

# Employee Centered in Organization Technology; Digitization, Artificial Intelligence, and Metaverse Paradigms

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## Abstract

In today's business activities, technology has become an integral part of employees. This situation expands the usage areas of digitalization, artificial intelligence, and Metaverse innovations in organizational activities. Especially those who work in technology-intensive business lines can benefit from digital applications, artificial intelligence systems, and Metaverse data repositories (or information repositories). Rapid and different changes in technology have made it necessary to investigate the concepts of digitalization, artificial intelligence, and Metaverse for organizations. In this respect, these concepts, which are thought to be very valuable for many organizations in the research, were examined especially in terms of management and employees. The research is aimed to contribute to those who want to work on the subject. In general, technological changes occur as a result of human activity. This situation necessitates the consideration of an employee-centered approach to technological changes in organizations. With the use of Metaverse in organizations, the work activities of the employees can be made educational and joyful. For this, new technologies for both artificial intelligence and digitalization are needed.

## Introduction

Giving importance to the Metaverse in terms of digital transformation is critical to the growth of nations. Organizations need to make an effort and increase their initiatives to keep up with competition and change (Nalbant & Aydın, 2023: 17). For digital life in virtual environments, a set of devices is

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needed for the Metaverse to which users connect. In this respect, computers or smartphones with internet connection can be expressed as a virtual environment that provides easy access (Contreras et al., 2022: 34). Internet access and the use of different applications in organizational activities allow the work to be more effective and efficient. Within this framework, the business activities of employees can be directed with digital transformations, artificial intelligence applications and Metaverse realized in recent years.

Economic fluctuations are part of paradigm shifts driven by human, ecological, and economic conditions in addition to modern digital technologies. Thanks to these technologies, products, and services are virtualized by merging the domain. This situation enables the development and acceleration of artificial intelligence. In artificial intelligence-oriented management organizations, virtualization is provided in many areas such as business models, capacity, business processes, markets, technology, management, and organizational form (Schrettenbrunner, 2020: 15). These virtual environments contribute to the digitization of business activities. Especially artificial intelligence-oriented studies show that technology-intensive activities are carried out in the organization. This situation requires employees to use technology and direct it. In organizations, the management mechanism that directs technology and employees who use technology give priority to organizational goals.

Metaverse is a new internet age that carries the world to a different dimension. Metaverse is a technology that can provide new perspectives and opportunities to the sectors it belongs to. The future opportunities and potential of Metaverse are quite high (Güven & Ballı, 2022: 228). There may be worldwide regulatory and governance challenges to have some jurisdiction over the virtual world of the Metaverse (Lee et al., 2021: 41). When this situation is evaluated in terms of administrations and different organizations; The creation of Metaverse environments that can direct the activities of employees will bring many technological infrastructures. In particular, the development of codes and software day by day will increase the importance of new coding techniques and software in organizations.

### **Organizations in the Framework of Technological Changes in Management**

As technology advances, the number of people using Metaverse increases and as real-like actions are exhibited, a lot of information is produced. In this respect, Metaverse data is valuable (Sivasankar, 2022: 113). Today, there is an intense race to create protocols, infrastructure, and standards to manage the

Metaverse. Large organizations are trying to create a well-equipped software ecosystem to attract their users and become the target of the Metaverse (Mystakidis, 2022: 486). The central role of the human element, which can perform activities that can be developed with the interaction of technology, knowledge, and imagination in organizations, should not be overlooked. Employees are at the center of the actions to be taken for Metaverse applications. This is not to forget that technology is valuable in organizations, but it is human beings who manage and direct this technology.

As technology evolves, organizations need to develop new media business patterns and management models, such as production methods and artificial intelligence, as well as content development (Elkalliny & Aboualgasim, 2023: 370). In addition, it is possible to create new technological revolutions that connect all aspects of life through Metaverse internet technologies. (George et al., 2021: 9). In this respect, employees need to carry out technology compatible activities while performing their business activities. Employees need to accept mechanisms that can guide their business activities, such as artificial intelligence and Metaverse.

Application development technologies, human regulation technologies, and artificial intelligence technologies should be used for organizations to adapt to environmental flexibility (Zhu, 2022: 8). Metaverse technology continues to change the world in different fields. Supported by other technologies, Metaverse plays a vital role in learning and teaching (Almarzouqi et al., 2022: 43432). These situations show that technology in organizational activities and new applications together with technology can direct the work activities of employees. Employees can learn innovations in technological changes with digitalization, artificial intelligence, and Metaverse, and discoveries can be made with new application areas. In this respect, qualified personnel will be needed in education and training activities in organizations. It will be valuable for employees to experience technological changes and to transfer these experiences to other employees.

In the literature, it is stated that the real and virtual worlds are connected for users with the help of audio-visual stimuli, brain-computer interface, and tactile stimuli of the Metaverse (Peng et al., 2022: 8). This shows that Metaverse can direct the activities of employees in organizations depending on technological developments. Because the goods and services produced in many different organizations are generally the results of imagination. This situation shows that many products that people use for their activities in the real world are created by putting an imaginary product into practice. The real and virtual worlds created by Metaverse can give employees new

ideas about their activities as well as make it easier for employees to be more motivated to do their work. In addition, reliable sources for future activities can be created by using Metaverse applications and a data storage system for business activities.

### **Employees in Organizations**

On Metaverse platforms, not only machine programming but also personalized and high-quality content needs to be edited by humans (or employees). In organizations, machine programs provide an advantage in computational efficiency. It also creates advantages for the knowledge and creativity of the employees. This shows that it is important to integrate not only technology in organizations but also take into account the mutual progress in the relations of employees with technology (Zhu, 2022: 2). Employee and technology integrity contributes to the fulfillment of organizational policies. Care should be taken so that employees in organizations do not resist technological innovations.

Some organizations are constantly developing new software and hardware to improve the functionality of artificial intelligence. It contributes to the success of the perceived effort and anxiety regarding the use of artificial intelligence in organizations and increases positive emotions in this respect (Vitezic & Peric, 2021: 939). The contribution of the use of artificial intelligence to the result of business activities motivates employees for other future activities. The continuity of success may make it a necessity to follow and implement innovations used by competitors in artificial intelligence technologies. This shows that organizations should have the power to adapt to technological changes and developments.

Recently, organizations have been carrying out activities to develop virtual event platforms. Large organizations are trying to adapt to Metaverse realities due to the increase in these platforms. With Metaverse, individuals perform activities that have become a part of their normal lives in virtual realities (Nalbant & Aydin, 2023: 16). In this respect, technologies such as virtual reality, augmented reality, and digital twin can perform real-world activities of users and create their virtual networks in the digital world. They can organize various events such as virtual meetings in these virtual networks (Wang & Zhao, 2022: 6). This situation shows that employees operating in organizations can create their virtual reality and create digitalization and Metaverse activities that can support their work on business activities within the organization. Carrying out employee-centered technological activities in organizations makes remarkable contributions to the future of the organization. To adapt to

the changes and innovations in the digital world, it is necessary to provide the necessary opportunities to the employees of their organizations.

### **Digitalization in Organizations**

Digital networks used in organizations depending on digitalization are social networks created using digital technology. Digital transitions enable the digital transmission of video, voice, data, and other network services. Platforms such as data networks, markets, and communication networks are created to ensure that digital networks in organizations are compatible with business requirements (Sivasankar, 2022: 112). Digital platforms are important for human-centered activities where organizations and individuals decide to share and use. With the help of digital tools, it is possible to understand, learn and act according to this information with artificial intelligence and machine learning (Oosthuizen, 2019: 23). In this situation, it is observed that with digitalization in organizations, employees can easily access social networks with other employees or stakeholders in their workflow processes. Employee-centered construction of organizational policies in digitalization helps employees improve themselves.

Today, there are digital tools and big technologies in organizations, Metaverse's immersive experiences and a complex environment that can provide a fully digital life to its users (Contreras et al., 2022: 35). In this respect, digital people created using artificial intelligence technology in organizations is a necessity for Metaverse. Digital humans are the 3D version of chatbots in the Metaverse repository (Mozumder et al., 2022: 257). This shows that the concepts of digitalization, artificial intelligence, and Metaverse in organizations can be related to each other.

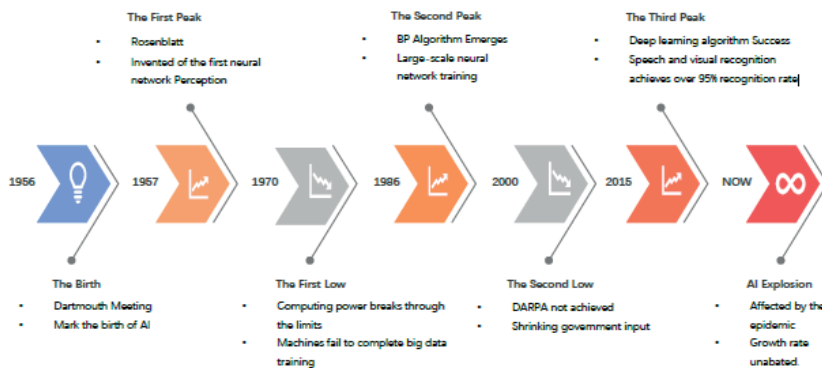
Humanity is entering a new era, namely the era of digitalization and Metaverse (Kostenko, 2022: 2). The Internet changed life and created new business activities. Many organizations have moved from the physical world to the online world. The change in the digital world has become immeasurable. Many people have gotten used to doing everything online and are in search of a real, perfect world (Wang et al., 2021: 980). In this context, when evaluated in terms of the relationship of digitalization with Metaverse, evaluated as the new form of the internet; The digital layer of daily life is considered as the digital twin of the real world and virtual space with the combination of virtual and physical reality (Sun et al., 2022a: 7). In this respect, digitalization is one of the determinants of Metaverse and it is understood that employees can direct their business activities. Digital environments and digital applications in organizations can direct the daily activities of employees. Employees can perform their actions using digital opportunities.

## Artificial Intelligence in Organizations

Artificial intelligence is a rational, diverse, and comprehensive concept based on thought reasoning, processes, and behavioral dynamics, loyal to human performance (Moro-Visconti, 2020: 1). Artificial intelligence algorithms; robotic autonomous systems, autonomous swarm robots, intelligent production systems, path planning algorithms, cognitive artificial intelligence tools and data fusion mechanisms (Lăzăroiu et al., 2022: 1051). This shows that artificial intelligence has a wide range of uses. While carrying out business activities in organizations, artificial intelligence applications are used. Many employees, individually, can carry out workloads that can take months or years in a short time thanks to artificial intelligence. In this respect, artificial intelligence provides many conveniences to employees in organizations.

It is seen that artificial intelligence is used in many areas such as education, entertainment, and security. Metaverse's work in these areas has enabled the use of artificial intelligence in the real world (Guyen & Balli, 2022: 226). In this respect, artificial intelligence and Metaverse can be effective in directing the business activities of different organizations. In some cases, artificial intelligence and Metaverse-based entertainment may also be needed for employees to perform their work activities more healthily. It can be thought that artificial intelligence and Metaverse applications can be effective, especially for the efficiency of the employees and the completion of organizational activities in a short time.

In the literature, the stages of the historical development of artificial intelligence are expressed as follows (Yang, 2023: 1628).



*Resource: Yang (2023). The Future of the "Metaverse": Artificial Intelligence and Cybersecurity, Atlantis Highlights in Computer Sciences, pp. 1628.*

*Figure 1: The stages in the development of Artificial Intelligence*

As can be seen in Figure 1, it is observed that there is a serious increase in the density of artificial intelligence and the growth rate has increased. In addition, it is seen that success has been achieved in the deep learning algorithm of artificial intelligence, and a rate of over 95% has been achieved in speech and visual recognition. This development in artificial intelligence can make effective contributions to the Metaverse.

In the literature, it is stated that artificial intelligence cannot reproduce the function of the human brain in modern life and has a very superficial idea about the functioning of the brain (Kostenko, 2022: 7). This shows that both artificial intelligence, digitalization and Metaverse can be shaped within the framework of human control. In other words, although technology advances, people are at the center of technological change and development.

Artificial intelligence contributes significantly to the development of imaging systems to provide visual perception (Guo et al., 2022: 55). This shows that the production of goods or services, security, and similar applications for the business activities of the employees in the organizations can contribute to making the artificial intelligence more functional with the imaging system.

In terms of corporate service quality in organizations, artificial intelligence ensures that it is included in corporate workloads. In terms of artificial intelligence, advanced big data computations in organizations are valuable when supported by security (Siwach et al., 2022: 6). This shows that security should be considered in artificial intelligence applications in organizations. Artificial intelligence applications that employees will use in their business activities can support employees' organizational outputs.

### **Metaverse in Organizations**

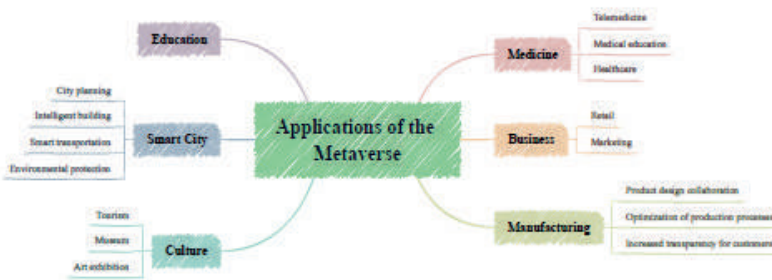
Metaverse, a new type of internet application, allows users to create content and organize the world. With Metaverse, it is aimed to create a stable society and economic system and a virtual world parallel to the real world (Sun et al., 2022a: 7). In this respect, the Metaverse creates a new social network paradigm where people can experience a sense of reality without the constraints of physical space. Metaverse applications are being developed that create 3D virtual reality (VR) consisting of social interactions, videos, images, and merged texts and transform social experiences into more and more physical (Peng et al., 2022: 6). The development of these Metaverse applications can drive the work of employees operating in organizations.

Metaverse, in terms of interactions in the physical world; provides real-time, intriguing, and useful information. Metaverse can have activities such

as social network filters, guidance, exhibitions in terms of digital interaction, interaction with digital platforms, dynamic information transfer for employees, business models, and guiding consumers. Among the sectors that will be affected by the metaverse; are production, banking, communication, media, retail, engineering, marketing, and sales of goods and services (Mourtzis et al., 2022: 657). Metaverse, which can be effective in many areas, can be a part of the activities of the employees in their organizations.

Metaverse offers new ways of communicating digital systems through digital-physical entities such as robots placed on physical ground and space (Giannini et al., 2022: 2). These new ways show that digitalization and Metaverse applications should be considered in organizations. Technologically digital changes in the organization can contribute to the application areas of Metaverse.

Metaverse application areas are expressed as follows in the literature (Sun et al., 2022a: 15).



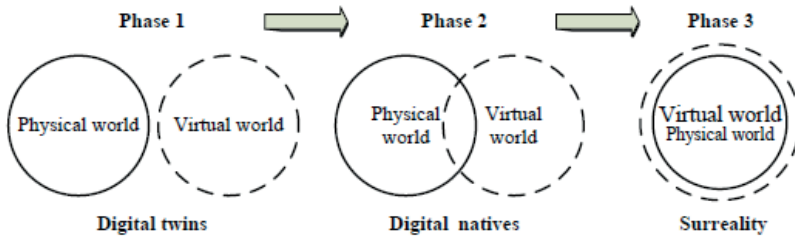
*Resource: Sun et al., (2022a). Metaverse: Survey, Applications, Security, and Opportunities, ACM Computing Surveys, pp.15*

*Figure 2: Applications of the Metaverse*

When the application areas expressed in Figure 2 are examined; It is observed that Metaverse is used in the fields of education, smart cities, culture, medicine, businesses (or organizations), and production. The research focuses on the Metaverse, which can be used especially for the activities of employees in organizations. Employees in organizations are engaged in the production of goods and services. The use of Metaverse applications can be effective in performing these activities.

In the literature, the three stages of the development of the Metaverse are described as follows (Wang et al., 2022: 1).





*Resource: Wang vd. (2022). A Survey on Metaverse: Fundamentals, Security, and Privacy, IEEE Communications Surveys & Tutorials, pp. 1.*

*Figure 3: Three Phases of the Development of the Metaverse*

In Figure 3, three stages of the development of Metaverse are highlighted. In the figure, it is observed that digitalization has contributed to the formation of the Metaverse in general. In addition, it is observed that the physical and virtual worlds are intertwined over time. This situation shows that especially today, Metaverse applications related to the virtual and real world are effective together. Depending on the digital change and development of organizations, it can be thought that Metaverse may affect organizational activities.

In working environments to optimize remote working with Metaverse platforms in organizations; virtual experience is gained by integrating workforce analytics, visual data mining, and analytical decision-making models (Lyons, 2022: 122). These experiences may lead employees to develop new behavior patterns in their future activities. Especially the communication network created by remote working can lead to different results in the human relations of the employees.

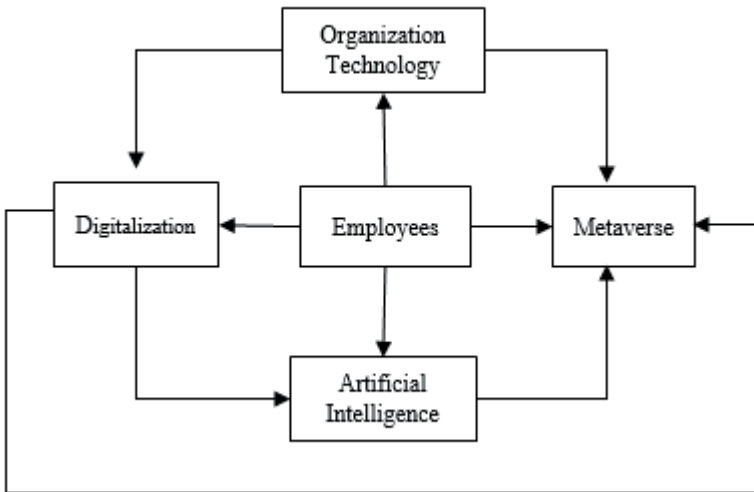
### **Employee Centered in Organizations; Digitalization, Artificial Intelligence, and Metaverse Relationship**

Considered the next stage of the internet, Metaverse is a virtual environment where people can work, socialize, play, study, and shop. Metaverse computer-generated reality is a mixture of physical and augmented reality (Sun et al., 2022b: 4). This situation shows that employees in organizational activities can get the support of Metaverse for some activities related to their work.

It has been stated in the literature that developments in big data and artificial intelligence technologies have an automatic personal assistant feature that can be analyzed in financial markets and can make smart decisions (Bisht et al., 2022: 12). In this situation, it is understood that

artificial intelligence applications in organizations carrying out financial activities direct the decisions of the employees and give ideas for their future activities.

The digitized human body is used with Metaverse, interacting with body systems such as people's headphones, glasses, watches, and artificial brain that connects people's neural networks and imaginations, and creativity (Giannini et al., 2022: 2). The fact that employees use technology in many areas in their organizational activities can be realized by both digitalization and the interaction of artificial intelligence and Metaverse variables. In today's business activities, besides computers, headphones with smart applications, glasses, and watches, many software programs can direct the activities of the employees.



*Resource: Figure 4 was created by the author.*

*Figure 4: Employee-Centered in Organizations; Digitalization, Artificial Intelligence, and Metaverse Relationship*

In Figure 4, it is understood that organizations carry out their activities related to technological changes and innovations with an employee-centered system. The activities of large or small technology-oriented organizations are shaped by employees. This situation also affects employees to benefit from digitalization, artificial intelligence, and Metaverse applications in their organizations. The technology used by organizations determines the application areas of both digitalization and Metaverse. Employees in

organizations help shape organizational technology. Digitization in the organization in the business activities of employees will affect both artificial intelligence and Metaverse approaches. The technological infrastructure of the organization is effective in this relationship. Artificial intelligence applications used by employees also guide Metaverse approaches. In general, the use of Metaverse for business activities by employees in organizations will be affected by organizational technology, digitalization, and artificial intelligence applications.

Making use of artificial intelligence applications in organizations helps employees to perform their work activities in a shorter time. In addition, with artificial intelligence applications, employees can make rational decisions with optimal analysis of income and expenses. In the literature, Moro-Visconti (2020: 8) emphasized that business models that introduce artificial intelligence in the organization have a positive effect on revenue growth or cost reduction, and provide high efficiency in economic and financial marginality.

Employees at the center of organizations can benefit from Metaverse applications while directing their business activities. This can contribute to the efficiency of business activities and adapt to technological changes. With the help of Metaverse, employees can make business activities fun. In the literature, George et al. (2021: 9) stated that individuals can perform enjoyable activities with their colleagues and other individuals with Metaverse and that Metaverse can radically change the way individuals live, learn and work.

Digitization and artificial intelligence in the organization can contribute to Metaverse activities. Developing Metaverse applications for the business activities of employees in organizations can give effective results in terms of employee work performance. In the literature, Gadekallu et al. (2022: 1-11) expressed the Metaverse as the next stage of digital evolution. They stated that the digitization of services, business entertainment, education, and systems to be integrated with online access can increase efficiency. In their research, they also emphasized that as a result of artificial intelligence training, Metaverse will be available to individuals all over the world regardless of language proficiency. They also stated that the fun, original and salable Metaverse cannot be built without artificial intelligence.

The size of organizations and the technological application area can affect the use of Metaverse. In the literature, Chen et al. (2022: 8) stated that large organizations have high control over information processing power

and algorithms. They stated that Metaverse will operate together with major technology organizations and that there should be decentralization.

Organizations can make their business processes more efficient depending on digitalization. In addition, depending on digitalization in organizations, virtual actions are taken with artificial intelligence algorithms and the work volume of employees can gain a new dimension. In the literature, Chua et al. (2022: 1) stated that virtual controls can be made using manual or artificial intelligence to affect physical changes with digital twins in production facilities. They stated that with digitalization, workflow efficiency, and outputs can be improved in terms of the center of the production process in the organization.

While performing the business activities of the employees in the organizations, they are affected by the workplace atmosphere prevailing in the working environment. This is particularly the case for employees operating in digital organizations that carry out technology-intensive business activities, with virtual reality with Metaverse. Intense use of the internet in today's working conditions shows that employees can be influenced by Metaverse activities. Especially business activities carried out in virtual environments can be reflected in the actions of employees. In the literature, Giannini et al. (2022: 4) stated that an important feature of the Metaverse is that your representation in the real world is combined with your digital representation in the digital world. In this way, they stated that digital twins form the fabric of the meta-universe connected by a virtual and digital sensor network.

In order to implement the Metaverse system in organizations, it is necessary to have various technological infrastructures. This situation necessitates that employees in organizations be aware of artificial intelligence applications. In addition, following the technological innovations by the employees contributes to the fast and reliable performance of business activities. In the literature, Guo et al. (2022: 62) emphasized that in order to create the Metaverse system in the real world, some basic technologies such as perception, restructuring, computation, interaction and cooperation should be developed with the help of artificial intelligence.

Digitization for business activities in organizations can contribute to the development of artificial intelligence-based applications for employees. In the literature, Lăzăroiu et al. (2022: 1059) artificial intelligence-based decision algorithms in cognitive production in organizations; stated that big data analytics, it integrates the creation of sustainable industrial values and digitized mass production.

The use of the metaverse in the organization contributes to the activities of the employees outside the workplace. This allows the formation of new skills in employees. Employees can develop some predictions for the future with Metaverse. Especially in organizations where the opinion of employees is given importance, this situation includes employees in the decision process. In the literature, Mourtzis et al. (2022: 657) emphasized that Metaverse promotes remote working and skill development models related to production and operations management in personnel allocation for smart manufacturing. In their research, they stated that it is possible to configure better resource allocation with the help of simulation technologies related to resource allocation in Metaverse.

Organizations may need big data for the areas in which they operate. There may be a need to evaluate big data in the training and development of employees, especially in the production and marketing of goods and services. In the literature, Sun et al. (2022b: 3) stated that data can be processed and supported with the help of storage, information processing, and artificial intelligence to create added value for big data. In their research, they emphasized that the essence of Metaverse in a digital world is about constantly producing and processing data, and that big data technology is a necessity.

The use of Metaverse in organizations can exhibit an employee-centered approach. This supports social relations within the organization. In addition, presenting the artificial intelligence algorithm to support employees in business activities can support the sociocultural structure of the organization. The use of artificial intelligence electronic devices in organizations can contribute to the development of Metaverse. In the literature, Qayyum et al. (2022: 19) stated that developing artificial intelligence and augmented reality should create a human-centered framework that enables human-centered thinking for the Metaverse. They emphasized the need to combine artificial intelligence and social norms to develop Metaverse applications for organizations. In their research, they stated that Metaverse acts as a bridge for ethical principles, privacy, and cultural security in achieving goals. Sivasankar (2022: 110-114) stated that the developments in artificial intelligence and blockchain technologies will accelerate the use of Metaverse. In his research, he stated that artificial intelligence preserves the diversity and richness of the Metaverse, and digital networks connect individuals to the Metaverse.

Depending on technological developments, it is possible to use Metaverse in many organizations and to provide convenience in organizational activities. Ensuring employee and machine integration contributes to more

effective and more efficient results. Digital models and Metaverse interaction in organizations can drive employee activities. In the literature, Yang et al. (2022: 42) stated that the Metaverse is medically valuable in clinical studies in health organizations and that 'virtual-reality connection-human-machine integration' is effective. They emphasized that virtual reality has matured in current technology, and a high degree of human-machine integration is needed for better diagnosis and treatment in clinical applications. Fu et al. (2023: 3604) stated that the metaverse contributes to the formation of the cyber-physical system from digital models of real events and objects in organizations. In their research, they emphasized that Metaverse is a network technology that enables the systematic realization of stages such as product design, production, and delivery.

The interaction of digitalization, artificial intelligence, and Metaverse in organizations can bring new and different dimensions to the work activities of employees. This situation brings along new applications depending on technological change and development. In the literature, Nalbant & Aydın (2023: 17) stated that new technologies such as virtual reality and artificial intelligence are vital and should be combined to create realistic virtual worlds. In their research, they emphasized that chatbots and virtual assistants supported by artificial intelligence are used in various organizations. They stated that these technologies will transform into digital individuals in the Metaverse realm. They stated that with the development of artificial intelligence, various abilities of digital people (such as facial expression, body language, emotions, and physical participation) can be created.

## **Conclusion**

Technological changes and developments affect the work activities of employees in management and organization. This affects different levels in both small and large organizations. Especially the business processes of organizations with multiple data and storage networks; digitalization can be shaped by artificial intelligence and Metaverse applications. Employees of the organization have a central position in the conduct of business activities; It also shows that digitalization, artificial intelligence, and Metaverse applications can have different usage areas. The technology that employees use within the framework of workplace opportunities contributes to providing an effective and efficient output.

Technology addiction of employees in today's digital environments expands the fields of use of artificial intelligence and Metaverse. If individual controls regarding privacy and security can be developed in Metaverse, their

use in organizational activities may become more widespread. The fact that employees can use these innovations as a hobby in their work or non-work activities shows that organizations independent of technology and such practices can be quite limited. Especially today, besides the intensive use of the internet, new digitalization, artificial intelligence, and Metaverse algorithms can have serious effects on the professional practices of the employees. In this respect, future research can investigate the effects of technological applications used by employees in the workplace on variables such as work motivation, performance, workplace perception, and technology addiction. In addition, the short-term and long-term effects of the organization managers' coordination of technological opportunities with their business activities can be examined in terms of organizations and employees.

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## Örgütsel Politika ve Politik Davranışlara Yönelik Bir Bakış Açısı<sup>1</sup>

Özge Mehtap<sup>2</sup>

### Özet

Örgüt içi politika, örgütsel yaşamın kaçınılmaz ve doğal bir olgusu olmasına rağmen örgütsel çalışmalarda bu konuya gereken önem verilmemektedir. Var olan çalışmaların çoğu ise örgüt içi politikaya içerik olarak dar ve negatif bir bakış açısıyla yaklaşmaktadır. Politika bir olgu olarak içinde ikilemler, karmaşa ve farklı görüşleri barındırmaktadır. Politika genellikle kavram olarak olumsuz çağrışımlar yaptığından dolayı örgütsel politikaya yönelik çalışmalar çoğunlukla olumsuz performans göstergeleri üzerindeki etkisi yönünden ele alınmıştır fakat uygulanma şekline göre aslında politika olumlu ya da olumsuz sonuçlar doğurabilmektedir. Burada önemli olan nokta politikanın özünde olumsuz bir kavram olmadığı gerçeğinden hareket ederek örgütün faydasına olacak şekilde nasıl uygulanabileceği üzerinde odaklanılmasıdır. Literatürde bu alanda yapılan çalışmaların artırılması gelecekte bu karmaşanın azaltılması ve aynı zamanda hem politika hem de örgütsel politika literatürünün zenginleştirilmesi açısından önem teşkil etmektedir.

### Giriş

Politika, toplum yaşamının doğal bir olgusu olduğu gibi örgütsel yaşamın da vazgeçilmez bir parçasıdır. Örgütler, politikadan bağımsız olarak düşünülemezler; nasıl ki planlama, organize etme, yürütme ve kontrol etme, yönetimin başlıca fonksiyonları ise politika da onun doğal bir parçasıdır. Kıt kaynakların ve çatışmaların var olduğu ve ortak bir paydada uzlaşımın gerekli olduğu her yerde dolayısıyla örgütlerde de politika, yönetim ve yöneticilerin bu kıt kaynakların paylaşımı, çatışmaların ise çözümünde kullandıkları bir araçtır.

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Politika, örgüt çalışmaları içerisinde iki farklı anlam kazanmaktadır. Bunlardan birincisi, genellikle önceden belirlenmiş ve yazılı olan, belirli durumlarda işletmenin amaçlarına ulaşması için izlemesi gereken rehber niteliğindeki biçimsel, ilke ya da kararlar topluluğu olarak tanımlanmaktadır. Bu tanımın, kavram olarak İngilizcedeki karşılığı “Company Policy”dir; Türkçede ise genellikle “İşletme Politikası” olarak adlandırılmaktadır. İkinci olarak politika, işletme literatüründe, bu birinci anlamının dışında ve ondan farklı bir şekilde, örgüt üyelerinin güç kazanma ve güç kullanma yönündeki çabaları olarak tanımlanmaktadır. Bu ikinci tanımın İngilizcedeki karşılığı “Organizational Politics” olup, Türkçe’ye ise “Örgüt İçi Politika” ya da “Örgütsel Politika” şeklinde çevrimi yapılmıştır. Bu anlamıyla örgüt içi politika, örgüt içindeki bireylerin belirli amaçlar doğrultusunda diğer bireyleri istenilen yönde davranışa sevk edebilmek adına sergiledikleri eylemler ya da davranışlar olarak da tanımlanmaktadır. Çok yakın bir zamana kadar işletme literatüründe, politikadan bahsedildiğinde ilk akla gelenin birinci anlamıyla uzun vadede izlenen rehberler bütünü olması, Türkiye’deki bu alanda yapılan çalışmaların azlığından ve “policy” ve “politics” kavramlarının farklı bir şekilde Türkçeye çevriminin yapılmamış olmasından kaynaklanmaktaydı. Günümüzde Örgütsel Politikaya yönelik çalışmalar artmakla birlikte bu çalışmalar hala yeterli sayıda değildir ve bu alandaki kavram karmaşası devam etmektedir.

Örgütsel politika bir anlamda liderliğin bir konusudur. Politik davranışın neyi içerdiği incelendiğinde, karşılıklı konuşmaların kontrol edilmesinden, etkileme taktiklerine ve etkileme yönetimi tekniklerine kadar geniş bir yelpazede tanımlandığı ve hatta bazı görüşlere göre, bireyin örgüt içindeki tüm davranışları, söyledikleri ve yaptıklarının, politika ve güç kullanımı açısından tanımlanabildiği görülmektedir.

Diğer bir karmaşa ise Örgütsel politika çalışmalarının kendi içinde iki farklı kola ayrılmasından kaynaklanmaktadır. Örgüt içi politik etkileme davranışlarına (Political Influence Behaviours) yönelik çalışmalar, örgüt içi politikaya yönelik çalışmaların bir kolunu oluşturmaktadırlar. Diğer kolunu ise örgüt içi politikaya yönelik algılar (Perceptions of Organizational Politics) oluşturmaktadır. Algılarla ilgili çalışmalar, politikaya yalnızca çıkar ilişkileri temelinde bakıp, sübjektif bir olgu olarak yaklaşırken; politik davranışlara yönelik çalışmalar ise örgüt içi politika kavramına daha objektif olarak yaklaşmakta ve bu kavramı örgütsel amaçlara ulaşmakta kullanılan bir güç mücadelesi ve bu mücadelede uygulanan birtakım taktikler ya da davranışlar olarak açıklamaya çalışmaktadır. Son dönemde ise bu iki bakış açısına bir üçüncü araştırma alanı olarak politik yetenekler üzerine yapılan araştırmalar eklenmiştir.

Örgütsel politikaya yönelik yapılan ‘sübjektif’ çalışmalarda, politikaya yönelik algıların, genellikle, iş tatmininde ve örgüte duyulan bağlılıkta azalma veya işten çıkma oranlarında artma gibi birtakım olumsuz sonuçlarla bağlantısının kurulduğu görülmüştür. Bunun tam tersi, örgüt içi politika araştırmalarının diğer kolu olan politik etkileme davranışlarına yönelik çalışmalarda ise, bu davranışların katılım, yöneticiye duyulan duygusal bağlılık, örgüte duyulan duygusal bağlılık gibi örgüt performansı açısından olumlu sonuçları olan değişkenlerle bağlantılarının kurulduğu görülmüştür. Politik davranışlarla ilgili çalışmalarda bu davranışların hem olumlu hem de olumsuz sonuçları olabileceği ve politikanın kendisini pozitif veya negatif yapan unsurun, onun altında yatan amaçlar olduğu vurgulanmaktadır.

## 1. Örgütsel Politika

Politika, örgüt içinde örgütlerin doğası gereği var olan bir olgu olmasına rağmen, çağrıştırdığı farklı anlamlar nedeniyle genel olarak çıkar ilişkileriyle özdeşleştirilmektedir.<sup>3</sup> Politikanın içeriği tam olarak anlaşılamadığından dolayı da örgüt içi politika istenilmeyen bir olgu haline gelmektedir. Örgüt açısından politikanın içeriğinin tam olarak anlaşılamaması ise bu konunun örgütsel konular içerisinde yeteri kadar ele alınmamasından kaynaklanmaktadır.

### 1.1. Politika Kavramı

Politika kavramı, köken olarak Eski Yunan’a ve kelime anlamı olarak da eski Yunan’da şehir anlamına gelen “polis” kelimesine dayanmaktadır. Bu dönemde politika devlet yönetimi ve devlet işleriyle ilgili olan her şeyle eş tutulmuştur. Politika biliminin ilk ortaya çıkışı Plato’ya dayansa da Plato politikaya daha çok felsefi bakış açısıyla yaklaşmıştır. Onun öğrencisi olan Aristo ise politika üzerine ampirik anlamda çalışmalar yapan ilk politika bilimcidir. Aristo, politikanın bir **master science** yani “bilimlerin ustası” ya da “ana bilim” olduğunu ileri sürmüştür.<sup>4</sup> Politikayı bu şekilde tanımlamadaki amacı, her şeyin bir politik çerçeve içinde işlediğini ve politikanın pek çok başka şeyi yönettiğini belirtmek istemesidir. Aristo’ya göre “İnsan doğası gereği politik bir hayvandır.”. İnsanlar sadece politik bir yaşam içinde iyi bir hayat sürdürebilirler. Aristo politikayı yönetimin (devlet yönetiminin) ideal sistemi olarak görmüştür.<sup>5</sup>

3 E. Vigoda, A. Cohen, “Influence Tactics and Perceptions of Organizational Politics: A Longitudinal Study”, *Journal of Business Research*, Vol.55, No.4, 2001, s.311

4 M. G. Roskin, v.d., *Political Science: AN Introduction*, 11th Edition, US, Pearson, 2010, s.4.

5 G. H. Sabine, *A History of Political Theory*, Illinois, Dryden Press, 1961, s. 3-5.

Politikanın, tarih, ekonomi, sosyoloji, antropoloji ve psikoloji gibi pek çok başka bilimle ilgisi olsa da onu diğer bilimlerden ayıran en önemli konulardan biri “güç” üzerindeki odağıdır. Politik güç, “bir kimsenin başka bir kimseye istediğini yaptırabilme yeteneği” olarak tanımlanmaktadır. Machiavelli de politika incelemelerinde güç üzerinde odaklanmıştır. Niccolo Machiavelli’nin 16. yy. yazdığı “Prince” adlı kitabıyla politika bilimine katkısından dolayı bazı kaynaklar onu politika biliminin ikinci kurucusu olarak adlandırmaktadır.<sup>6</sup>

Machiavelli’den sonra, Thomas Hobbes, John Locke ve J. J. Rousseau, politik sistemlerin neden var olduğunu incelemişler ve ‘kontratçılar’ olarak adlandırılmışlardır.<sup>7</sup> Bu düşünürlerin ‘kontratçılar’ olarak adlandırılmalarının nedeni, politik sistemlerin incelenmesinde pek çok konuda farklılaşmalarına rağmen, “sosyal kontrat” ya da “toplumsal sözleşme” olarak adlandırılan, bireylerin sivil toplum içerisinde bir sözleşme imzalamış gibi birleştikleri teorisinde anlaşmalarından ileri gelmiştir.

Politika, temel anlamda ülke ya da devlet yönetimlerinin bir parçası olarak kabul edilmektedir. “Politika” çalışmak özünde devleti ya da yönetimi (government) çalışmaktır.<sup>8</sup> Fakat aslında politika topluluk halinde yaşayan insanlar arasında doğar ve yöneten ile yönetilen ilişkisinin olduğu her yerde bulunmaktadır.

Politika Andrew Heywood’un “Politics” kitabında şöyle tanımlanmıştır:<sup>9</sup>

“Politika, insanların içinde yaşadığı kuralları değiştirme, oluşturma ve korumalarını sağlayan faaliyetlerdir.”

Politika, çatışma ve anlaşma ile doğrudan ilişkilidir. Politika ile ilgili geçmişten günümüze yapılan tanımlamalar, iki ayrı ve zıt görüş etrafında toplanmıştır. Bu görüşlerden birine göre, politika, bir arada yaşayan insanlar arasındaki çatışma, mücadele ve kavgayı anlatmaktadır. İnsanların doğaları gereği sahip oldukları farklı çıkar, düşünce ve eğilimler yine doğal olarak çatışmayı beraberinde getirirler. Çatışmanın asıl konusu toplumdaki değerlerin paylaşılmasıdır. Bu görüşün karşısında olan görüş ise, politikanın özel çıkarların ötesinde, toplumun genel yararı ve iyiliğine yönelik çalışmak ve bütünlük sağlamak amacı güttüğünü savunmaktadır. Fakat aslında politika bu iki görüşü de kapsamaktadır. Politika bir yandan bir güç mücadelesini yani

6 Roskin, a.g.e., s.23.

7 A.e., s.25.

8 A. T. Kışlalı, **Siyaset Bilimi**, Ankara, İmge Kitabevi, 1997, s.17.

9 A. Heywood, **Politics**, London, Macmillan, 1997, s.4.



çatışmayı içerirken diğer yandan bu çatışmaların ortak bir çıkar etrafında uzlaştırılmasını da içermektedir.<sup>10</sup>

Rekabet, farklı istekler, çatışan ihtiyaçlar ve çıkarlar, kurallarla ilgili anlaşmazlığı getirir. Fakat insanlar şunun farkına varmak zorundadırlar ki; bu kuralları etkileyebilmek ve onlara uyulmasını sağlamak için örgüt içindeki diğer insanlarla çalışmaları gerekmektedir. Politik teori, en basit şekliyle, insanın içinde bulunduğu grup yaşamını ve örgütünü bilinçli bir şekilde anlama ve sorunlarını çözme yolundaki çabalarıdır. Bu nedenle politik teori bir entelektüel gelenektir ve politik teori tarihi zaman içerisindeki politik problemler hakkında insanların düşüncelerindeki evrimi içermektedir. Politik kurumlar ve politik teoriler anlam ve amaç açısından birleşmektedirler. Her ikisinin de amacı insanları, nesnelere ve olayları ortak çıkarlar ve ortak iyilikleri altında birleştirmektir.<sup>11</sup>

Politika'nın içeriğini netleştirme çabalarında genellikle iki tane başlıca sorunla karşı karşıya kalınmıştır. Birincisi, "politika" ile ilgili olarak hemen hemen herkesin önceden kafasında belirlediği birtakım düşünceleri olması ve konuyla ilgili çalışanların bile birtakım önyargılara sahip olmasıdır. Bu nedenle de politikaya kavram olarak bile tarafsız yaklaşmak zor hale gelmektedir. Genellikle politika, manipülasyon, çıkar amacı gütmeye, kötüye kullanma karışıklık içine itme gibi kavramlarla insanların zihinlerinde yer etmektedir. Bu kavramın bu şekilde ele alınması sadece halka ait ve yeni bir yaklaşım olmayıp, konuyla ilgili 18.yy. kadar uzanan çalışmalarda da yer bulmaktadır. Örneğin 1775 yılında Samuel Johnson politikayı "sadece dünya içerisinde yükselme çabası"ndan öte görmemiştir. Fakat Politikayı tanımlama çabaları bu gibi önyargılı yaklaşımlardan uzak olmalıdır.<sup>12</sup> Politika başlı başına bir bilimdir ve aslında insan hayatı içerisinde önemi büyük ve değerli olan bir bilimdir.

Politikanın içeriğinin netleştirilmesi çabalarıyla ilgili ikinci sorun, politikanın ne ile ilgili olduğuna dair çok sayıda yaklaşım bulunmasından kaynaklanmaktadır. Politika, gücün ve otoritenin kullanımı, toplu kararların verilmesi, kıt kaynakların dağıtılması ve bunun gibi daha pek çok şey olarak tanımlanmaktadır. Bu farklı tanımlardan yola çıkarak politikanın farklı bakış açıları şu dört ana yaklaşım etrafında toplanmıştır:<sup>13</sup>

- Yönetimin sanatı olarak politika

10 M. Kapani, **Politika Bilimine Giriş**, Ankara, Bilgi Yayınevi,1995, s.17-18.

11 Sabine, a.g.e., s. 3-5.

12 Heywood, a.g.e., s. 4-5.

13 A.e., s.5.

- Uzlaşma ve fikir birliğine varma olarak politika
- Güç olarak politika
- Kamu işleri olarak politika

Politika üzerinde uzun seneler çalışmalar yapmış olan Amerikalı siyaset bilimci David Easton politikayı, ödül, ceza veya faydaların, toplumdan gelen birtakım itici kuvvet karşılığında, yönetim tarafından toplumda yerlerinin tayin edilmesi olarak tanımlamıştır.<sup>14</sup> Bu anlamda politikanın “policy” olarak adlandırılan, topluluk adına eylem planları oluşturan biçimsel ve otorite tarafından verilen kararlarla yakından ilgili olduğu görülmektedir.

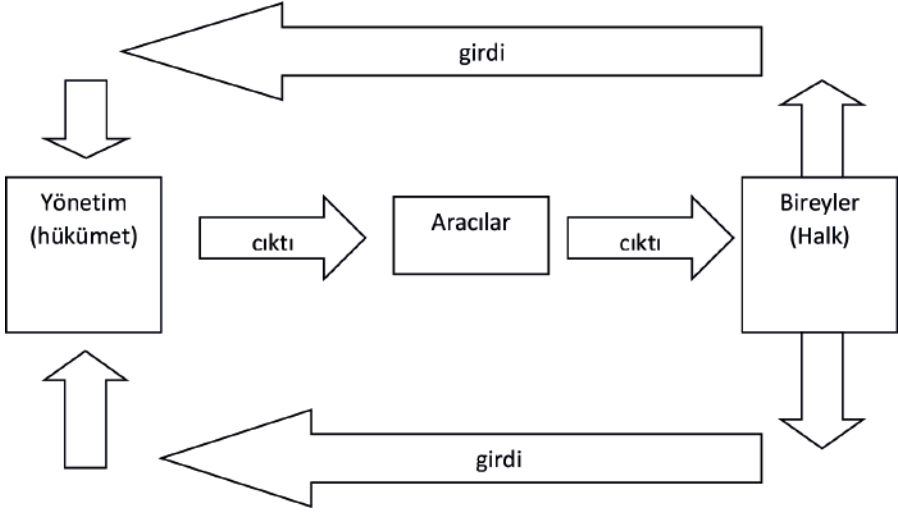
David Easton, politika biliminde sistem yaklaşımının öncülüğünü yapmıştır. Ona göre, politik sistem toplumsal sistemin bir parçasıdır.<sup>15</sup> David Easton’ın sunduğu “Politik Sistem Modeli”nde, bu politik sistemi oluşturan üç grup bulunmaktadır: halk, yönetim ve yönetim ile insanlar arasında aracı rolünü gören “gatekeepers” adını verdiği bir topluluk. Bu sistemde insanlar ya da halk, araçlara (gatekeepers), araçlar da yönetime girdi sağlamaktadır. Bu girdiler daha sonra yönetim tarafından birtakım süreçlerden geçerek halka çıktı olarak geri dönmektedir. Bu modelde insanlar talep ve destekte bulunurlar, talepler daha yüksek standartlar için yapılan baskılardır. Destek ise insanların politik sisteme katılma yoludur; vergi ödeyerek, itaat, uyum ve katılım ile bunu gösterirler. Çıktılar, hükümetin karar ve faaliyetleridir. Politikaların ve kuralların uygulanması, vergilendirme, fonlama vs. gibi uygulamalar hükümetin ya da devletin uyguladığı çıktılardır. Araçlar olarak adlandırılan bölüm ise politik partiler ve çıkar gruplarıdır. Bunlar insanların sağladığı destek ve talep girdisinin, politik sistemlere akışını sağlamakla görevlidirler.

David Easton’ın politik sistem modeli yönetenler ve yönetilenler arasında karşılıklılığa dayalı bir ilişkiyi içermektedir. Yöneticiler ve örgüt tarafından kendilerine yönelik getiriler, davranışlar ya da sonuçlar karşılığında yönetilenler de birtakım davranışlarda bulunurlar. Şekil 1’de bu sistem modeli açıklanmıştır.

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14 A.e., s.6.

15 Kışlalı, a.g.e., s.32-33.



Şekil 1. David Easton'ın Politik Sistem Modeli

## 1.2. Örgüt İçi Politika, Güç ve Etkileme Kavramları

### 1.2.1. Örgüt İçi Politika

Örgütsel Politika ve Taktikler kitabını yazan Yücel Ertekin'in tanımıyla, örgütlerde politik model<sup>16</sup>, politikayı, bireylerin ve grupların, örgütün kıt kaynaklarının paylaşımı için rekabet ettiği ve örgüt için stratejiler ve amaçlar üretmeye çalışan eylemler dizisi olarak değerlendirmektedir.

Tamer Koçel'e göre, örgüt içi politika, "örgüt üyelerinin güç kazanma ve güç kullanma yönündeki çeşitli yöntemlerle birbirlerini etkileme ve belirli yönde davranışa sevk etme çabasıdır". Örgüt içindeki farklı kişilerin sahip oldukları gücü kullanarak birbirlerini etkiledikleri bir süreç olan bu davranışlar, aynı zamanda örgüt açısından yararlı ya da yararsız olan sonuçlara da yol açabilmektedirler.<sup>17</sup>

Ferris ve çalışma arkadaşlarına göre<sup>18</sup> örgüt içinde politika; davranış ve karar verme kuralları belirsiz olduğu veya bu gibi kurallar çok fazla bulunmadığında ya da kaynaklar sınırlı veya kıt olduğu zaman ortaya çıkmaktadır. Bazı çalışmalar örgüt içi politikayı güç oyunları ve etkileme

16 Y. Ertekin, *Örgütsel Politika ve Taktikler*, Ankara, TODAİE, 2003, s. 2.

17 T. Koçel, *İşletme Yöneticiliği*, İstanbul, Arıkan, 2007, s.436.

18 G.R. Ferris, v.d., "Perceptions of Organizational Politics Prediction, Stress-Related Implications and Outcomes", *Human Relations*, Vol.49, No.2, 1996, s. 235.

taktikleri olarak ele alırlarken bazısı eşitlik ve adalet duyguları olarak ele almaktadırlar<sup>19</sup>. Politik davranış her işyerinde ve her kademedede bulunan bir davranıştır fakat anlaşılması zordur.<sup>20</sup> Aslında anlaşılmasının zorluğu örgüt içi politika konusundaki kavram karmaşasından kaynaklanmaktadır. Örgütlerin rasyonel bakış açısı modelinin tersine politik bakış açısı, örgütlerin doğası gereği politik arenalar olduğunu ve insanların rasyonel yaklaşımlarla açıklanamayacak şekilde davrandıklarını vurgulamaktadır<sup>21</sup>.

Örgütsel politika makro ve mikro olmak üzere ikiye ayrılabilir. Örgütlerin makro politikaları örgüt ile dış sosyal ve politika sistemleriyle olan etkileşimi ve ilişkileri olarak kabul edilirken, mikro politikaları örgüt içindeki politik uygulamalardır. Mikro politikaları tanımlamada üç belirleyici kıstas konusunda anlaşılmalıdır.<sup>22</sup> Bunlardan birincisi politik davranışın etkileme davranışlarıyla bağlantısının olduğudur. İkincisi ise politikanın hep gücün kullanımı ile bağdaştırılmasıdır. Örneğin Pfeffer,<sup>23</sup> politikayı gücün kullanımı olarak tanımlayanlardan birisidir. Örgütlerin mikro politikalarını tanımlamadaki üçüncü kıstas ise çatışma durumlarıdır. Bu kıstasa göre örgütsel politika çatışma veya potansiyel çatışma durumlarında ortaya çıkmaktadır. Taraflar farkında olsun olmasın çatışma, tüm politik durumlarda var olan bir olgudur.

Gandz ve Murray de işyeri politikasıyla ilgili olarak iki kavramsal yaklaşım getirmişlerdir. Birincisinde örgütsel politika, birtakım eylem planları ve kararları veya yönetim dengelemesi etrafında bir güç kullanımı ile tanımlanmıştır. İkinci kategoride ise bu yazarlar gibi örgütsel politikayı genellikle kişinin kendi kendisine hizmet ettiği, örgütsel açıdan etkili olmayan davranışlar olarak tanımlamışlardır.<sup>24</sup>

Farklı örgüt içi politika tanımları şu şekildedir:

- Örgüt içi politika, örgüt içindeki bireyler tarafından alınan aksiyonlardır<sup>25</sup>

19 J. Pfeffer, **Managing with Power: Politics and Influence in Organizations**, Boston, MA, Harvard Business School Press, 1992, s.15.

20 R. S. Cropanzano, K. M. Kacmar, **Organizational Politics, Justice and Support: Managing the Social Climate of the Workplace**, USA, Quorum Boks, 1995, s. 39-40.

21 G. R. Ferris, G. S. Russ, P.M. Fandt, "Politics in Organizations", Ed. by., R.A. Giacalone, P. Rosenfeld, **Impression Management in the Organization**, CA, Sage, 1989, s.163.

22 J. Gunn, S. Chen, "A Micro-Political Perspective of Strategic Management", **Handbook of Organizational Politics**, Ed. by., Eran Vigoda-Gadot, Amos Drory, UK, Edward Elgar Publishing, 2006, s.212.

23 Pfeffer, a.g.e., s.5.

24 J. Gandz, V. V. Murray, "The Experience of Workplace Politics", **Academy of Management Journal**, Vol. 23, No.2, 1980, s. 237.

25 B. T. Mayes, R. W. Allen, "Toward a Definition of Organizational Politics", **The Academy of Management Review**, Vol. 2, No.4, 1977, s.675.