



İNSAN KAYNAKLARI UYGULAMALARI SAĞLIK ÇALIŞANLARININ KRİZ ALGILARINI NASIL ETKİLİYOR? TÜRKİYE'DE AMPİRİK BİR ÇALIŞMA

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HOW DO HUMAN RESOURCE PRACTICES AFFECT THE CRISIS PERCEPTION OF HEALTH SERVICE PROVIDERS? AN EMPIRICAL STUDY FROM TURKEY

ÖZ İş dünyasında yaşanan köklü değişiklikler ve rekabette öne geçebilme kaygısı işletmeleri pek çok kriz durumuna sürüklemektedir. İşletmelerin mevcut durumlarını koruma ve hedeflerine ulaşma adına atmaları gereken önemli adımlardan biri insan kaynaklarının bireysel ve örgütsel analizidir. Başarılı insan kaynakları uygulamaları, karşılıklı mükün olabilecek kriz durumlarının çözümüne katkı sağlamakta ve alınacak yönetsel kararlarının etkinliğini arttırmaktadır. Bu araştırma, kriz yönetimi ile çalışma koşulları, eğitim-geliştirme ve kariyer ilişkisini bireysel ve örgütsel açıdan ortaya koymayı amaçlamaktadır. İzmir'de araştırmaya izin veren bir sağlık kuruluşunda çalışan doktor, hemşire ve sağlık personelleri üzerinde yapılan ankette kriz yönetimi 3 ayrı ölçek (Azadian et al., 2014; Lowe, 2012; Armstrong and Baron, 1998; Spectur, 1997; Vahedi et al., 2012) ile ele alınmıştır. Kriz yönetimi ve insan kaynakları arasındaki ilişki, çalışanların kriz algısı ve demografik değişkenlere göre analizler SPSS 22.0 programı aracılığıyla değerlendirilmiştir. Araştırma sonuçları, uygulanan insan kaynakları politikaları ile kriz algısı arasında kullanılan ölçekler açısından, anlamlı bir ilişki olduğunu ortaya koymaktadır. Buna göre çalışanların kriz algısını görev tanımındaki belirsizlik, statü kaynaklı sorunlar, ücret politikasındaki adaletsizlik, çalışan sayısı ve kullanılan ekipmanların yetersizliği gibi insan kaynakları temelli konular oluşturmaktadır.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, Kriz Yönetimi, Sağlık Hizmetleri

ABSTRACT The radical changes in the business world and the anxiety of getting ahead in the competition are driving businesses into many crises. One of the important steps that businesses should take to maintain their current situation and achieve their goals is the individual and organizational analysis of human resources. Successful human resources practices contribute to the resolution of possible crises and increase the effectiveness of the managerial decisions to be taken. The aim of this research is to reveal the relationship between crisis management and working conditions, training development, and career from an individual and organizational perspective. For this purpose, human resources mechanisms were targeted and research on working conditions, training opportunities and career relationships was applied to employees at a health institution in Izmir. Crisis management was discussed on three different scales (Azadian et al., 2014; Lowe, 2012; Armstrong and Baron, 1998; Spectur, 1997; Vahedi et al., 2012) in the survey conducted on doctors, nurses, and healthcare personnel working in a healthcare institution in Izmir, where research was permitted. The relationship between crisis management and human resources, employees' perception of crisis, and analysis by demographic variables were evaluated through the SPSS 22.0 program. The results of the research reveal that there is a significant correlation between the applied human resources policies and the perception of crisis in terms of the scales used. Accordingly, employees' perception of crisis is based on human resources issues such as ambiguity in the job description, problems based on status, injustice in the wage policy, the number of employees, and the inadequacy of the equipment used.

Keywords: Human Resource Management, Crisis Management, Health Services



INTRODUCTION

The new world order, which has become complicated, and the crises in the healthcare sector, lead individuals towards different balances. Adapting to these emerging changes and struggling with innovations in the process brings new crises with it. Crises are very common situations not only in daily life but also in businesses. The reason for this is that they are structures that act by the goals and objectives they have set. Among the main reasons for the crises occurring in businesses are the ability to hold on to the sector, to ensure growth and sustainability, as well as to adapt to changes by maintaining profitability. Crisis occurring in businesses should be solved in a strategic approach by taking the right decisions. First of all, to solve the crisis, its source should be examined. Generally, in crises that may arise due to the business, the culture of the business, its size and the structure of the organization, and the wrong decisions taken by the top management due to lack of knowledge. Other situations include natural disasters, epidemics, fluctuations in the economy, technological changes, socio-cultural factors, diplomatic relations, and legal arrangements. Patterns of the emergence of crises can be seen suddenly and unexpectedly or gradually. The processes of the formation of the crisis are the receipt of the signal, preparation and protection of the crisis, the stage of the crisis, and its resolution. Making the right strategic decisions for the management and prevention of the concept of crisis can be accomplished with a manager who has certain analytical thinking, knowledge, experience, and vision. Therefore, the manager who possesses the aforementioned qualifications and equipment can manage the emerging crisis accurately and effectively with the strategic models he/she has developed. Proper and effective management of the crisis depends on the creation of early warning systems, ensuring the correct flow of information within the business, calculating risk, establishing teams to prevent the crisis, and implementing the Crisis Action Plan. At the same time, apart from these criteria mentioned, managing these manager-based steps with the right human resources can ensure a successful crisis management process. The reason why Human Resource Management (HRM) is needed in successful crisis management is that human presence is at the heart of the resulting series of problems. Everything that passes through a person also passes through HRM. Therefore, the ability of businesses to continue their activities in a coordinated, planned, and disciplined manner is also within the framework of HRM's plans, policies, strategic approaches, and functions. Within the scope of human resources applications, there are mechanisms such as workforce planning, job analysis and design of employees, and the creation of employment policies by the qualifications and characteristics of the works performed, monitoring and implementation of occupational safety and health legislation, ensuring the right human resources and creating resources, planning and implementing employee orientation and in-service training, career planning, performance evaluation, personal affairs, wage and reward systems. The systematic management of these mechanisms will also lead to the solution of crises at the individual and organizational level that may occur in the context of human resources. In this study, criteria such as working conditions of employees in a public health institution, where research is allowed in the city of Izmir, training opportunities offered to employees, and career applications were targeted, and the individual and organizational reflections of the crisis on human resources were analyzed.

THEORETICAL AND CONCEPTUAL BACKGROUND

Crisis Management in Today's Business Environment

The crisis is an unstable and dangerous situation that can affect the individual, the group and the entire community. It creates collective stress (Abdelghani, et al., 2018, p.1). Crises in organizational structures, on the other hand, can create profound effects on relationships within the structure by threatening managers, stakeholders and employees in a potentially unexpected way in line with the goals and objectives of the organization (Bundy et al., 2017, p. 1662). Crises are perceived as environmental transformations of all risks and threats that require rapid decisions and can be overcome, where appropriate planning is required, especially for businesses aiming to grow in the business world (Ishammari et al., 2020, p. 239). Therefore, the ability of businesses to survive and achieve a sustainable competitive advantage depends on their ability to protect themselves from these threats or to take advantage of opportunities.

Organizational research has long been concerned with crisis and crisis management issues. The crisis should not be considered a problem alone. For this reason, a holistic crisis management approach should be implemented, utilizing public relations and corporate communication research as well as strategy, organizational theory and organizational behavior research to address the emerging problems (Bundy et al., 2016, p. 1661). Crisis management is difficult in the business world, which has such a changing and dynamic growth. In order to evaluate the crisis, there should be approaches that can analyze the environment together with the organizational approaches mentioned. There should also be approaches that can address the current situation, past situations, or assist senior management in predicting all possible future situations (Amuna et al., 2017, p. 28).

In the table below, there are many crises caused by internal and external factors for businesses.

Table 1: Internal and External Factors Causing the Crisis

Factor	Description
Natural Desasters	Conditions that develop due to environmental events: climatic conditions, such as earthquakes and fires.
Technological and technical	It covers all computer equipment, electricity, telecommunication tools, malfunctions that may occur in raw material-based engineering in production and problems that may arise in service quality.
Economic	It is all of the reporting mechanisms along with the financial assets and the system used in the management of these resources.
Socio-Cultural	It cares about the physical, psychological and behavioral health of employees in the business and creates a road map in terms of establishing systems for managing individuals within the framework of the corporate structure in human resources applications in this direction.
Business Reputation and Policies	It shows how the brand and image line of the business is perceived in terms of external stakeholders.

Legal	The parties involved in ensuring the business's compliance with the legal framework are linked to social laws and regulations.
Ethic	It covers the principles of ethical behavior within the business. These are usually due to the fact that the culture and value judgments adopted by the senior manager of the business are reflected within the structure.
Business Structure	It is the mechanism used to coordinate the employees in the business by grouping them by their work. The structure of the business is reflected in the organizational chart, policies and procedures.
Other Components	It covers a number of problems that may occur when systems such as finance, accounting, computing, marketing, production and R&R go outside the framework of the business's plans and policies.

(Kovoor-Misra, 2020, p. 11-16)

The formation processes of the emerging crisis take place in four stages. First of all, detecting the crisis signal at the right time is a situation that a top manager should always pay attention to. It must be sensitive to the presence, type and signals of the strength of the crisis that is coming. Since these signals, which are the harbingers of the chaotic environment, will appear beforehand, new strategies must be developed within the framework of the goals of the business. In the phase of crisis preparation and protection, precautions should be taken by confirming the problem and its plan before the existence of a potential problem becomes a crisis (MacDougall et al., 2016, p. 7). Within the framework of a successful management approach, businesses should carry out such issues as plan, policy, process, crisis preparedness audit, crisis management board and crisis management studies, communication materials, guides, website pollution, digital preparation systems and 24/7 call center system (Dayton, 2009, p.1)

In businesses that are advancing with a professional management approach, the crisis phase has the chance to be predicted and intervened beforehand. If the business did not form the crisis board team in the face of any situation and did not take precautions, it will be difficult to make healthy decisions during the crisis period and a panicked and stressful environment will be created for the management. Therefore, this tension experienced by the top management will affect lower-level employees as well. In such situations, which are often encountered, managers can resort to the tendency to save the day by making short-term decisions (Augustine, 2000, p.21). However, managing the crisis through a complete restructuring of the business is the right behavior that should be directed strategically. If businesses cannot successfully overcome the chaos processes and develop new strategies, the chance of surviving may be very low. At this stage, there may be difficulties in establishing connections with external factors, as well as problems caused by internal factors (Coombs, 2007, p.164). At the same time, since the fluctuation in the business environment will cause panic, it will be inevitable that there will be a change in the motivation, degree of commitment to work and dissatisfaction of the employees at the resolution phase (Daft and Lengeland, 1998, p.225). Therefore, the crisis resolution phase covers a sensitive period on which decision-makers are focused. Foresight and forecasting should always be at the heart of a successful management approach.

Therefore, all organizational structures can resort to some strategies to avoid crises that are likely to occur. These strategic approaches should include the establishment of early warning systems of the business, the establishment of communication channels to provide accurate information, the identification of risk, the establishment of special teams to prevent the crisis, and the planning against the crisis and taking steps to implement it (Brewton, 1987; Mitroff, 1988; Hooper and Potter, 1997; Moore and Seymour, 2000; Pira and Sohodol, 2004; MacDougall et al., 2016; Kovoov-Misra, 2020).

Some researchers have also taken different approaches to manage the emerging crisis. In some of these approaches, it was stated that crisis management is representative of a number of factors designed to reduce the real damage to the business while dealing with crises. It was also stated that crisis management consists of emergency preparedness and four factors are at the heart of it. These are prevention, preparedness, intervention, and revision (Coombs, 2015, p.5)

Dayton summarized that crisis management refers to the decisions and actions prepared by decision-makers (Dayton, 2009, p.1). Good management within the business occurs when crisis signals are noticed and acted upon by the manager in advance, depending on the flow of events. Management should always consider and be prepared for crises that may arise in the business. Therefore, the biggest task belongs to the manager. By managing the process correctly, the manager should bring the tension between the person/people to minimal levels, make plans by making quick decisions, and cooperate with his team.

Human Resource Management and Crisis Management

Human resources is a management field that performs all activities required to achieve corporate goals, contributes to the development of employees and fulfills the function of retaining existing employees (Boone and Kurtz, 2016, p.254). All activities of a business' HRM pass through people. Generally speaking, all decisions affecting the workforce in businesses are within the knowledge of HRM. The current economic crisis, intense competition and the conditions of the changing world have shown the importance of HRM within the organizational structure and force businesses to re-examine this disciplinary structure, which will guide them to move forward in difficult times against the factors mentioned (Ramada, 2020, p.25). In this study, the place and importance of the crisis in human resources were emphasized with the plans and policies determined together with the ability of businesses to manage the right human resources before or during the crisis.

In today's corporate world, HR's role has been significantly changed to meet various developments and needs in the business. As a matter of fact, the human phenomenon is always the basis of this disciplinary management structure. Human beings have a complex structure by nature. For this reason, along with the satisfaction or dissatisfaction of the human phenomenon, it may be possible to encounter many crises originating from the person within the business within the framework of expectations from the business. Thus, crisis management has also had the opportunity to take an active role in planning and training within the HR processes of businesses (Lussier and Hendon, 2019, p.36). In today's studies, it has been revealed that the businesses that include the welfare of employees in the crisis management plan are more successful than the structures that progress with a shallow management approach that supports the only system, process, infrastructure and public relations bodies with the traditional working model. HR's role in crisis management planning is vital because of its understanding of employee needs and its role in corporate survival. One of the main roles of HR is to provide various training and seminars to its employees

on crisis management. The purpose of this training is to ensure that employees are aware of their role in dealing with the crisis by providing them with information about potential crises that may occur in businesses. HRM has important contributions to the sustainability of the business by managing the crisis with the necessary knowledge and skills (Fahed-Sreih, 2018, p.11).

In addition, both organizational and individual effects of the crisis in the business can emerge in the context of HRM. At the heart of this is that businesses impose the culture, values and rules that they have adopted into the entire structure and create their own law. Even if the employees ensure their continuity with these rules created by the business, each person's own opinion, thought, culture, traces of the socio-cultural environment in which they lived are mixed with the business (Stone et al., 2020, p.60).

With the values that the individual is accustomed to, the business life must continue to exist in a fast, competitive and by the values of the business. Then, with the rapid advancement of technology, the changes in human beings affect not only social life but also business life significantly. Businesses are not structures that can act without individuals. Therefore, everyone involved in the business needs to act in a coordinated manner with each other. Otherwise, crises that may arise at the operational base may have both individual and organizational effects in terms of HRM management. Among the individual and organizational effects of the crisis in terms of HRM, it is possible to list several problems such as legal and business benefits, wage policy, performance and reward, failure to meet the employee's coaching needs, working style and order, employee turnover rate, organizational communication gap, failure to pay the necessary attention to training and incompatibilities between the manager's attitude and behavior. The research was carried out based on these factors mentioned.

METHOD

Aim of the Research

It is aimed to reveal the individual and organizational analysis of crises occurring in the business based on human resources in this study. For this purpose, human resources mechanisms were targeted and research on working conditions, training opportunities and career relationships was applied to employees at a health institution in Izmir.

Research Model and Scales

This study was carried out by quantitative research method and applied with similar survey method and survey technique. The scale is based on working conditions, training and career dimensions directly associated with HRM. The questionnaire consists of questions on working conditions, training development, career and crisis management, and demographic information. The general reliability values (Cronbach Alpha Coefficient) of the questionnaire used in the study were determined as $\alpha = 0.73, 0.86, 0.81$. The data obtained in the study were uploaded to the SPSS program and subjected to the necessary analysis in the 22.0 version. Descriptive statistics, Pearson correlation, two independent group T-tests and one-way ANOVA analyses were used in the study.

The population of the study is the employees of a healthcare organization in the public sector located in Izmir. The questionnaire was applied by the personnel and personal affairs officer in the health institution. Because of the confidentiality of civil servants, the surveys were implemented in this way. The population of the study is 210 employees in the healthcare institution. The job descriptions of the participants in the

study are doctor, nurse, medical officer and administrative affairs officer. The sampling technique by clusters was used for the population in question. 91 volunteer health workers provided feedback to the questionnaires sent.

In the study, the HRM dimension of the crisis was collected in three main variables. These include working conditions and crisis management, training development and crisis management, and career and crisis management. The table below includes all variables and scales used in the study.

Table 2: Research Variables and Scales

Variables	Scales
Working Conditions and Crisis Management	Azadian et al. (2014); Lowe (2012); Armstrong and Baron (1998); Spectur (1997)
Training Development and Crisis Management	Lowe (2012); Spectur (1997)
Career and Crisis Management	Lowe (2012); Vahedi et al. (2012); Armstrong and Baron (1998); Spectur (1997)

FINDINGS

The proportional information about the gender, age, professional experience, job description, education and marital status of the participants included in the study is shown in the table below. In addition to the demographic characteristics of the participants, descriptive statistics of the crisis in the context of HR are also included.

Table 3: Demographic Information of Participants

STATEMENTS	Mean	Standard deviation	(%)
I went through training to improve my professional skills.	3,1538	1,05328	0,33
I have the opportunity to use my knowledge and skills.	3,1758	1,10145	0,297
I have little chance of being promoted in the profession.	3,4945	1,41715	0,308
I get a performance-based fee.	1,7692	1,11631	0,835
There are enough employees to handle the workload.	1,8022	1,03516	0,847
My salary satisfies me professionally.	1,7363	0,92898	0,869

As seen in Table 3, a significant portion of the participants in the study are married, female, and have a graduate and above training level. In addition, 33% of the participants were doctors and 27.5% were nurses. 29.7% of the healthcare personnel who participated in the study are between the ages of 26-30 and have 1-5 years of professional experience.

Table 4: Descriptive Statistics on Human Resource Management in Crisis Management

	Variables	N	%
Gender	Female	63	69,2
	Male	28	30,8
Age	21-25	3	3,3
	26-30	27	29,7
	31-35	23	25,3
	36-40	18	19,8
	41-45	11	12,1
	46-50	9	9,9
Experience	Less than 1 Year	3	3,3
	1-5 Years	27	29,7
	6-10 Years	23	25,3
	11-15 Years	22	24,2
	16 Years and Above	16	17,6
Profession	Doctor	30	33,0
	Nurse	25	27,5
	Medical Officer	20	22,0
	Administrative Officer	16	17,6
Education Status	High School	19	20,9
	College	10	11,0
	Graduate	24	26,4
	Post-graduate	26	28,6
	Doctorate	12	13,2
Marital Status	Married	53	58,2
	Single	38	41,8

Descriptive statistics of the crisis on HRM are given in Table 4. It is seen that the statement "I went through training to improve my professional skills" in the table is at least 0.33%, and the statement "My salary satisfies me professionally" corresponds to the highest rate of 86%.

Table 5: Descriptive Statistics of Scales Used in Research

Scales	N	Mean	Standard deviation	Skewness	Kurtosis
Working Conditions and Crisis Management	91	2,2179	0,63910	0,460	-0,268
Training Development and Crisis Management	91	3,0330	0,77360	-0,449	-0,713
Career and Crisis Management	91	2,8220	0,61206	0,020	-0,138

As seen in Table 5, descriptive statistics of working conditions and crisis management, training development and crisis management, career and crisis management scales are shown. When the results of the analysis are examined, the scale with the lowest average is working conditions and crisis management

and the highest is training development and crisis management. Since the skewness and kurtosis values of working conditions and crisis management, training development and crisis management, career and crisis management scales used in this study were between +1.5 and -1.5, Pearson correlation, independent two-group t-test and one-way ANOVA were used in the study.

In order to determine the difference perception of the people in the research group in terms of HRM of the crisis, factor-based tables were created by considering many variable factors. The factors covered are gender, marital status, age, experience, occupational group and level of education. In the tables below, the data of the factors covered were analyzed from the perception of crisis within the framework of HR.

Table 6: Comparison of Human Resource Management Perception in Crisis Management by Gender

Scales	Groups	N	\bar{X}	Ss	T	P
Working Conditions and Crisis Management	Female	63	2,0873	0,56310	-3.058	.003
	Male	28	2,5119	0,70991		
Training Development and Crisis Management	Female	63	3,0762	0,77078	.798	.427
	Male	28	2,9357	0,78515		
Career and Crisis Management	Female	63	2,8476	0,61247	.597	.552
	Male	28	2,7643	0,61837		

In crisis management by gender, HRM perception was compared with t-test. When the results of the analysis are examined, it is understood that the perception of working conditions and crisis management differs by gender ($p < 0,05$). In other words, men have a higher perception of working conditions and crisis management than women. However, the perception of training development and crisis management, career and crisis management does not differ by gender ($p > 0,05$). Therefore, the perception of women and men in training development and crisis management, career and crisis management is at a similar level.

Table 7: Comparison of Human Resource Management Perception in Crisis Management by Marital Status

Scales	Groups	N	\bar{X}	Ss	T	P
Working Conditions and Crisis Management	Married	53	2,0157	0,54524	-3.825	.000
	Single	38	2,5000	0,65988		
Training Development and Crisis Management	Married	53	3,0566	0,77497	.343	.733
	Single	38	3,0000	0,78085		
Career and Crisis Management	Married	53	2,8830	0,60184	1.125	.264
	Single	38	2,7368	0,62403		

HRM perception in crisis management by marital status was compared with the t-test. When the results of the analysis are examined, it is understood that the perception of working conditions and crisis management differs by marital status ($p < 0,05$). In other words, single employees have a higher perception of working conditions and crisis management than married employees. However, the perception of training development and crisis management, career and crisis management does not differ by marital status ($p > 0,05$). In other words, the perception of training development and crisis management, career and crisis management of married and single employees is at a similar level.

Table 8: Comparison of Human Resource Management Perception in Crisis Management by Age

Scales	Groups	N	\bar{X}	Ss	F	P
Working Conditions and Crisis Management	30 years and below	30	2,4778	0,71215	3.935	.011
	31-35	23	2,0217	0,57583		
	36-40	18	1,9444	0,48843		
	41 years and above	20	2,3000	0,57634		
Training Development and Crisis Management	30 years and below	30	2,9867	0,64953	1.580	.200
	31-35	23	3,1652	0,86687		
	36-40	18	2,7333	0,88915		
	41 years and above	20	3,2200	0,68334		
Career and Crisis Management	30 years and below	30	2,8400	0,64412	2.274	.086
	31-35	23	2,5565	0,57194		
	36-40	18	2,9556	0,63822		
	41 years and above	20	2,9800	0,51870		

HRM perception in crisis management by age was obtained with the ANOVA test. When the anova test results are examined, it is understood that the perception of working conditions and crisis management differs by the age ($p < 0,05$). In other words, the working conditions and crisis management perception of the participants aged 30 and below is higher compared to other age groups. However, training development and crisis management, career and crisis management perception does not differ by age ($p > 0,05$). The perception of training development and crisis management, career and crisis management of participants in different age groups is similar.

Table 9: Comparison of Human Resource Management Perception in Crisis Management by Experience

Scales	Groups	N	\bar{X}	Ss	F	P
Working Conditions and Crisis Management	Less than 5 Years	30	2,3278	0,64843	0,556	0,645
	6-10 Years	23	2,2101	0,63009		
	11-15 Years	22	2,0985	0,63550		
	16 Years and Above	16	2,1875	0,66632		
Training Development and Crisis Management	Less than 5 Years	30	2,8000	0,64327	1,661	0,181
	6-10 Years	23	3,0609	0,89328		
	11-15 Years	22	3,2636	0,75941		
	16 Years and Above	16	3,1125	0,78645		
Career and Crisis Management	Less than 5 Years		2,7133	0,58412	1,598	0,196
	6-10 Years		2,7739	0,68836		
	11-15 Years		2,8091	0,65749		
	16 Years and Above		3,1125	0,41292		

Table 9 addresses the perception of HRM in crisis management based on experience. When the ANOVA test results are examined, it is understood that the perception of working conditions and crisis management, training development and crisis management, career and crisis management does not differ by the experience ($p > 0,05$). In other words, the working conditions and crisis management, training

development and crisis management, career and crisis management perceptions of the participants with different experiences are similar to each other.

Table 10: Comparison of Human Resource Management Perception in Crisis Management by Professional Group

Scales	Groups	N	\bar{X}	Ss	F	P
Working Conditions and Crisis Management	Doctor	30	2,3722	0,66765	2,750	0,048
	Nurse	25	2,0000	0,41667		
	Medical Officer	20	2,4083	0,67424		
	Administrative Officer	16	2,0313	0,72321		
Training Development and Crisis Management	Doctor	30	2,9400	0,66881	7,615	0,000
	Nurse	25	3,5760	0,49099		
	Medical Officer	20	2,8200	0,71642		
	Administrative Officer	16	2,6250	0,97125		
Career and Crisis Management	Doctor	30	2,6000	0,57536	7,008	0,000
	Nurse	25	3,2320	0,42301		
	Medical Officer	20	2,8300	0,60620		
	Administrative Officer	16	2,5875	0,64692		

When examining the results of HRM perception in crisis management by profession group, it is seen that perception of working conditions and crisis management, training development and crisis management, career and crisis management differ ($p < 0,05$). In other words, working conditions and crisis management perception of nurses and administrative staff is lower than doctors and healthcare personnel. On the other hand, nurses' perception of training development and crisis management, career and crisis management is higher than other occupational groups.

Table 11: Comparison of Human Resource Management Perception in Crisis Management by Training Level

Scales	Groups	N	\bar{X}	Ss	F	P
Working Conditions and Crisis Management	College and below	29	2,3391	0,70918	3,164	0,047
	Graduate	24	1,9444	0,50759		
	Post-graduate and above	38	2,2982	0,62139		
Training Development and Crisis Management	College and below	29	2,8828	0,79015	0,799	0,453
	Graduate	24	3,1000	0,85058		
	Post-graduate and above	38	3,1053	0,71242		
Career and Crisis Management	College and below	29	2,8000	0,63696	0,556	0,576
	Graduate	24	2,9333	0,57986		
	Post-graduate and above	38	2,7684	0,61955		

When the perception of HRM in crisis management is examined by the level of training, it is understood that the perception of working conditions and crisis management differs ($p < 0,05$). In other words, the working conditions and crisis management perception of the participants with a graduate degree is lower than the participants with other training levels. On the other hand, training development and crisis management, career and crisis management perception do not differ by the level of training ($p > 0,05$). The perceptions of the participants with different training levels are similar to each other in training development and crisis management, career and crisis management.

The relations between working conditions and crisis management, training development and crisis management and career and crisis management scales were analyzed by the results of parametric tests. The basis of the relationship between scales is based on many dimensions. These dimensions include communication, occupational safety and health, wage policy, performance and reward system, adequacy of the number of employees, adequacy of the number of tools used, training policies applied and career planning. Therefore, the reflection of these listed dimensions on the scales is also included in Table 12.

Table 12: Relationship Between Working Conditions, Training Development, Career and Crisis Management

		Working Conditions and Crisis Management	Training Development and Crisis Management	Career and Crisis Management
Working Conditions and Crisis Management	Pearson Correlation	1		
	Sig. (2,tailed)			
Training Development and Crisis Management	Pearson Correlation	,330*	1	
	Sig. (2,tailed)	0,001		
Career and Crisis Management	Pearson Correlation	-0,046	,369**	1
	Sig. (2,tailed)	0,662	0,000	

The relationship between working conditions, training development, career and crisis management was examined with Pearson correlation. When the analysis results are examined, there is a positive and statistically significant correlation between training development and crisis management, working conditions and crisis management ($p < 0,05$). Similarly, there is a positive and statistically significant correlation between training development and crisis management, and career and crisis management ($p < 0,05$). On the other hand, there is no statistically significant correlation between working conditions and crisis management and career and crisis management ($p > 0,05$).

DISCUSSION AND CONCLUSIONS

The findings of the research reveal that the participants' perceptions of working conditions and crisis management differs. In addition, the perception of training development and crisis management and career and crisis management is close to each other. It is also seen that there is inadequacy in the way health workers work and order, inadequate number of employees, wage policies applied, inadequate



number of equipment in the hospital, problems in communication channels, risk management and employee health safety. While revealing the basis of the difference in the perception of the participants regarding working conditions, it should be taken into consideration that health institutions are obliged to provide 24/7 service to the citizen by the size and structure of the hospital. This difference is based on the number of patients who are diagnosed and the treatment is applied and the possibility of encountering any crises at any time can be effective.

The perception of working conditions and crisis management suggests that men experience more dissatisfaction than women. The cause of male participants' dissatisfaction can be attributed to multiple situations. In the labor law, the criteria given to female employees such as pre-natal and post-natal leave, daily working hours, breastfeeding leave and the right to use unpaid leave for up to two years after childbirth provide some convenience to women in business life. However, these may cause men's dissatisfaction as this leads to an increase in the workload on male employees. During pregnancy, health workers are prohibited by law from working night shifts. In addition, the proportion of female employees in the research group is 69.2% and the proportion of male employees is 30.8%, indicating that the workload of male employees is higher than that of female employees. Therefore, employment policies should be established taking into account the special circumstances of the female employees in the health institution.

Married employees are more likely to be dissatisfied than single workers due to many factors. One of these may be the fact that married employees have more duties and responsibilities than single employees since they have a person (s) they are responsible for in their private life. Due to the responsibilities and duties of married employees in their private lives, they may experience some difficulties compared to single employees in many aspects, from their performance at work, their adaptation to the pace of work and their internal communication (subordinate-superior relationship). The continuation of the responsibilities and duties in their private lives without interruption and the execution of the intense working tempo within the framework of responsibilities can create difficulties for married employees. In addition, it can cause unhappiness for married employees to support the house with the wages they receive in the quality dimension of their work. The lack of salary due to the spouse and children/children to which he is dependent also significantly affects the working person.

According to the results, it was revealed that the working conditions and crisis perception of the participants differ by age. The ambivalence in the perception of working conditions, especially of the group aged 30 and under, may lie in the fact that his/her training life has recently ended. It is often painful to be able to adapt to the whole of disciplines and rules in business life. The main reason for this may be that the person is stuck between the profession in which he/she completed his/her training and the application in his / her business life.

Therefore, in order to avoid any crises from the employee base in this process, the business must implement the orientation process in a planned and coordinated manner. In this way, the main needs in the training dimension will be met by making improvements in the working conditions of the workers.

Concerning the profession, many factors may be the reason for the difference in participants' HR practices and crisis management perception. Regarding working conditions and crisis management, many factors such as low perception of nurses and administrative officers, job description, status, lack of a number of employees, lack of equipment in the hospital and/or impaired equipment and wage policy can be specified.

Along with these, the differences between the participants' perception of training development and crisis management, career and crisis management can also be based on many factors. One of the most important of these may be the dissatisfaction due to the fact that the hospital management does not provide the employees with in-service training in a planned and systematic manner and does not create application environments for personal development. Therefore, training programs should be designed by the occupational group in the business. In addition to these training programs, career planning, crisis management, occupational health and safety, information and technology, and other applications that will contribute to personal and professional development should be included. With the inclusion of these applications in the hospital, the target set by the employee in job satisfaction will increase. In this way, it will be possible to avoid both training development and career-related crises.

The main reason why the participants' perception of working conditions and crisis management differ at the educational level may be their occupational expectations. In particular, the dissatisfaction of graduate participants over working conditions is seen more clearly. The business analysis can form the basis of this dissatisfaction. The business analysis includes a process that should be carried out in a planned, coordinated and disciplined manner since it is the brain of the business. For this reason, business analyzes should be created by determining many situations such as the degree of graduation of the person, the training and seminars he has received, his interests, expectations from the job and the profession, the seminars and training he wants to receive, demanding applications in the business and academic resources. Job descriptions should be created within the framework of the information obtained from job analysis. In this way, both working conditions and career and training problems will be solved.

New models and strategies should be created and implemented in terms of human resources applications for healthcare professionals. Human resources-based issues such as ambiguity in the job description, status-based problems, injustice in the wage policy, the inadequacy of the number of employees and the equipment used in the research results are an indicator of this. In this way, it will be possible to prevent and control crisis that may occur in the medium and long term. The implementation of future academic studies in different samples by taking into account the results of this research will also make significant contributions to the field.

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