

Crisis and conflict solution management perceptions of political leaders

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ABSTRACT

The purpose of this study is to lead to the political parties to end internal conflicts and crises in a way that ensures their development without causing destruction. While the crises experienced make it possible for individuals to come out of the crisis successfully and stronger, the crises are not perceived as a means of gaining strength and are not used positively by the party management because the individuals taking place in the party's top management consider the crisis as a conflict environment and try to solve the crisis in this way.

Introduction

The crisis is a situation that can sometimes threaten the high-level targets of the organizations and sometimes jeopardize their existence, and therefore it requires to act very rapidly. Natural or artificial and speculative crises as well as the crises arising from people's faults can occur in all staff taking charge in the state administration. For this reason, we can say that all administrators in the state administration must have knowledge and skills about crisis and conflict solutions and they must achieve to manage the crises and conflicts.

Organizations, which have an important place in every aspect of our life, are obliged to mobilize the people brought together by them to set a goal for themselves and to achieve these goals and to ensure the efficiency and to coordinate and control employees' actions [1,2]. For this reason, the primary purpose of individuals in the management is to direct and control the activities of individuals. To achieve this purpose, a decision-making and implementation mechanism is necessary for each action. Therefore, it can be said that decision-making is an important source of control for management and the decision-making process is the key of management [3,4].

Crisis means literally a complicated phase where an action and an event occurs, a troublesome situation (s), resolution of which is very difficult,

developments and moments that emerge suddenly and leads to the deterioration. In the Chinese script, the crisis is expressed by two symbols that means the opportunity and danger. In other words, crises consist of unexpected situations and there is a big difference between those who are caught in an unprepared manner and those who are caught in a prepared manner to those unexpected situations [5,6].

Crises covers the elements that threaten organizations' life regardless of its source. These threatening factors entail to make some changes within the organization. Organizations that perform these changes successfully overcome by protecting themselves from the negative effects of the crisis. Undoubtedly, the success of managers / leaders plays an important role in minimizing the effects of crises. As a result of the insufficiency of information existing in the organization as well as the insufficiency of information obtained from outside the organization and due to disorders and disconnections encountered in the internal communication of the organization, the deterioration of the internal communication in the organization shows changes depending on the effects of the centralization tendency of the authorities within the organization in making a quick and correct decisions at the time of the crisis [7, 8]

The stronger the communication network in the ruling party, the higher the allegiance to the person (s) who is on the highest position in the hierarchy. A mistake made or wrong decision taken by the party's leader can be changed quickly by persons taking place in another management staff or it can be said that "we gave up previous decision, this is our decision now".

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The Effects of the Crisis Process on the Administrative and Organizational Structure of Organizations

Internal factors are one of the important factors that increase the effects of the crisis on the administrative and organizational structure of organizations. When the administrative and organizational structure is said, issues such as management and leadership styles, their powers and responsibilities of organization managers, superior-subordinate relationships, formal and informal communication styles in the organization and decision-making are understood. In the crisis period, while the tension arising from uncertainty and increased pressure and seeking for the suitable solutions maximize the organizational stress, it also affects negatively the management structure of the organization. Organization's leaders consider the importance of this situation and try to take measures to minimize the losses by making some changes in organizational and administrative structures, along with measures which ensure to take quick decisions. However, the most important issue is to adapt quickly to the conditions emerging newly and the current situation of the organization.

In organizations that fall into a crisis process, the crisis is tried to be understood primarily by means of using the adjustment mechanisms in the organization. Then, necessary actions are rapidly taken for finding new managers, developing the people in the organization and determining the similar strategic responses. The most important issue is to establish an early warning system for early detection of the crisis in organizations. Organizations that continuously conduct internal and external data analyzes also help to identify their strengths and weaknesses. The development of the organizational structure depends on factors such as developing the human power, improving the technical processes and improving the skills and abilities of the individuals in the management staff [7].

It is mentioned that there is a search for a new leader in the organizations that experience the crisis process. The ruling party has been in power for 18 years and there is no seeking to find a new leader in the party and although this situation is not an indication that there is not any crisis in the party, it is possible to reach the conclusion that the crisis and conflicts can be managed well.

If the effects of the crises that occur based on some factors inside and outside the organization on the administrative and organizational structure are known well and if necessary measures are taken, it will be possible to come out of the crisis with

minimum damage or in a stronger manner. According to this situation, the results of the crisis that occur depending on its effects on the organizational structure are as follows;

- Disorder of communication in the organization: Internal and external communication in the organization plays a very important role in times of crisis. It is essential to transfer information quickly and accurately. It is important to establish a communication center between the decision makers of the organization and its management in order to prevent communication-related confusion in the organization.
- Centralization of power: Especially in times of crisis, centralizing the powers within the organization and making decision from the center will speed up the process in order to make fast and correct decisions for the organization. Thus, the top management of the organization will be aware of the decisions taken and all stages fulfilled.
- Impairment of the quality of the decisions: Failure to provide the necessary information in a timely manner and in the required amount to ensure that the center takes rapid decisions affects the quality of the decision. This problem will be prevented if the communication system, where accurate and sufficient information can be quickly transmitted to the person or persons authorized in top management, is established correctly.
- Decreasing of tendency to the organizational change: Uncertainties that will be experienced during the crisis may cause incompatibilities inside and outside the organization. At the same time, the tendency to organizational change decreases when the concern that changes in the organization will lead to new problems is dominant in the organization.
- Coordination insufficiency: The need for coordination increases due to reasons such as lack / insufficiency and poor quality of information or relationship breakdown between departments during crisis periods. Therefore, if the powers of the departments is centralized, this problem will be minimized.
- Conflicts in tasks, powers and responsibilities: The most common and almost the most important situation is to carry out the reduction in the number of individuals and to make changes in the management. This situation imposes new duties, powers and responsibilities to other people in the management of the organization. This situation, depending on the increase in authority and responsibilities, creates a psychological pressure on individuals continuing increasingly.
- Increase in the fear and panic among the

members of the organization: If there is a fear among the members of the organization that they will be able to be damaged or experience a problem due to the crisis especially emerging in the top and lower management staff of the organization, this may cause some adverse outcomes.

- **Impairment of the decision process:** Any impairment in the decision making process may occur due to the decrease in mental performance and weakening in the problem solving skills during crisis periods. The fact that inexperienced managers to the deterioration in the decision-making process is added may lead to new problems.
- **Loss of morale:** Starting from the moment of crisis, the reasons such as time pressure in the stages, failure to decide what to do, dilemmas of those who shall make a decision and other similar reasons affect negatively the individuals working in the organization. During these periods, the leader should firstly keep him/her morale at the highest level so that the morale of the members of the top and lower management who comes after him/ her in the hierarchical structure of the organization can positively be affected and the crisis can be achieved with the best results and even profit. It is known that affecting of the morale can cause many other problems in organizations.
- **Psychological and physiological breakdown:** One of the most important unfavorableness in the crisis is psychological breakdown. Even if the crisis is eliminated in the best way, members of the organization may not be able to get rid of this effect for a long time. For this reason, even small problems can be perceived as a messenger of crisis and it can be seen clearly that no new idea emerges for a while or that occurrence of a new idea is avoided.
- **Increase in the self-defense:** As the executives concentrate all their attention and energies upon crisis and getting rid of the crisis with the least negative effect in time of crisis, some fears can be seen from then on and after the crisis when the crisis disappears. It is a usual state for organizational structure to experience some difficulties due to the changes that may occur in the structure of the organization after the crisis and the fear of exposure to negative situations in the future and to arise various concerns especially among the top management staff of the organization.
- **Deterioration in the relationships between all departments of the organization:** Some administrative and organizational problems that emerge during the crisis period begin to affect each other negatively. This situation may affect the decision making processes of the top management,

especially the organization's leader/leaders. [9, 10]

Crisis Management and Types

Organizations can take many measures at the same time while they create different strategies on their development and also they can show a reactive or proactive attitude while they follow the developments. A reactive attitude against the indications of the crisis will not be enough. An effective management has strong predictions for developments and it does not allow the organization to experience a crisis or it makes the crisis manageable by developing in appropriate policies and strategies as well as it follows the developments in a healthy way. Instead of suppressing the problems through a reactive attitude when the indications of crisis appear, preventing the origin of new crises by finding out the source of the problems with an effective attitude will create much more positive results in terms of the organization and thus the reputation of the organization in the eyes of society will increase. [11, 12, 13]

Proactive method use in the crisis

1. **Providing the accurate and sufficient information flow:** Reliable information included in the decision process will also reduce the noise in the communication channels by covering an effective information flow and by preventing overloads in the system at the same time. As a result of the reduction of noise, the right information will reach the right person at the right time and thus risk factors, which will result from lack of information deficiency and pollution or different comprehensions or misunderstandings, will be prevented to transform into a crisis.
2. **Determining the amount of risk to be considered:** Systems are also alive and have lifetimes. There are risks that must be taken into consideration in order to achieve the goals and to realize these goals according to the resources owned during the establishment or growth process. It is very important to determine the amount of risk to be taken, because a basis will be created so that the risky situation can be turned into a crisis when this amount of risk is exceeded.
3. **Establishing early warning systems:** In this way, the presence, severity and intensity of the crisis can be determined. This provides the opportunity to maintain the system's existence stably. Through the early warning system, environmental analysis is made and the successes and failures of other competitive systems are evaluated. The situations, in which competitors

become successful and unsuccessful according to years, are shown as graphics. The differences existing in the system and differences between the system and its other competitors / competitive systems and their reasons are examined in a detailed way and the direction of development of the system is interpreted. With this comprehensive data obtained, it is understood whether the system has fallen into a crisis or not, and whether the system is going towards a crisis with available resources and management or not. Thus, depending on the preparedness for emerging crisis, it arises that there is a chance through which the crisis will be turned into an opportunity for the system [13]

4. Preventive planning against the crisis: As soon as the system is faced with the crisis, there should be activity plans that must be implemented primarily in the organization [14]. A consistent approach starts by means of identifying of the potential crisis and risks. It may be possible to come out of the crisis in an advantageous way on the contrary of the thought that is always perceived and evaluated as a negativity when the crisis is experienced by accurately defining the potential crisis and by making all necessary preparations with a right planning before the crisis begins or when the occurrence process of the crisis is entered.

5. Putting the plans on paper: Unfortunately, all plans expressed in words cannot be implemented and they cannot go beyond the thoughts of a few people and they cannot come out. The absence of plans in writing will increase the burden of executives working under excessive workload and this situation will cause other people to be inadequacy for doing basic practices and therefore it will lead to the growth of the crisis. The plans should be short and have a structure and flexible enough to recognize the unpredictable aspects of the crisis situation and also they should provide managers with large movement area. By means of putting the plans on paper and identifying who will do, what will he/she do and how will he/she do in case of crisis it can possible to prevent wrong decision making processes during the crisis and thus to eliminate the destructive effect of the crisis.

6. Determining the amount of sacrifice: In order for the system to live and survive, all individuals included in the system must be able to make sacrifices. The system faces the risk of diversification and inadequacy of the human resources that it uses in its growth process. At this stage, the growth process should be performed carefully and steadily, otherwise the inexperience in the leader, inadequacies in the use of intra-

organizational factors and in the procurement of external factors may arise. In other words; situations, which might lead to the crisis in the system in the long term in its growth process, should be avoided and sacrifices should be obtained from short-term advantages.

7. Establishment of crisis prevention teams: If a crisis occurs, it involves keeping its effect at a minimum level and includes the preparation of all teams in such a way that they can react effectively against the crisis if the crisis recurs. These teams should be established broadly against the potential crisis risks of the system and any unexpected situations in accordance with the system's policies. These teams should be supported by all top management staff and they should also be given powers and responsibilities to enforce these policies. Developing the necessary policies against the criteria agreed by the system helps to give shape and to gain depth to the system. It is imperative to establish an audit mechanism to control the practices of crisis prevention teams. [13, 14, 11, 15, 16, 8, 7]

It is a known fact that crises strengthen the individuals or institutions if fight with the crisis is made properly as well as the crisis weakens and destroys them. As a matter of fact, the ruling party got rid of all kinds of crises by gaining strength, which was felt/noticed or was not noticed beforehand and which took place in the press. Indeed we can attribute this situation that the ruling party could remain in power for a period of 16 years. In other words, the ruling party's administrators and members are aware of the delegation of authority and the importance of power as well as they know that who, when and for how long this authority and power will be granted or also they know that authorities and powers granted can be taken back if desired and they accept this situation. The party leader is supported by the other top management staff performing a duty in the party and they acts in accordance with his/her wishes. We can interpret this situation that submission and allegiance, especially in people who are appointed to the administrator position, remains at the forefront within the party.

Causes and Dimensions of Conflict / Conflicts

Conflict; Although it takes place on the top among topics examined by anthropology-sociology-psychology-economics and management sciences, it does not have a single common definition. Conflict is an expected situation in every environment where people interact. With the acceptance of the existence and inevitability of the

conflict, it has become acceptable to live with it and to make it useful for the individual and the organization, instead of eliminating the conflict. For this reason, the impact and consequences of the conflict depend on the ability to resolve and manage the conflict.

In the traditional approach that sees the conflict as a situation that disrupts the harmony of the organization and that causes employees to exhibit unwanted behaviors and that leads to the polarization in perception, emotions and behaviors in the organization and therefore that must be resolved rather than being managed, instead of managing the conflicts for the benefit of the organization and individuals, it is seen that the problems are suppressed or solved by authoritarian methods due to the dealing with the resolution of the conflict. [17]

Conflict and Managing the Conflict

The aim is to reconcile conflicts and to direct the destructive conflicts to constructive consequences. A conflict-free organization is deprived of internal dynamics, motionless, stationary and unexcited. It is necessary to accept the existence of the conflict to ensure that the conflict is managed in a way that will not harm the system. Learning and organizational effectiveness develops and increases by using the conflict as a tool in realizing the objectives of the organization. Thus, while the non-functional results of the conflict are minimized, its functional results are increased as much as possible [17] The really desired thing is that managers are obliged to be individuals who have gained the competence to perceive, analyze and manage the conflict. We can reach many studies on the resolution of the conflict. After the resolutions related to the conflict, especially for the individual and business, are collected under two topics, we can encounter with different resolution models for each of them. Today, the model of Rahim with the problem solving – reconciliation- compelling-avoidance and compliance steps is the most used model.

The organization manager / leader must firstly prevent the formation of the conflict and if the conflict has occurred despite all the efforts and endeavors, this time, the action must be taken to eliminate the conflict. In order to eliminate the conflict that has occurred, organization manager / leader is obliged to learn and develop various methods for conflict management. According to the traditional approach, which is one of the existing methods, conflict creates stress and distress on organizational employees and leads to

dissatisfaction in the business life and consequently a decrease occurs in organizational production. Another method consisted of behavioral approach. This method argues that conflict is a natural development for all organizations; it says that the conflict must be accepted as it is inevitable. Conflict cannot be eliminated and prevented, conflict is experienced in every way; and then the conflict should be made positive for the organization and provide benefit to the performance. The main purpose of conflict management is to adopt the differences, to know and enrich the value of differences in the social structure, to use the conflict for growth and social progress contrary to contraction and recession. The more accepted and used method is an interactive perspective. According to the interactive approach, group leaders should encourage slightly the organizational staff so that they can criticize themselves and make analyze and synthesize and think critically and be creative. In other words, in the interactionist approach, the leader / manager accepts that conflict is inevitable and supports clearly the opposition and defines the conflict management in a way that includes motivational and appropriate resolution methods and accepts that management of the conflict takes place within the main responsibilities of the managers.

The Effects of the Conflict Process on the Administrative and Organizational Structure of Organizations

If the conflict is managed well, it creates positive results such as establishing better relationships between the organization and individuals, ensuring psychological maturity, improving self-esteem, ensuring individual development, improving effectiveness and efficiency, understanding and recognizing problems, creating better solutions, ensuring organizational change, reducing monotony and realization a harmonized team work. If the conflict is not managed well, labor, money and time wastefulness may begin to show increase in the organization, it may cause members of the organization to show active and passive resistance against team work, which creates discomfort in the organization and the negative results such as increasing of the distances between members of the organization and creating of the insecure and suspicious environments and therefore leaving the organization, worsening of mental health of employees, dangerous and restless work environments and accordingly decreasing in efficiency and productivity of the organization, deviations from organizational goals and

endangering the existence of the organization. While large gains are obtained from the conflict in a well-managed organization, in the contrary case, significant losses can arise.

Some of the essential components of an effective crisis and conflict management are as follows:

- Crisis management strategy and organisation (authority and control),
- Communication plan of crisis management organisation,
- Strategy and plan for media and public relations,
- Preparation of the infrastructure of crisis management is a component of essential importance [18, 11]

Acting in line with the hierarchy, usage of authority and control of the process taken by one single person in all cases are of great importance in crisis situations. Lack of correct-exact/clear and up-to-date information, failure to remove all the obstacles that hamper communication and lack of success in performing the activities in respect of administrative and organisational aspects can render the crisis insoluble instead of offering solutions; [19] Besides being a reality in every sphere of human life, conflicts are a component constantly present in organisational structures as well. Differences in individuals and differences in goals and differing ways to reach goals as well as different views on values, perceptions and problems can pave the way for conflicts in organisations. It is a fact that it is almost impossible to completely eliminate conflicts. However, the personnel in executive positions should have the knowledge and skills to ensure the largest consensus possible and be able, thus, to manage conflicts and offer solutions. Party leaders who manage to remain in power for long periods are those who can minimise conflicts and manage to maintain them at the most minimum level possible [20]

Crises are an ever-occurring and inevitable phenomenon in governments. Should the conflicts arising during a crisis cannot be prevented and even get worse, new crises would inevitably emerge, causing great damage in the end. Conflicts can be prevented when those in administrative and executive positions can properly exercise authority in line with the hierarchical order and display administrative and managerial skills particularly in respect of communication. In this way, while no new crises would emerge, existing ones would be taken under control, and life would return to normal in a short time [19] If those in executive positions can duly exercise authority and have

administrative skills particularly in communication, no unrest occurs or any conflict is taken under control, and things return to normal in a short time. The correlations between crisis/conflict management and management need, therefore, to be made clear.

The purpose of this study is to investigate the methods used by political organisations, which are themselves expected to solve social crises and conflicts, to manage and solve inner crises.

Method

The population of the study consists of party members, who performed a duty in Orhangazi District of Bursa Province within the body of Justice and Development Party which was in power in the Republic of Turkey between the 2002-2020. 480 people, who were informed about the study and who accepted to participate in the study on a voluntary basis and who were also involved in party management, constituted the sample of the study and the study was completed with 480 people in question. The socio-demographic data collection form, crisis success test, crisis management scale and conflict action styles scale that have been created by the researchers in company with ethnographic observation and literature have been used.

The data collection form was developed by the researchers on the basis of ethnographic observation and models available in the literature, with seven items on socio-demographic data, six on crises, three on political organisations and seven on conflicts.

The Crisis Management Scale (CMS) used in the study was developed by Aksu and Deveci³⁴ in form of a five-point Likert scale with 31 items. The options used to measure crisis management skills were designed as; (1) 'Totally Disagree' (score range between 1.00 and 1.79), (2) 'Disagree' (score range between 1.80 and 2.59), (3) 'Neutral' (score range from 2.60 to 3.39), (4) 'Agree' (score range between 3.40 and 4.19) and (5) 'Totally Disagree' (score range between 4.20 and 5.00). The scale comprises three sub-dimensions as pre-crisis period, crisis period and post-crisis period. While the alpha reliability co-efficient was set at .98 for the whole scale, it was set at .95, .95 and .98 for the sub-dimensions of pre-crisis period, crisis period and post-crisis period respectively.

The Identify Conflict Style Scale (ICSS) used in the study was first developed by Johnson and Johnson (1981) and was subjected to several revisions in the

following years; the latest revised version dates back to 2008 [21] It is a scale used to identify the behavioural patterns used by individuals to cope with a conflict. ICSS has been frequently acknowledged in literature and used in different cultures to measure coping behaviours used in conflict situations. It has also been adapted into various languages. It consists of 35 items, all designed in the format of an affirmative sentence with the following five subscales:

- i. **Avoiding** [Believing that the situation is hopeless, one of the parties ignores the conflict and prefers not to confront the other party];
- ii. **Forcing** [Opposing to the excessive burden during a conflict, one party lays greater emphasis on aims than relationships]
- iii. **Accommodating** [One of the parties withdraws from the conflict environment in order to sustain the relationship]
- iv. **Compromising** [In this case the parties try to find a common path in a conflict in line with the aims and relationships]
- v. **Confronting** [It is the behavioural pattern where parties value the aims and relationships and try to find solutions that would benefit all the parties involved in a conflict with focus on the positive aspects]

The scale aims at providing insights into the dominant behaviour style used by individuals to cope with a conflict. No scoring was performed on the basis of the entire scale. The dominant action styles involved in sub-scales are measured independently from other sub-scales. Thus, in assessing the scores obtained in the scale, the score which individuals get in each sub-scale was obtained by adding item scores recorded in each sub-scale. The scores obtained in the sub-scales varied between 5 and 35. The scale was designed and scored in form of a five-point Likert scale with the statements (1) I never behave in this way, (2) I rarely behave in this way, (3) I sometimes behave in this way, (4) I often behave in this way and (5) I mostly behave in this way. The validity and reliability of the Identify Conflict Style Scale were tested in various studies.

To test the construct validity of the scale, first the data collected were subjected to a factor analysis with Kaiser Meyer Olkin = .69 and Bartlett [$p < 0.1$] tests, which revealed that the scale

consisted of five subscales. The factor loads of the items varied between 0.37 and 0.87. The eigenvalue of the scale in five sub-scales was measured as 12.45 and the explained variance percentage as 72.59. The item-total correlations of the scale were performed by comparing the scores obtained in each item with those obtained in the entire scale. The correlation co-efficient obtained for each item of the scale varied between 0.28 and 0.93. The study found, on the basis of the sequencing of the raw scores obtained in the distinguishing aspects of the scale items based on the related sub-scale from top to bottom, that distinctiveness powers of the items obtained by calculating the independent groups t-test values of the score averages of the groups that form the top 27% and the bottom 27% were of distinctive character [$p < .05$]. In respect of the *internal consistency* level of the scale, the Cronbach Alpha value for the sub-scales varied between 0.84 and 0.89. In the *test-retest method* applied to test the stability of the scale over time, on the other hand, the total score correlation co-efficient was calculated as 0.76 [21] These results suggest that the scale is adequately valid and reliable. Consequently, this study sought to adopt into Turkish language the Identify Conflict Style Scale used in research on conflicts all over the world as a valid and reliable scale.

Results

Table 1 shows the analysis of the scales administered to the participants broken down by socio-demographic variables. The scale scores broken down by age and gender displayed no significant difference. While the scores of the married participants in the "avoiding" and "compromising" sub-scales of ICSS were significantly higher than the ones obtained by the single subjects, the participants living in extended families also had significantly higher scores in the same subscale than those living in a fragmented family (Table 1). In the "forcing" subscale of ICSS, the scores of the participants with a university degree were higher than those obtained by the subjects who were elementary school graduates. The results of the crisis management test show, on the other hand, that the subjects living in a nuclear or an extended family and those with a university degree had significantly higher scores than those who lived in fragmented families and the participants who were high school graduates respectively (Table 1).

Table 1. Analysis of the scales administered to the study subjects by socio-demographic variables

Variable	CMT	CMS	ICSS Avoiding	ICSS Forcing	ICSS Accommodating	ICSS Compromising	ICSS Confronting
Age ¹							
18-25							
26-33	X ² =7,50	X ² =7,98	X ² =3,24	X ² =6,98	X ² =3,18	X ² =5,79	X ² =0,86
34-41	p=0,112	p=0,092	p=0,518	p=0,137	p=0,528	p=0,215	p=0,929
42-49							
Over 50							
Gender ²							
Women	Z=-0,76	Z=-0,16	Z=-0,29	Z=-1,59	Z=-0,05	Z=-0,78	Z=-0,41
Men	p=0,445	p=0,866	p=0,769	p=0,110	p=0,958	p=0,431	p=0,681
Civil Status							
Married ^a							
Single ^b	X ² =5,95	X ² =5,08	X ² =9,20	X ² =2,45	X ² =3,51	X ² =11,17	X ² =5,01
Widow/Divorced ^c	p=0,051	p=0,079	p=0,010 a>b*	p=0,294	p=0,173	p=0,004 a>b*	p=0,081
Family Type ¹							
Nuclear family ^d	X ² =13,75	X ² =25,60	X ² =8,14			X ² =9,02	
Extended family ^e	p=0,001	p=0,000	p=0,017	X ² =5,43	X ² =4,87	p=0,011	X ² =3,99
	d>f*	d>e*	d>f	p=0,066	p=0,087	d>f	p=0,135
Fragmented family ^f	e>f*	e>f*	e>f*			e>f*	
Educational Background ¹							
Elementary School ^k	X ² =17,09			X ² =15,58			X ² =5,97
	p=0,001			p=0,001	X ² =6,38	X ² =4,76	p=0,113
High School ^l	m>k	X ² =4,94	X ² =4,66	k<l	p=0,094	p=0,189	k<l
University ^m	m>l*	p=0,176	p=0,198	k<m*	m>l	k<l	k<m
Postgraduate ⁿ	m>n			k>n			

Table 2. Assessment of the total scores recorded in the Crisis Management Scale and the Crisis Management Test using multiple linear regression analysis

	Crisis Management Scale Total Scores			Crisis Management Test Total Scores		
	β (Beta)	t	p	β (Beta)	t	p
Fix		10,884	0,000		-0,826	0,409
Age	0,014	0,297	0,767	0,112	2,450	0,015
Gender (Women=1/Men=2)	-0,019	-0,419	0,675	-0,042	-0,933	0,351
Educational background (Elementary school=1/ Postgraduate=6)	-0,010	-0,219	0,827	0,062	1,365	0,173
ICSS – Avoiding	0,071	1,078	0,282	0,121	1,874	0,062
ICSS – Forcing	0,092	1,243	0,215	0,074	1,018	0,309
ICSS – Accommodating	0,161	2,268	0,024	0,155	2,234	0,026
ICSS – Compromising	0,033	0,372	0,710	0,107	1,211	0,227
ICSS – Confronting	0,236	3,013	0,003	0,148	1,927	0,055
F		16,495			18,816	
p		0,000			0,000	
R ²		0,266			0,293	

Table 2 shows the results of the assessment of the total scores recorded in the Crisis Management Scale and the Crisis Management Test using multiple linear regression analysis. In the model in

which the total score recorded in the crisis management scale was taken as a dependent variable, each of the subscales of "accommodating" and "confronting" of ICSS

served as significant predictors. The variables that predicted the crisis management were, on the other hand, advanced age and the subscale of "accommodating" of ICSS (Table 2).

Discussion

Although, in the management of crises, the subscales of 'the prevention of further damage' and 'detection of warning signs' are relatively better to practise, 'trouble-shooting and recovery' is more difficult than other subscales. While the subscale of 'accommodating' is the most used conflict management style, the subscale of 'avoiding' is the one that is used at the least., [1] report that executive personnel prefer to use the conflict management styles of reconciliation, use of power and avoiding when compared with other personnel. In our study, however, the one mostly used by the participating executive personnel was the style of 'accommodating'. However, the styles of integration and reconciliation ensure the harmony for an organisational change that requires more participation and also lead to a democratic environment by striking a balance between the parties involved. The styles of integration and reconciliation are considered to be styles with more positive aspects, which better enable the parties involved to resolve conflicts. It is suggested that they should therefore be taken into account in political contexts more frequently than other styles [22].

Hit by a crisis, individuals successfully get through it, being empowered in the end. Individuals in executive positions in the party, on the other hand, do consider the crisis as an area of quarrel and attempt to offer solutions in line with this perception, with the result that the crises are not perceived and experienced as a means of empowerment by the entire management.

The nuclear family type was in a better situation in crisis management than the fragmented family type. While the study found, on the basis of the variables of age and civil status, no difference in terms of effective crisis management, it showed, however, that individuals with better education were able to manage crises more effectively. Even though the results show that better education led to more success in managing crises and conflicts, 88.2% of the participants had received no training in this respect. Besides, more than half of the participants (56.5%) were graduates of elementary school and high school.

In the study, it is seen that crisis management is better in nuclear families than extended and fragmented families. While it is thought as a reason

that the responsibility area of individuals in the extended family is less than the nuclear family, it is seen that families of individuals, who are inadequate to cope with crisis and conflict solutions, have a fragmented structure.

In conflict styles, we can say that the reason why married persons use more avoidant styles than single persons may be related to their responsibilities and fears towards their families.

As long as the level of education increases, the increase is seen in the compulsive attitude, while the conciliative attitude is seen higher in married persons than single persons. Living in an extended family might have helped to make compromising easier.

Those who have authority resolve the crisis, and, expressing that crisis has been successfully resolved, all other individuals in executive positions internally experience it, making use of conflict management styles.

Crises appear not to have much effect on the inner-party coordination. The most important reason for this may be that top people in the party exercise all the authority in all significant matters, with top executives who take all decisions on their own authority. However, such a mode of operation characterised with decisions taken in the central office by top people do have a negative effect on the quality of the decisions taken by other executives in lower positions, on the grounds that their knowledge and experiences are thus undervalued, a condition that renders incoming information insufficient and inconsistent. On account of such reasons, crises previously considered easily resolvable get worse over time and can no more be eliminated.

Conclusion and Recommendations

Crises are defined as situations that disorder the functioning of institutions and organisations. A political party in power can be considered as an enterprise and its administrators as managers serving in a political enterprise, from which it follows that political parties have to be able to detect and manage the conflicts and crises that can arise in case of a delegation of authority. However, the results of our study revealed that the majority (88.2%) of the participants had received no training in respect of conflict management, with very low (45/100) scores in crisis management. Since it is possible to overcome the crisis in a moderate way in political parties that has a crisis management plan, the methods of coping with the crisis in other parties and their own experiences should be reinforced and developed by means of taking as an

example. Individuals in administrative positions in a political party should be offered trainings to address their lack of knowledge in respect of crises and crisis management; this is especially true in situations in connection with delegation of authority. Performing the same study with various groups in top, middle and lower administrative positions including party members that have no function in the administration of the party can provide new insights.

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Table 1. Demographic data and personal information about the participants (n=373)

Variable	N	%
Age		
18-25	77	20,6
26-33	74	19,8
34-41	94	25,2
42-49	65	17,4
Over 50	63	16,9
Gender		
Women	129	34,6
Men	244	65,4
Civil Status		
Married	252	67,6
Single	113	30,3
Widow / Divorced	8	2,1
Family Type		
Nuclear	275	73,7
Extended	89	23,9
Fragmented	9	2,4
Educational Background		
Elementary School	87	23,3
High School	124	33,2
University	145	38,9
Postgraduate Degree	17	4,6
Profession		
Civil Servants	15	4,0
Retired	21	5,6
Farmer	9	2,4
Worker	16	4,3
Self-employed	62	16,6
Others	250	67,0
Position in the political organisation		
Representative at Quarter Level	86	23,0
Head	24	6,4
Staff in Quarter Office	9	2,4
Members of Youth Wing	23	6,1
Council Member	3	0,8
Others	228	61,1
Length of Service in the Party		
Less than 10 years	283	75,8
11-20 years	73	19,5
21-30 years	11	2,9
Over 31 years	6	1,6
Those who could define the notion of crisis		
Yes	312	83,6
No	61	16,4
Those who could define the notion of authority		
Yes	271	72,7
No	102	27,3
Those who have experienced a crisis in the organisation		
Yes	51	13,7
No	322	86,3
Those who have experienced a case of a delegation of authority		
Yes	99	26,5
No	274	73,5

Whether a crisis arose as a result of delegation of authority (n=99)			
	Yes	24	24,2
	No	75	75,7
Whether a crisis that arose as a result of delegation of authority affected the party (n=99)			
	Yes	34	34,3
	No	65	65,7
Those who have or have not received training on conflict management			
	Yes	44	11,8
	No	329	88,2

Table 2. Scores obtained in the scales administered to study subjects

Variable	Mean	Standard Deviation	Median	Minimum	Maximum
Crisis Management Test	42,93	18,03	45,00	0,00	95,00
Crisis Management Scale					
Prevention of further damage	34,36	7,86	36,00	5,00	45,00
Learning	29,26	7,13	31,00	0,00	40,00
Detection of warning signs	32,39	7,43	33,00	7,00	45,00
Preparation and prevention	22,91	7,93	21,00	2,00	48,00
Trouble-shooting and recovery	17,00	5,33	17,00	2,00	30,00
Crisis Stage	9,11	3,22	9,00	0,00	15,00
Total	145,07	25,78	147,00	46,00	221,00
Identify Conflict Style Scale					
Avoiding	19,52	6,35	20,00	1,00	35,00
Forcing	22,08	5,36	22,00	5,00	35,00
Accommodating	23,81	6,44	25,00	3,00	35,00
Compromising	23,43	6,05	23,00	1,00	35,00
Confronting	23,57	5,84	23,00	0,00	35,00

Table 3. Analysis of the scales administered to the study subjects by socio-demographic variables

Variable	CMT	CMS	ICSS Avoiding	ICSS Forcing	ICSS Accommodating	ICSS Compromising	ICSS Confronting
Age ¹							
18-25							
26-33	$\chi^2=7,50$	$\chi^2=7,98$	$\chi^2=3,24$	$\chi^2=6,98$	$\chi^2=3,18$	$\chi^2=5,79$	$\chi^2=0,86$
34-41	$p=0,112$	$p=0,092$	$p=0,518$	$p=0,137$	$p=0,528$	$p=0,215$	$p=0,929$
42-49							
Over 50							
Gender ²							
Women	$Z=-0,76$	$Z=-0,16$	$Z=-0,29$	$Z=-1,59$	$Z=-0,05$	$Z=-0,78$	$Z=-0,41$
Men	$p=0,445$	$p=0,866$	$p=0,769$	$p=0,110$	$p=0,958$	$p=0,431$	$p=0,681$
Civil Status							
Married ^a							
Single ^b	$\chi^2=5,95$	$\chi^2=5,08$	$\chi^2=9,20$	$\chi^2=2,45$	$\chi^2=3,51$	$\chi^2=11,17$	$\chi^2=5,01$
Widow/Divorced ^c	$p=0,051$	$p=0,079$	$p=0,010$ $a>b^*$	$p=0,294$	$p=0,173$	$p=0,004$ $a>b^*$	$p=0,081$
Family Type ¹							
Nuclear family ^d	$\chi^2=13,75$	$\chi^2=25,60$	$\chi^2=8,14$			$\chi^2=9,02$	
Extended family ^e	$p=0,001$	$p=0,000$	$p=0,017$	$\chi^2=5,43$	$\chi^2=4,87$	$p=0,011$	$\chi^2=3,99$
Fragmented family ^f	$d>f^*$ $e>f^*$	$d>f$ $e>f^*$	$d>f$ $e>f^*$	$p=0,066$	$p=0,087$	$d>f$ $e>f^*$	$p=0,135$
Educational Background ¹							
Elementary	$\chi^2=17,09$			$\chi^2=15,58$			
School ^k	$p=0,001$	$\chi^2=4,94$	$\chi^2=4,66$	$p=0,001$	$\chi^2=6,38$	$\chi^2=4,76$	$\chi^2=5,97$
High School ^l	$m>k$	$p=0,176$	$p=0,198$	$k<l$	$p=0,094$	$p=0,189$	$p=0,113$
University ^m	$m>l^*$			$k<m^*$	$m>l$	$k<l$	$k<l$
Postgraduate ⁿ	$m>n$			$k>n$			$k<m$

¹Kruskal Wallis test was administered. ²Mann Whitnet U test was administered.

*Those with significance also sustained after Bonferroni correction test

CMT: Crisis Management Test; CMS: Crisis Management Scale; ICSS: Identify Conflict Style Scale

Table 4. Assessment of the total scores recorded in the Crisis Management Scale and the Crisis Management Test using multiple linear regression analysis

	Crisis Management Scale Total Scores			Crisis Management Test Total Scores		
	β (Beta)	t	p	β (Beta)	t	p
Fix		10,884	0,000		-0,826	0,409
Age	0,014	0,297	0,767	0,112	2,450	0,015
Gender (Women=1/Men=2)	-0,019	-0,419	0,675	-0,042	-0,933	0,351
Educational background (Elementary school=1/ Postgraduate=6)	-0,010	-0,219	0,827	0,062	1,365	0,173
ICSS – Avoiding	0,071	1,078	0,282	0,121	1,874	0,062
ICSS – Forcing	0,092	1,243	0,215	0,074	1,018	0,309
ICSS – Accommodating	0,161	2,268	0,024	0,155	2,234	0,026
ICSS – Compromising	0,033	0,372	0,710	0,107	1,211	0,227
ICSS – Confronting	0,236	3,013	0,003	0,148	1,927	0,055
F		16,495			18,816	
p		0,000			0,000	
R ²		0,266			0,293	

ICSS: Identify Conflict Style Scale