

THE EFFECT OF CRISIS MANAGEMENT PRACTICES IN THE MEDIA INDUSTRY ON THE JOB PERFORMANCE OF EMPLOYEES, THE MEDIATING ROLE OF TRUST IN COLLEAGUES

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ABSTRACT: This research aims to examine "the mediating role of trust in colleagues in the effect of crisis management practices in the media sector on employees' job performance". A quantitative research was conducted to determine the relationships between variables, and analysis methods such as SPSS, correlation analysis, hierarchical regression and Sobel test were adopted to test the hypotheses. The sample of the research consists of 270 employees currently working in the media sector in Ankara, including 36 women (13.2%) and 234 men (86.0%) who worked or provided support in the region during the mentioned period. In the research found that crisis management positively affects job performance, and positively affects the trust in colleagues, trust in colleagues positively affects job performance, and trust in colleagues has a partial mediating role in the effect of crisis management on job performance.

Key Words: One Health, Environment-Animal-Human Health, Covid-19, Economic Crisis, Financial Markets

Article Type: Research article

Jel Classification: I15, G15, H12

DOI: 10.29131/uiibd.1486502

Received: 19.05.2024/ **Accepted:** 13.06.2024/ **Published:** 20.06.2024

MEDYA SEKTÖRÜNDE KRİZ YÖNETİMİ UYGULAMALARININ ÇALIŞANLARIN İŞ PERFORMANSLARINA ETKİSİ, ÇALIŞMA ARKADAŞLARINA DUYULAN GÜVENİN ARACILIK ROLÜ

ÖZ: Bu araştırma, " medya sektöründe kriz yönetimi uygulamalarının çalışanların iş performanslarına etkisinde çalışma arkadaşlarına duyulan güvenin aracılık rolünü " incelemeyi amaçlamaktadır. Değişkenler arasındaki ilişkileri tespit etmek amacıyla nicel bir araştırma gerçekleştirilmiş olup, hipotezlerin test edilmesi için SPSS, korelasyon analizleri, hiyerarşik regresyon ve Sobel testi gibi analiz yöntemleri kullanılmıştır. Araştırmanın örneklemini, halen Ankara'da medya sektöründe çalışmakta olan 36 kadın (%13,4) ve 234 erkek (%86,6) olmak üzere toplam 270 çalışanı kapsamaktadır. Araştırmada kriz yönetiminin iş performansına pozitif yönde etkilediği, kriz yönetiminin çalışma arkadaşlarına duyulan güveni pozitif yönde etkilediği, çalışma arkadaşlarına duyulan güvenin iş performansını pozitif yönde etkilediği ve kriz yönetiminin iş performansına etkisinde çalışma arkadaşlarına duyulan güvenin kısmi aracılık rolünün olduğu tespit edilmiştir.

Anahtar Kelimeler: One Health, Çevre-Hayvan-İnsan Sağlığı, Covid-19, Ekonomik Kriz, Finansal Piyasalar

Makale Türü: Araştırma makalesi

Jel Sınıflandırması: I15, G15, H12

Geliş tarihi: 19.05.2024/ **Kabul Tarihi:** 13.06.2024/ **Yayın Tarihi:** 20.06.2024

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Kaynak gösterimi için:

AKTAŞ, K. (2024). The Effect Of Crisis Management Practices In The Media Industry On The Job Performance Of Employees, The Mediating Role Of Trust In Colleagues. Uluslararası İktisadi ve İdari Bilimler Dergisi. 10(1), 68-80. DOI: 10.29131/uiibd.1486502

INTRODUCTION

A crisis is a high results of event or series of events of little to no predictability that either really or perceptually threaten the performance or public perception of an organization (Spradley, 2017). Crisis management is the process in which a manager strives to meet the business objectives at an acceptable cost during crisis situations (Dinçer, 2007). This process includes a series of steps starting from diagnosing a crisis situation to making, implementing, monitoring, and controlling decisions aimed at treatment (Aktas, 2023). Coworker support is the degree of belief by employees that their coworkers are willing to provide them with work-related assistance to aid in the execution of their service-based duties. In most instances, coworkers' perceived support is vital for the accomplishment of work (Susskind, Kacmar, Borchgrevink, 2003).

The research titled "The effect of crisis management practices in the media sector on the job performance of employees and the mediating role of trust in colleagues" was conducted especially for media employees who worked under intense stress and impossibilities in the earthquake zone during the 6 February 2023 earthquake in Kahramanmaraş / Türkiye caused more than 50.000 casualties.

In the research, the media sector is chosen because of an emptiness in literature related to media workers. It is considered that it would be useful to share some information in order to draw a general framework about the media in Türkiye. As a concept, media workers are defined as those who work in all kinds of intellectual and artistic works in newspapers, online news sites, periodicals, news and photography agencies, and their employers, according to the Press Profession Law No. 5953.

Who are media sector employees in reality; it seems that the group of reporters and cameramen who rush from event to event in order to convey every newsworthy information and document to the public in the most accurate way and in the shortest time. However, it should not be forgotten that there is a large organization behind the scenes, including media managers, news managers, media representatives, news editors, technical personnel and other support personnel.

According to Reuters Institute's research, according to 2022 data; It was learned that 83% of participants in Turkey follow the news on social media, 60% on television and 28% through printed publications (Reuters, 2022). According to TÜİK 2018 data, 2474 newspapers, 3650 magazines, 899 radio stations and 109 television channels operate in Turkey (Aktürk, 2019: 6). According to the August 2023 data of the Turkish Statistical Institute, 10,516 people are employed in press and broadcasting activities in our country.

It should also be stated that during this painful process, media workers, who were one of the first groups to go to the earthquake zone to inform the public in a timely and accurate manner, performed their duties devotedly and under extraordinary conditions.

For this purpose, a research was conducted on media reporters generally working in Ankara to investigate "The effect of crisis management practices in the media sector on the job performance of employees and the mediating role of trust in colleagues."

When called news studies and media activities; in general, it is understood that extraordinary situations such as terrorist attacks, traffic accidents, earthquakes and floods,

and situations that can be described as crises news may be conveyed to the target audience. Therefore, in this study, the effect of organizational crisis management practices on the job performance of media employees, who spend a significant part of their activities in the crisis environment and field, and the mediating role of trust in their colleagues in this will be examined.

1. CONCEPTUAL FRAMEWORK

1.1. Crisis Management

Crisis for business; It refers to situations where the high-level goals and values of the business are unexpectedly threatened and the defense and adaptation mechanisms of the business become insufficient and urgent measures need to be taken (Ulmer, Sellnow and Seeger, 2022: 5; Dinçer, 2007: 407; Sucu, 2000 :13).

The general characteristics of crises are as follows; urgent intervention is needed, unpredictable, threatens goals and values, resources such as money, information and time not enough for rescue and prevailing panic atmosphere in organizations, Besides all treats It provides an excellent opportunity for change and restructuring whose time has come (Aydın, 2010: 179; Göksu, Çevik, Filiz and Gül, 2011: 248; Aksu and Deveci, 2009: 450).

In research on times of crisis; the main source of stress for employees is "Are I, my family and my job safe?" It is stated that it arises from the uncertainties in the question, and if they do not receive satisfactory answers, employees will not be able to show the expected performance (Ekinçi and Ferit, 2006: 45). For this reason, taking into account a process that started before the crisis, it is considered important for organizations to establish trust and inspire trust in employees, colleagues and their families in terms of employees' performance and dedication.

Generally crisis periods are consists of three stages: pre-crisis, crisis period and post-crisis (Aksu and Deveci, 2009: 450). However, factors such as earthquakes and natural disasters can directly cause a crisis process without giving any symptoms. If this process is not managed successfully, it can be a process of entropy for organizations.

Crisis management is a systematic approach by organizational members and external partners to prevent or manage crises effectively (Pearson and Clair, 1998). Littlejohn (1983) outlined six early steps in crisis management: organizational structure design, crisis team selection, crisis team training, crisis situation auditing, contingency planning, and real crisis situation management (Massey and Larsen, 2006). Over time, crisis management theories have evolved to include information collecting, consultation, and publication (Jaques, 2007). Future crisis management systems may rely heavily on information, communication, and early warning systems.

1.2. Job Performance

Job performance refers to the success in achieving the business goal according to the output or result obtained at the end of a certain period (Akyüz, 2012: 61). Business performance is divided into two categories: tangible and intangible values (Thang, Quang, Buyens, 2010: 37). These:

- a. Tangible values (increased production, sales, profitability, etc.)
- b. Intangible values (increased brand value, quality, experience, talented personnel, job satisfaction and retention, etc.).

Job performance evaluation can be done at individual, group and organizational dimensions. While individual and group performance expresses the extent to which individuals and groups achieve the determined goals, organizational performance refers to the performance of the system as a whole (Bilgin, Taşçı, Kağnicioğlu, Benligiray and Tonus, 2011: 149).

Katz and Kahn (2015: 20) basically classified job performance into three levels. These: first level is joining the organization and showing presence, second level is doing business reliably and above the performance standards set by the organization and the third level is exhibiting behaviors which is beyond the prescribed roles with an innovative attitude, such as cooperating with other employees, creating synergy, providing more effective, safe and economic processes in the organization's areas of activity, self-improvement and representing the organization in a positive way to the external environment.

Job performance is generally considered in two dimensions. One of these is "contextual performance" and the other is "task performance" (Motowidlo and Van Scotter, 1994: 476; Çalışkan and Köroğlu, 2022: 183). Task performance is based on the performance of the employees in their main field of duty. Contextual performance refers to organizational citizenship behaviors such as employees' voluntary participation and assistance in activities outside their main field of duty.

The concept of performance used in this research; it refers to the self-evaluation of the performance perceived by media employees. Perception as a concept; It is the whole process of recognizing and evaluating external stimuli that act the sensory organs (Barlı, 2010: 105). In this context, the concept of performance perception can be expressed as "individual performance based on self-evaluation". In the literature, since personnel evaluation is an expensive and difficult method in some business areas, self-evaluation of performance by employees through surveys is a widely used method (Aktaş and Şimşek, 2014: 31).

1.3. Trust In Colleagues

Work friendship is defined by Huang et al. (2016) as a group formed by two or more people coming together for organizational activities (Uluçay and Zengin, 2020: 31). Working together in an workplace often involves interdependence, and for that reason workers must depend on others in various ways to manage their aims. Generally three characteristics of trustee appear in the literature: ability, benevolence, and integrity (Mayer, Davis and Schoorman, 1995). Trust is defined as willingness to engage cooperative behaviours with others and willingness to be vulnerable or willingness to depend on another party. Becoming vulnerable requires to manage the uncertainty and risk associated with their actions (Costa, 2003).

Organizational trust: Employees' perceptions that the behavior of the organization will be beneficial, positive or at least not harmful to them. Trust, as a social structure, is at the center of relations and psychological contracts (Robinson, 1996: 576). Organizational

trust is examined in three sub-dimensions. These dimensions are: trust in management, trust in colleagues and trust in the workplace (Aktuğ, 2016: 109). Trust in colleagues, which is the sub-dimension of organizational trust; It includes beliefs that colleagues will act fairly, reliably and ethically in matters in which they are competent (Yasrebdoost, 2022: 33). In other words, trust in colleagues is expressed as employees' beliefs in the competence, fairness and exhibition of ethical attitudes and behaviors (Uslu and Şimşek, 2020: 7).

In the light of definitions trust in colleague requires being vulnerable and taking some risk in organisations. Especially in crisis situation always there will be some uncertainty and high risk potential in organizations. Trust in colleagues may balance taking risk and performance during risky times such as crisis. In crisis, the higher the trust in colleagues, the higher the performance will be in short.

1.4. The Relationship Between Crisis Management, Job Performance and Trust In Colleagues

In the literature, a generally positive relationship has been identified between crisis management practices and Job performance. In a study, it was concluded that crisis management practice has positive effect on business performance and crisis management practices have a positive effect on business performance (Acuner and Ergin, 2022: 409).

Another study concluded that flexible management practices applied during crisis periods in the production sector increased performance (Zerenler, 2003:99). In another study on the effect of crisis management on performance in businesses, a positive relationship was detected (Alzoubi and Jaaffar, 2020: 394; Bian, Zhang and Mao, 2021: 6), and it was also concluded that effective crisis management increases business profitability (Al-Ameedee and Abd Alzahrh, 2021: 57). In the light of studies, crisis management system in a workplace proved to have effect on work performance. In this context, in line with what was stated above, the first hypothesis of this study was established as follows:

H1: Crisis management has a positive effect on job performance,

It is stated in the literature that there is a positive relationship between crisis management and organizational trust (Mishra, 1996: 12; Tüzün, 2007: 105), but no research has been found on the effect of crisis management on trust in colleagues, which is the sub-dimension of organizational trust. It is considered that this research will be the first study in the field on the effect of crisis management on trust in colleagues.

Considering that crisis management activity is a team activity; the trust of this team in their colleagues is very important when mentioned about crisis management, even may be fatal sometimes. Because the decisions that need to be taken during the crisis period carry high risks due to the prevailing uncertainty in the environment. In this context, it is stated in the literature that there is a positive relationship between crisis management practices and trust in colleagues (Györffy, 2018: 71), but it is obvious that this trust will not be formed overnight (Khodarahmi, 2009: 525). A study conducted on the subject during the pandemic period found a positive relationship between organizational trust and crisis management practices (Bengtsson and Brommesson, 2022: 489). In a study on the relationship between crisis management practices and trust in colleagues, these two concepts were found to be related (Şahin, 2016: 238). It is evaluated that If in a workplace there is a contingency plan and readiness for crisis situation such as in military organizations. This readiness and exercises enhance crisis management quality and mutual trust in

colleagues in an organization. It is estimated that a well-organized crisis management system and practices can positively affect the trust in colleagues. In this context, in line with what was stated above, the second hypothesis of this study was established as follows:

H2: Crisis management practices have a positive effect on trust in colleagues,

According to some researchers; The more employees trust their colleagues and management, the more they will focus on their duties rather than protecting their rights (Colquitt, Scott, LePine, 2007: 910). In a study, it was determined that workplace friendship affects employee performance by 41% (Uluçay and Zengin, 2020: 46). In another study, it was found that the relationship between team trust and team performance was strong and positive. In other words, it was evaluated that the stronger the team's common perception of trust, the higher the team's performance will be (Morrissette and Kisamore, 2020: 11; Gyórfy, 2018: 56). There are many studies in the literature on the positive effect of trust in colleagues on performance (Uslu and Şimşek, 2020: 11; Turhan, Köprülü and Helvacı, 2018: 53; Hassan, 2011: 106; Aktuğ, 2016: 265). In this context, in line with what was stated above, the third hypothesis of this study was established as follows:

H3: Trust in colleagues has a positive effect on job performance,

As mentioned H1, generally there is a positive relationship has been identified between crisis management practices and Job performance (Acuner and Ergin, 2022: 409; Zerenler, 2003:99; Alzoubi and Jaaffar, 2020: 394; Bian, Zhang and Mao, 2021: 6). But in literature, no research has yet been found on the mediating role of trust in colleagues in the effect of crisis management on job performance. It is evaluated that this research will be the first in the field on the effect of crisis management on business performance and the mediating role of trust in colleagues. As mentioned before trust in colleague requires being vulnerable and taking some risk in organisations. During crisis situation, in prevailed high risk and uncertainty duration, trust in colleagues may balance taking risk and performance. So, trust in colleagues may play mediating role in the effect of crisis management on job performance. In this context, the fourth hypothesis of this study was established as follows:

H4: Trust in colleagues has a mediating role in the effect of crisis management on job performance.

2. METHOD

The research method, which is a quantitative study, is created based on theory and empirical research to determine the effect of crisis management practices in the media sector on the job performance of employees and the mediating role of trust in colleagues is presented below.

2.1. Sample

The universe of the research consists of employees working in the media sector in Ankara. The sample of the research consists of subjects generally selected from employees working in the media sector in Ankara. In this context, it is planned to conduct a survey to a total of 600 people randomly selected by convenience sampling method. Of the surveys sent, 298 were returned (49.6%) and 278 were found suitable (46.3%) for analysis. This research may be accepted as local, so it may not reflect the perception of all media workers of in country or in the world.

In the extreme value analysis, 6 data sets that disrupted the normal distribution of the variables were removed and the questionnaire filled out by 270 participants was included in the analysis. The sample group for the study consisted of a total of 270 employees, 36 women (13.4%) and 234 men (86.6%) working in the media sector in Ankara. 152 of the sample group are married (56.2%), 118 are single (43.8%), 28 (10.3%) have high school degrees, 14 (5.1%) have associate degrees, 169 (62.5%) have bachelor's degrees, and 49 (18.4%) have master's degrees, 10 and 10 (3.7%) have doctoral degrees. The average age of the sample is 32.83; The average working period was determined as 12.67 years.

2.2. Scales

The survey method was used as a data collection tool in the research. Cronbach's alpha reliability coefficients of the scales were analyzed with the SPSS package program, and confirmatory factor analyzes were analyzed with the AMOS program.

Information on the scales used in this research, which aims to determine the effect of crisis management practices (CM) in the media sector on individuals' job performance (JP) and the mediating role of trust in colleagues (TIG) in this effect, is given below:

a. Crisis Management Scale (CM). A 23-item scale is developed with three-dimensional structure including before, during and after the crisis by Çalışkan (2020: 115) was used to determine the perceptions of participants in the media sector towards crisis management. As a result of the reliability analysis of this scale, the Cronbach alpha reliability coefficient of the scale was found to be .92. In the study, confirmatory factor analysis was performed to test the construct validity of the scale, and it was determined that the data was compatible with the single-factor structure of the scale. The goodness of fit values of the scale are presented in Table 1 along with those of other scales. As a result of the reliability analysis, the total Cronbach alpha reliability coefficient of the scale. It was found to be .98.

b. Trust In Colleagues Scale (TIC). The 7-item scale developed by Çalışkan (2021: 52) was used to determine the perceived levels of Trust in Colleagues of employees working in the media industry. As a result of the reliability analysis of this scale, the Cronbach alpha reliability coefficient of the scale was found to be .91. In the study, confirmatory factor analysis was performed to test the construct validity of the scale, and it was determined that the data was compatible with the single-factor structure of the scale. The goodness of fit values of the scale are presented in Table 1 along with those of other scales. As a result of the reliability analysis, the Cronbach alpha reliability coefficient of the scale was found to be .93.

c. Job Performance Scale (JP). For the first time, the 11-item job performance scale with two dimensional structure including task performance and contextual performance is developed by Çalışkan and Köroğlu (2022: 191) was used to determine the job performance of participants in the media sector. Reliability coefficient of the scale. It was determined as 87. The goodness of fit values of the scale are presented in Table 1 along with those of other scales. As a result of the reliability analysis, the total Cronbach alpha reliability coefficient of the scale. It was found to be .81.

Table 1: Goodness of fit values of the scales as a result of confirmatory factor analysis

Variables	X ²	df	CMIN/ DF ≤5	GFI ≥.85	AGFI ≥.80	CFI ≥.90	NFI ≥.90	TLI ≥.90	RMSEA ≤.08
1. CM	127.5	26	4.96	0.94	0.89	0.94	0.93	0.92	0.07
2. TIC	36.8	1.71	1.89	0.95	0.97	.94	.93	.94	0.06
3. JP	6.54	2	3.18	0.99	0.96	0.99	0.99	0.98	0.06

Note: Goodness-of-fit value ranges are arranged according to “acceptable” standards.

2.3. Findings

Pearson correlations were calculated to determine the relationships between variables (Table 2). Reliability findings are also presented in parentheses at the end of the lines in the table. As a result of the analysis; It is seen that the job performance of employees has a positive significant relationship with crisis management as the independent variable and trust in colleagues, which is determined as the mediating variable.

Table 2: Correlation values between variables

Variables	Ave	SD	1	2	3	6	7
1. CM	3.32	.72	(.98)				
2. TIC	3.58	.84	.64**	(.93)			
3. JP	4.48	.73	.57**	.51**	(.81)		

Note: Cronbach Alpha reliability coefficients are shown in parentheses.

* p<.01, ** p<.001,

Within the scope of the mediation test, in the first stage, the relationships between the independent variable crisis management and job performance were examined. In the first step of this stage, it was observed that CM significantly affected IP ($\beta = .57, p < .001$). In the second step, the effect of CM on TIC, was investigated as a mediator. As a result of the analysis, it was determined that CM significantly affected TIC ($\beta = .64, p < .001$). In this step, the effects of TIC, whose mediation was investigated, on JP were also reported. It was found that TIC significantly affected JP ($\beta = .51, p < .001$). In the last step of this stage, CM and TIC, which was investigated as a mediator, were analyzed together and their effects on JP were examined. As a result of this analysis, when CM was analyzed together with TIC, its effect on JP continued and decreased ($\beta = .39, p < .001$), and the effect of TIC on JP continued ($\beta = .22, p < .04$). After these conditions were met, the Sobel test was performed to confirm the mediation effect and Sobel (z) was found to be significant ($z = 6.4, p < .001$). This finding shows that TIC plays a partial mediating role in the effect of CM on JP. In this case, the test result of the hypotheses results as in Table 3.

Table 3. Test Result of Hypotheses

Hypotheses	Accepted/Rejected
H1: Crisis management has a positive effect on job performance,	Accepted
H2: Crisis management practices have a positive effect on trust in colleagues,	Accepted
H3: Trust in colleagues has a positive effect on job performance,	Accepted
H4: Trust in colleagues has a mediating role in the effect of crisis management on job performance.	Accepted

DISCUSSION AND CONCLUSION

In the research, it was determined that crisis management positively affects job performance, crisis management practices positively affect trust in colleagues, trust in colleagues positively affects job performance, and trust in colleagues has a partial mediating role in the effect of crisis management on job performance. In this context, all hypotheses were supported. This situation is comparable with the findings of other studies in the literature (Acuner and Ergin, 2022: 409; Zerenler, 2003: 99; Alzoubi and Jaaffar, 2020: 394; Bian, Zhang and Mao, 2021: 6; Al-Ameedee and Abd Alzahrh, 2021: 57; Colquitt, Scott, LePine, 2007: 910; Morrisette and Kisamore, 2020: 11; Gyórfy, 2018: 71; Khodarahmi, 2009: 525; Bengtsson and Brommesson, 2022: 489; Şahin, 2016: 238).

In addition, since there is no research can be found in the literature, in the media sector, on the effect of crisis management practices on trust in colleagues and the mediating role of trust in colleagues in the effect of crisis management practices on employees' job performance, so it is thought that the research fills the gap in these two areas.

The research was conducted for media employees working in the region after the "6 February 2023 earthquake in Kahramanmaraş / Türkiye", which country calls the "disaster of the last century". In this process, media workers, whose normal life is already full of hustle and bustle, have to be able to perform their duties, especially considering the period until order is established in the region and basic needs such as eating, drinking, sink and shelter begin to be met; The impact of organizational management of the crisis process, organizational support, organizational trust and trust in colleagues on business performance coincides with sectoral realities.

The research results, which in the media sector, considered important in terms of determining the effect of crisis management practices on trust in colleagues and the mediating role of trust in friends in the effect of crisis management practices on employees' job performance, supported the predictions made before the research. For that reason it seems very important for media sectors and workers to support media workers or colleagues especially during crisis times for best performance.

The research has some limitations. The first of these limitations is that the research was generally conducted for Ankara media workers. The second limitation is that selected 600 people have been sent to attend the survey, but almost half is returned, so the rest of them (302 questionnaire 49.6% for analysis) can not be reflected to survey. The third, the time to complete the research was extended due to the busy work tempo of media workers and their not being in a fixed place. It is thought that it would be important to conduct similar studies in larger numbers in different sectors. However, it is thought that conducting new studies by adding different mediator and regulatory variables to determine the relationships

between crisis management and employee performance will contribute to the literature. It is evaluated that the results of the research will contribute to the literature as it is the only study that examines the effect of crisis management practices in the media sector on trust in colleagues and the mediating role of trust in colleagues in the effect of crisis management practices on employees' job performance.

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