Özgün Araştırma / Original Article

Sağlıklı ve Başarılı Oganizasyonlar Gerçekleştirmek için Yönetim Yaklaşımlarının İnsan Kaynakları Stratejileri Yönünden Analizi

Dr. Canan Tiftik¹*

¹ İstanbul Gelişim Üniversitesi, Türkiye,
ctiftik@gelisim.edu.tr
ORCID ID 0000-0002-8327-5282

* **Sorumlu yazar**

ÖZ

Sağlıklı bir çalışma ortamına ve başarıya sahip olmak isteyebilecek kuruluşlar, bunu uygun bir yönetim ile gerçekleştirebilirler. Bu nedenle çalışmanın amacı sağlıklı ve başarılı kuruluşlar tarafından benimsenebilecek yönetim yaklaşımlarını araştırmaktır. Çalışmanın metodolojisi, kuruluşların yönetim yaklaşımlarını ve başarısını analiz etmek için ikincil verilerin kullanımını içermiştir. Analiz edilen belirli alanlar çalışanların yönetimini, liderlik yaklaşımını ve organizasyon yapısını içermektedir. Bulgular, Walmart'ın çalışanların işe alınması, eğitilmesi ve geliştirilmesi yoluyla çalışanlarını yeterince yönettiğini göstermektedir. Bulgular ayrıca vizyoner ve dönüştürücü bir liderliğin ve hiyerarşik işlevsel bir organizasyon yapısının sağlıklı ve başarılı bir organizasyonla sonuçlanabileceğini ortaya koymaktadır. Başarılı bir organizasyonla sonuçlanabilecek kritik faktörleri belirlemek amacıyla sağlık sektörü de incelenmiştir. Analiz sonucunda, çalışanların eğitim ve duygusal zeka ve dönüşümcü liderliğe vurgu yapan bir liderlik yoluyla yönetilmesinin başarılı bir organizasyonun gerçekleşmesi için kritik olduğu ortaya konulmuştur.

Anahtar Kelimeler: Yönetim, çalışan yönetimi, liderlik, organizasyon yapısı.

457

Analysis of Management Approaches in terms of Human Resources Strategies to realize Healthy and Successful Organizations

Dr. Canan Tiftik[1]*

[1] İstanbul Gelişim University, Turkey,
ctiftik@gelisim.edu.tr
ORCID ID 0000-0002-8327-5282

* **Corresponding Author**

ABSTRACT

Organizations that may want to have a healthy work environment and success can be able to realize that through having proper human resources management. The objective of the study was thus to investigate the management approaches that can be adopted by healthy and successful organizations in terms of human resources management strategies. The methodology of the study involved the use of secondary data to analyze the human resources management approaches and success of organizations in the long run. The specific areas that were analyzed involved the management of employees, the leadership approach, and organization structure. The findings showed that Walmart adequately managed its employees through its recruiting, training, and development of employees. The findings also revealed that a visionary and transformative leadership and a hierarchical functional organizational structure can result in a healthy and successful organization. The healthcare industry was also investigated to determine the critical factors that could result in a successful organization. From the analysis, it was also revealed that management of employees through training and a leadership that emphasized on emotional intelligence and transformational leadership was critical to realize a successful organization.

Keywords: Management, employee management, leadership, organizational structure.

458

INTRODUCTION

Companies that desire to achieve long-term success should strive to create and maintain a healthy workplace environment. Healthy organizations understand that it takes effort to compete in the market and to produce continuous profits. Organizations that recognize and understand the characteristics of health organizations can benefit by being able to detect problems in the company. By understanding how healthy and successful organizations are managed, businesses can take the appropriate steps and create a successful organization. This research paper analyzes the management techniques that are used to realize healthy and successful organizations by considering data from business retail and healthcare.

Management can be simply defined as the activities involved in the planning, organizing, staffing, directing or leading and the control of an organization towards the achievement of its goals (Rothaermel, 2017). Management can also involve how various organizational resources are deployed and manipulated. Some of the resources that could be at the disposal for organizational use include financial resources, human resources, natural resources and technological resources. It is thus an activity and a technique of decision-making, leadership and a way of coordinating various aspects of an organization.

Organizational management requires a series of steps and process in order to realize its objectives. The first step involves the planning phase and once the plan has been implemented the management should closely monitor and adjust the specific activities based on the results provided. The company can also implement change by considering the feedback in order to determine whether the management strategies are working or not. The management relies on a proper leadership in order to set goals, monitor organizational results and to build a stronger company. Other strategies can be adopted in organizational management and could include employee promotional and training strategy.

Businesses require a well-developed and a thoughtful strategy and plan that should be executed effectively in order to realize growth and success. A proper organizational management will involve leading a company towards the correct use and control of its assets and resources. It should go above the simple corporate structure of the organization and entail the specific methods that have been incorporated by an organization to move towards its vision and desired goals. Hambrick (2015) analyzed the term top management team which refers to the general management such as the CEO (Chief Executive Officer) and it could involve the top ten executives of a company. The study by the author showed that the characteristics of the individual top executive and the entire top executive team is important to draw conclusion of the outcomes of an organization. The analysis of the key character traits by individuals that hold these positions is important so as to determine the specific factors that can result in a successful organization.

According to Fındıkçı, (2010), various leadership concepts have emerged within the enterprises due to the reasons such as overcoming crisis situations in businesses, cooperation and harmony between the personnel, weakness of control and control mechanisms within the organization and finding a complete solution to the problems of classical leadership and management practice has also been insufficient. Therefore, the need for a servant leadership approach which cares about people's feelings and thoughts, their different personality traits, cares about their lives and uses the power they have acquired to meet different needs of people.

Spears, (2004, p.9) emphasize that servant leaders want to build and use their talents at the highest level. They envision great goals and dreams. They think from a broader perspective by thinking of all kinds of problems that occur in the business as concepts, looking at the problems from this perspective, going beyond daily reality.

Another approach to the servant leadership approach belongs to Patterson. Patterson explains the concept of servant leadership as the leadership type to the employees of the leader first and "secondly focused on the organization" (Waddell, 2006, p.2). According to Patterson, servant leadership depends on the virtue, which means all the spiritual formations that make up the service focus in leaders. Virtue theory is an approach that emphasizes people's rights and is based on Aristotle's ethics. (Patterson, 2003, p.6).

459

• Proof of Social and Moral Love: Must have tremendous love for leaders. The attention of the leader is to focus on the employees first, then their experience and experience, and then the interest of the business.

• Modest Behavior: The fact that the person does not perceive himself differently than others by having a healthy ego.

• Sacrifice: It is the behaviors that it performs on its own will to help employees in the business without serving an interest.

• Becoming a Visionary: It is the leaders' adhering to the goals of the employees and forming the goals of the business.

• Trust: The leader whom the employees see as an example in terms of honesty, becomes much more followers.

• Empowerment: By leaving the control over the employees aside, giving jobs in accordance with the needs of the employees.

• Service: Servant is one of the most important concepts of leadership theory. It is people's thinking of the interests of the organization rather than their own.

Another model of the servant leadership approach is Page and Wong, but this model emphasizes the importance of organizational actions such as honesty, responsibility, dedication and respect to the person in economic development and evaluates leadership in personality, relationship, business and process dimensions. (Dennis and Winston, 2003, p.455,459).

• Personality: It is related to the effort to serve. The actions that a leader must adopt are defined as honesty, reliability, sacrifice and service orientation.

• Relationship: It is the leader's relationship with people and the development of their employees in this regard. The leader should act to support, strengthen and develop others.

• Job: It is about what a successful leader is doing and his skills. The characteristics that the leader needs to adopt are defined as setting goals and guiding.

• Process: It is related to the effectiveness of the organization. The characteristics that a leader should adopt are defined as modeling, unity, and participation in decisions.

It is important to note that in the organizations commitment is crucial. "Allen and Meyer, who have important works in the field of organizational commitment, define organizational commitment as a psychological bond that the employee feels willing to leave his job voluntarily and that he feels about his organization" (Allen & Meyer, 1996, p.252).

Although the concept of "Job Satisfaction" has more than one definition, it is generally expressed as follows:

Job Satisfaction: It is the positive or negative reactions of the employee to his job emotionally. Vroom; He described positive responses as job satisfaction and negative responses as job dissatisfaction. (Vroom V. H., 1967, p. 99)

Moreover, in the human resources, "Talent means competitive power that cannot be imitated. The talent that emerges as a result of the experiences gained within the organization will be in harmony with the corporate culture and operational processes of the business and will constitute the basic ability of the business. " (Pralahad and Hamel, 1990, p. 81).

The broadest definition of talent in the field of human resources was expressed by Professor Dave Ulrich. According to this definition, "Talent is formed by the competence to fulfill the duties of today and tomorrow, the commitment to provide extra energy for the company to be successful and the product of the employees' contributions through their work" (Dave, 2007, p. 32-33).

Although the concept of talent goes back to Plato, the concept of Talent Management is quite new.

"The concept of Talent Management emerged in the USA in the late 1990s as a result of academic studies conducted by McKinsey consultants" (Atlı, 2017b, p. 57-60). As a result of these researches carried out by McKinsey & Company, Talent Wars and Talent Management started to take place in academic studies and processes for discovering and developing talent have developed designs. In this research in which 6000 experts participated in 1997; 23% of the experts said that they were able to direct the talents to their companies and only 10% stated that they could retain talented people (Çayan, 2011, p.17-18).

In the organizations in terms of human resources, talent management has many benefits for businesses.

We can list them as follows:

• An increase in employee performance

• Advantage advantage over competitors

• Excess profit

• Reduced turnover

• Creative employees

• Opportunity to work with the most skilled in the market

• Transparency about people with effective potential for latent power

• Transparency on the backup of important positions

• Achieving a high rate in promotions and satisfaction resulting from this

• Early recognition of those who can become leaders in the future

• Uncertainty disappears when positions that have strategic status are emptied.

• Increase in the success of people who will rise to high positions

• The increase in the performance of employees who are not skilled enough due to their care for talented employees (Atlı, 2017d, p.60)

HEALTHCARE MANAGEMENT

Important Factors of Health Management on a Managerial Basis:

The change and transformation experienced in globalization and the new world order completely affect the developments in the health sector. This order, which is perceived as a global change and a global village in the world, has brought revolutionary innovations in the way of doing business with the spread of communication technologies. With the innovations in communication technologies in today's business models, access to current data has become possible in the health sector, and time management has begun to be used more efficiently. People who are sick and / or want to get information about health have become more effective in their access to doctors and institutions with communication management. Individuals have more opportunities and alternative options, and quality has become indispensable as a competitive element in terms of management.

The importance of quality and quality service is understood more in terms of management. The importance of the implementation of a quality management system based on zero error in the health sector has emerged when this is the sine qua non of leadership models.

In terms of governance and leadership models, strategic management and quality practices and supervision have become important especially in large hospitals. Strategic management and planning has become widespread in the last decade of the twentieth century. Organizations often need to make strategic changes to managerial change in order to be able to adapt to current data and conditions periodically. This situation is also necessary for the development of leadership qualities and new leader candidates in today's competitive management.

461

Leaders who carry out strategic thinking and innovative business models have achieved great success in implementation and field studies.

It is relatively low compared to the health institutions implementing organizational commitment in health institutions that cannot implement business models strategically.

Therefore, especially in the health sector; The overall level of satisfaction and the improvement in functional and performance indicators have been realized in institutions that have strategic leadership management mission and leadership qualities in business models. The rapid recovery rates in the number of patients, the decrease in the number of patient cases, and the trust of the patients in doctors and nurses are provided by quality business models.

Olsen (2007) considers strategy as a special process that defines the goal of the organization and the elements it finds relevant on a dynamic platform and makes management more sensitive to environmental variables in the health sector.

The importance of strategic management in ensuring discipline and transparency in health services management is also emphasized.

Strategic planning in healthcare management is a way of doing business based on the general quality targets of healthcare services, which helps the business to make sound decisions despite various conditions and changes, to achieve its goals.

It is an output for the service quality, safety management and efficiency of the operation in healthcare services.

Service quality is an ethical and behavioral philosophical management style at all management levels. Quality in strategic management allows the implementation of new management models by keeping up to date with the developments in global health services by adapting to international and national factors.

Today, many healthcare organizations around the world are faced with many difficulties because they cannot achieve the quality. Many health institutions are also unable to continue their work life for this reason.

In order to overcome these difficulties, most healthcare organizations explain quality business models that provide excellent service to their patients and staff, and give various briefings.

Yong (2000) interpreted service quality as the difference between the patient's expectations from the service and the perceived service. Service quality is a measure of the compatibility of the provided quality with the patient's expectations. Providing quality service means that the service follows a consistent path of management with patient expectations.

In addition, service quality is linked to the correct understanding of patient satisfaction, trust, demands and expectations of the service.

In this way, the quality of service in health management interacts directly between the patient and the service provider, and shows the concrete quality by comparing the patient's expectations from the service with the service performance.

In this respect, the phenomenon of quality in health management is essential. Ensuring quality takes place through strategic management and innovative thinking methods. The quality indicator is the main determinant of patient satisfaction or dissatisfaction.

METHODOLOGY

Secondary data was used to carry out the research. The data was retrieved from various sources over the internet. For an adequate analysis of business sectors like the retail industry, the data was retrieved from the company's financial statements that provided a detailed analysis of the performance of the company. The management approach was analyzed and the financial performance of the company was analyzed to determine whether the company was successful or not.

462

The nature of the study was qualitative in nature. This was because the nature of the study was an exploration of a specific business sector and organization so as to determine the management practices that have been applied. The qualitative nature of the study would be used to provide an adequate analysis of whether the problem of management styles and techniques of successful organizations. Such a research was thus used to get deeper into the issue at hand and to come up with a conclusive approach for the problem being studied.

The objective of the study was to explore how to manage a healthy and successful organization. There are specific areas of management that were considered in the studied and were grouped into management of the employees, the leadership model, and the organization structure. The management of employees involved the sharing of goals with employees, teamwork among employees, employee training opportunities, and the morale and motivation of employees. The type and style of leadership by the management was also investigated. The organizational structure by considering the structure and the effectiveness of the structure that has been adopted.

SAMPLE SELECTION

For the analysis, the sample was selected by first considering the business sectors that was chosen. The business sectors were chosen on a random basis and the sectors that were selected were the retail and healthcare industry. For the retail industry, Walmart Inc. was randomly chosen to carry out the analysis. Walmart Inc. was chosen randomly as it is a retail company that has achieved a significant amount of success in terms of the company's global reach and the achievement of financial objectives. There was no specific healthcare company that was chosen to carry out the analysis. Instead, the analysis involved an analysis of management techniques that have been adopted by successful healthcare providers. It was assumed that most of the healthcare providers and institutions such as hospitals made use of a similar style of management.

DATA COLLECTION AND EVALUATION METHOD

463

The data collection involved collection of secondary data. The data was retrieved from scholarly journals that analyze different business sectors being studied. Additionally, the financial statements of Walmart were also investigated to determine whether the company was financially successful or not. Information on Walmart was also retrieved from publications and website articles that have been analyzed over the years in the company's operations. The analysis of the healthcare industry involved analysis of data that was retrieved from scholarly journals involving nursing managers in the healthcare industry.

The evaluation method that was used involved a critical approach of the data retrieved from different journals so as to determine the specific management factors that would result in a successful organization. The evaluation of the data involved an exploratory approach where meaning was drawn by associating the specific management techniques and how such techniques would create success for the organization. The data was also critically evaluated and analyzed in order to determine its appropriateness when it was applied for a given organization.

RESEARCH HYPOTHESES

The study involved the analysis of the business sectors of retail and healthcare and the specific areas of management of employees involved management of employees, the leadership and organizational structure. The research hypothesis that was investigated involved the following hypothesis:

1. Management of employees that involves sharing of goals with employees, teamwork among employees, employee motivation and training would result in a healthy and successful organization.
2. A strong leadership that is based on trust and ensures and is of a transformative style should result in a healthy and successful organization.
3. An organizational structure that is clearly defined and emphasizes on coordination and integration should promote harmony and effectiveness in the work environment.
4. An effectively designed and well-managed organization supported by proper management processes and systems should be more effective and successful.

RESEARCH FINDINGS AND INTERPRETATIONS

RETAIL INDUSTRY – WALMART

MANAGEMENT OF EMPLOYEES

Walmart was studied in the retail industry and the specific results that were investigated involved the management style of employees, the leadership, and organizational structure. It was identified that the management of employees was based on three aspects; attracting, development and retaining of talents. Walmart's management first attracts talents by attracting a large number of graduates that have outstanding performance. The company performs career development programs in colleges and universities that are used to attract graduates (Song, 2018). The company then ensures that the employees are equipped with the required resources so as to ensure continuous career development of the employees to fill higher positions.

Walmart ensures that it retains talents by ensuring that employees are well-trained, engage in teamwork, and have internal promotion. Walmart has established a system of lifelong training and employees go through continuous training and education once they have joined the company. Some of the training that the company engages in involves promotion training, transfer training, and job position training (Song, 2018). Walmart also ensures that its employees readily engage in teamwork throughout the organization. Employees are constantly trained on the importance of maintaining a team work spirit. The organization structure and working environment of employees has also been designed in a way that ensures that employees can work in teams. Walmart has also promoted a philosophy that is based on "recruitment, retention, and development" (Song, 2018). In order to achieve this, Walmart focuses on internal promotion of employees. The company strives to create more opportunities for its employees and to motivate them by focusing on internal promotions. The HR (Human Resources) department and management at Walmart ensures that it conducts a frequent analysis of employees through regular evaluation, interviewing and storage of personal files so as to track their growth and development.

464

LEADERSHIP

The leadership at Walmart can be described as a visionary and transformational type of leadership. Sam Walton, the founder of Walmart, built the company on a visionary type of leadership. He emphasized on growing the company to become a global brand. Since its formation, Walmart has strived to open its stores in several places in the United States and the world. The organization also strives to communicate its strategic vision to employees (Chekwa, Martin, & Wells, 2014). The transformational type of leadership is based on the organization showing flexibility in the management of its employees. The leadership at Walmart is always sensitive to the changes in its environment and industry and is ready to adapt to the changes to realize growth and development.

Companies, operations need leaders in order to succeed in their fields, and to be able to improve themselves in an intense competition environment. Due to the technological advancement and rather easy access on information provided in this day and time there are substantial responsibilities incumbent upon these administrators. Consequently, the importance of the leadership characteristics is on the rise. In this period where classic leadership methods are notably inadequate towards creating solutions to problems, servant leadership perceptive has become more important.

A successful leader's overseeing is needed in order to set the purpose and the goals of a business and to receive suitable data from them. A leader with an understanding of servant leadership aims to achieve further success in their business via the trustworthiness they provide to their followers, the information and the experience they pass on to them. It has been seen that the businesses with servant leadership method achieve more success.

Leaders who apply servant leadership in their work seek to improve their business' performance. Solution oriented, selfless servant leaders that seek their followers' interests achieve success via devotion.

Servant leadership method is a brand new one that has also started to apply on health sector. Healthcare organizations which adopted servant leadership method achieve further serving as well as faster and more efficient solutions to any problems.

ORGANIZATIONAL STRUCTURE

The organizational structure of Walmart is based on a hierarchical functional organizational structure that is made of two features including hierarchy and function-based. The hierarchy structure of the organization is based on a vertical line of command. Every employee apart from the company CEO (Chief Executive Officer) has a direct superior that they report to. Any directives that come from top level management is passed to the mid-level management and then to the employees. The function-based structure of the organization involves having the employees fulfilling certain functions. Walmart is divided into different departments where each department has its function (Lombardo, 2019). For instance, the human resource department is involved with the management of the company's human resource team while the information technology department is involved in the management of the company's information technology.

Within the scope of globalization, the crossing of the borders, the ease of accessing information and services the emergence of the market from the local area and the international area the increasing competitive environment have led businesses to adopt various innovative management styles from the classical models in the field of management. In the field of leadership, an understanding of leadership has emerged that shares the leaders' experiences and experiences with the personnel in the business and contributes to their development.

Greenleaf defined the servant leadership approach as a person who has the power and resource to put himself in the place of other people, to understand them, to perceive and support their feelings and thoughts (Greenleaf, 1977, p. 22). As the primary purpose of servant leadership, it is defined as the person who serves them by working for the development and well-being of others to successfully accomplish the tasks and goals for general interests (Page and Wong, 2000).

FINANCIAL HEALTH

The analysis of Walmart's financial statements shows that the organization has a healthy financial status. The revenue of the organization amounted to $514.405 billion for the year 2019 and the company had total assets that amounted to $219.295 billion ("Walmart Annual Financial Report", 2019). The organization has grown immensely and has 2.2 million employees located throughout the world, 1.5 million of the employees are found in the United States while another 700,000 are found in other parts of the world. The organization has 11,438 stores distributed throughout the world. One of the biggest competitors to Walmart has been Amazon which is an online store. In order to compete more effectively, Walmart has expanded and opened up a global ecommerce.

HEALTHCARE INDUSTRY

MANAGEMENT OF EMPLOYEES

The analysis of the healthcare industry was undertaken by considering the different managerial aspects that included management of the employees, the leadership, and organizational structure. The management of employees was investigated and one of the critical factors that emerged was that teamwork and collaboration was critical for success in the healthcare industry. Lartey, Cummings, & Profetto McGrath (2014) investigated the teamwork culture among several healthcare facilities. The study established that teamwork culture had a strong correlation with the employee turnover rate of various healthcare institutions. The data from the analysis specifically showed that healthcare institutions that emphasized on teamwork culture had a resignation rate for nurses that was approximately 1.25 fewer.

A proper management of the human resources in the healthcare facility was also found to have a strong correlation with the creation of a healthy work environment. According to Elarabi and Johari (2014), human resource management had a strong impact on the welfare of the nurses and the nurses had a

positive attitude on the place where they worked. The analysis further revealed that healthcare institutions where the staff and nurses went through periodic training in order to improve the quality of their services experienced a well-motivated and highly trained medical professionals.

LEADERSHIP

It was identified that there were several critical leadership factors that could be used to realize a successful healthcare organization. The study by Elarabi and Johari (2014) revealed that a visionary leadership played a critical role in realizing adequate success of the organization. It was identified that the management in the healthcare facility should have a clear strategic direction and objectives that are clear. The goals, vision, and mission of the company was to be communicated to every member of the staff in order to motivate them towards realizing them.

The key leadership trait that was identified as a key requirement in the healthcare industry sector was emotional intelligence and transformational leadership among the nurse managers. Emotional intelligence was found to have a positive relation to the success of the leadership and the entire organization. Twenty nurse leaders were investigated by Crowne et al. (2017) who investigated the effectiveness of emotional intelligence and the relationship it has on transformational leadership. The findings from the study revealed that the emotional intelligence development was effective in improving the practice of nurse leaders. When coupled with transformational leadership, emotional intelligence ensures that nurse managers can create a flexible working environment and can realize change even in an emotionally draining work environment.

ORGANIZATIONAL STRUCTURE

The organizational culture that was found in healthcare organizations was a hierarchical functional organizational structure. This is an organization structure that is based on a pyramid-shaped hierarchy but also defines the functions that are carried out and the key management positions in the respective functions (Gimenez - Espin et al., 2013). Larger healthcare institutions such as community hospitals, hospital systems and academic medical centers had such a type of organizational structure. The structure was identified by a strict chain of command which ensured that communication regarding the assignments and evaluation of tasks that have been provided take place through a controlled environment and linear command.

466

The findings from the retail and the healthcare industry were tabulated in the Table 1 where the different management factors were examined.

Table 1: *Summary of Managerial Factors Critical for Success*

Management Factors	Retail Industry (Walmart)	Healthcare Industry
Management of employees	Teamwork among employees Training of employees Focus on employee morale	Teamwork among employees Training of employees
Leadership	Visionary leadership Transformational leadership	Visionary leadership Emotional intelligence Transformational leadership
Organizational structure	Hierarchical structure Functional structure	Hierarchical structure Functional structure

DISCUSSION

RETAIL INDUSTRY

The leadership in Walmart has played a central role in creating a health and successful organization. Walmart ensures that its visionary leadership lays a strong foundation to create a strategy and competitive advantage. By communicating the vision of the organization to employees, Walmart ensures that its employees are constantly motivated towards the realization of company goals. Transformative leadership has been found to play a big role in ensuring that the company has leaders that are more empathetic and aware of the organizational issues (Keevy & Perumal, 2018). The transformational leadership at Walmart plays a big role in ensuring that there are innovative practices that ensure the

organization can adapt to a changing environment. Walmart has remained successful over the years even after the market moved from the past physical retail stores to online retail. Walmart was able to establish an online platform where its customers could access its products and services leading to continual growth and success.

The significance of the hierarchical functional organizational structure is that it enables the organization managers to have a direct and easy influence throughout the entire organization. When new strategies and policies have been adapted by Walmart, they can be directly passed from the regional managers, to the store managers, and to the specific organization employees. Walmart's management has thus realized effective control and monitoring of its employees. However, there can be downsides with having such an organizational structure as the lower levels of the organization cannot easily adjust to the business practices as it involves a lengthy communication process where information is passed from corporate managers then mid-level managers and to the employees.

The analysis of Walmart's financial statements shows that its revenues has been growing and that the company has experience consistent growth. Walmart can be described as a healthy and successful organization. The success in the company's financial structure can be attributed to its proper management that ensures adequate leadership, management of employees and effective organization structure. The analysis of the management of Walmart showed that the organization can be used to provide an understanding of how healthy and successful organizations are managed.

HEALTHCARE INDUSTRY

Emotional intelligence can be defined as a type of leadership that focuses on accurate expression and emotions of the emotional knowledge, the feelings that facilitate thought and regulating oneself to others (Spano-Szekely et al., 2016). The application of emotional intelligence is critical in the healthcare industry as the staff would have to deal with situations that could drain the staff emotionally. The staff could also experience burnout due to the nature of work. Having a leader that showed emotional intelligence in the way they interacted with the staff could motivate them. The staff would thus experience improved motivation, reduction in job stress, a better overall healthy, an increased work satisfaction. Emotional intelligence would also create a healthy organization because it facilitates a better resolution of conflicts. In addition, servant leaders are important for organizations and should both know the characteristics of their employees and be aware of their own abilities to be effective and encouraging towards their employees. He should know these abilities and characteristics and act accordingly. In order to be an effective servant leader, it is imperative to be aware of who you are and how they affect other people (Keith, 2010, p.1).

Servant leaders are more concerned with people and their actions than with the organization. Servant leadership; it is an application of leading the well-being of people rather than the self-thinking of the leader (Drury, 2004).

Transformational type of leadership was also critical in the healthcare field as leaders that had such a style of leadership can challenge themselves and their staff to work towards success. Transformational leadership was also identified as a visionary type of leadership that required innovation, creativity, and authentic leadership (Spano-Szekely et al., 2016). Nurse leaders required such skills because the growing healthcare system has been going through several changes. For instance, the introduction of the 'Affordable Care Act' resulted in several changes in the healthcare field. Nurses that are transformational leaders can realize improvement in quality and safety in the delivery of healthcare.

The hierarchical functional structure was critical in healthcare because of the large variety of services that are provided by healthcare facilitates. The administrative and support services that are required for the delivery of clinical services would only be possible by having a functional structure. The structure also had several advantages such as accountability and a specific line of reporting.

The different hypothesis that were formulated were thus found to be true. The first hypothesis indicated that management of employees which involved teamwork, sharing of goals, motivation, and training would lead to a healthy and successful organization. From the analysis, it was established that Walmart's

management focused on recruiting, retaining, and training of talented employees. Such management ensured that its employees are constantly motivated. For the healthcare industry, it was determined that there needs to be management that focuses on the teamwork among employees. Such a proper management of employees resulted in employees being motivated for the goals and objectives of the organization. The second hypothesis was that a leadership that is based on trust and transformative nature should lead to a successful organization. The retail industry and healthcare industry had a visionary and transformative leadership. The third hypothesis was also true as it was observed that a well-defined organizational structure should result in a better environment. The organization structure for the retail and healthcare industry were well defined and were of the hierarchical functional nature. The fourth hypothesis was also true as it indicated that an organization that is supported by proper management should be effective and successful. Walmart was a successful organization and the success could be attributed to its management.

CONCLUSION

The right management techniques are required to realize a healthy and successful organization. The analysis analyzed the different management techniques towards management of employees, the style of leadership, and the organizational structure. The management style of the retail industry was investigated by analyzing Walmart. The company had a leadership based that was visionary and transformative. The organization structure was based on a hierarchical functional organization structure. Walmart also had a healthy financial structure that could be attributed to the organization's management. The kind of leadership that was critical for the success of the healthcare organization was one that was visionary, emotional intelligence and transformational leadership. The organizational structure was one that as hierarchical and functional.

In today's conditions, within the framework of innovations in every field, traditional methods have been moved away from the traditional methods and new methods have been developed and implemented. The inability of classical management approaches to find answers to these problems has created these new forms of management. Instead of the command chain of command in the classical leadership management, leadership understandings have emerged that guide their followers with a servant leadership management understanding act with them and make serving a priority.

The most important and distinctive feature of the servant leadership model based on Greenleaf is that it serves the followers of the leader. Servant leader is the type of leader who has more close relations with his followers than he is a charismatic leader, he cares about their problems and tries to find solutions to these problems, cares about his followers' ideas and promises his followers in the decision making process. Servant leaders do not keep their knowledge and experience to themselves. By transferring these knowledge and experience to their followers, they aim to contribute to their development.

The servant leadership model is a management model that can show its effect in the health sector as well as it has been applied in many sectors recently. It is an area where servant leader management can be applied since it is a sector that requires helping people, finding solutions to their problems and understanding them. They exhibit the necessary empathy, sacrifice and compassion as well as servant leaders in healthcare providers. Therefore, the health sector is one of the main sectors where servant leadership management can be applied.

Thus, developments and changes in today's world force businesses to survive in a challenging race environment. It is an inevitable fact that businesses adapt to developments and changes in order to survive. Undoubtedly, they have to perceive the importance of the human resource factor in order to be successful by gaining advantage in these conditions. In such a competitive environment, turning to talented employees as a distinguishing power of the human resource factor has become essential.

It is possible for businesses that cannot benefit from the distinctive and productive power of talented individuals, to lose their competitive power in these increasingly active competitive conditions. In line with this change of thinking, human resource management has started to turn into talent management, an approach that brings new behavior and responsibilities. In this context, the approach to talent management has become inevitable.

In sum up, talent management is much more than human resources, employee backup and leadership management planning and it is the ability to attract, retain and develop the skills required for businesses to survive in competitive market conditions and achieve their goals.

REFERENCES

Atlı, D. (2017b). *Yetenek yönetimi insan kaynakları yönetiminin yeni vizyonu*. İstanbul: Abaküs Kitapevi.

Atlı, D. (2017d). *Yetenek yönetimi insan kaynakları yönetiminin yeni vizyonu*. İstanbul: Abaküs Kitapevi.

Çayan, D. (2011). *Yetenek yönetiminin çalışanların performası üzerine etkileri ve Niğde sağlık sektöründe bir uygulama.* Yayımlanmamış yüksek lisans tezi, Niğde Üniversitesi Sosyal Bilimler Enstitüsü, Niğde.

Hekwa, E., Martin, J., & Wells, K. (2014). *Riding on the waves of sustained competitive advantage: consumers' perspectives on walmart corporation*. International Journal of the Academic Business World, *8*(2), 13-25.

Crowne, K. A., Young, T. M., Goldman, B., Patterson, B., Krouse, A. M., & Proenca, J. (2017). *Leading nurses: emotional intelligence and leadership development effectiveness. Leadership in Health Services*, *30*(3), 217-232.

Dave, U. (2007). The talent trifecta. In *Workforce management*. *86*, 32-33. US: MediaTec Publishing Inc.

Dennis, Rob. and Winston, Bruce. E. (2003). A factor analysis of page and wong's servant leadership. *Instrument Leadership and Organization Development Journal*, *24*(7/8), 455–459.

Drury, S. (2004). Employee perceptions of servant leadership: comparisons by level and with job satisfaction and organizational commitment. *Dissertation Abstracts International, 65*(9), 314-324.

Elarabi, H. M., and Johari, F. (2014). The impact of human resources management on healthcare quality. *Asian journal of Management Sciences & Education, 3*(1), 13-22.

Fındıkçı, İ. (2009). *Bir gönül yolculuğu hizmetkâr liderlik*. İstanbul: Alfa Yayınları.

Fındıkçı, İ. (2010). İnsani kriz ve hizmetkâr liderlik. *Sağlıkta Nabız Aktüel ve Sosyal Tıp Dergisi.* Retrieved from http://www.sagliktanabiz.com/index.php?option. on 7 September 2011.

Greenleaf, R.K. (1977). *Servant leadership a journey into the nature of legitimate power and greatness*. US: Paulist Press.

Gimenez-Espin, J. A., Jiménez-Jiménez, D., & Martinez-Costa, M. (2013). Organizational culture for total quality management. *Total Quality Management & Business Excellence, 24*(5-6), 678-692.

Hambrick, D. C. (2015). Top management teams. *Wiley Encyclopedia of Management*, 1-2.

469

Keevy, Z., & Perumal, J. (2014). Promoting transformational leadership practices of retail managers. *Journal of Management Development, 33*(10), 919-931.

Keith, K.M.. (2010). *The key practices of servant-leaders*. Retrived from http://www.greenleaf.org/whatissl/TheKeyPracticesOfServant-Leaders.pdf. on January 1, 2020.

Lartey, S., Cummings, G., & Profetto-McGrath, J. (2014). Interventions that promote retention of experienced registered nurses in health care settings: a systematic review. *Journal of Nursing Management, 22*(8), 1027-1041.

Lombardo, J. (2019). *Walmart: organizational structure & organizational culture*. Retrieved from http://panmore.com/walmart-organizational-structure-organizational-culture. on January 1, 2020.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: theory, research and application*. USA: Sage Publications.

Olsen, E. (2007). *Strategic planning for dummies*. Indianapolis, Indiana: Wiley Publishing, Inc.

Page, D. and Wong, T.P. (2000). A conceptual framework for measuring servant leadership. In Adjibolosoo, s. (Ed.), *The human factor in shaping the course of history and development*. USA: University Pres of America, Lanham, MD.

Pralahad, C. K. and Hamel, G. (1990). *The core competence of the corporation*. UK: Harvard Business Review. May-June.

Rothaermel, F. T. (2017). *Strategic management*. New York, NY: McGraw-Hill Education.

Song, X. (2018). A study on management model of human resources in multinational companies based on cultural differences--taking walmart as an example. *June International Conference on Sports, Arts, Education and Management Engineering* (SAEME 2018). US: Atlantis Press.

Spano-Szekely, L., Griffin, M. T. Q., Clavelle, J., & Fitzpatrick, J. J. (2016). Emotional intelligence and transformational leadership in nurse managers. *JONA: The Journal of Nursing Administration, 46*(2), 101-108.

Spears, L.C. (2004). *Practing servant-leadership, leader to leader, 34,* Fall. Retrieved from http://www.vi terbo.edu/uploadedFiles/academics/msl/PracticingServantLeadershipbyLarrySpears.pdf. on January 1, 2020.

Vroom, V. H. (1967). *Work and Motivation*. 99. John Wiley and Sons Inc.

Yong, J. K. (2000). *A multidimensional and hierarchical model of service quality in the participant sport industry*. Unpublished Doctoral Dissertation. The Ohio State University. Ohio.

Waddell, Jane T. (2006) *Servant leadership*. Retrieved from http://www.regent.edu/acad/sls/publications/conference_proceedings/servant_leadership_roundtable/2006/pdf/waddell.pdf. on January 29, 2020.

Walmart Annual Financial Report. (2019). Retrieved from https://s2.q4cdn.com/056532643/files/doc_financials/2019/annual/Walmart-2019-AR-Final.pdf on January 29, 2020.

470