To control such instances, a company must formulate and implement strict rules and regulations.

- Talent acquisition, management and retention:

- Gone are the days where recruiting good talent was enough, retaining that good talent is also imperative. Especially those employees who possess greater professional and technical knowledge are much in demand in the job market as such employees have the ability to keep their company ahead in the race. Such employees are invaluable assets for any company. Employee development and engagement, health and safety, recognition, flexible work timings, work-life balance are some examples of novel approaches that you could use to retain your employees.

- Technological advancement and digital divide

- Any company must consider technological changes as the present day world demands every firm to move with the change, or else be left behind .Technological changes influence the overall nature of work and businesses need to find employees that are able to adjust with the change. During this process, unemployment as well as employment opportunities arise, creating new challenges for HRM. With new developments in technology as well as with the use of new tools, such as talent networks and internal social networks, there is the promise of increased flexibility and productivity.

- Change in politico-legal environment

- Political scenario effect the functioning of HR managers due to ideologies, opinion and thinking power of political parties. For smooth working of organization's political stability is a necessary parameter because on the basis of this the organizations and HR managers will formulate their policies and practices. Political interests and instability create unrest and loss of production to the organization.

- Pandemics like COVID19

- Pandemics like the COVID19 have tendency to affect all the above mentioned factors therefore posing a challenges to modern HR managers. Human recourse information systems (HRIS) and HRD are set to meet new challenges and opportunities.

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