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THE EFFECT OF FLEXIBLE WORKING ON THE PSYCHOLOGICAL
CONTRACT

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The Effect of Flexible Working on the Psychological Contract

Esnek Çalışmanın Psikolojik Sözleşme Üzerindeki Etkileri

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ABSTRACT

Although full-time work is at the center of business life, companies can apply flexible working types as a job requirement. Flexible working is considered different from full-time working, but it also finds its place in full-time working in various ways. Working from home, remote working, or hybrid working types, frequently used in full-time working with the pandemic process, can be given as examples. Despite the different ways of working, there are unwritten psychological contracts between the employee and the employer consisting of mutual expectations. These contracts may differ according to the working method and when the working conditions or models change. While transactional psychological contracts come to the fore in short-term flexible working forms, relational psychological contracts predominate in long-term full-time working styles. Since psychological contracts consist of unwritten expectations, they have a structure that can change with expectations. Therefore, changes in business life make it possible to switch from one psychological contract to another. It has been revealed that while companies manage change, giving importance to mutual communication and trust can prevent psychological contract changes or violations.

ÖZET

Tam zamanlı çalışma iş hayatının merkezinde yer alsa da şirketler işin gereği olarak esnek çalışma tipleri uygulayabilmektedir. Esnek çalışma tam zamanlı çalışmadan farklı düşünülür ancak çeşitli şekillerle tam zamanlı çalışma içinde de kendine yer bulmaktadır. Pandemi süreciyle birlikte tam zamanlı çalışma içinde sıklıkla kullanılmaya başlayan evden çalışma, uzaktan çalışma veya hybrid çalışma türleri buna örnek olarak verilebilir. Farklılaşan çalışma şekillerine rağmen çalışan ve işveren arasında yazılı olmayan ve karşılıklı beklentilerden oluşan psikolojik sözleşmeler vardır. Bu sözleşmeler çalışma şekillerine göre farklılaşabildiği gibi çalışma şartları veya modelleri değiştiğinde de değişebilmektedir. Kısa süreli esnek çalışma şekillerinde işlemsel psikolojik sözleşmeler ön plana çıkarken uzun dönemli olan tam zamanlı çalışma şekillerinde ilişkisel psikolojik sözleşmeler ağır basmaktadır. Psikolojik sözleşmeler yazılı olmayan beklentilerden oluştuğundan beklentilerin değişmesi ile değişebilen yapıdadır. Bununla birlikte iş hayatında gerçekleşen değişimler bir psikolojik sözleşmeden diğerine geçişi mümkün kılmaktadır. Şirketlerin değişimi yönetirken, karşılıklı iletişim ve güvene önem vermesi psikolojik sözleşme değişiklikleri veya ihlallerini önleyebildiği ortaya çıkmıştır.

INTRODUCTION

Flexible working concepts appear in different categories in the literature. While the images of internal flexibility reflecting the core workforce and external flexibility reflecting the environmental workforce are used, the concepts of numerical flexibility expressing employment forms and supply and structural flexibility explaining the flexibility in business and production systems are also used (Parlak & Özdemir, 2012). Although it is said in different ways and grouped in different categories, flexible working emerges as a form of work outside full-time employment. Information and communication technologies transform business structures, and flexible working styles are needed in the globalized worklife (Parlak & Özdemir, 2012). In addition, with the last pandemic process, the concept of flexible working has started to appear as different working styles for full-time employees.

Regardless of the way of working and employment, there are mutual expectations between the employee and the employer, and the part of these expectations not included in the written contract is called the "Psychological Contract" (Cihangirođlu & Şahin, 2010). In the rapidly changing working life, organizations also undergo changes, and these employee-employer relations are affected by these changes, and this situation also affects the psychological contracts of the employees (Mutlucan, 2019).

It has been observed that there are few studies examining the effect of flexible working styles, which we encounter with different working conditions, on the psychological contract. This thesis aims to contribute to the literature with a study that includes the perspective of human resources managers.

CHAPTER 1

CONCEPT OF FLEXIBLE WORKING

1.1. Flexible Working

Flexible working, which differs from the traditional working order commonly encountered in working life, is seen as atypical work in the literature. Flexible working, defined from different perspectives, is a system that determines working conditions in line with needs within the framework of various legal instruments (Kaya & Doğan, 2016).

Production processes in the industrialization period; were shaped within the framework of the concepts of product unity supported by the ideas of time unity and space unity, which means that the employee develops the product at the same time and in the same place (Kaya & Doğan, 2016). The concept of flexibility, which is frequently needed, especially in periods of change, is based on changeability. Flexible working has an important place among the capitalist approaches that emerged with the transition of labor markets from the national level to the global level (Durucan, 2016).

There are different flexible working models in the academic literature. The model defined by Atkinson consists of four parts. External numerical flexibility includes methods that enable the employer to access the outside employee for as long as he needs instead of employing employees on an indefinite-term contract. Internal numerical flexibility (also known as working time flexibility) is the flexibility the employer achieves by reorganizing the working hours of its existing employees. Functional flexibility means employees with different qualifications are evaluated in different roles by the employer. Financial or wage flexibility is the employer's flexibility in terms of employee wages in parallel with the change in market conditions (Taşoğlu & Limoncuoğlu, 2010).

International Labour Organization (ILO) uses the following definition in its 1996 publications for flexible working models that vary in line with different needs:

“The term homework means work carried out by a person, to be referred to as a homemaker, in his or her home or other premises of his or her choice, other than the workplace of the employer; for remuneration; which results in a product or service as specified by the employer, irrespective of who provides the equipment, materials or other inputs used” (ILO, 1996, p.1).

The home-based working model, one of the flexible working models we encounter in various forms, is based on leaving the raw materials to the houses and receiving them for a fee after processing. From this point of view, it is mainly seen as providing production with women's labor (Kaya & Doğan, 2016). With the production of the capitalist system in different areas around the world, it used to be the way of working unskilled workers without specialization. Still, with the rapid introduction of technology into our lives, it has become to include different models covering many areas of expertise (Kaya & Doğan, 2016).

In addition, unlike temporary workers who work under flexible employment and whose contracts are flexible, there are various flexible working conditions, different from employment conditions, for workers who work full-time with indefinite-term agreements. Flexible working styles reveal the contribution of the workforce of different structures (women, the disabled, the elderly) to non-standard employment (Durucan, 2016).

Today, the working model, which we encounter as home/remote working, covers all employees, and due to the changing working patterns, it also includes the intellectual/service type productions realized by using technological tools other than raw materials and production and is carried out independently of the time/space unity.

However, while flexibility practices increase productivity and profitability on the employer side, they can eliminate the assurance by revealing

individualization independent from the institutional structure on the employee side (Durucan, 2016).

1.2. The Emergence and Development of Flexible Working

Since the mid-1970s, flexibility has been widely applied in most developed countries, large companies, and sectors, and the concept of flexibility has gained a much broader, widespread, and complex dimension. At the same time, working relations have also taken a new dimension. After the second half of the 20th century, the use of computers has become increasingly widespread in the industry and service sector with new technological developments. As a result of these developments, the form and place of current production and employee-employer relations have changed. In order to cope with increasing competition conditions, cyclical fluctuations, and supply-demand changes, new searches have been done. Thus, “flexibility” has emerged in working relations, and flexible working styles and durations have gained significant importance. The sector where flexible working practices are most appropriate and standard is the service sector. As we move to the post-industrial society, the continuous growth of the service sector, while the labor force decreases in the industrial and agricultural sectors, has been an essential reason for flexible working and its spread (Yavuz, 1994).

1.2.1 Causes of Flexible Working

There are various reasons for the increase in flexible working practices. These are generally; It can be explained as globalization and competition, economic and technological developments, unemployment, and more women's participation in working life.

When the factor of globalization and competition is considered, it is necessary to explain the concept of globalization. Globalization is a concept

associated with the universal spread of economic, political, social, and cultural activities affecting individuals and communities (Serbes, 2019). Globalization and competition are important reasons for flexibility in the economy, with the crossing of national borders and competition at an international level (Çelik, 2007).

The widespread use of flexible working practices reveals the necessity of employers and employees to protect their sustainability by adapting to the global competitive environment. Businesses that want to survive in the emerging competitive environment must adapt to globalization. Only in this way companies that can adapt to globalization can maintain their existence today. On the other hand, employees can devote more time to their private lives when they can do their jobs in different environments thanks to flexible working practices (Kördeve, 2016).

From the point of view of economic developments, the 1970s Oil Crisis played a critical role in flexible working practices when flexible working started to be perceived as a measure to reduce unemployment by governments and increasing employment (Şahin, 2014). Parallel to these changes in the economic structure, flexible and efficient work practices at the international level with the intense competition occurred after the 1980s (Turan, 2005).

Businesses with no difficulty using flexible working practices that have an order in this regard can develop different methods when faced with a problem. This way, they can cope with undesirable situations more efficiently and adapt quickly to economic changes (Kördeve, 2016).

Technological developments are explained as another reason that has a significant impact on introducing flexible working practices into our lives. Today, the rapid growth of technology necessitates some changes in business life. Changes that directly affect employers and employees cause reshaping of working conditions. Especially with the increase in mechanization and computer use, the need for employees is decreasing (Turan, 2005). Technological developments, on the one hand, contribute to improving working conditions; on the other hand, they cause an increase in the unemployment rates of employees. However, at the same

time, it enables the use of flexible working practices with new working style options to solve the unemployment problem.

Unemployment is considered another important factor that causes flexible working practices. Unemployment is defined as “being unemployed, unable to find a job” (TDK, 2022) as a word, which is one of the essential causes of economic recession and leads to an increase in the use of flexible working practices. At the same time, the increase in the use of flexible working practices also causes unemployment. This situation creates a vicious circle in terms of flexible working. On the one hand, some businesses apply for flexible working to prevent unemployment; on the other hand, some enterprises cause unemployment with their flexible working practices. This situation does not affect the fact that unemployment and the quality of the labor force are among the reasons that reveal flexible working practices.

With the rapid development of technology in recent years, it is seen that new ways of working have emerged in many areas, from the management understanding of the enterprises to their competitiveness. Based on all these and similar reasons, various flexible working practices are being put forward and implemented day by day. In addition to the reasons for the emergence of flexible working practices, it is necessary to explain why businesses apply this working style. According to Kördeve (2016), the following factors are the primary reasons: minimizing costs, adapting to rapidly changing market conditions, reducing stocks, using the workforce efficiently, benefiting from different alternative staff for jobs that cannot be completed with full-time employment, using virtual workforce for jobs that can be done on the internet, in-service training, and all kinds of training activities can be done more efficiently. Flexible work also increases willingness and continuity to work, employee performance, and productivity by providing more comfortable working environments.

1.3 Flexible Working Types

Economic structural changes by the 1970s changed the employment structure and the qualification level of the workforce.

Just as there are workplaces where flexibility can be made in the working hours of the employees because they require fewer working hours or do not require continuity, in some workplaces, it is impossible to interrupt production, there is a requirement for continuity of production, and the continuity of production can be ensured by overtime or flexible working. The employer, who sees overtime as a high labor cost, prefers flexible working models in workplaces that are suitable for the job in question. Flexible working can generally be applied more healthily in positions where individual work is dominant.

1.3.1. Working Time Flexibility

Flexibility working may differ in duration, frequency, and incurrence from the full-time working system. It needs to be determined by the expectations of the employee and the employer with specific conditions (Sönmez, 2006). The flexibility of working hours does not mean a reduction. With flexibility in working time, it is aimed to remain within the framework of working time determined in the workplace, leaving the employee and employer free movement in terms of the length and arrangement of the work time. Thus, the employees can control their working hours (Sönmez, 2006).

1.3.2. Wage Flexibility

Wage flexibility is the freedom of enterprises to adjust their wage structure and level according to the employment market. Wage flexibility, which increases workers' performance by rewarding gifted workers, supports the application of

numerical and functional flexibility. In other words, wage flexibility is the application of different wage forms depending on individual and collective performance in order to motivate workers and to flexible labor costs. It can be applied with other criteria, such as being unionized and non-unionized. With the advent of wage flexibility, it is seen that businesses are based on the successful performance index. Efficiency, performance, and diversities have become the competencies that have gained importance with wage flexibility for businesses (Demir & Gerşil, 2008).

1.3.3 Functional Flexibility

Functional flexibility is also called “internal flexibility” (Okur, 2001). It is aimed at using the workforce in the most efficient and best way and to ensure that employees do not work in a single area but in all other areas where it is needed. In organizations where functional flexibility is targeted, people who can do multi-faceted work have priority in employment. This can happen in two ways: firstly, in the recruitment procedure, it should be checked that the individual can take responsibility for more than one position belonging to that organization; or by giving importance to practices such as training and rotation in the organization, the competencies of the existing workforce should be increased (Taşoğlu & Limoncuoğlu, 2010).

1.3.4. Numerical Flexibility

Numerical flexibility is also called “external flexibility” or “employment flexibility”. While employees in functional flexibility are regularly present within the organization, some employment in numerical flexibility is outsourced. In numerical flexibility, the number of employees and the amount of wages earned by employees varies depending on the fluctuations in demand. In numerical flexibility, together with the external fulfillment of the need, employee transfer is provided to

the organization depending on the employment contract with subcontractors or similar practices (Çelenk, 2008); the applicability of flexibility will be high.

1.4 Flexible Working Models

1.4.1 Part-time Work

"Part-time work" is one of the oldest types of flexible employment, but it is the most widely known. Part-time work, whose importance has increased with the development of the services sector, has become one of the most common types of flexible work today (Branine, 2003). Part-time work, which mainly consists of women who are young and nearing retirement, is also preferred by young people who want to continue their education life, the elderly who cannot work full-time, and those who do not wish to make a career (Kerka, 1990). Over time, the increase in the number of part-time workers and the need for these people have changed the perspective, and part-time working, which was first seen in jobs requiring low wages and qualifications, has become widespread in management jobs requiring more technical expertise (Fernández-Macías & Bustillo Llorente, 2009). Part-time work, primarily seen in the service sector, is also practiced in our country, in workplaces open until late hours, such as supermarkets, cleaning, hotels, stores, and health services (Yavuz, 1994).

1.4.2 Telework

Although teleworking is a working at home, its history does not go back to home working. It is a working method that has gained popularity, especially in recent years. In teleworking, unlike working at home, the working system relies heavily on wireless communication techniques. In teleworking, the individual goes

to the workplace when necessary. The majority of the work has a traveling nature (Tunçer, 2012).

Technological innovations and the oil crisis effectively increased the share of teleworking, previously preferred by female workers, in labor force employment (Di Martino & Wirth, 1990). Factors such as providing new job opportunities and enabling work to be done away from the center were among the factors that contributed to the spread of teleworking (Soysal, 2006). This way of working, which has emerged as an alternative way of working with technological developments and the increase in the use of information technologies, has begun to be seen, especially in sectors where information technologies are used extensively (Baruch, 2001). In addition, this type of employment has led to the emergence of many different types of work with the increase in technology (Humphreys, Fleming, & O'Donnell, 2000).

1.4.3 Home Based Work

Although the emergence of this employment model, whose historical development dates back to the pre-industrial revolution, working at home in today's sense started with the emergence of the factory industry with the industrial revolution and has continued until today. With innovations in the technological field and the spread of the service sector, it has turned into forms such as telework over time. Homework, previously seen in the industrial sector, has started to be seen in this sector with the spread of the service sector.

Working at home has become more common, especially with the rapid developments in information and communication technologies and the independence of work from time and place (Newberry & Bosworth, 2010). The need to move away from standard working conditions and a standard structure to eliminate the necessity of carrying out some work from the workplace through communication and transportation technologies and to minimize the cost has increased the interest in working at home. In the form of working at home, The

employer supplies the intermediate products and necessary materials on which the worker will work, and the worker does his work at home according to the employer's instructions. As a result of the significant development in technology, the scope of working from home has changed with the use of communication opportunities with computers and other technological devices, and "telework", another flexible working type, has emerged.

1.4.4 Working On-Call

On-call work is also expressed as the employee's participation in this process when needed in the production process during the working period determined by the employee and the employer. In other words, on-call work is defined as the employee's coming to the workplace to work upon being called by the employer, according to the previous service contract. In this employment model, there is a condition to be called to start work (Yavuz, 1994).

On-call work takes place in two ways. The employee's work is by invitation, and the authority is with the employer. The difference between the two is in the way working hours are determined. At first, the worker and the employer determine the time by agreement in advance; while the worker knows how long he will work, he does not know when. On the other, the employer decides when and how long to work. With this type of employment, workers are not laid off by reducing their working hours during periods of stagnation and low demand, whereas working hours are increased during periods of increased demand. With on-call applications, businesses can adapt to sudden demand changes while reducing costs (Yavuz, 1994).

1.4.5. Short Working

Short working time is when the weekly working time in the workplace is temporarily reduced by at least one-third (Önsal, 2012). Short-time work was

introduced to reduce the drawbacks of unpaid leave applications made in the enterprise for different reasons (Zeytinoğlu, 2012). Short-time working is a concept that emerges in times of economic crisis. In these periods, employers may force employees to take unpaid leave or terminate their employment contracts and reduce the number of employees. During this period, a short-time working allowance is paid to the employee. Short-time working allowance is the payment made to the worker by unemployment insurance during the short-time working period. In both cases, the employee suffers loss and is deprived of wages.

1.4.6. Flexible Working During the Covid-19 Pandemic

The coronavirus epidemic has seriously affected not only the health of individuals but also the labor market and labor relations. States have taken various measures to mitigate the effects of the coronavirus epidemic on the economy and labor market. It can be said that flexible working systems have an essential place among the measures taken. According to the research by Brenan (2020) in the USA, the rate of people working from home increased by 39% in the March-April period when the coronavirus increased (Kara, 2020). According to a study, 54% of companies started implementing the remote working model for their head office workers in the first week of the epidemic. This rate increased to 94% in the third week of the epidemic; 59% of companies are considering continuing the remote working model after the epidemic process (Centel, 2020). During the fight against the coronavirus epidemic in France, companies that do not comply with the remote working system will be fined one thousand Euros per employee. It is stated that it will be mandatory for businesses with opportunity to work remotely at least three days a week for three weeks, while it is stated that suitable companies will be asked to increase this period to 4 days (Küçük, 2021). According to the study of Akbaş Tuna and Türkmendağ (2020) on white-collar employees, flexible working models such as remote working and working from home have gained importance to reduce both the negative impact of the coronavirus pandemic on public health and the

negative impact of the pandemic on the economy. Work-from-home experience and employees' readiness to work from home, etc., factors affect the working conditions of employees at home. Working at home makes employees less likely to catch the coronavirus.

1.4.7. Other Flexible Working Models

a) Compressed (Condensed) Work: When the literature is examined, this work system is defined as a compressed work week or a concentrated work week. A concentrated work week is defined as using the remaining days as vacation or leave by compressing the compulsory weekly working days into 3-4 days without reducing the weekly working hours (Çelenk & Atmaca, 2010).

b) Job Sharing: Job sharing is when two or more employees work together. Employees determine the completion of the working period agreed with the employer among themselves (Zeytinoğlu, 2004). Wages, leave, bonuses, responsibilities, etc. Topics are divided among employees. Job sharing is a different dimension of part-time work. While the work done in a part-time job is short-term, it is the division of the full-shift work between two or more employees. As the advantage of the job-sharing system, the employer can perform a job by utilizing two employees' knowledge, experience, and skills. Thus, it can be said that the quality and productivity of the work increase while the errors decrease. The disadvantages of the job-sharing system are the difficulties in determining the working hours, communication, information transfer, and the increase in the number of claret red and contracts (Erdoğan & Öztürk, 2018).

c) Shift Work: There is more than one team in the shift work system. After working for a certain period, a team transfers its place to the other team so the

business can continue production without interruption for twenty-four hours (Bacak & Kazancı, 2014). It is arranged that at least three employee posts will be employed within a twenty-four-hour period in works carried out by working non-stop. However, it can be done in jobs related to private security, health services, and tourism, and in sub-employers operating in these areas, as two posts in twenty-four hours. Children and young employees who have not completed the age of 18 cannot be employed in employee posts that fall between 20:00 and 6:00. In jobs that work day and night on a rotating basis, the employee who works at night for a maximum of one work week is arranged to work during the day for the following second work week. The employee cannot work without resting for eleven hours in these changes.

1.5 Benefits and Damages of Flexible Working

Employees consider flexible working as the forms of work they apply to adapt their work life to their own lives. Some workers, who want to adjust their work life to their personal preferences, are searching for working styles suitable for their private lives. Different approaches to educational needs, family needs, and retirement periods lead to the emergence of various forms of employment for employees. Today, flexible working hours can meet the demands of employees to have a more significant say in the use of their time. Increasing the possibility of control over their time and reducing the stress caused by having to comply with a fixed time will enable employees to fully use their physical and mental capacities and facilitate their finding meaning in their work. In addition, the times when people are productive differ from person to person; in other words, their biological time varies according to their psychological state and needs.

On the other hand, providing the employees with the opportunity to make choices during commute hours is perceived as an arrangement that shows that the management values the employee and his family, as it helps the employee maintain work-life and work-family balance, and this situation increases the trust and loyalty

of individuals to their managers and organizations. can make an impact. It has been determined that the employees' loyalty and commitment increase, their morale increases, and the turnover rate decreases in workplaces that provide flexibility in working hours.

Employees will want to continue working in businesses with practices and policies that respond to their preferences and needs. In this way, the employer; It will be able to retain and influence the skilled workforce, and also attract the qualified workforce from outside. In this way, for the employer, the loss of time and costs to find a replacement for the employee and to train them will be reduced. As a natural result of the productive work of the workers, An increase in the employer's profitability is expected. In addition, thanks to these working models that minimize (sometimes even eliminate) overtime work, employers will not be paid additional wages arising from overwork, so labor costs will be minimized, and profitability will increase.

Contrary to the positive effects mentioned above, flexible working practices can negatively impact employees. For example, experiencing a conflict with other colleagues regarding work hours or a decrease in sharing due to not being in the same environment at the same time may damage interpersonal relations in the workplace, which may negatively affect the attitude towards work and the organization. The fact that part-time employees receive lower wages than full-time employees and have less job security may cause them to have negative feelings toward their work, organization, and management. However, the thought of doing unimportant work and the difficulties experienced in establishing relationships with colleagues due to being at the workplace for a short time can be considered as other negative aspects of part-time work.

The negative side of the flexible working system for the employer; it generally focuses on the expenses incurred in connection with the prolongation of the operating period of the enterprise. In home working or remote working systems, extra costs such as software, hardware, and security may arise in the workplace. Teleworking applications that provide space flexibility are; It makes labor control,

which is important for companies, very difficult because the employees are spread over a very wide area, and these employees may experience problems related to coordination, motivation, communication with them, and ensuring their loyalty to the company. Some applications of teleworking cause individualization of employees and increase solidarity.

CHAPTER 2

PSYCHOLOGICAL CONTRACT

2.1 History of The Psychological Contract

The research carried out for the correct and effective use of human resources in the organization has brought different and current concepts to management, and classical approaches have developed in the following process. The psychological contract that defines the mutual obligations and expectations between the employee and the manager is among these concepts. Although the psychological contract was included in organizational behavior in the 1980s, various theories explain the concept and form its basis. Expert Chris Argyris first discussed the human dimension in management science in the 1960s. Argyris's work titled "Integrating the Individual and the Organization", published in 1964 to understand the human being, is the first concrete study that examines the relations between the individual and the organization and lays the foundations of the psychological contract (Smithson & Lewis, 2004). In this study, Argyris has created a radical change in the view of managers towards their employees by predicting that relations outside of official contracts are also crucial for increasing the performance of employees. Argyris stated that adequately paid employees with job security should be left alone to improve their performance (Mimaroğlu, 2008). Argyris (1960) used the concept to clarify the relations between the employee and the manager. They defined it as a written and informal agreement between two or more people that allows them to take action to respect each other's rules (Anderson & Schalk, 1998).

2.2 Main Features of The Psychological Contract

The psychological contract deals with fulfilling expectations and responsibilities between the organization and its employees. The difference from official contracts is that they are not written, they are not expressed clearly, only implied, and mutual expectations are hoped to be fulfilled. Psychological contracts are the formations that emerge to eliminate the negativities faced by organizations and employees.

In the psychological contract, expectations or obligations are not clearly expressed in words or writing. The psychological contract is based on individual perceptions. In a psychological contract, the parties are mutually dependent on each other. The parties mutually establish psychological distances between them. Psychological contracts are inherently dynamic (Rousseau, 2004).

Psychological contracts can be affected by many factors. It is in a constant state of change. People's experiences, relationships, and personal perceptions shape the psychological contract. Although it consists of mutual expectations and beliefs, the views of the organization and employees about the psychological contract may differ. Since it is based on personal perception, there may be differences in the way individuals perceive the psychological contract (Topaloğlu & Arastaman, 2016). The formation of a psychological contract can begin before the person even starts working in the organization, even before a job interview.

The organization determines the employee qualifications and the gains to be obtained from the organization. Thus, the psychological contract between the organization and the employee is formed. Employees who see the organization they work for as a step towards achieving their next goal evaluate the psychological contract as functional. The employee who plans to work in the organization long-term evaluates it with the work. Employees' perspectives on the psychological contract largely depend on their personality structure. Studies that give importance to material gains look at the psychological contract from a functional point of view.

Those who prioritize happiness and emotions in business life look at the psychological contract from a relational perspective (Rousseau, 2004). For the psychological contract to be formed, a certain degree of personal freedom and social commitment must be present in the organization and its employees. The parties have dependencies and responsibilities towards each other. Although psychological contracts are informal and completely dependent on personal perceptions, they greatly influence human behavior.

The perception of balance can also be mentioned in the psychological contract. Employees work more efficiently against the opportunities offered by the organization. It adopts the organization and does its part best for the organization to achieve its goals (Aslanov, 2019). Each employee has a psychological contract. For this reason, it is not possible to talk about a generally accepted psychological contract. Even in the same organization, psychological contracts may differ according to the people, time, nature of the job, and the level of knowledge, skills, and abilities required (Dikili & Bayraktaroğlu, 2013). It can be said that psychological contract violations between the organization and employees are more common during organizational changes. It is possible to experience some changes and disruptions in matters such as job security, career opportunities, wages, communication, human resources, and the general functioning of the organization (Smissen, Schalk, & Freese, 2013).

2.3 Types of Psychological Contracts

Since employees go through different career stages throughout their working lives, there may be differences between the expectations and behavior

patterns of the employees. Depending on these differences, types of psychological contracts are formed.

2.3.1 Transactional Psychological Contract

Transactional psychological contracts cover specific issues that are valid between the organization and its employees over a period of time. These contracts are short-term and economically based. If the employees believe that the expectations and obligations are expressed harshly and always consider the business relations a short-term process, this contract between the parties is considered transactional. The operational psychological contract can be evaluated from two different perspectives. The first can be defined as the employee's few, limited and reasonable obligations. Second, it is short-term (Dabos & Rousseau, 2004). Transactional contracts may have fixed expiration dates, be periodic, or be of several years. Expectations and obligations in these contracts are clearly and unequivocally determined. It has been observed that the conditions of the organizations in transactional contracts can change rapidly due to environmental effects. It isn't easy to discuss a guarantee regarding working conditions and forms. Uncertainty prevails in the contract conditions, and it can be said that the employee turnover rate is quite high in such contracts (George, 2009).

Employees in transactional contracts earn as a result of their performance and contribution to the organization. The employee obtains his place in the organization from his knowledge, skills, and abilities. As stated, in the case of operational contracts, the employee considers the organization as the place where they fulfill their job, and emotional responsibility and organizational commitment are limited. In these conditions, employees see it as a place where they earn economic income for a short time, depending on their economic conditions (Millward & Hopkins, 1998).

2.3.2 Relational Psychological Contract

Relational contracts cover a long-term employment relationship with significant expectations and capabilities for both organizations and employees. In the relational contract, besides the economic elements, there is an emotional and holistic structure. In this type of contract, fulfilling obligations and meeting expectations can be spread over long-term periods. Obligations or expectations are less clear and unambiguous than in the transactional contract, and the terms of the contract can easily change over time (Van Den Brande, Janssens, Sels, & Overlaet, 2002).

Relational psychological contracts are based on mutual trust and commitment. In this contract, the employee is obliged to work for a long time in the organization and to act under the requirements of the job, while the organization is obliged to provide satisfactory stable wages and long-term job security. The employee has obligations such as performing in line with the organization's goals, protecting the organization's values and showing loyalty and commitment to the organization. The organization has responsibilities such as meeting the economic expectations of the employee, a healthy work environment, job security, and good communication within the organization. Employees with a relational psychological contract may be willing to work harder than necessary in the organization's interests. It is not required to have only one of the transactional or relational contracts between the organization and the employee, a hybrid contract covering both contract conditions can also be created (Rousseau, 2001).

2.3.3 Balanced Psychological Contracts

It is seen as a type of contract that is formed by combining transactional and relational contracts. Obligations are clearly and comprehensibly stated in these contracts and include a long-term business relationship. Balanced psychological

contracts are more dynamic than relational contracts. The organization is obliged to recognize and provide opportunities for self-development and its employees to keep up with the developments. Employees are also obliged to develop themselves for their career goals and in line with the organization's interests. According to this contract, the parties mutually contribute to the development of the other party. An employee with a balanced psychological contract is focused on his job, able to perform in changing conditions, and ready to do more than necessary for the organization to achieve its goals and develop (Rousseau, 2001).

2.3.4 Transitional Psychological Contract

It has been observed that the contracting parties face various problems in such contracts. The short-term view of the business relationship of the organization, the lack of explanation of the concept of good performance, the rapid change in the conditions of the organization with the effect of external factors, the low organizational commitment, and the frequent personnel changes of the organization can be given as examples of these negativities. It would not be correct to discuss a psychological contract in this contract; it only includes temporary arrangements. These arrangements may arise where the contract between the parties is violated, mutual promises are not fulfilled, and some conditions are not met between the parties. Regulations, which are valid for short periods and where performance expectations are low, can generally be useful during the application and recruitment phases (Elsby, Hobijn, & Sahin, 2010).

2.4 The Psychological Contract in Flexible Work

The bureaucratic organizational structure, which dominates the traditional way of working, has allowed the employees to make legal contracts that enable

them to determine their present and future places. Since employees have rights such as job security, promotion opportunity, and salary increase, they have made contracts by ignoring bureaucratic pressures. However, besides the legal contract, some expectations are not stated in writing, based on the parties' perceptions, and are called psychological contracts (Doğan & Demiral, 2009).

When full-time work was dominant, it was easier to clearly define the expectations from the psychological and legal contracts (Mimaroglu, 2008). It is possible to state that the content of legal and psychological contracts varies according to the way of working. Research shows that the psychological contract substantially affects related outcomes in flexible workers than in full-time workers. For example, the fact that flexible workers think they are treated differently from full-time workers regarding their contributions and gains affects their expectations and perceptions from the psychological contract (Conway & Briner, 2002).

It has also been revealed that flexible workers are treated differently in terms of their work, earnings amount, the variety of tasks, autonomy, and development opportunities. For example, there is ample evidence that flexible workers within the same organization have unequal promotion and training opportunities compared to full-time workers. The expectation of extra work from flexible workers causes a perception that they make a different contribution in terms of effort than those who work full-time. This situation affects the psychological contract (Darden, McKee, & Hampton, 1993).

2.5 Organizational and Individual Factors Affecting Psychological Contract

Individual factors include employee education, personal development opportunities, performance management, and motivation.

Education level, which is one of the essential concepts affecting the psychological contract, is an important factor that changes the working age and

perspective of the working life of the employees. As the level increases, the expectations of the employee, the work environment and working hours change. For this reason, employees with a high level of education show some differences compared to employees with a low level (Güven, Bakan, & Yeşil, 2005). The opportunity for personal development, which is another important concept, is a factor that enables the employee to connect himself to the business and the organization if it is offered to the employees by the managers (Kıyık, 2011). Performance management, which affects the contract, includes determining the personal performance of employees and managers fairly, maximizing their performance for their motivation needs, and increasing organizational efficiency. The concept of motivation is a factor that enables employees to act efficiently and willingly in accordance with the objectives of the business. Today, it has become a common problem for organizations that the employees do not work sufficiently to fulfill the management's goals. The reason for this problem is seen as the fact that the employees cannot adequately meet the job requirements. The employee has to make an effort to reach the goal he aims, and the manager should do motivating studies for this effort. In summary, the motivation process for the manager is a kind of roadmap.

The organizational factors that are effective in forming psychological contracts are the applied management style, wage management, promotion status, organizational communication, and organizational justice. The first of the factors, the management style, includes that the pressure on the employees should be reduced to increase their satisfaction and that the managers should take a participatory and guiding role (Bozkurt & Bozkurt, 2008). The effective functioning of wage management in the institution, another factor, affects the increase in job performance, job satisfaction, and success of the employee, and the provision of a fair working environment. If the business wants its employees to work efficiently, it should pay attention to the justice of wages (Bozkurt & Bozkurt, 2008). The promotion factor affecting the contract provides the formation of beliefs about the responsibilities and expectations that make up the

content of the contract. The seniority, which increases depending on the experience gained by the employee by working for a long time in the enterprise, increases his contributions to the enterprise and subsequently his expectations (Rousseau, 1989). The fact that the company implements the promotion system fairly will increase the career opportunity of the employee and ensure his commitment to the business (Bozkurt & Bozkurt, 2008). Communication, which forms the main structure of the social and organizational structure and enables to establish of relations between individuals, groups, and institutions, is another factor affecting the psychological contract. The communication factor, which is of great organizational importance, is a phenomenon that provides in-house integrity. Organizational justice, which is the last of the factors affecting the psychological contract, is a factor that can be achieved as long as the understanding of justice between the manager and the employees is at the same level. Organizational justice in an enterprise is a factor that positively affects the formation of the psychological contract.

2.6 Violation of The Psychological Contract

The psychological contract is the perception that the organization and people come together with an appropriate employment relationship agreement and that the organization and employees have mutual obligations, unwritten, based on individual perceptions and unspoken expectations. Compliance with the psychological contract expresses how the contracting parties fulfill what they promised to the other party (Lynn, 2002). A psychological contract breach is the failure of two or only one of the contracting parties to fulfill their promises and obligations. Violation is the cognitive and mental calculation of the promises and beliefs by the parties. A psychological contract breach is the organization's indifference to employee performance and effort. When the employee realizes this violation, he may enter into an emotional state of frustration and anger. In such a situation, the performance of the employee decreases, he makes less effort, and when there is no solution, the employee may even consider quitting the job

(Morrison, 1997). Psychological contract violation is not just about the organization not fulfilling its promises or not meeting the employees' expectations. The employee can perceive a psychological contract violation according to the way of socially interpreting the organizational attitudes and behaviors. This reveals that the psychological contract violation has a social and psychological aspect, apart from the employment relationship. The psychological and social aspect of the contract is related to the feeling of mutual trust. In psychology, trust is of great importance in interpreting social behavior and situations by the parties. The trust of the parties towards each other directly affects the dimension of the perception of psychological contract violation (Demirkasımoğlu, 2012). A psychological contract breach can generally be expressed as a conscious experience of the employee's perceptions regarding the degree of fulfillment of psychological contract conditions. If the psychological contract conditions are not fulfilled, psychological contract violation occurs.

CHAPTER 3

METHODS

3.1. Research Approach

The current thesis is secondary research that examines the effect of flexible working practices on psychological contracts within the framework of interviews with HR managers. The data collected during the "Flexible Work Management System Development Project: Supporting Standards and Practices for Business Continuity and Employee Psychological Well-being" was used. The current thesis advisor (İdil IŞIK) was the lead researcher of this six-month project supported by TUBITAK (July 2020-December 2020). For the present thesis, 28 interview records with participants from companies' HR departments were used, and the coding was deductively based on "The Effect of Flexible Working on Psychological Contract". Each interview was numbered from C.1 to C.28 to ensure confidentiality. The segments were tagged accordingly. In addition, the interviews used in the qualitative phase were stored on a computer that only I can access, and only the thesis supervisor can access it when necessary.

3.2. Participants

Participants have at least one year of experience in the company they work for; 61% of the human resources managers participating in the research are women, and 39% are men.

3.3. Data Analysis

Qualitative data analysis of the deciphered files was done with the Inductive Qualitative Content Analysis technique using the MAXQDA20 program. In this context, the first interview was coded from flexible working and psychological contract perspectives. Thus emerged a "code system" in the first interview. This coding system prepared by the researcher created a "deductive" framework in the coding of the second interview. The coding processes of the interviews were carried out gradually.

The data used as a source were collected during the pandemic period. Expressions specific to this period were coded under "Pandemic".

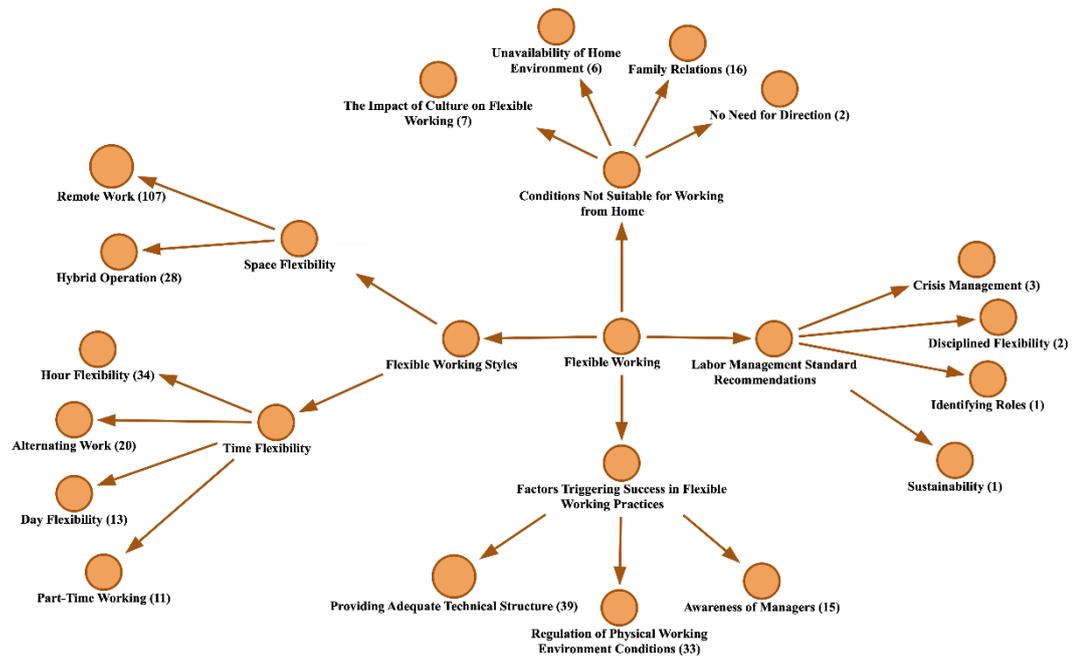
CHAPTER 4

RESULTS

4.1. Flexible Working

Four categories emerged under the flexible working theme, the first theme discussed within the scope of the research. These are; flexible working styles, labor management standard recommendations, conditions not suitable for working from home, and factors triggering success in flexible working practices.

Figure 4. 1. Concept Map of Flexible Working Theme



4.1.1. Flexible Working Styles

Two codes were created for the flexible working styles category, the first category discussed within the flexible working theme. These are; time flexibility and space flexibility.

4.1.1.1. Time Flexibility

Time flexibility is further divided into four separate subcodes. These are; hour flexibility, alternating work, day flexibility, and part-time working.

a) Hour flexibility

Participants usually talked about they have some hourly flexibility. On the subject, participants mentioned the following:

“Either we are an office with nine-five and a half employees, but we're throwing out our employees. You know, he can come at ten and leave at half past six, or he can come earlier and leave earlier. You know, we don't have such a clock tracking system, or they could work from home because I would work from home today. Therefore, in that sense, we said that you can continue that flexibility.” (C.5, L.19)

“Flexible working hours was also a method we used before Covid. We also continued the practice of flexible working hours.” (C.9, L.8)

b) Alternating work

Participants also mentioned that they work alternately with other employees. On the subject, participants mentioned the following:

“Friends in production also went to the office alternately. Here are two of them one day, two of them one day.” (C.9, L.8)

“One of them, we switched to a shift system in the white collar to reduce the workload in the offices.” (C.13, L.4)

c) Day flexibility

Participants mentioned that they also have day flexibility. On the subject, participants mentioned the following:

“Along with that, maybe we are considering models such as working from the office two days a week and working from home three days a week.” (C.9, L.64)

“Normally we had sent her to come here a few days a week where she/he would come ten days a month.” (C.18, L.32)

d) Part-time working

Participants mentioned about the part-time working. On the subject, participants mentioned the following:

“We benefited from short work in April, May, June, July, and August. After this August, our short work in September, October, November, and December is over. Within the framework of the agreement reached with the union, we completed the short work by applying a certain reduction in wages and discounts at different rates to different levels. We are 100% working.” (C.47, L.2)

“Both short-term work within the framework of the possibilities provided by the state.” (C.47, L.2)

4.1.1.2. Space Flexibility

Space flexibility is further divided into two separate subcodes. These are; remote work and hybrid operation.

a) Remote work

Participants talked about their remote and online work styles. On the subject, participants mentioned the following:

“On the other hand, we have made our friends who are still working, whose intensity is increasing, and who need to be assigned periodically to work remotely/from home.” (C.2, L.20)

“But my feeling is that this is no longer a symbolic thing, but rather that the offices are really getting thinner, the offices are getting smaller over time, the business is running independently from the office and the way we need to go in terms of workability, we need to show that we can work remotely for a minimum of one week or ten days a month.” (C.2, L.32)

b) Hybrid operation

Participants also mentioned that they work both remotely and face-to-face. On the subject, participants mentioned the following:

“You know, if there is a business requirement, he has to come to the office to come to the office. But we do not say come full-time. We try to minimize it, we determine the frequency of arrival.” (C.3, L.59)

“50 percent yes, we work alternately, so if there are four people in a team, two of them come for a week, to give an example. Two of them come next week, each team hits that number.” (C.17, L.16)

4.1.2. Labor Management Standard Recommendations

Four codes were created for the labor-management standard recommendations category, which is the second category discussed within the flexible working theme. These are; crisis management, disciplined flexibility, identifying roles, and sustainability.

a) Crisis management

They mentioned that they had created a plan for crisis management. On the subject, participants mentioned the following:

“Yes, the standard is now a framework, a policy. It is also beneficial to have something at a high level because the pandemic has now brought this into the life of almost all sectors of the company, and this should continue. In other words, independent from the pandemic, possible sustainability, being able to react more quickly to such crises, ensuring a better balance of work and private life by considering employee loyalty motivation.” (C.2, L.61)

b) Disciplined flexibility

The participants mentioned that they adopted the flexible working logic in a disciplined way. On the subject, participants mentioned the following:

“I think flexibility, a little more disciplined flexibility.” (C.3, L.44)

c) Identifying roles

Participants also mentioned that they need to determine roles suitable for flexible working. On the subject, participants mentioned the following:

“Technical requirements should definitely take place. This model needs to be defined very well for flexible working, remote working, and similar jobs. Information on how to make these definitions is required. Which roles are suitable for this, and which are not? Yes, flexible working is an appropriate role, as it can be evaluated in such a way that it will not be open to discussion, and it is supported by very concrete arguments, not personal comments. No, it is not. First of all, both companies need it. Both employees and managers need to hear and see this. Afterward, they can work remotely and work flexibly. The only requirements are remote work on a laptop only, suitable

hardware, software, and anything else that can be provided to the employee.” (C.2, L63)

d) Sustainability

Participants talked about sustainability in the pandemic and about flexible working. On the subject, participants mentioned the following:

“Yes, the standard is now a framework, a policy; it is also beneficial to have something at a high level because the pandemic has brought this into the life of almost all sectors of the company, which should continue. In other words, independent from the pandemic, possible sustainability, being able to react more quickly to such crises, ensuring a better balance of work and private life by considering employee loyalty motivation.” (C.2, L.61)

4.1.3. Conditions Not Suitable for Working from Home

Four codes were created for the conditions not suitable for working from home category, which is the third category discussed within the flexible working theme. These are; family relations, the impact of culture on flexible working, the unavailability of the home environment, and no need for direction.

a) Family relations

Participants mentioned that family relationships and family life significantly affect working from home. On the subject, participants mentioned the following:

“Because, as I said, there are children with different responsibilities at home but not at school. She wants to take care of the child. My mother is uncomfortable. It is not possible to run a business with a three-year-old at the same time.” (C.2, L.51)

“Personal needs are very important; for example, I have two children, I take them somewhere in the morning, or my wife works far away, and I have to stay at home.” (C.3, L.60)

b) The impact of culture on flexible working

Participants talked about the effect of some cultural factors on working from home. On the subject, participants mentioned the following:

“Well, in some places, but different than that, it is something related to culture. Some standards may need to be introduced. So what we experience is, as I said, between the employee and the manager.” (C.5, L.50)

“I think the decision mechanism is complete. I think it has to do with culture. This is our culture, but the companies of my different friends are not like that.” (C.17, L.50)

c) Unavailability of the home environment

Participants mentioned that their home environment is not suitable for working from home. On the subject, participants mentioned the following:

“Especially, for example, two of my friends want to come a full time this month in August. What difficulties does this have now, we may not all have a working environment at home.” (C.17, L.18)

“Only things can happen, for example, ergonomic problems. Everyone misses their seat in the office. Not everyone can have a suitable working environment at home. There is some feedback about this, but in terms of normal productivity, no problem has come up.” (C.38, L.33)

d) No need for direction

Participants mentioned that employees need guidance during the pandemic period, but this is optional in face-to-face work. On the subject, participants mentioned the following:

“Well, as I said, the employee must also have a certain level of confidence in terms of being able to plan himself, with a sense of responsibility, self-discipline, and self-control. That's why I advise having an anti-E trial before the case for new employees and a trial that lasts like six months.” (C.2, L.58)

4.1.4. Factors Triggering Success in Flexible Working Practices

Three codes were created for the factors triggering success in the flexible working practices category, which is the last category discussed within the flexible working theme. These are; providing adequate technical structure, regulation of physical working environment conditions, and managers' awareness.

a) Providing adequate technical structure

The participants mentioned that the necessary hardware and technological infrastructure are provided. On the subject, participants mentioned the following:

“The third hurdle is technical infrastructure. We have never felt this, but weak companies are working on guard duty. Because when everyone works, the system does not remove it. I don't feel any lack of it. I also work from Sapanca, but the presence of technical infrastructure is very important.” (C.31 L.34)

“Setting up a data thing. Because everyone works there individually, data loss may occur, communication breakdown may occur.” (C.9, L.68)

b) Regulation of physical working environment conditions

Participants mentioned that they work better when a suitable working environment is provided. On the subject, participants mentioned the following:

“Apart from that, of course, we have taken steps regarding how to support our employees in an ergonomic sense regarding working from home. For those who want office chairs, we sent them home.” (C.5, L.12)

“Well, not everyone may have a room reserved for them to study, and there may also be a working mother with her two-year-old baby in the living room. Well, it is very important to create an environment that will understand, listen, and most importantly, listen to this situation between the manager and the employee.” (C.5, L.47)

c) Awareness of managers

Participants also mentioned that top managers should be made aware. On the subject, participants mentioned the following:

“Of course, it is delightful to explain this very well, starting from the top executive management to the executive level who manages the smallest team, and raising awareness of how teams can be managed remotely.” (C.2, L.25)

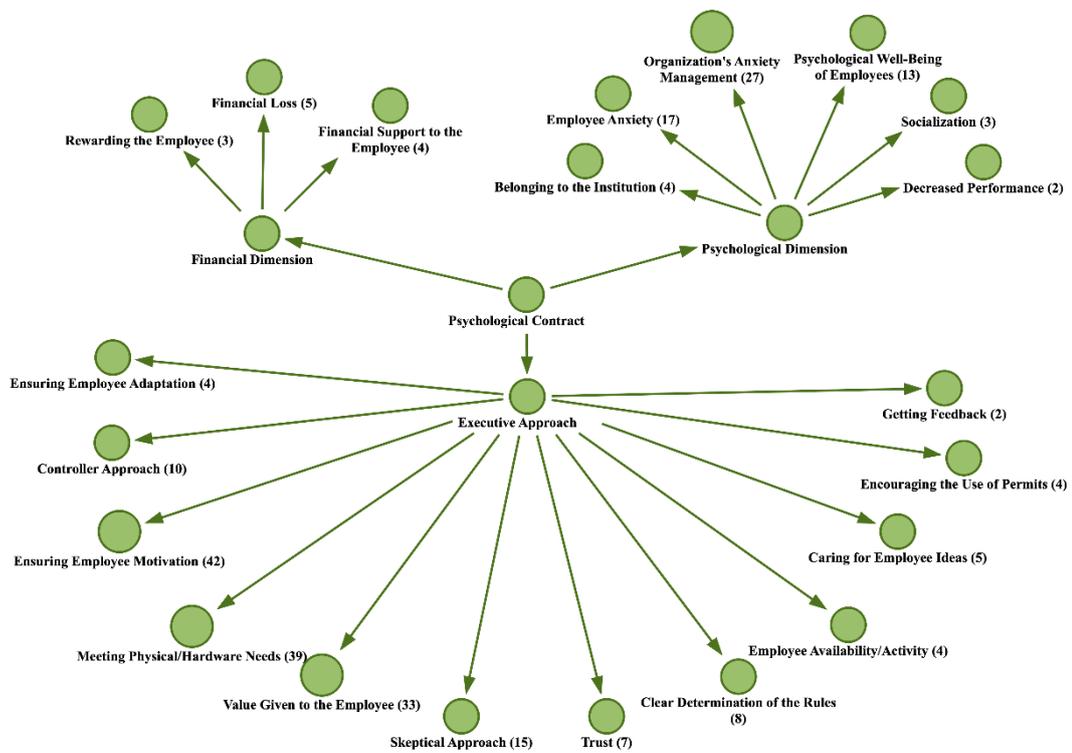
“We gave training on the system of short working. Well, it's about how they should be followed, what their feelings are from us, how they should report when they have a report.” (C.16, L.29)

The theme of flexible working was examined according to the participants. Accordingly, participant statements focused on the codes of remote work, hour flexibility, and providing adequate technical structure.

4.2. Psychological Contract

Three categories were created for the Psychological Contract theme, the last theme discussed within the scope of the research. These are; the executive approach, financial dimension, and psychological dimension.

Figure 4. 2. Concept Map of Psychological Contract Theme



4.2.1. Psychological Dimension

Six codes were created for the psychological dimension category, which is the first category discussed within the flexible working theme. These; the organization's anxiety management, employee anxiety, psychological well-being of employees, belonging to the institution, socialization, and decreased performance.

a) Organization's anxiety management

The participants mentioned that the company is conducting some studies to reduce employee concerns. On the subject, participants mentioned the following:

“Psychologically, our employees created an atmosphere of panic. We kept the panic atmosphere to a minimum, gave some information, and took precautions that showed that this incident was under our control. We have done motivational activities. Now we have shared it with them to manage the psychological aspect of this business.” (C.13, L.44)

“We did not provide psychologist support, but if such a need arises, we will support it. Let me tell you; we are in very close contact. Who has a problem, whose family has a risk of such a case even from a distance? We are following what is going on. Therefore, if you are experiencing extra difficulty in this period, please go; you know, it is a period where head permissions are given abundantly, such as two days away. The current priority is to take care of your family; we can do this because we can touch everyone.” (C.36, L.36)

“We have these well-being sessions that we especially want the whole company to attend, such as how our psychologists come, how you feel better while working from home, what you should do.” (C.51, L.39)

b) Employee's anxiety

Participants mentioned that employees have concerns about the pandemic and the new working system. On the subject, participants mentioned the following:

“You have friends who haven't been to the office for four months. After a while, something happens, so it's like it will always go on like this. Worries about job security that will never return to normal are going wrong, so how will it happen without ever going

to this? Does it happen from afar or not? Worries about when we will return.” (C.2, L.48)

“The only problem is staying at home all the time, like the depression caused by being at home all the time, as everyone experiences, and not being able to meet with friends and acquaintances outside. General complaints were about not being able to eat at a nice restaurant, but there is nothing about the company anyway. Unfortunately, it was a negativity brought about by the pandemic. But other than that, we did not receive any negative feedback from anyone regarding the conditions.” (C.30, L.56)

“Office groups were able to work from home, but people who still do not feel safe, have a high-risk group in their family, etc., or have difficulties in managing this process psychologically, that is, even if they cannot do their work from home, they can take leave as a first priority.” (C.37, L.4)

c) Psychological well-being of employees

The participants mentioned that the employees were psychologically well during this period and were not affected. On the subject, participants mentioned the following:

“The second is the psychological dimension. When it comes to flexible working, how is corporate psychology in the workplace affected, and how blue collar is it affected by this in blue-collar workplaces? How will managers be affected by this? How employees are generally affected by this is the second dimension.” (C.13, L.42)

“There is a world that is becoming more normal right now; of course, if we do not count the events on the last agenda, I hope it

will get better. Apart from that, for example, two of my friends from my team want to come in full as of August.” (C.17, L.18)
“In other words, most of the training we gave during this period were about health. It was more about psychology.” (C.20, L.6)

d) Belonging to the institution

The participants talked about the corporate belonging of the employees. On the subject, participants mentioned the following:

“Here, maybe companies need to make an additional effort to adapt a culture or maybe bring friends who work remotely with digital tools into a team.” (C.23, L.23)

“We have already stated that we are doing it in order to preserve this bond. You know, we received positive requests from the organization in this direction, and we received positive comments after they were made. We talked frequently; we made up for our shortcomings. I can say that we strengthened the bond.” (C.36, L.6)

e) Socialization

The participants mentioned that they plan social events to increase employee motivation. On the subject, participants mentioned the following:

“Apart from that, we still do it during the pandemic process, although we sent cakes to everyone's homes, for example. This has been a serious operational process for us. It was not easy to find and send everyone's address from the food cart. Finding a restaurant, etc., brought a serious workload for us, but on the employees' side, these actually have positive returns related to things like motivating factors, from the company's point of view.” (C.17, L.81)

“They come to the office on Monday, Wednesday and Thursday, work from home on Tuesdays and Fridays, but this is optional too. Talk to your manager, the office will be open these days, but you still don't have to come. We said if you feel uneasy, if you feel nervous, continue working from your home again. But still, people come voluntarily because of the need for that social touch, which has now become a need.” (C.36, L.12)

f) Decreased performance

Participants mentioned that their employee performance decreased during this period. On the subject, participants mentioned the following:

“We continued to supply them with products from the places that sell our products from ours. We did not have any other source of income, so it was a tough period, but we did nothing to anyone. In other words, it's not their fault that we don't produce, it's not ours, but we've always taken a step towards how we can turn this into a positive. You have to make the employee feel this as well. Otherwise, the concerns will increase. This time you also have the thing to lose the good ones. Both psychologically and physically.” (C.42, L.15)

4.2.2. Financial Dimension

Three codes were created for the financial dimension category, which is the first category discussed within the flexible working theme. These are; financial loss, financial support to the employee, and rewarding the employee.

a) Financial loss

Participants mentioned that their work was adversely affected during the pandemic process and that they suffered some financial losses. On the subject, participants mentioned the following:

“This has a financial; we are aware of that. There was also a slowdown in our customers. Therefore, we have observed the administrative, psychological and financial aspects well during this pandemic. The financial dimension of this business cost us a lot; it was an expense.” (C.13, L.44)

“Administrative staff generally. Our structure is as follows: field workers collect data from the field. The data received from the field is processed in the data unit and made ready for the software. In the data unit, they have to work with a desktop, not a laptop. Due to their schedules, they have to work with large screens. The data unit also had to work remotely; everyone had to pack all their belongings and go home. This forced us a little. Our field teams had a hard time, there were two people in a vehicle on the field, and there were curfews. We thought about how the friends on the field will tour the field. At this point, our work was interrupted; there were friends we had to let go.” (C.34, L.23)

b) Financial support to the employee

Participants talked about their financial support as much as possible during the pandemic process. On the subject, participants mentioned the following:

“Of course, the travel money also contributed positively. As a company, we continued to issue our tickets, even if the staff did not come to work. There was such a saving because of it, people shopped from supermarkets with tickets from there, and their needs were met.” (C.30, L.60)

“Yes, some did. For example, a company like this gave everyone a meal card in this period, because everyone works from home and they continue to work from home, so we, for example, as the head office, already received it during our working period from home. But you know, our company/institution, for example, gave meal cards to all friends by the consultants. Therefore, our friends were also demanding on this issue. For example, we managed and planned it.” (C.17, L.28)

c) Rewarding the employee

The participants talked about the rewards provided to the employees. On the subject, participants mentioned the following:

“By the way, we did something like this on the blue-collar. In this virus period, we have started a shopping voucher of 650 TL in return for monthly continuity for those who stay and those who continue to work since some people are chronically ill and are directed to work from home due to administrative leave in the blue-collar.” (C.13, L.8)

“The four people who were compelled by the operation made them anything. How can I say awards and so on were made? So in the incentive part. The team went to the accounting department every day, and they were given incentives for rewarding.” (C.30, L.28)

4.2.3. Executive Approach

Twelve codes were created for the executive approach category, which is the first category discussed within the flexible working theme. These; ensuring employee motivation, meeting physical/hardware needs, value given to the employee, skeptical approach, controller approach, clear determination of the rules,

trust, caring for employee ideas, employee availability/activity, encouraging the use of permits, ensuring employee adaptation, and getting feedback.

a) Ensuring employee motivation

The participants mentioned that the motivation of the employees to work is provided. On the subject, participants mentioned the following:

“But some of our friends expect to be in a team in terms of their career and competence. Being in teamwork motivates them, and you get more efficiency from it. Therefore, some friends can be something because of the motivation to be in this team. He can ask for the office or let's all work together.” (C.17, L79)

“We also trust our employees in this sense. They work from home, but they are not working. They are already talking to their managers all the time. Everyone is aware of who does what.” (C.20, L12)

b) Meeting physical/hardware needs

Participants mentioned that the hardware and physical deficiencies of the employees were completed. On the subject, participants mentioned the following:

“The fourth hurdle is technical tools. For example, we use skype, but it is not enough. Therefore, collaboration and innovation tools must be sufficient.” (C.3, L.34)

“As I have just mentioned, our greatest need for support is on the Teknokent side. Because we are an R&D company. That's why it would be much more meaningful for us that the state's support in this sense continues more and more.” (C.9, L.75)

“We tried to take small actions in these matters for our friends who will work from home, the safety of the working environment in their home, the sufficiency of the information processing tools

they use, their comfort in the home environment, whatever it is necessary for them to feel mentally uncomfortable.” (C.23, L.9)

c) Value given to the employee

The participants talked about the value they give to the employees and the studies carried out in this direction. On the subject, participants mentioned the following:

“In other words, our cleaning officer drew the building, and we were pleased in this process. And he was delighted.” (C.34, L.25)

“We tried to provide as much education as we could. They were also happy. We were pleased too. We are thrilled that we got through the crisis like this, hand in hand.” (C.34, L.27)

d) Skeptical approach

Participants mentioned that they suspect that employees are working efficiently during the remote working period. On the subject, participants mentioned the following:

“Once, every employer had something before. Do remote workers really work effectively? Do they show full performance?” (C.9, L.64)

“But some department managers are also usually in this business. In other words, it happens a lot in the finance accounting leg. So is he really working from home? So how will I know about them? I've worked so hard now. You know, it came to a certain issue if the department manager approves. Well, I think it is necessary to question it now.” (C.16, L.299)

e) Controller approach

The participants mentioned that they took a few control measures in this direction because they thought the employees did not work efficiently during the remote working period. On the subject, participants mentioned the following:

“The second issue is leadership. We all want to see people, but in flexible work, these have disappeared. Leaders; They have thoughts such as 1-how will I have this disorganized team, 2-how will I follow their productivity, 3-how will I provide their motivation,4- how will I ensure their retention?” (C.3, L.34)

“The manager reacted seriously to this situation. He reacted seriously because probably, of course... So there are many factors; as I said, if there was another manager, he could have looked at it from a different perspective.” (C.18,L.44)

f) Clear determination of the rules

Participants mentioned that they set some clear rules during the remote working period. On the subject, participants mentioned the following:

“Frankly, I think that working from home can be managed if followed correctly. I believe that employees can work more comfortably from home, but for this, of course, department managers should be clear about the distribution of duties, work distribution, work intensity, and performance criteria.” (C.13, L26)

“They cannot work at the time they want, according to their heads. Whether these people are at home or in another place, these friends must be ready in the system at certain hours and time intervals during the day. The company should also determine those time intervals.” (C.13, L.50)

g) Trust

The participants talked about the trust relationship between them and the employees. On the subject, participants mentioned the following:

“But eighty-five percent of the nineties, their judgments are in the form of I absolutely agree or agree. Positive end ticks are presented. Trust in the company is about how it manages the

process and whether it manages it well. Compared to other organizations, I understand that my friends here feel trust, belief, and more positive in the company.” (C.23, L.15)

“Apart from that, as I said, we think that it is not right to make the controls that we do not do in the office during home office or flexible working hours. The thing there has to be based on trust.” (C.37, L.36)

h) Caring for employee ideas

The participants mentioned that the opinions of the employees are considered important. On the subject, participants mentioned the following:

“With 7-8 questions, we conduct pass surveys where we ask how people feel, how connected they feel with other teams, whether they think they have everything to do their job, and whether they can still stay aware of the company's priorities. We take actions based on the results.” (C.3, L.18)

“So we actually want managers to hold meetings with their employees. I don't know, you know, not only with the managers above but also with the lower staff. We think that the lower staff should also learn from some information at work.” (C.44, L.51)

i) Employee availability/activity

Participants mentioned that they care more about results than working hours. On the subject, participants mentioned the following:

“What matters is the result. After all, how people work from home is very different from how they work. Some have done so with their two children simultaneously with the responsibility of cooking. Some did this by staying at home alone.” (C.29, L.14)

“In other words, be available when we need it, continue your tasks, but I will not fix you in working hours format. Bring me results; our request was in this direction.” (C.36, L.10)

j) Encouraging the use of permits

Participants mentioned that they encouraged employees to take leave. On the subject, participants mentioned the following:

“Here, we give a continuation bonus, that is, reward those who come to work, to come to work regularly for every fifteen days; let me tell my master by giving them one day off, in the final final result, by giving them an extra day off, by giving them a shopping check of six hundred and 50 Liras to the blue-collar, keeping their motivation high in this process. We tried to keep.” (C.13, L.16)

“Office groups were able to work from home, but people who still do not feel safe, have a high-risk group in their family, etc., or have difficulties in managing this process psychologically, that is, even if they cannot do their work from home, they can take leave as a top priority.” (C.37, L.4)

k) Ensuring employee adaptation

The participants talked about the adaptation processes of the employees in this process. On the subject, participants mentioned the following:

“Office groups were able to work from home, but people who still do not feel safe, have a high-risk group in their family, etc., or

have difficulties in managing this process psychologically, that is, even if they cannot do their work from home, they can take leave as a first priority.” (C.14, L.7)

“Because there is such a situation. Recognition of the new personnel to the company by other personnel seemed to me a bit

of a difficult process. We are actually thinking about how we can deal with it, how we can do it.” (C.44, L.32)

1) Getting feedback

Participants mentioned that they encouraged employees to give feedback. On the subject, participants mentioned the following:

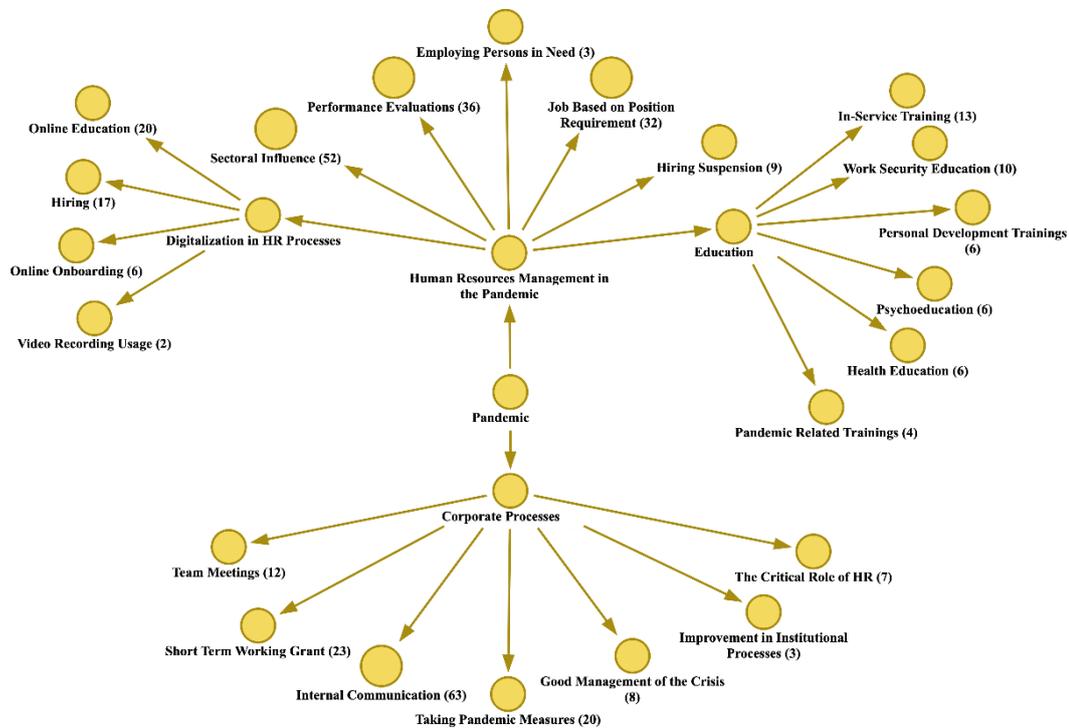
“We can revise our performance targets according to the day's conditions since we have already designed our performance system in a way that can be constantly revised, and feedback can be given according to the day's conditions.” (C.38, L.72)

The theme of the psychological contract was examined according to the participants. Accordingly, participant statements focused on the codes of meeting physical/hardware needs, ensuring employee motivation and the organization's anxiety management.

4.3 Pandemic

Two categories were created for the information evaluation theme; the first theme was discussed within the scope of the research. These are; corporate processes and human resources management in the pandemic.

Figure 4. 3. Concept Map of Pandemic Theme



4.3.1. Corporate Processes

Seven codes were created for the corporate processes category, the first category discussed within the pandemic theme. These are; internal communication, short-term working grant, taking pandemic measures, team meetings, good management of the crisis, the critical role of HR, and improvement in institutional processes.

a) Communication

Participants talked about communication and relationship between employees, and managers are strong. On the subject, users mentioned the following:

“In summary, we had a very strong relationship with the employees. Even in the few cases that emerged in the first days, we have provided excellent communication and follow-up. We always interacted.” (C.3, L.36)

“There's a lot of good work among the leaders of our company.”
(C.3,L:34)

“The messages we gave were important. By the way, I'm not talking about business-oriented messages; I'm talking about the more human-oriented, human-touching side. We got out of official corporate messages that we know a little bit more like that; I'm talking about communication more like person-to-person. These were important.” (C.14, L.2)

b) Short-Term Working Grant

Participants also mentioned that they benefited from the short-term working grant. On the subject, users mentioned the following:

“First of all, with the short time working grant, we benefited from this study 100% in places where there is no operation or where it is very rare. In other words, for almost thirty days, our friends benefited from the companies first on leave and the state side as part of unemployment insurance.” (C.2,L.18)

“Well, if you have such opportunities and plans, we continue to use the short-time working grant. You can go without using annual leave. My family has ten-day short-time work. So we have provided a little more flexibility here.” (C.2,L.45)

“It didn't happen because the short-time working grant also has some handicaps; it is paid over the unemployment benefit, and you can get something at the rate of sixty percent of the past premiums. There was a lot of legal discussion going around about top-up at first. The first is the CEO's promise that I will pay the full fee for two months, and the second is that it is legally blocked from completing it. When the two of us were together, we never applied for short time working grant.” (C.36, L.28)

c) Taking pandemic measures

Participants mentioned that the precautions they took while working were within the scope of the pandemic. On the subject, users mentioned the following:

“Exactly. As you can imagine, all health precautions have been taken inside the building, and no hot people are allowed into the building. Here, all the cases are being followed with all the details. From whom, when was the last contact, etc. All this is already being tracked.” (C.7, L.40)

d) Team Meetings

Participants mentioned that they frequently had meetings with the employees. On the subject, users mentioned the following:

“But it was much more difficult to realize this on the field. In the head office, we repeated this and had online meetings. In fact, I preferred to do it face-to-face because yesterday was a day when my teammates came to the office one by one.” (C.17, L.8)

“So, we actually want managers to hold meetings with their employees. Not only with their top managers but also with their lower staff. We think that the lower staff should also learn from some information.” (C.44, L.51)

“Later, after this anxiety subsided a little, we started to make our meetings online in this way.” (C.32, L.6)

e) Good Management of the Crisis

Participants also mentioned that they did not suffer any damage during the pandemic process. On the subject, users mentioned the following:

“One of them is that we released a new product very quickly during the pandemic process. It was totally connected with this pandemic. So, it was a bit like turning the crisis into an opportunity, and this thing got the employees very excited. So this

new product, the new solution. Together with him, we already had a new device production process independent of the pandemic. And it was truly a state-of-the-art device in terms of technology. The fact that this device will also be released has further increased the belief in the company.” (C.9, L.51)

“We did the educational functions; we even talked about whether we can actually turn this into an opportunity during the first part of the pandemic. Because we work from home. As I said, ninety percent of us almost work from home. We thought, at least, can we get online training. Can we have online training? (C.32, L.10)

“We foresee that the flexible working style is sustainable. Now it has already formed a habit for us. If we are back to the old order now, yes, everyone is in the office as of August. We are fully working here, but it has given us a great experience.” (C.32, L.20)

f) The Critical Role of HR

Participants mentioned that HR plays a critical role in coping with crises during the pandemic process. On the subject, users mentioned the following:

“This time, we are experiencing such a thing that, in fact, human resources have always turned from the top, frankly. In other words, the critical players in successfully coming out of this crisis and making the company more sustainable have been HR managers since the beginning. We have experienced this in many groups and I talk to many of my friends. We were constantly making a difference; HR professionals played a critical role in many affected companies but very little.” (C.2, L.8)

“Obviously, there were issues and agendas that challenged us as HR. Frankly, it was a negative process that we tried to manage a little more here, that we tried to manage it more with

relationships that we experienced for us, in the first place.” (C.17, L.18)

“If we talk in terms of human resources, our processes are mostly carried out on the computer, accompanied by a program. This is not just human resources; we don't have to use any hard documents since it runs through a computer, including purchases involving three companies, including pure material purchases.” (C. 24, L.10)

g) Improvement in Institutional Processes

Participants mentioned about changes and improvements that happened in the institutional process. On the subject, users mentioned the following:

“In summary, nothing has changed on the HR side. These changes will lead us to bigger changes; they may be permanent. We are also working very seriously on how we shape ourselves. I can summarize your question like this.” (C.3, L.18)

“I focused directly on my personal business processes. This has been an opportunity for me. I've made many improvements to my systems as well. I did some research. What can we do now? What can we add to this company.” (C.34, L.29)

4.3.2. Human Resources Management in the Pandemic

Seven codes were created for human resources management in the pandemic category, the second category discussed within the pandemic theme. These are; sectoral influence, performance evaluations, working based on position requirements, hiring suspension, employing persons in need, digitalization in hr processes, and training and development.

a) Sectoral influence

Participants also stated that they were highly affected by the pandemic process as a sector. On the subject, users mentioned the following:

“I think our industry is very suitable for this. If we are talking about technology, we think that at the end of the day, it should allow flexible working and lead. We aim to be the leader and guide of Turkey in this regard. Today the software engineer doesn't need to come to the office to do the developer's work. That's why we are a very advantageous sector.” (C.3, L.34)

“Of course, office-based employees passed by everyone, but our shipping offices or terminal did not switch to working from home. Because we are an industry that provides service around the clock, our stations are open.” (C.5, L.8)

“We may be lucky, because we are already a technology company, secondly, we have a young employee profile, so they are much more inclined and accustomed to digital platforms. In that respect, we did not experience any difficulties in adaptation.” (C.9, L.16)

b) Performance evaluations

Participants stated that they measure the performance of employees with various questionnaires and scales. On the subject, users mentioned the following:

“Companies are working with targets; we aim for more output performance. Rather than where and how many hours people work, whether they can fulfill what is desired and give those outputs, this is the most critical issue. If they do this, it doesn't matter where or how many hours they work. Since we will not have the chance to observe the teams as much as we used to in remote work, it is better to go with the approach with a little more data.” (C.3, L.20)

“Even new ones have arrived. As I said, e-mail processes have already continued by working closely with our teams, by working closely with our teams, as we do not do our work and, of course, physical production and so on.” (C.5, L.39)

“When we look at the KPIs, there may be some issues that are not realized. Therefore, the performance system was made, and negotiations were held. But frankly, we can discuss how efficient it is.” (C.17, L.8)

c) Working based on position requirements

Participants mentioned some position differences when they work remotely like. Some professions do not need to come to face-to-face work, but some do. On the subject, users mentioned the following:

“We do not apply such a watch system. There are people who need to go to the office and cannot do their job without being there. We haven't designed a clear model yet.” (C.3, L.28)

“That's right. We are in a lucky place as an industry. But at the end of the day, if you ask, for example, whether an HR job can be done from home, perhaps 90 out of 100 people would say no. But now everyone is working from home.” (C.3, L.40)

“Different teams may not want to come at all. Here, for example, he wanted resistance, especially with our different teammates, in the first place. You know, after all, R&D wants this, or the ministry wants it, here's why we have to come or comply with that issue.” (C.17, L.18)

d) Hiring suspension

Participants mentioned that there are pauses in the recruitment process. On the subject, users mentioned the following:

“Different teams may not want to come at all. Here, for example, he wanted resistance, especially with our different teammates, in the first place. You know, after all, R&D wants this, or the ministry wants it, here's why we have to come or comply with that issue.” (C.20, L.6)

“Of course, there was no recruitment during this period, to be honest now, because we stopped the negotiations in the first days. We have also stopped existing open positions. Because we also did not know how the process would progress, plus there was an uneasiness in both the candidate and us.” (C.32, L.6)

e) Employing persons in need

Participants also mentioned that they continue to recruit for needed positions. On the subject, users mentioned the following:

“In particular, we decided not to stop this young talent program. And we continued to recruit for a long time. It was a process in which we continued our recruitment by questioning the needs of the position, namely the sine qua nons a little more.” (C.14, L.4)

“We continued to recruit only the positions that we really needed critically and urgently.” (C.38, L.12)

4.3.3. Digitalization in HR Processes

Digitalization in **HR processes** is further divided into four separate subcodes. These are; online training, hiring, online onboarding, and video recording usage.

a) Online training

Participants talked about they used technology to get online training. On the subject, participants mentioned the following:

“We turned the internship program into an online model, by the way. Of course, speaking of this internship program and anything, from new beginnings to onboarding or something.” (C.14, L.5)

“We came to the office as of June 1, fifty percent. We have a training room, and we have a large office in our office, but since the number of employees there is limited, we provide direct online training. Again via Webex via Zoom. We provide training in environments where we hold meetings” (C.17, L.12)

“A weekly well-being series was held from the Middle East region covering all countries at that time. Experts have come. He gave speeches on different topics weekly: change management, well-being, office ergonomics, I count the ones that come to my mind first.” (C.37, L.4)

b) Hiring

Users also mentioned that they used technology a lot, especially in hiring processes in HR. On the subject, participants mentioned the following:

“Apart from that, we constantly tested our payroll processes like the pair role. So we had a business continuity plan. And from time to time, our payroll specialist worked remotely from his home, connecting and testing it. We did not have any problems in that sense.” (C.5, L.15)

“Later, after this anxiety subsided a little, we started to make our meetings online this way. However, towards the end of the process, we could only do our first thing. In other words, we could contribute in terms of employment as in June.” (C.32, L.6)

“Recruitment processes have turned completely online, which unfortunately we did not receive many jobs in this process.” (C.34, L.29)

c) Online onboarding

Participants mentioned that they switched to an online onboarding system. On the subject, participants mentioned the following:

“The second change is onboarding. We turned it into a digital onboarding for five months. We take people and start digital remotely. Several digital apps have entered our lives.” (C.3, L.18)

“The training process is the first week that the orientation is completely online. It is also completely online. Nothing at that stage.” (C.10, L.59)

d) Video recording usage

Participants talked about the video recording-sending system they used in the recruitment process. On the subject, participants mentioned the following:

“Right now, for example, we started something; we started a video application. Candidates who may be suitable via CV. To manage their time better and to manage our own time better. We want a video recording based on the ten questions we shared before. His general responses to them, his approach, and so on. So we started the pre-selection through a video. We have seen many benefits.” (C.9, L.73)

4.3.4. Training and Development

Training is further divided into four separate subcodes. These include in-service, job safety, health, personal development, and pandemic-related issues training.

a) In-service training

Participants talked about the training that they took in their field. On the subject, participants mentioned the following:

“We have recently started training again. These training included crane training and resource training, especially for the cost, in accordance with social distance.” (C.13, L.24)

“On top of that, the following came up. In other words, some training or workshops were made online and digital on online platforms, virtualized, and all activities that need to be done face-to-face with a quick adaptation were completely moved to the online platform.” (C.60, L.9)

b) Job safety training

Participants also mentioned that they took some work safety training. On the subject, participants mentioned the following:

“Our company's primary priority is occupational health and safety, and of course, we had to quickly determine remote working practices, which is meaningful. The safety of the working environment in our friends' home who will work from home.” (C.23, L.9)

“So, as I said, occupational safety training is a huge part of the company. Not only in the factory, but in the field, for example, I started to work, bought a company vehicle, and am undergoing a one-day training. It goes through very serious tests. In other words, I am giving an example of this in our company cars. It is forbidden to talk on the phone, including bluetooth. Really zero tolerance for things like this.” (C.37, L.16)

c) Health training

Participants mentioned that they took training about their health. On the subject, participants mentioned the following:

“Obviously, everyone has found the factor to motivate themselves, such as doing sports at that time, doing things that

you would not normally think of, such as doing sports at home.”
(C.17, L.76)

“He did cardio lessons at his job in the year related to sports. We have score instructors who belong to our board; it’s about them.”
(C.10, L.20)

d) Personal development training

Participants also mentioned that they are training aimed at improving themselves. On the subject, users mentioned the following:

“In crisis management, everyone wrote that online training are more beneficial, such as reducing anxiety, resources, and stress; for example, I took online yoga training.” (C.17, L.76)

“I didn't do any training; we had seminars. Yes, I can honestly say, In this process, we didn't want to bore people like that and suffocate them with education. But we did a few motivation-enhancing activities, attended by people who wanted to participate in our seminars with personal input.” (C.10, L.20)

e) Pandemic-related issues training

Participants also mentioned that they took some training about pandemic measures. On the subject, participants mentioned the following:

“We prepared brochures and shared materials for both our employees and their families. In other words, we did not only leave it to the employees, such as what to do with the Covid-19 virus, what to do, and how to be protected, but also prepared and sent brochures to their families. We started to do continuous training, you know, about Covid, and we started doing all of them at work, either remotely or in places that are really diluted in large areas, you know, by maintaining social distance.” (C.38, L.8)

CHAPTER 5

DISCUSSION

Although full-time work is at the center of business life, flexible working models are often preferred in line with the structure of the job and the needs of the employer and employee. Different working needs arise for different sectors and jobs, so employers apply suitable working types.

Time flexibility usually appears as shift work in different time zones in areas where production is continuous (7/24). However, for white-collar employees or managers, it can also be applied as a self-determination of the employee's entry and exit times, provided that the total work time remains the same. Global company employees may have to determine their working hours per the working hours of the country where the workplace works.

On the other hand, wage flexibility is mainly applied in sales-marketing areas such as performance-oriented bonus systems and wage differentiation. Companies that want to increase productivity by increasing employee performance frequently apply this flexibility.

In addition, functional flexibility can be given to different types of work, the evaluation of existing employees in various positions needed within the company, and numerical flexibility for the company to provide the personnel it needs for specific duties or departments through other companies.

When we examine all these examples, we observe a full-time employment contract between the employer and the employee, even if the conditions become flexible. However, time and wage flexibility are the most common types. They find a place for themselves in full-time working conditions, and different flexible models such as part-time work, work on call, or short-time working are also used together.

Although we have examined it under different flexibility titles, the above types of work are carried out at the workplace, determined by the employer. When

we examine it as the flexibility of the workplace; we come across two types of work. A home-based work model is where the employer provides all the materials the employee needs, but the employee produces the product from their home. And the telework working model has found its place with the development of the communication and informatics sectors. Although the Home-based model was a female-dominated structure that provided services to the production sector in its first period, it has started to transform into a model that can be used in many sectors to include all employees. Especially in the pandemic period, many companies that consider employee health have ensured the sustainability of their business with the home/remote working model, which we can express as a combination of these two models. Of course, these models are valid for jobs carried out via computers or various communication systems and away from the workplace.

Regardless of the working model, apart from the written employment contract between the employee and the employer, there are also psychological contracts formed by unwritten expectations. Along with the working model, mutual expectations also differ, so the psychological contracts formed also differ. In addition, since psychological contracts consist of personal perceptions and expectations, they also differ from person to person.

Considering that transactional psychological contracts are shaped within the framework of short-term and economic conditions, it can be thought that they coincide with part-time or on-call, which is one of the fixed working models, especially where the working time is limited. From the same perspective, relational psychological contracts are more effective between full-time and long-term employees and the employer. However, if it is considered that the formation of the psychological contract dates back much before the conclusion of the employment contract between the employee and the employer, it will be revealed that it is not correct to reach this conclusion.

In addition, considering that the psychological contract is a dynamic process, it should be considered that it will change with the change of mutual expectations. Therefore, regardless of the way of working, it is affected by mutual

communication and trust. At this point, it would be appropriate to give the following example: With the transition to the home/remote working model of long-term employees with relational contracts during the pandemic period, it has been revealed that corporate belonging and loyalty have decreased, and many employees have resigned and left their companies. When we examine the employer side of the same example, the psychological contract has shifted to the operational dimension due to the short-time working allowance applied by the employer to the employees due to the change in economic conditions. It can be said that employers who do not break communication and attach importance to mutual trust while managing this change process establish and maintain stronger bonds with their employees.

Just as non-fulfillment of responsibilities in employment contracts is expressed as a breach of contract, violation of psychological contracts can also be defined as not meeting mutual expectations. In this case, the performance of the employee whose expectations are not met may result in decreased commitment or quitting the job.

5.1 Implications of the Research

Although there are different flexible working models or types, the concepts of time and space flexibility come to the fore in this study. The concept of time flexibility is detailed under the subtitles of hour flexibility and day flexibility. Hour flexibility, which is important in establishing work-life balance, can be summarized as the flexibility required by full-time employees in fixed working hours. On the other hand, day flexibility is evaluated together with the concept of space flexibility, and employees prefer different workplaces on different days. Although the concept of space flexibility takes its place in our lives as home/remote working, it is mainly applied in the form of hybrid / rotating work.

Company culture has a decisive role in the implementation of flexibility. Therefore, companies that want to implement flexible working models must first adapt their corporate culture accordingly. Supporting the managers on how to

manage the process and determining whether the employees have competencies (self-discipline) suitable for flexible working are among the things to be checked.

Apart from this, companies that want to apply space flexibility should provide the necessary physical (ergonomic conditions) and technological requirements (all the hardware, software, and infrastructure required for the job) for the employees who will work in the remote / home working model.

To summarize all these, to successfully implement flexible working practices; It is necessary to provide an adequate technical structure, regulate the physical working environment conditions and raise the managers' awareness.

It is thought that the psychological contracts between the employee and the employer started long before signing the employment contract or even the first interview. From this point of view, it would not contradict the dynamic structure of the psychological contract to say that psychological contracts change in different periods of mutual communication. In other words, in cases where the employment contract does not change, but the working conditions change or become flexible, psychological contracts can change dimensions. The pandemic process, which is the closest example of this, can be given as an example.

Although the financial support and reward systems implemented during the changing working conditions or transition to flexible models support the operational dimension of the psychological contract, they are not sustainable on their own. Above all, managing employee anxiety and prioritizing employee well-being not only helps support the relational dimension of psychological contracts but also maintains employee loyalty to the organization.

In order to realize all these, the manager's perspective must be free from a controlling and skeptical approach. It is revealed that managers who try to ensure the employee's adaptation, value their ideas, and receive feedback, increase employee motivation. In addition, it has been revealed that managers who value their employees set clear rules in flexible working conditions and thus manage the process by maintaining a relationship of mutual trust.

5.2 Future Studies and Limitations

The secondary data used during the preparation of this thesis were collected within the scope of the "Flexible Work Management System Development Project: Supporting Standards and Practices for Business Continuity and Employee Psychological Well-being" project carried out during the Covid period. Since the period in which the data was collected coincided with an extraordinary period such as a pandemic, institutions unexpectedly and necessarily switched to flexible working methods. For this reason, it is recommended that future studies be applied to companies that switch to flexible working models, regardless of such special situations.

In the study, analyzes were carried out on the transition of full-time employees to flexible working practices. From this point of view, it reveals flexibilization models that are realized independently of the employment contract. Future studies can be carried out on flexible working models realized under different agreements.

This study only includes interviews with HR managers. It can be expanded to include different department managers at different managerial levels. In addition, although managers were asked about their perspectives since they are employees, further studies can be carried out by considering employees who do not have a managerial role.

It was designed as a qualitative study focusing on interviews. Analysis can be performed by collecting data with quantitative methods, or it can be diversified using mixed methods.

CONCLUSION

Full-time/regular employment, which we can call standard employment, is gradually shrinking, and flexible employment is becoming widespread (Kaya & Doğan, 2016). However, it has become flexible in various ways in full-time/regular employment, especially with the Covid pandemic, which shook the world and caused many mandatory work order changes.

Companies' rapid and forced transition to the home/remote working model has also revealed the technical and hardware infrastructure requirements. However, the fact that people have to fulfill all their responsibilities from home has created the need for time flexibility.

Hybrid working styles, frequently encountered in the recent period, have created new expectations due to the changes they have created in the working systems. This has caused the psychological contracts between the employer and the employee to be affected.

The financial dimension of the transition to flexible working practices affects both companies and employees. Companies need to prepare the necessary technological infrastructure and equipment to transition to flexible working practices. In addition, it is expected that the physical and technological needs of the personnel who will work flexibly will be met. In addition, it is possible to give various financial rewards to encourage the staff to work softly.

With the transition to flexible working, the anxiety level of the person whose working conditions change may increase. Companies need to give importance to internal communication to manage these reasons, which change according to working conditions. It has been observed that employees develop a sense of belonging to the organization in companies that attach importance to internal communication and socialization.

Employees' relationship with the organization is most affected by their relationship with their managers. This is also true in flexible working situations as

in all working conditions. The trust relationship that managers establish with the employee effectively manages the uncertainty and anxiety that may occur in the transition to flexible working. In addition, the fact that managers value employees and care about their ideas will positively affect employee motivation. The precise determination of the rules and framework regarding the differing working conditions also helps to ensure the employees' adaptation. In addition, meeting the technological needs of the employee will ensure that the employee is accessible. However, while the skeptical and controlling approaches of the manager cause damage to the trust relationship between the employer and the employee, this situation also affects the employee's perception of the companies.

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APPENDIX

Interview Questionnaire English version	Interview Questionnaire Turkish Version
What were the changes encountered and applied management strategies in the field of human resources management during the pandemic period?	Pandemi döneminde insan kaynakları yönetimi alanında karşılaşılan değişiklikler ve uygulanan yönetim stratejileri neler oldu?
How did you manage the processes within the scope of human resources management?	İnsan kaynakları yönetimi kapsamına giren süreçlerin idaresini nasıl gerçekleştirdiniz?
Recruitment, training, etc. Are functions maintained? How?	İşe alım, eğitim vb. fonksiyonlar sürdürüldü mü? Nasıl?
Which was chosen as the most suitable flexible working method for your organization in terms of human resources management? Why is that?	İnsan kaynakları yönetimi açısından kurumunuz için en uygun esnek çalışma yöntemi olarak hangisi seçildi? Neden?
Do you foresee that the flexible working style can be continued after the pandemic?	Esnek çalışma şeklinin pandemi sonrasında da devam ettirilebilir olduğunu ön görüyor musunuz?
In your opinion, what are the obstacles to the viability of this working order, and what are the principles that should be especially considered for your sector?	Sizce bu çalışma düzeninin uygulanabilir olmasının önündeki engeller ve sizin sektörünüz için özellikle dikkat edilmesi gereken esaslar nelerdir?
If a system standard for flexible working management were to be developed, what features should such a standard have? What should be included in its scope?	Esnek çalışma yönetimine dair bir sistem standardı geliştirilecek olsa, böyle bir standardın sahip olması gereken özellikler nelerdir? Kapsamına neler dahil edilmeli?
What should be defined in order to manage flexible working effectively?	Esnek çalışmayı etkili şekilde yönetebilmek için neler tanımlanmalı?
What are your “preparations” for flexible working after the pandemic?	Pandemi sonrası “hazırlıklarınız” nelerdir?

ETHICS BOARD APPROVAL

Ethics Board Approval is available in the printed version of this dissertation.