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<p>Örgütsel Çeteler – Okul Örgütleri Üzerinde Nitel Bir Çalışma</p> <p>Organizational Gangs-A Qualitative Study on School Organizations</p> <p>Video Link: https://youtu.be/uM_-H3ILPYo</p>	
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Örgütsel Çeteler – Eğitim Örgütleri Üzerinde Nitel Bir Çalışma *

Öz

Her örgüt içinde formal gruplar gibi informal grupların da varlığı tartışılmaz bir gerçektir. Bazı informal gruplar masum ve zararsız amaçlarla bir araya gelen insanlardan oluşmakta iken, bazı grupların ise örgüt amaçlarının dışında özel amaçlar edindikleri de var olan bir durumdur. Örgüt içerisindeki bazı informal grupların, çeşitli nedenlerle birbirlerine aşırı kenetlenip, edindikleri bireysel amaçlarını örgüt amaçlarından daha öncelikli hale getirdikleri görülebilir. Bu tür gruplar, örgüt içerisinde birtakım ayrıcalıklar edinme, çıkar sağlama ve birbirlerini koruyup kollama eğilimindedirler. Bu seviyeye gelmiş örgüt içi informal grubun, bir tür örgütsel çıkar grubuna dönüştüğü söylenebilir. Sözü edilen bu yapıları örgütsel çete ismi verilebilir. Örgütsel çeteler, örgütlerde entropiyi hızlandıran en önemli faktörlerden biridir. Bu çalışma ile "örgütsel çetelerin" özellikleri ve amaçları ortaya konulmaya çalışılmıştır. Araştırma, eğitim kurumlarında görev yapan öğretmen ve okul müdürlerinden oluşmaktadır. Aktif görevde olan 10 katılımcı, nitel araştırma yöntemleri kullanılmak suretiyle gerçekleştirilen bu çalışmanın örneklemini oluşturmaktadır. Yarı yapılandırılmış görüşme formu aracılığıyla, katılımcıların örgütsel çetelere ilişkin deneyimlerini içeren görüşleri alınmıştır. Alınan cevaplar ortak temalar altında kategorize edilmiştir. Araştırmanın güvenilirliği için, Miles ve Huberman'ın (1994) geliştirdiği formül kullanılmış ve güvenilirlik %94 olarak hesaplanmıştır. Elde edilen verilerden gruplanan temalar ayrı ayrı incelenmiş, literatür ışığında yorumlanmış ve tartışılmıştır. Araştırma sonuçlarına göre; katılımcıların tamamının örgütsel çetelerle karşılaştıkları ve onlarla mücadele etmek zorunda kaldıkları tespit edilmiştir. Yine örgütsel çete üyelerinin öne çıkan belli başlı kişilik özelliklerine sahip oldukları bulgulanmıştır. Buna göre; örgütsel çete üyelerinin kişilik özellikleri; "bencil", "beceriksiz" ve "vasıfsız" olarak sıralanmıştır. Örgütsel çetelerin amaçları ise sırasıyla; "kariyer basamaklarında hızla tırmanmak", "finansal çıkarlar" ve "kişilik özellikleri" olarak belirlenmiştir. Çalışmanın son bölümünde ise örgütsel çetelere karşı mücadele yöntemlerine ilişkin öneriler sunulmuştur. Devamında ise, örgütsel çeteler konusunda yeni araştırma önerilerine yer verilmiş, yetkililere ve araştırmacılara tavsiyeler sunulmuştur.

Anahtar Kelimeler: Örgütsel Çeteler, Çıkar Grupları, Amaçtan Sapma, Entropi, Kayırmacılık

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Organizational Gangs-A Qualitative Study on Educational Organizations *

Abstract

The existence of informal groups such as formal groups in every organization is an indisputable fact. While some informal groups are composed of people who come together for innocent and harmless purposes, it is a situation that some groups have special purposes other than organizational goals. It can be seen that some informal groups within the organization are overly attached to each other for various reasons and prioritize their individual goals over the organizational goals. Such groups tend to gain some privileges, benefits and protect each other within the organization. It can be said that informal groups within the organization that have reached this level have turned into a kind of organizational interest group. These structures can be called organizational gangs. Organizational gangs are one of the most important factors that accelerate entropy in organizations. In this study, the characteristics and purposes of "organizational gangs" were tried to be revealed. The universe of the research consists of teachers and school principals working in educational institutions. 10 participants on active duty constitute the sample of this study, which was carried out using qualitative research methods. Through the semi-structured interview form, the opinions of the participants, including their experiences with the organisational gangs, were taken. The answers received were categorized under common themes. For the reliability of the research, the formula developed by Miles and Huberman (1994) was used and the reliability was calculated as 94%. Categorized themes from the data obtained were examined separately, interpreted and discussed in the light of the literature. According to the results of the research, it was determined that all of the participants encountered organizational gangs and had to struggle with them. It has also been found that organizational gang members have certain prominent personality traits. According to this; personality traits of organizational gang members; they are listed as "selfish", "incompetent" and "unskilled". The aims of organizational gangs are respectively; it has been determined as "climbing up the career ladder", "financial interests" and "personal traits". In the last part of the study, suggestions regarding the methods of overcome against organizational gangs are presented. Afterwards, new research proposals on organizational gangs were included, and recommendations were presented to authorities and researchers.

Keywords: Organizational Gangs, Interest Groups, Deviation From Purpose, Entropy, Favouritism

Introduction

There are informal structures as well as formal structures in organizations. In every organization, created by the management or formed without the knowledge of the management; it is a fact that there are sometimes ineffective and sometimes quite

* Ethics Committee Decision was taken with the decision of Artvin Coruh University Scientific Research and Publication Ethics Committee, October 27, 2021, numbered 27566.

effective groups (Koçel, 2013, p.599). Especially with the "Hawthorne Studies", research on the importance of human behavior in businesses and related researches have increased (Keser & Zencirkıran, 2021, p.48). While there are formal groups within the organization that have the knowledge of the management and activities in line with the organizational goals, there are also informal groups that are completely independent of the organization's goals and management control. Provided that these informal groups stay within a certain movement and action limit, they may not harm the organization. However; it is very harmful and inconvenient for the organization that if these informal groups use their knowledge, bonds and the power they create for the purpose of benefiting more from the resources of the organization and gaining an advantage, and developing and maintaining their informal groups for this purpose. The unity of the employees in the focus of the organization's goals is very important in achieving the goals of the organization. Some informal groups may put their own interests ahead of organizational goals. However it is easier for informal groups to turn into interest groups in organizations where career opportunities are not based on fair criteria and where there is favouritism in the distribution of opportunities and duties within the organization. Such injustices within the organization cause the formation of informal groups within the organization (Söylemez, 2021, p.228). Especially in organizations with a large number of employees, the formation of such interest groups is more common.

The characteristics, behavior patterns and purposes of these interest groups formed within the organization is a subject that needs to be investigated. It can be said that these interest groups formed within the organization exhibit a kind of ganging example. The word "gang" is defined as the 1st meaning in the Turkish dictionary of the Turkish Language Institution; it is expressed as "the community that came together to do illegal things or to scare the people around" (<https://sozluk.gov.tr>). In another Turkish dictionary; it has been defined as "the group that establishes a close unity among themselves with their own decisions to achieve a common goal" (<https://www.turkcesozlukler.com>). At the common point of the definitions; there is a case of gathering for an illegal purpose. When the characteristics of organizational interest groups are examined, it is seen that they show behaviors of protecting each other and gaining benefits for illegal purposes within the organization. In this case, a more strict definition of interest groups is needed. In this respect, it is possible to call these types of intra-organizational structures described as Organizational Gangs. Since this type of intra-organizational behavior is very complex, it is very difficult to define it as a crime. Each event has its own development and needs to be determined with a serious study. The behavior of such interest groups is therefore in the gray area. However, it is seen that the behavior of organizational interest groups, that is, organizational gangs, is unethical. By "rationalizing" such unethical behaviors of organizational gang members; it is seen that they have developed appropriate justifications for themselves (Karayaman, 2019, p.94).

In the literature, many researches mentioned the harmful effects of organizational gangs on firms (Safina, 2015, p.632-633; Nadler ve Schulman, 2015; Ozler & Büyükarıslan, 2011,p.281; Ponzo & Scoppa, 2011, p.87; Yılmaz & Kılavuz, 2002, p.27; Fındıkçı, 2013, p.78;Campell, 2020, p.3; Khatri et.al., 2006, p.63). This situation makes it necessary to understand and examine the characteristics of groups that turn into gangs of interests within the organization.

In this study at hand; through in-depth interviews; it is aimed to explain the following points:

- ✓ The characteristics of the mentioned interest groups in organizations, namely organizational gangs, and the personality and behavioral characteristics of their members have been tried to be determined.
- ✓ Subsequently, the factors causing their emergence,
- ✓ Damages caused by these structures to the organization,
- ✓ Create a basic understanding on what kind of measures to be taken against organizational gangs.

Organizational groups

The structures in which two or more people come together for a certain purpose or participate due to certain obligations are called groups (Keser and Zencirkiran, 2021, p.47). The formation of such groups within organizations is inevitable. People are in these groups for various reasons. As stated in the definition, people are sometimes considered to belong to such groups, even if they do not want to. For example, in a society where there is discrimination, an individual who is born with the identity of a minority group is accepted as a part of that minority group, even if he hides his identity. For example, a Turkish employee working in a factory in Germany is categorized as an employee belonging to the Turkish workers group, even though he does not emphasize his ethnic identity. On the other hand, there are many reasons why people voluntarily join some informal groups within the organization. The main ones are;

- 1- Communicating with other people,
- 2-To be together with similar people
- 3- Feeling belonging to a structure
- 4-Having a social identity
- 5-Gaining power
- 6-Feeling safe
- 7- Not to be harmed and excluded from an effective informal structure.

As it will be noted there is voluntary participation in the first 6 reasons of them, there is an obligation in the last one. There may also be some informal groups that are effective on decision makers in organizations. These groups, which have the power to influence the senior management and decision makers in the distribution of the division of labor and benefits from the resources of the organization, offer advantages to their members. In this process of gaining advantage, it can be expected that they will be in a hidden or open conflict with people they see as obstacles or rivals. It is very difficult for an employee to overcome with such an interest group alone. In order not to be harmed by such interest groups, the person may want to get rid of being disadvantaged by entering this group. In this way, the person secures himself. This situation can be expressed with the concept of "avoiding harming someone".

Groups within the organization are divided into primary and secondary groups. Some individuals from wide-ranging secondary groups may form a separate ingroup, sometimes for ideological reasons, sometimes for civic reasons, and sometimes for reasons such as common personal characteristics and abilities. These friendships will develop over time, and a sense of belonging and sympathy will develop between them. Eventually, a smaller and informal group will be formed, where the definition of "we" will be made. The primary group here is also expressed as an in-group within the general group (Keser and Zencirkiran, 2021, p.52).

The behavior of the gangs in the organization to protect their own interests is basically like nepotism, political favoritism, kronizm, tribalism at all... Groups that form within organizations and come together for their own interests cause great harm to the organization (Yılmaz and Guide, 2002, p.27).

Nepotism; while expressing favoritism between spouses and relatives (Özsemerci, 2003, p.186), the form of favoritism, which consists of informal connections between friends or partners, for the purpose of gaining profit in the workplace, is called Chronism (Sabry, 2020, p.60). The fact that favoritism is made according to being from the same tribe and tribe is called tribalism. (Loewe et al., 2007, p.21). Nepotism based on identities such as the same school, neighborhood, city, cultural nationalism, physical space is called "citizenship" or "countryman" (Kurtoğlu, 2012, p.149).

The patronage of political favoritism; is the provision of certain duties and services in return for the votes given to the political party (Gray, 2015, p.7; Perkins 1996, p.360; Wilson 1961, p.370). Customerism; it is the use of this economic power by a person with high socioeconomic power to protect a low-level person or group, to gain benefits and to ask for votes or support in return (Yazıcı and Can, 2020, p.237). Service nepotism, on the other hand, can be defined as the government's distribution of public resources to that region in order to regain the election in a certain region (Akar, 2020, p.245).

The transformation of the interest group into an organizational gang

It is seen that these informal groups, which are formed by people working in the organization due to various motivations (Koçel, 2013, p.600), differ from the general goals of the organization. They focus on their personal goals other than organizational goals. In intra-organizational interest groups, personal goals are more important and prioritized than organizational goals. In fact, when the group's interest-based goals conflict with the organizational goals, this interest group we are talking about prefers its own goals. In a sense, this situation includes deviation from the goals of the organization. Groups that deflect and prioritize their own goals at this level can be referred to as primary or ingroup. Loyalty and devotion are very strong among the members of these groups, and they can be counted as various communities, gangs and structures such as the mafia (Keser and Zencirkiran, 2021, p.51). Organizational gang behavior is one of the topics of negative organizational behavior. Negative organizational behavior issues are grouped as the dark side of organizational behavior and it has been observed that studies in this area have increased in recent years (Stein, M. and Pinto, J., 2011, p.692).

It is quite natural for every individual who enters the working life to have the goal of specializing in the task, progress, promotion, and in short, making a career. (Saymez, 2021, p.223). It is expected that this process will be carried out within certain rules, with

objective evaluations such as the exams to which every employee who meets the conditions will apply or the training, performance and product to be met. But some employees may try to make a short career path by cheating instead of waiting for this process due to some injustices or personality traits within the organization. Again, the employee who cannot show the necessary success, competence and skills in these fair evaluations may want to climb the career ladder with different methods. For example, in a television program or in a social place, we see people who do not show the knowledge and skills required by their position or title. We wonder how he came to this position, by whom this person was brought here, we cannot hide our surprise.

The situation in which people who do not have sufficient knowledge and skills climb the career ladder rapidly, although they do not deserve it, is called "careerism" (Söylemez, 2021, p.224; Feldman and Weitz, 1991, p.238). The concept of careerism fully manifests itself in the event that intra-organizational interest groups turn into organizational gangs. For some extremely self-interested individuals in the organization, these interest groups, which have reached the maturity of becoming a gang, can be a unique opportunity. With the support of the gang structure they have formed within the organization, these people may want to come to positions they do not deserve by using some methods. These machiavellian people, who make it their first priority to come to positions they don't deserve, can achieve these goals with some in-house favoritism and "impression management" studies they apply on decision makers.

It is seen that these people, who climb the career ladder, are more concentrated in some organizations. It can be said that such gangs are more rooted in organizations where objective criteria for promotion cannot be determined, which are overly autonomous compared to other organizations and where these career ladders are higher. It can be given as an example for a teacher to be the director of national education directly in the ministry of national education without coming to sequential duties such as assistant principal, school principal, branch manager. Again, the discussions made in the announcements of faculty members at universities, which are made by hiding behind the concept of autonomy, and the appointments and appointments without criteria at universities can be given as examples. Such tasks; there are intense claims that it is made according to primary group affiliation criteria such as kinship, political/ideological partnership, common interest, and emotional synonymy. The issue of this type of organizations are more common in such structures is another study worth investigating.

So, how can it be explained that people who are so incompetent and undeserving come to some positions, even if they are members of an organizational gang? Wasn't there someone more talented in this gang? Was the most undeserved among them chosen? It is possible to come across examples of what we think. Keser and Zencirkiran (2021, p.64) attribute this situation to the concept of "an unconditional loyalty and relationship network within the gang". Gang members can come to the management levels with their unconditional loyalty. From gang members who are unjustly in positions they came from, they are expected to serve their gang without excuse. So the gang gets stronger as they get stronger. After a point, ingroups are formed within itself and this cycle continues.

Organizational gangs are structures that distract the organization from its goals. The most important issue, that brings the end of organizations is that informal structures in

organizations turn into interest groups and in the continuation become organizational gangs. This problem has the same consequences for all organizations, from the smallest organizations to the state organization. Organizations are like living organisms; there are approaches that deal with the process of establishment, growth and degradation. The process of ending the existence of organizations for various reasons is called entropy. The concept of entropy also has the aspect of wasting organizational energy (Alpan and Efil, 2011, p.58). Organizational gangs can accelerate the entropy process of the organization. Institutions where organizational gangs form and thrive are likely to fail.

Organizational gangs must be understood, identified and removed from organizations in order for all organizations, large or small, to function in accordance with their objectives and to exist for a long time. For this reason, researching, understanding and combating organizational gangs can be considered an important management and strategy issue. For all these reasons, it can be said that this study opens the door to an important area and is a preliminary research.

With this research, the following details about the concept of organizational gang have been tried to be explained:

- ✓ Characteristics of organizational gangs and the personality and behavioral characteristics of their members,
- ✓ Reasons for their occurrence,
- ✓ The harm of these structures to the organization,
- ✓ Measures to be taken against organizational gangs.

It has been tried to reveal the dimensions of the concept of "organizational gang", which has been studied in a limited number in the literature (Stein, M. & Pinto, J., 2011).

Ethical permission and participant acceptance

Before the study, ethical approval was requested from the ethics committee of Artvin Çoruh University and ethics committee approval was given with the approval of the relevant committee dated 27.10.2021 and numbered 27566.

Method

In this section, the design of the research, participants, data collection tools and data analysis are included.

In this study, qualitative research design was used in order to collect in-depth data and directly understand and explain the individual experiences and perspectives of the participants (Büyüköztürk, et.al., 2014) Qualitative research can be defined as research in which qualitative data collection techniques such as observation, interview and document analysis are used and a process is followed to reveal perceptions and events in a realistic and holistic way in the natural environment. In this study, data were collected by semi-structured interview technique, one of the interview types. In semi-structured interviews, although the interview questions are prepared in advance by the researcher, it may be necessary to think and ask new questions according to the developments in the interview. For this reason, the researcher provides partial flexibility to the participants during the interview, allowing the questions created to be rearranged and discussed

(Ekiz, 2020, p.82; Karasar, 2009). Qualitative research is exploratory. Therefore, they are very useful studies in illuminating the subjects that have not been studied much and have not taken their place in the literature (Neuman, 2012, p.228).

Participants

Due to the number of employees, the diversity of career and task distribution, and their constantly active structure, it can be said that educational organizations are suitable for researching and defining defined organizational interest groups. Before determining the participants of the research, 8 school principals and 10 teachers were interviewed; Information about the process of the study was given. First of all, organizational groups were defined and they were asked whether they would like to participate in this study in line with this information. Volunteering and consent forms were given to those who were willing to participate. Six school principals and 4 teachers who agreed to participate in the study voluntarily formed the participant group of the study. In the determination of the working group; care has been taken to ensure that only those who are appointed to their position through an objective written exam, to which everyone has the right to apply, are appointed. It was ensured that it consisted of people who were appointed to their career level without a controversial interview or examination. Otherwise, it was thought that this situation would affect the reliability of the data.

Table 1. Age, duty and organization or structure in which the participants work.

Participants	Age Range	Task
P 1	35 and below	Teacher
P 2	51 and above	Teacher
P 3	36-50	School Principal
P 4	36-50	Teacher
P 5	36-50	School Principal
P 6	36-50	School Principal
P 7	51 and above	School Principal
P 8	36-50	School Principal
P 9	35 and below	Teacher
P 10	35 and below	School Principal

As seen from the Table 1 that 6 of the participants are school principals and 4 of them are teachers. It is a conscious situation not to include unnecessary demographic variables that are not thought to affect the study and were not focused in the study.

Data Collection Tool and Data Collection Process

Regarding the organizational interest groups in educational organizations; a "Semi-Structured Interview Form" was used to determine the opinions of school principals and teachers. First of all, as a result of the relevant literature research, a pool of questions that

can be included in this study was created. In the formation of the questions, the aim of the study was also outlined.

- 1- Presence of organizational gang.
- 2- Organizations where an organizational gang exists.
- 3- Characteristics of organizational gang members.
- 4- Objectives that organizational gangs focus on.
- 5- Damages of organizational gangs to the organization they have been in.

Then, from this pool of questions created, the questions of the "Semi-Structured Interview Form" were formed, taking into account the number of questions that can be included in the qualitative study. Semi-Structured Interview Form to be evaluated in terms of the purpose of the research and its suitability for qualitative study; it was presented to the opinion of five experienced experts who work in educational institutions and come to their position (objective) with an exam. In order to evaluate expert opinions, an expert evaluation form was created by the researcher. In the prepared form, "appropriate", "partially appropriate" and "not suitable" categories were arranged for each question. The Semi-Structured Interview Form was given its final form, taking into account the opinions presented as a result of the evaluations of the experts.

A pilot interview was conducted by making corrections in line with the suggestions after the expert opinion of the form, the first version of which was 12 questions. In this pilot interview, attention was paid to the clarity of the questions and then they were used by making corrections. With the feedback received from the experts and a pilot application, the questionnaire was rearranged, reduced to 6 questions and given its final form. For the reliability study of the research, the interview transcripts were analyzed separately with the researcher and two experts in the field of measurement and evaluation, and an evaluation was made in line with the determined themes.

The semi-structured interview form was applied face-to-face with some of the participants, and it was carried out by interviewing some of them by phone and filling out the form sent via Google Form. The interview lasted 20-25 minutes. Data were recorded during the interview process. At the end of the interview, the answers given were read to the participant and it was questioned whether he would confirm or not. This is a factor that strengthens the reliability of the study. Face-to-face interviews were carried out in places such as cafes and tea houses outside the work environment by making an appointment before.

In order for the participants to better understand the subject, what is meant by the organizational gang is explained in the first place. To the participants; "in the institutions they work in; united around common personal interests; to gain advantage in the distribution of organizational resources and workload and even if they do not have sufficient experience and merit; interest groups that unite for promotion in a short time are called organizational gangs. Again, they were asked to read Cemaloğlu's (2021) column titled "organizational gangs" in order to better understand the dimensions of the subject to be researched and to ensure that the answers are fully relevant to the subject.

The form consists of two parts. First part; asks the participants' ages and duties. Age category is divided into 3 groups as 35 and under, 36-50, 51 and over. The age limit of 35 has been considered as the age of distinction because it is the limit age for appointment to many career occupations and is an important step in human development. As the second age group, the "50 years" section was included. In the third group, 51 and above were placed. Demographic variables such as gender and marital status were not included because they were not very important for the study.

1st question of the second part; the situation of encountering the mentioned organizational gang was asked. Pre-created themes for this question; "I have never encountered such structures"; "I have encountered such structures in some institutions"; "I have encountered these structures in every institution I have worked for".

The second question of the second part; it is aimed at expressing the organization in which the organizational gang is observed. For this question; "Write the organization in which you observed the organizational gang. Is this structure the education community in the district or the teachers of a school? Or the school principals in the district?"

Question 3 of the second part, "have you had to struggle with such structures?" is the question. In this question, the themes "No, I have never had a struggle with such structures, I have struggled with such structures before, I am still struggling with these gangs and I am trying to protect myself" were given. In order not to hinder the views of the participants, the "other" option was also given.

In the second part, question 4; observations about the personality traits of the mentioned organizational gang members were asked. In Question 5, it was asked what kind of purposes the organizational gangs united around. In Question 6; Opinions about the damage done by organizational gangs to the organization they are in were asked.

Analysis of Data

The data collected with the semi-structured interview form were analyzed with the descriptive analysis method. In the descriptive analysis method, the data can be organized according to the previously prepared themes, as well as by taking into account the dimensions that emerged during the research. In descriptive analysis, the findings are interpreted in a certain order and understandable way. In descriptive analyzes, direct quotations are also included in order to reflect the views of the participants effectively (Yıldırım & Şimşek, 2018, p.92). The data collected in the research were interpreted by combining them under common themes. In order to reduce the researcher's influence on the coding, coding was done with two (2) field experts. The similarity rate in the coding made by different experts determines the reliability of the study (Baltacı, 2017, p.8). This reliability can be calculated using the formula: $\text{Reliability} = \text{Consensus} / (\text{Consensus} + \text{Disagreement})$. For the reliability of the study, the consensus among coders is expected to be at least 80%. (Miles ve Huberman, 1994; Patton, 2002). As a result of the coding, the similarity rate between the coders was determined as 89.9%. The method of creating categories, one of the qualitative analysis techniques, was used to determine the themes. However, the participants were coded as P1, P2 (participant 1, participant 2) so that the identities of the participants would not be clear. Afterwards, the data were put into the category they belonged to according to their common or similarity (Bogdan & Biklen, 1992). The opinions of some participants are given in the article as they are.

The collected data were categorized and coded separately by two researchers, the similarity percentages between the codings were calculated and it was seen that they matched 90%. Scientific studies in the field of social sciences; it is stated that the reliability of the study is considered appropriate if the rate of agreement is 70% or higher (Şencan, 2005, p.169).

Findings and Comments

The findings of the research are explained and interpreted in order below under each question asked to the participants.

Findings on the existence of organizational gangs

The participants were asked whether they had encountered such a gang in the institution they worked. In Table 2, the answers given to the blank question are given with their rates.

Table 2. The participants' encounters with the organizational gang.

Encountering with Organizational Gangs	Teacher		School Pirincipal		Total	
	frekans	%	frekans	%	frekans	%
I have never encountered such a gang	0	%0	0	%0	0	0
Sometimes I came across such structures	3	%30	2	%20	5	50
I have encountered it in every institution I have worked for.	1	%10	4	%40	5	50

When the table is examined (Table 2), it is seen that all of the participants have encountered organizational gangs in their business life. None of the participants stated that they had never encountered an organizational gang. It is seen that some of the participants stated that they encountered these gangs in every institution they worked (P2, P3, P6, P7, P8). It is seen that while one of them is a teacher, 3 of them are school principals.

This question asked to the participants did not require categorization as the options were presented. Therefore, it is not necessary to give examples of answers.

The finding that all of the participants encountered organizational gangs is important. The fact that the number of personnel in educational institutions is high and the criteria of merit are not fully established in appointments frequently (Aydın, 2016, p.79; Ajanskamu website; 2020), and appointments to higher positions may cause such interest groups to be encountered more and they are open to external interventions (Karayaman, 2021, p.249). This may be the subject of a separate research.

Organizations where organizational gangs are encountered in the education sector

The findings regarding the structures and organizations in which the participants observed the existence of organizational gangs are given in Table 3.

Table 3. Organizations where the participants encountered the organizational gang.

Organizations Where Organizational Gangs are Encountered in Educational Organizations	Teacher		School Principal		Total	
	frekans	%	frekans	%	frekans	%
Union	3	%30	0	%0	3	%30
Informal spesific teachers groups at school	3	%30	0	%0	3	%30
Provincial/district national education administrators	0	%0	0	%40	4	%40

As seen from the Table 1; while specifying the organizations in which the structures that the participants see as organizational gangs are located, it is seen that there are those who give direct union answers (P1, P2, F,9). All of them are participants who are teachers. It is seen that the participants who are school principals mostly stated the managers of the provincial/district directorate of national education as the structures in which the organizational gangs exist (P3, P7, P8, P10). According to the answers received from the school principals, it was stated that the other structure in which organizational gangs were seen was the spesific informal teachers groups in the school (P4, P5, P6, P9).

Two examples of the answers given by the participants to this question are as follows;

P 1: "According to the description you made, I can show the union as an example"

P 10: "This structure formed by some branch managers and the district manager in the district"

When the literature is examined, it is understood that there are such structures in the education sector (Güneş, 2018; Urun and Gökçe, 2015, p.121; Karayaman, 2021, p.249; Akan, Yıldırım & Yalçın, 2013, p.649). Again, the comments sent from the internet in the comments section of Cemaloğlu's column on the "Kamudanhaber" website titled "organizational gangs" (2021) also coincide with our research findings.

Conflict with organizational gangs

Participants; "have you struggled with such organizational gangs?", "have you tried to protect yourself?" Their answers to the question are given in Table 4.

Participants; "have you struggled with such organization gangs?", "have you tried to protect yourself?" Their answers to the questions are given in Table 4.

Table 4. The status of the participants' efforts to struggle the organizational gang and protect themselves.

Conflict and Self-Preservation Situation	Teacher		School Principal		Total	
	frekans	%	frekans	%	frekans	%
No, I've never had a conflict like this	0	%0	0	%0	0	0
I had struggled with these interest groups before.	4	%40	2	%20	6	%60
Right now I am in such a conflict and trying to protect myself.	0	%0	4	%30	4	%40

According to Table 4; it is seen that 6 of the participants have struggled with such an organizational gang before. 4 of them are teachers (P1, P2, P4, P9) and 2 of them are school principals (P5, P10). Currently, the number of participants who are struggling with such a gang is 4, and all of them are school principals (P3, P6, P7 F,8). According to the available data, there is no participant who does not have a struggle with organizational gangs. As a result, it is seen that all of the participants struggle with organizational gangs at some point in their working life.

Since the options for this question asked to the participants were presented, it did not require categorization and therefore, there was no need to give examples of answers.

The finding that all of the participants had a conflict with such interest groups is a remarkable result. The intensity of comments on Cemaloğlu's (2021) column coincides with the findings. Again, in his study, Karayama states that school principals feel the pressure of such interest groups intensely (Karayama, 2018, p.2008; Karayaman, 2021, p.238).

Personality traits of organizational gang members

The findings regarding the personality traits of the mentioned interest groups in organizations, namely organizational gang members, are shown in Table 5.

Table 5. Opinions of the participants about the personality traits of the organizational gang members.

Personality Traits of Organizational Gang Members	Teacher		School Principal		Total	
	%	frekans	%	frekans	%	%
Manipulative, selfish, egotistical	4	%40	6	%60	10	100
Incompetent, lazy	3	%30	4	%40	7	70
Gossip, snitch, journal	1	%10	2	%20	3	30
Aggressive, rebellious	2	20	1	10	3	30

As seen in Table 5; the answers given regarding the personality traits of the members of the organization were listed according to the frequency of their repetition. All of the participants agree that these gang members are selfish, selfish and egoistic. Another of the most recurring traits was stated to be incompetent, lazy, and unqualified. Gossip, whistleblowing and journalism are stated as the 3rd most frequently repeated feature. Finally, it was stated that they had rebellious and aggressive personality traits.

Two examples of the answers given by the participants to this question are as follows;

P 4: "They are self-interested, they tend to be entitled, their intellectual accumulation is low.

P 8: "They cannot do anything when they are alone, they do not attach importance to values such as ethical morality, they are self-interested and incapable of business".

It is an expected situation for organizational gang members to have selfish, self-interested, inept, incompetent, incapable, gossipy and journalistic personality traits. It is natural for an individual who is a member of an organizational gang to have ethical and immoral personality traits. Individuals with strong character, who are experts and skilled in their work, do not need to complete their deficiencies due to their qualifications. On the other hand; it is seen that employees who do not have the necessary qualifications and skills need the support of a number of organizations. Some people who cannot reach the career goal they desire to be, develop a perception that they are too much for their position and they exhibit all kinds of behaviors that show this (Schreurs, et.al., 2020, p.1049; Woods and Baranowski, 2006, p.6001-6002).

What purposes do organizational gangs concentrate on?

The answers given by the participants to the questions about what purposes organizational gangs focus on are listed according to their density and are given in Table 6.

Table 6. Opinions of the participants about the goals of organizational gang members.

The Purposes That Organizational Gangs Concentrate on	Teacher		Teacher		School Principal	
	frekans	%	frekans	%	frekans	%
Unfair career	3	%3	5	%4	8	80
Financial interest	1	%10	2	%20	3	30
Personality goals	1	%10	1	%10	2	20

According to Table 6, most of the participants stated that organizational gangs aim to gain unfair careers and positions. The majority of the participants who gave this answer are school principals. Responses with the theme of financial interest were the secondary frequently expressed theme. In the last theme about what the aims of organizational gangs are, it is seen that the answer is personal goals.

Two examples of the answers given by the participants to this question are as follows;

P 3:"To be appointed to a position of financial interest and authority"

P 7: "To be appointed to higher positions"

When the findings are examined, it is seen that the aim of obtaining an unfair career and office is the most intense finding. In the second place comes the issue of financial interest. Finally, there is the finding of personality goals. It is possible that some individuals may engage in such behavior without any justification. Cynicism, negative emotional state, or wanting to secure oneself as a gang member may explain this situation. Indeed, some people may want to take shelter in herd psychology (Keser and Zencirkiran, 2021, p.50).

The damage caused by organizational gangs to the organization

Organizational gangs are structures that disrupt many balances such as the efficiency of the organization, its working order, and organizational justice. The views of the participants about the damage caused to the organization by the organizational gangs are categorized and presented in Table 7.

Table 7. Opinions of the participants about the damage done to the organization by the organizational gangs.

The Damages of Organizational Gangs to the Organization	Teacher		Teacher		School Principal	
	frekans	%	frekans	%	frekans	%
It damages concepts such as corporate culture, organizational justice and organizational trust.	4	%40	6	%60	10	100
It reduces the efficiency of the organization.	3	%30	5	%50	8	80
Delay of works	3	%30	4	%40	7	70

Looking at Table 7; what kind of damage the organization gangs cause to the organization in which they exist; It is seen that all participants agree that it spoils the corporate culture and harms concepts such as organizational justice and trust. Eight out of ten respondents stated that it reduces organizational productivity. In the last theme, it is stated that he delayed the works.

Two examples of the answers given by the participants to this question are as follows;

P 3: "They prevent the progress of institutions and organizations, they prevent the progress of other useful people in the institution".

P 6: "They undermine the organization's credibility"

The unfair career acquisition of organizational gangs, gaining unfair advantage in sharing economic interests or resources cause serious problems within the organization. The person who makes an unfair career leaves chaos and conflict behind (Söylemez, 2021, p.232) Such situations have serious negative consequences for the organization (Westpalt

& Stern, 2006, p.169-204; Crawshaw and Brodbeck, 2011, p.106-125; R. Jones, et.al., 200, p.45).

Conclusion and Recommendations

It is inevitable that there will be various groupings wherever there are people. It is seen that these structures deviate from the goals of the organization if they provide some career, resource sharing and division of labor advantages among others in a way that disrupts organizational justice and work peace. In fact, it is seen that these interest groups prioritize their own interests over the organizational goals.

Organizational interest groups can become an organizational gang thanks to their specific goals and cooperation. It is seen that these organizational gangs come together for a number of personal purposes such as obtaining an unjust career, economic interests and self-assurance, being on the side of the strong and herd psychology. It is seen that organizational gangs have low performance in business environments, and instead of focusing on work, they focus more on advertising-oriented works that will attract the attention of higher authorities and decision makers.

It is seen that some individuals' personality structures tend to join organizational gangs. It is seen that people who are generally self-seeking, incapable of business, who cannot be appointed to certain tasks with their own knowledge, experience and skills, in other words, individuals who are obviously unable to make a career with their talents, join such gangs to make up for their shortcomings and strengthen their deficiencies with these gangs. People who do not have the ability and necessary skills to be appointed to an office try to be appointed with the support of such gangs.

It is seen that organizational gangs disrupt working peace, organizational trust and organizational justice within the organization. At the beginning of the measures to be taken against organizational gangs, the flexibility of rules, nepotism and protective behaviors that lead to the emergence of these illegal interest groups should be eliminated. Nepotism harms the intra-organizational justice that needs to be ensured, because in favoritism, an undeserving employee is given an advantage over others (Nadler & Schulman, 2015). Every behavior contrary to justice and equal opportunity for the organization has the capacity to cause negative effects for the employees, decreases the efficiency of the organization, and also constitutes an excuse for the formation of organizational gangs. In other words, unjust practices within the organization enable organizational gang members to rationalize this situation and create a justification for them to legalize this unethical behavior in their own minds. Other teachers who see a teacher directly become the district director of national education will find that the path to a career is in ways other than job aptitude and performance. Career opportunities should be offered to every employee on equal terms. Promotions should be made according to career and merit criteria, through objective exams that can be applied by equals and those who meet the conditions, or through an objective evaluation of the education received, the product offered, and the scientific work.

More comprehensive studies are needed on the characteristics of organizational gangs. Research can be conducted on which types of organizations and in which areas these

interest groups are most present. It is considered very important to carry out studies on negative entropy, especially in public organizations. The construction of public service organizations towards negative entropy can be considered a priority issue for the continuity of states. The effect of organizational gangs on entropy in organizations can be investigated.

At the beginning of the measures to be taken against organizational gangs, the flexibility of rules, nepotism and protective behaviors that lead to the emergence of these illegal interest groups should be eliminated. Nepotism harms the organizational justice that needs to be ensured, because in favoritism, an undeserving employee is given an advantage over others (Nadler & Schulman, 2015). Every behavior contrary to justice and equal opportunity for the organization not only reduces the efficiency of the organization (Safina, 2015, p.632-633; Nadler ve Schulman, 2015; Ozler & Büyükarıslan, 2011,p.281; Ponz0 & Scoppa, 2011, p.87; Yılmaz & Kılavuz, 2002, p.27; Fındıkçı, 2013, p.78;Campell, 2020, p.3; Khatri et.al., 2006, p.63; Karakaplan Özer, E., 2021, p.1-17), may also constitute a reason for the formation of illegal interest groups. In other words, unfair practices within the organization enable members of the organization to use it as a justification, and in their own minds constitute a justification for legalizing and normalizing this unethical behavior. Career opportunities should be offered to every employee on equal terms. Promotions must be based on career and merit criteria.

It is thought that there may be diversity in the purpose types of interest groups in terms of job descriptions of employees according to different sectors. For example, in schools where there is a large number of teachers, it can be said that some teachers direct "good students" to each other by highlighting their classroom success, and they gain some advantages with common misbehaviors and practices that make general school rules difficult. It's like when a few teachers make a deal with a patisserie outside instead of the school canteen, and put student's parents to work during feeding times and make bulk purchases. Studies examining the perspective of other employees and senior management on organizational gangs can also be conducted.

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