RESILIENCE AND ADAPTABILITY IN TURBULENT TIMES: A NEW ERA OF MANAGEMENT

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ABSTRACT BOOK

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GENERATIVE AI IN HEALTHCARE MANAGEMENT: DECISION-MAKING AND RESILIENCE

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This paper examines the transformative impact of generative artificial intelligence (GAI) on decision-making and resilience in healthcare management through a quasi-experimental design. The study aims to reveal the effects of GAI–human intelligence collaboration on organizational resilience in decisions made by nurse managers under conditions of uncertainty, within the framework of bounded rationality and dual-process decision-making theories (System 1 – fast and intuitive; System 2 – slow and analytical). Uncertainty in healthcare (e.g., pandemics, sudden patient surges, staff shortages) directly affects the decision-making processes of nurse managers. With its capacity to generate alternative scenarios and rapidly process data, GAI holds significant potential in these processes. However, knowledge about how this technology is perceived remains limited among nurse managers, who play a critical role at the intersection of clinical and administrative decisions. For this purpose, semi-structured interviews will be conducted with 15–20 nurse managers working in various hospitals in Turkey. ChatGPT, as the generative AI tool, was instructed with task-focused prompts and defined as a 'nurse manager,' generating alternative decision suggestions for each scenario. Participants first provided individual responses to crisis scenarios, then compared their own decisions with those of ChatGPT, and evaluated the effects of this process on decision-making and perceptions of organizational resilience. The study is expected to contribute to the healthcare management literature with findings on nurse managers' AI-supported decision-making experiences, while also highlighting opportunities such as accelerated decision-making, reduced cognitive load, and enhanced analytical depth offered by GenAI. Ultimately, the study aims to provide insights into how human–AI collaboration shapes managerial decision-making processes and supports resilience during crises. In addition, scenario-based decision-making supported by AI is expected to enhance foresight and flexibility skills among nurse managers, facilitate uncertainty management, and contribute to organizational resilience, while at the same time revealing limitations related to ethical concerns.

Keywords: organizational resilience, managerial decision-making, generative artificial intelligence (GAI), human–AI collaboration.

EMPLOYEE WELLBEING AND RESILIENCE: WAYS TO INCREASE ORGANIZATIONAL RESILIENCE IN CHALLENGING WORK ENVIRONMENT

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In today's rapidly evolving and chaotic business landscape, fostering employee well-being and enhancing tolerance for uncertainty have become critical components of organizational resilience. The ability to sustain emotional well-being and psychological strength under pressure is increasingly seen as essential not only for individual success but also for institutional adaptability. The emerging global order demands that individuals possess competencies such as adaptability, digital fluency, change management, and future-oriented thinking. Within this dynamic and often unpredictable environment, the role of psychological resilience and emotional well-being in coping with uncertainty has become more prominent. In this context, the present study investigates the impact of job-related affective well-being and intolerance of uncertainty on employees' psychological resilience. A quantitative research design was adopted, and a pilot study was conducted with 86 educators working in K–12 educational institutions in Istanbul, Türkiye. The research was carried out between May 1, 2025, and June 1, 2025. The findings revealed that job-related affective well-being significantly and positively predicts psychological resilience, highlighting the role of positive emotional experiences in strengthening individuals' ability to cope with stress. Although intolerance of uncertainty was negatively correlated with resilience, it did not have a statistically significant predictive effect in the path analysis. This suggests that its influence on resilience may be mediated by other psychological or contextual factors. These results underscore the importance of promoting emotional well-being among educators. Developing supportive work environments and implementing emotional wellness initiatives can be key strategies for increasing teachers' resilience in the face of uncertainty and continuous educational change.

Keywords: well-being, organizational resilience, intolerance of uncertainty,

PRIORITIZING FACTORS AFFECTING COMPANIES' DECISIONS TO ENTER INTERNATIONAL MARKETS IN THE CONTEXT OF DIGITALIZATION IN AN UNCERTAIN ENVIRONMENT

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The purpose of this study is to prioritize the factors influencing the decision to enter international markets in the context of digitalization. Digital transformation has led to differentiation and change in activities across all areas of life. Companies may differ in the routes and methods they follow when entering international markets. Regardless of the method or routes used, digitalization both facilitates and complicates the decision to enter international markets. In this study, the factors affecting entry modes into international markets were analyzed and prioritized using the Fuzzy Analytic Hierarchy Process (FAHP) method. In decision-making processes where uncertainty is at the forefront, the weights of the facilitating and complicating factors affecting international market entry modes in terms of digitalization were calculated based on comparisons made using expert opinions. The findings show that the criteria of "capital requirements" and "access to global markets" are the priority criteria. Furthermore, the fact that the criterion of "intellectual property rights" ranks last contributes to the originality of the study.

Keywords: digitalization, entry method, fuzzy analytical hierarchy process (FAHP).

THE MODERATING ROLES OF FORMALIZATION, ENVIRONMENTAL DYNAMISM AND LEADER-MEMBER EXCHANGE IN THE RELATIONSHIP BETWEEN PERCEIVED AUTHENTIC LEADERSHIP AND RESISTANCE TO CHANGE: A STUDY IN THE CIVIL AVIATION SECTOR

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The main aim of this study is to analyze the relationship between perceived authentic leadership and resistance to change among human resources professionals in the civil aviation sector and to examine the moderating roles of formalization, environmental dynamism, and perceived leader–member exchange. The study was conducted within a descriptive and causal research design, adopting a quantitative methodology. The findings revealed a significant negative relationship between perceived authentic leadership and resistance to change. In particular, the balanced processing of information and internalized moral perspective were found to significantly reduce all subdimensions of resistance to change. While there is a statistically significant negative relationship between relational transparency and cognitive and emotional resistance. In contrast, the direct effect of the self-awareness dimension was not statistically significant. Among the moderating variables, formalization was found to play a statistically significant and positive moderating role contrary to expectations, only in the relationship between self-awareness and cognitive resistance. This indicates that in formalized structures, leaders' self-awareness becomes more visible and contributes to a reduction in employees' cognitive resistance to change. Additionally, the perceived quality of leader–member exchange moderated the relationship between balanced processing of information and cognitive resistance, suggesting that rational decisions by leaders have a more persuasive effect when strong relational ties exist with employees. On the other hand, environmental dynamism did not have a statistically significant moderating effect on the relationship between authentic leadership and resistance to change.

Keywords: perceived authentic leadership, resistance to change, formalization, environmental dynamism, leader-member exchange.

SUSTAINABLE CAREERS AS COMPLEX ADAPTIVE SYSTEMS IN THE AGE OF AI IN TÜRKİYE

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This theoretical research confronts the challenge of fostering sustainable careers in Türkiye amidst the transformative pressures of Artificial Intelligence (AI). Traditional, linear career models are inadequate for navigating the systemic disruption AI imposes on the workforce, particularly within emerging economies. To address this complexity, the study proposes and applies a novel analytical framework: the Sustainable Careers Model, which is grounded in Complex Adaptive Systems (CAS) theory and empirically derived from the Turkish labor market. This model posits that a sustainable career is not a static achievement but an emergent property that arises from the dynamic, non-linear interactions between three core agents: the adaptable Individual, the enabling Organization, and the broader socio-economic Environment. Applying this tripartite lens, the research analyzes Türkiye's current landscape, identifying a critical "Ambition-Capacity Gap". This gap represents the stark contrast between the nation's bold official AI strategy and the on-the-ground realities of low corporate adoption and significant skills deficits, which creates a turbulent context for career development. The study demonstrates how AI systemically redefines the competencies required for individuals, compels organizations to evolve into supportive, AI-infused ecosystems, and reshapes the environmental "rules of the game" through new economic and policy pressures. The central, concluding argument is that a successful transition is not guaranteed; it depends on the symbiotic co-evolution of the entire system. Fostering sustainable careers requires a coordinated, multi-stakeholder effort between proactive individuals committed to lifelong learning, responsible organizations that invest in human augmentation over simple automation, and forward-thinking policymakers who cultivate a supportive national environment through educational reform and adaptive social policies.

Keywords: sustainable careers, artificial intelligence, future of work, skills transformation, labor market.

RESHAPING SUSTAINABLE CAREERS AND WORKFORCE DYNAMICS IN TÜRKİYE WITH AI: A GROUNDED THEORETICAL STUDY*

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This qualitative study theorizes how Artificial Intelligence (AI) shapes sustainable careers through a multilevel, agent-centered lens. Using Charmaz's constructivist grounded theory, we analyzed 16 semi-structured interviews from diverse sectors in Türkiye. Data were coded iteratively (initial and in-vivo → focused → theoretical), supported by constant comparison and analytic memos. The analysis yields a core proposition: as AI automates routine tasks, human work shifts toward oversight, orchestration, and relational sense-making; this shift translates into sustainable-career outcomes (employability, adaptability, well-being/ reputation, income continuity) via specific agents at the individual, organizational, and environmental levels. At the individual level, four agents emerge: (A1) Orchestration/oversight (exception handling, quality assurance), (A2) AI literacy & prompting, (A3) Authentic communication & verification in low-trust information environments, and (A4) Adaptability & self-directed learning. At the organizational level: (O1) Governance maturity (data security, ethics), (O2) Pilot-to-scale cadence that legitimizes adoption, (O3) Role architecture (e.g., QA, AI-officer, gatekeeper), and (O4) Work-embedded learning. At the environmental level: (E1) Regulatory clarity, (E2) Applied education ecosystems (university–industry bridges, MOOCs), and (E3) Market/ROI pressure. Findings indicate an E→O→A mechanism: regulatory and market forces shape organizational governance and scaling, which in turn heighten returns to individual orchestration and AI literacy. The study advances sustainable-career scholarship by (i) specifying actionable agents that connect AI adoption to career outcomes, and (ii) integrating process (automation→human oversight) with structure (governance, roles, ecosystems). Practically, we outline a multilevel playbook: build individual orchestration and prompting capability; institutionalize governance, pilot metrics, role redesign, and flow-of-work learning; and strengthen regulatory clarity and applied training infrastructures. Limitations include single-country and cross-sectional design. Future research should operationalize these agencies and test the E→O→A chain with longitudinal, multi-level models and field interventions evaluating governance and learning bundles.

Keywords: artificial intelligence, sustainable careers, future of work, workforce dynamics, Türkiye.

QUALITATIVE ANALYSIS OF SENIOR EXECUTIVE JOB ADVERTISEMENTS ON LINKEDIN FROM THE PERSPECTIVE OF MINTZBERG, KATZ AND MODERN MANAGEMENT APPROACHES

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Drawing upon classical theories such as Mintzberg's managerial roles and Katz's skills typology, alongside contemporary frameworks like the VUCA paradigm, this study investigates how expectations from senior managers have transformed in response to digitalization, agility demands, and organizational complexity. To explore this shift, a qualitative analysis was conducted on 100 senior executive job advertisements published on LinkedIn in June 2025. The "Job Description" and "Expected Qualifications" sections were analyzed using qualitative content analysis supported by thematic analysis, following Braun and Clarke's six-phase coding framework. The dataset was limited to advertisements published in English and Turkish, focusing on top-level roles such as general managers, functional directors, and department heads. Using both deductive (Mintzberg, Katz, VUCA) and inductive coding strategies, the data was grouped into six major themes: (1) Strategic Vision and Transformation Leadership, (2) People and Relationship Management, (3) Operational Excellence and Process Management, (4) Analytical Thinking and Problem Solving, (5) Expertise and Technical Competencies, and (6) Personal Qualities and Flexibility. The findings reveal that classical managerial roles—such as leadership, information processing, and decision-making—remain relevant but are significantly reshaped by demands for digital fluency, agile leadership, AI integration, and soft skills. The prominence of competencies like stakeholder communication, data-driven decision-making, and adaptability reflects a shift from hierarchical control to collaborative, cross-functional leadership. These insights bridge theoretical and practical domains by illustrating how traditional management models intersect with current labor market expectations. This study contributes to the literature by mapping how managerial roles evolve in response to contemporary challenges and offers practical implications for leadership development, human resource planning, and the future orientation of management education.

Keywords: manager role, managerial competencies, Mintzberg's managerial roles, Katz's skills typology, modern management.

THE DEVRIM CAR: TURKEY'S FIRST INDIGENOUS AUTOMOBILE

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Turkey was undergoing a transformation characterized by industrialization and modernization efforts in the early 1960s,. The government aimed to reduce dependence on foreign imports and promote national production capabilities. The Devrim Car project emerged as a symbol of this ambition, representing the first attempt to produce a fully indigenous automobile. This endeavor was not only a technological challenge but also a socio-political statement reflecting the aspirations of a nation seeking to assert its identity on the global stage. The Devrim Car ("Revolution Car") represents one of Turkey's most ambitious yet controversial industrial projects. Developed in 1961 under the directive of then-President Cemal Gürsel, it was intended to showcase Turkey's engineering capabilities and reduce dependence on foreign automotive imports. Despite its promising start, the project became a symbol of both national pride and unfulfilled potential due to political, economic, and technical challenges. The Devrim Car, Turkey's first indigenous automobile, represents a significant milestone in the nation's industrial history. this project aimed to establish a self-sufficient automotive industry in Turkey during a period of economic transformation. This study explores the historical context, technological challenges, and socio-economic implications of the Devrim Car project and also contributes to broader discussions on technology policy, nationalism, and industrial capacity-building in emerging economies by examining primary sources, government documents, and contemporary analyses, this study highlights the project's successes and failures, providing insights into the complexities of industrialization in developing nations. The Devrim Car not only reflects the aspirations of a newly established republic but also serves as a case study for future automotive projects in Turkey and similar economies.

Keywords: automotive industry, Devrim car, Turkey, national identity, industrialization.

INTUITIVE DECISION-MAKING IN AIR TRAFFIC CONTROL

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This study aims to examine the intuitive decision-making skills of air traffic controllers and determine whether these skills differ in terms of demographic variables (gender, level of education, experience, and the air traffic control unit in which they work). 386 air traffic controllers participated in the study. Data were collected using an intuitive decision-making scale and a demographic information form. Independent samples t-test and one-way analysis of variance (ANOVA) were applied in the analyses. The findings reveal that the intuitive decision-making levels of air traffic controllers are generally high. However, no significant difference was found between the intuitive decision-making levels according to gender, experience, and the ATC unit in which they work. On the other hand, a significant relationship was found between the level of education and intuitive decision-making skills. This finding shows that intuitive decision-making skills can be improved not only with experience but also with targeted learning efforts. In this direction, supporting the learning efforts of air traffic controllers and directing them to postgraduate education can strengthen their cognitive adaptation abilities and increase their ability to make more effective decisions in complex operational conditions. The study contributes to the literature on the role of intuitive decision making in air traffic management.

Keywords: intuitive decision making, air traffic management, air traffic controller, human factors, aviation.

BEYOND AWARENESS: DESIGNING BIAS AND NOISE RESILIENCE IN COMPLEX PROJECT TEAMS

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Complex project environments characterized by elevated risk and time sensitivity are particularly susceptible to deteriorations in decision integrity, stemming from two distinct cognitive distortions: bias and noise. This study investigates how strategies for recognizing bias and attenuating noise can be purposefully integrated into the operational architecture of project-oriented teams. Grounded in interdisciplinary insights and applied design methodologies, the research frames cognitive awareness not solely as a safeguard against error, but as an enabling condition for shared interpretation, coordinated reasoning, and responsive learning. A range of targeted practices, such as evaluative checkpoints, reflective facilitation techniques, and judgment calibration sessions, is introduced to minimize divergence and strengthen the coherence of collective decisions. Particular emphasis is placed on diagnosing manifestations of noise, including inconsistencies between evaluators, discordant effort predictions, and disjointed risk appraisals, which frequently emerge in teams with diverse functional roles. The study concludes by outlining a forward-oriented decision framework that repositions awareness from a corrective afterthought to a foundational design principle in managing judgment variability. By repositioning cognitive awareness as a collectively enacted design condition rather than an individual attribute, this study introduces a conceptual reorientation in project cognition research. The synthesis of anticipatory strategies, interpretative reflection facilitators, and embedded systemic supports fosters not only the mitigation of judgmental distortions but also the institutionalization of cognitive alertness as an intrinsic property of collective evaluative frameworks within project-based teams. In this formulation, redesign signifies a contextually responsive governance architecture that cultivates interpretive precision and sustains deliberative robustness amid the inherent uncertainties of high-stakes project settings.

Keywords: cognitive bias, awareness, noise, project organization, decision-making.

THE RELATIONSHIP BETWEEN AGILE LEADERSHIP, INNOVATION CULTURE, AND ATTITUDES TOWARD ARTIFICIAL INTELLIGENCE

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In many sectors today, remaining relevant is less about preserving past strengths and more about responding to change with fresh thinking. Companies that leave room for dialogue, allow ideas to evolve through trial and error, and view creativity as part of everyday work, not just as a task for a select few, tend to cope more effectively with uncertainty. A climate of innovation does not arise by chance; it grows under leadership that values flexibility and responsiveness. Leaders who demonstrate agility, those able to sense change early and respond with foresight, often become catalysts for embedding innovation into organizational routines. However, their impact rarely unfolds in isolation. Technological perceptions, especially toward emerging tools like artificial intelligence, may quietly shape how such leadership is received and enacted. In recent years, AI has moved from being a back-office function to a visible partner in decision-making. Its perceived usefulness, particularly in streamlining operations or enhancing analysis, often shapes employee attitudes. Researchers have extensively examined how agile leadership contributes to innovation culture, yet they have paid considerably less attention to the psychological and perceptual aspects of AI adoption. Investigating how these perceptions intersect with leadership practices could uncover subtle dynamics that inform how innovation takes root in practice, not just as a strategy, but as a lived organizational value.

Keywords: artificial intelligence attitude, agile leadership, innovation culture, technology.

A COMPREHENSIVE REVIEW ON THE EFFECTS OF ARTIFICIAL INTELLIGENCE ON INTERPERSONAL COMMUNICATION PROCESS

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Recent findings indicate that AI technologies significantly influence interpersonal communication, offering both potential benefits and drawbacks. These technologies enhance communicative accessibility and emotional support but also create new forms of pseudo-intimacy and ethical ambiguity. While AI systems can facilitate personal disclosure and simulate emotional connections, their lack of intentionality and self-awareness disrupts traditional expectations of authenticity and mutuality in human relationships. This paper aims to provide a framework for understanding how the integration of artificial intelligence (AI) affects interpersonal communication processes and the nature of our interactions. To achieve this, the research encompasses theoretical perspectives and empirical findings from various fields, including interpersonal communication studies, media ecology, and human-computer interaction. It analyzes how AI reshapes key components of human communication, such as relational development, empathy, and trust. Additionally, this review synthesizes conceptual frameworks—particularly symbolic interactionism, social presence theory, and media ecology—with current empirical research to offer a critical understanding of AI-mediated communication and presents a comprehensive conceptual discussion that addresses the hybridization of human-AI interaction. Finally, this study discusses reconceptualization of interpersonal communication in the context of hybrid human-AI interactions and puts forth some suggestions to manage new relational ethics in technologically mediated environments.

Keywords: artificial intelligence, interpersonal communication, social presence theory, symbolic interactionism, human-computer interaction.

THE INFLUENCE OF TAYLORIST MANAGEMENT PRINCIPLES ON THE CLASSICAL TAILORING PROFESSION

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One of the most significant and impactful models designed to enhance efficiency in production processes since the Industrial Revolution is the "Taylorist Management Model," created by Frederick W. Taylor. Taylorism seeks to reorganize production methodologies through scientific principles, highlighting labor division, time and motion analysis, standardization, and efficiency maximization. The effect of this strategy on traditional, craft-oriented, and manual occupations continues to be a contentious issue in the literature. The relevance of Taylorist concepts in tailoring, a profession centered on customized manufacture, and their impact on the creative and cultural dimensions of the craft represent a crucial topic of interest. This study seeks to assess the evolution of the traditional tailoring profession through the lens of Taylorist management ideas. The tailoring profession, influenced by the professional ethics, master-apprentice knowledge, and craftsmanship values of the Ahi Order culture, has experienced substantial transformation due to modern production concepts. This paper applied qualitative research method, conducting in-depth exploratory interviews with nine tailors via semi-structured interviews and employed thematic analysis. The results indicate that the extensive implementation of labor division, the incorporation of technology into production methods, and evolving consumer expectations have diminished the artistic aspect of the profession. Nonetheless, the study underscores the imperative of combining the fundamentals of the Ahi Order with contemporary management strategies to guarantee the longevity of workmanship and distinctive design qualities. This study seeks to offer theoretical and practical contributions to the literature in management sciences, production processes, and craft-oriented applied social sciences by formulating solution recommendations that match traditional professions with modern production systems.

Keywords: Taylorism, Tailoring, Akhism, division of labor, technological transformation.

DESIGN MANAGEMENT MODELS: THE MANAGERIAL ROLE OF DESIGN IN BUSINESSES AND A MODEL PROPOSAL WITH ARTIFICIAL INTELLIGENCE INTEGRATION

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The increasing global uncertainties, digitalization, and technological transformations are compelling businesses to adopt more flexible and innovative approaches in their strategic decision-making processes. In this context, design has transcended its traditional role as a contributor to aesthetics and product development, becoming an integral and transformative component of managerial processes. This study examines the managerial role of design in businesses by comparatively analyzing various design management models based on their theoretical foundations, and reveals the strengths and limitations of existing frameworks. Design management refers to a set of approaches in which design is regarded as a strategic resource and integrated into managerial decision-making processes. This approach ensures the alignment of design with organizational goals and plays a significant role in fostering innovation and competitive advantage. AI-supported management models further reinforce this strategic role by enabling data-driven and flexible solutions in decision-making processes. The study's original contribution lies in the proposal of a new model developed within the framework of integrating artificial intelligence technologies into design management processes. The proposed model synthesizes existing frameworks in the literature in accordance with emerging managerial needs, focusing on the integration of AI into decision support mechanisms, strategic planning, and innovation processes. The main objective of the study is to explore, within a theoretical framework, how artificial intelligence technologies can be integrated into design management practices, and to propose a strategic design approach for businesses. The model developed in this direction offers a holistic perspective aimed at enhancing the managerial value of design and establishing a sustainable decision-making structure supported by AI.

Keywords: design management, design model, digitalization, artificial intelligence, model proposal.

IN THE SHADOW OF THE MINIMUM WAGE: A PHENOMENOLOGICAL STUDY ON HIGH JOB DEMANDS AND LIVING WITH LOW RESOURCES

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This study explores the lived experiences of minimum wage earners in Turkey, focusing on the challenges of high job demands and limited resources through a phenomenological lens. Drawing on the Job Demands–Resources (JD-R) model, the research investigates how the imbalance between work expectations and available support mechanisms contributes to emotional exhaustion and turnover intention. With inflationary pressures increasing economic strain, particularly on low-income workers, the qualitative inquiry offers critical insights into how minimum wage employees perceive, cope with, and are affected by persistent workplace demands. In-depth interviews and textual data collected from a targeted sample of minimum wage employees form the basis of the thematic analysis. Findings reveal a consistent pattern of emotional fatigue, workplace disengagement, and psychosocial strain driven by excessive workloads, extended working hours, and insufficient organizational support. The study further identifies moderating factors such as team solidarity and informal social support, which, while insufficient to eliminate stress entirely, offer temporary relief. The results highlight the urgent need for systemic interventions and policy reforms to improve the psychosocial work environment of vulnerable labor groups. From an academic perspective, this research contributes to the expansion of the JD-R framework by integrating phenomenological methods to illuminate subjective experiences. Practical implications include recommendations for equitable resource distribution, policy-level wage reviews, and the design of employee-centered support structures aimed at reducing burnout and turnover.

Keywords: minimum wage, job demands–resources model, emotional exhaustion, turnover intention, phenomenological research

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EMPLOYMENT OF WOMEN COURIERS IN TURKEY: AN ANALYSIS OF SOCIAL PERCEPTIONS, CULTURAL DIMENSIONS, AND MANAGEMENT POLICIES

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This study investigates the impact of perceptions toward small-scale women entrepreneurs on businesses' employment policies, focusing specifically on the courier sector in Turkey. It aims to understand how societal perceptions of women in the workforce influence managerial decisions regarding women's employment in non-traditional roles such as courier work. The study also explores the role of Hofstede's Cultural Dimensions Theory in shaping these perceptions and policies, particularly examining how power distance, individualism/collectivism, and uncertainty avoidance affect the integration and management of women couriers. For data analysis, fuzzy-set Qualitative Comparative Analysis (fsQCA) will be employed to explore how various conditions (e.g., social perceptions, cultural dimensions, political attitudes) interact in different combinations to produce specific outcomes (women's employment policies). This method is particularly suited for uncovering complex relationships and multiple causal pathways. Additionally, the study examines challenges and strategies for managing women employees, as well as potential differences in managerial approaches toward women and men. It further considers the influence of political attitudes—measured indirectly through views on social values such as individual freedoms and traditional norms—and family structures, providing a comprehensive understanding of the multifaceted factors affecting women's employment in a traditionally male-dominated field. The findings are expected to offer valuable insights for businesses seeking to enhance gender diversity and develop more inclusive employment policies.

Keywords: entrepreneurship, women's entrepreneurship, culture, gender norms, small-scale entrepreneurs.

FISCAL SUSTAINABILITY OF BRICS COUNTRES: NONLINEAR PANEL UNIT ROOT APPROACH

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Fiscal sustainability is a crucial phenomena for researchers, governments and policy makers. It has also special importance for business world in terms of their financial planning, capital costs, risk perception, investment decisions and tax policy etc. In this study, fiscal sustainability of BRICS countries is examined within a panel data framework by applying the linear and nonlinear panel unit root tests. Countries subject to this study are Brazil, Russia, India, China, Egypt, Ethiopia, United Arab Emirates (UAE), and Indonesia. Measuring the fiscal sustainability of the BRICS countries is crucial for both monitoring macroeconomic stability and global economic balances. Due to the important place of BRICS countries in the global economy, it is important to examine the fiscal sustainability of this country group. For this purpose, the nonlinear panel unit root tests employed in this study test both the validity of the fiscal sustainability and allow for the identification of the source of nonlinearity in the data. In all unit root tests applied, the null hypothesis assumes the presence of a linear unit root. According to the test result of a linear panel unit root test, the fiscal sustainability hypothesis does not hold for this country group. Followingly, we applied three different nonlinear panel unit root tests to the debt-to-GDP data of BRICS. Findings of these tests reveal that the debt-to-GDP data of this country group exhibit time dependent nonlinearity and hybrid nonlinearity. That is, the time dependent nonlinearity, i.e. structural break(s), and hybrid nonlinearity are included in the data generation process of the related data. In other words, the fiscal position of this country group has mean- reverting behaviour in the long-term.

Keywords: fiscal sustainability, nonlinear panel unit root, mean-reverting behaviour.

DO CLUSTER RESOURCES PROVIDE THE EXPECTED UNIQUE BENEFITS?: AN ANALYSIS TO MEASURE THE MODERATING EFFECT OF HOME COUNTRY INSTITUTIONAL ENVIRONMENT*

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The purpose of this study is to investigate the relationship between cluster resources, one of the most important benefits of the cluster approach, and the international market entry strategy preferences of start-up firms that aim to internationalize at the very beginning, and the moderating effect of the institutional environment of the home country on this relationship. The unit of analysis of the study is organizations. In this context, the data obtained through questionnaires from 52 start-up firms operating in a total of 10 different Technology Development Zones (TDZ) established in Ankara, Istanbul, Izmir, Bursa and Kocaeli, the five largest cities of Turkey, were tested using regression analyses. A survey was used to measure the variables in the study. The findings do not support the assumption that cluster resources cause firms to prefer riskier strategies while entering the international market. Similarly, no significant results are obtained regarding the moderator relationship, which constitutes the main contribution of the study. This result can be interpreted as the resources provided by the TDZs should be re-evaluated, also the institutional environment is insufficient within the scope of the moderator effect. From a theoretical standpoint, this outcome aligns with North's (1994:360) analysis of the formal and informal institutions distinction. When making strategic decisions, organizations are influenced by both formal and informal institutional environments; however, the latter assumes greater significance in mitigating uncertainty when formal institutions are ineffective. Given the study's limited scope to formal institutions, the lack of moderating effects is not a theoretically contradictory finding.

Keywords: start-up firms, technology development zones, internationalization, institutional context.

RELATIONSHIP BETWEEN INSTITUTIONAL RESILIENCE AND INTERNAL AUDIT: A STUDY ON PUBLIC EMPLOYEES' PERCEPTION OF INSTITUTIONAL RESILIENCE AND INTERNAL AUDIT

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The purpose of this research is to examine whether there is a relationship between the perception of internal audit and the perception of institutional resilience of the personnel working in public institutions and how the perception of internal audit affects the perception of institutional resilience. Quantitative research method was used in the research. The main mass of the research consists of public personnel in Türkiye and the sample consists of 220 people who voluntarily participated in the research by simple random method. Data was collected by survey technique in the research. Internal audit and institutional resilience perception scales were given to the participants to be answered. Descriptive statistics, Pearson Correlation, One-Way ANOVA, Independent Groups T-Test and Multiple Regression analyses were performed on the data obtained in the research. The research analysis was carried out with IBM SPSS 27 package program. According to the analysis results; there is a significant difference between the gender groups in the knowledge level variable, education level groups, institutional resilience scale, and the Number of Personnel in the institution groups in the efficiency and performance variable. No significant difference was found among all variables in terms of age and work experience. There are varying levels of relationships between the internal audit perception dimension and its sub-dimensions and the perception of organizational resilience dimension. The effect of the Level of Knowledge, Efficiency and Performance dimension on the Organizational Resilience was not found to be significant and the Audit and Finance, Institutional Culture Dimension had a positive and significant effect. It can be said that the Internal Audit has a significant effect on the Organizational Resilience and 39.1% of the change in Organizational Resilience is due to Internal Audit.

Keywords: internal audit, institutional resilience, corporate governance, public administration

WHY EMPLOYEES QUIT: THE MEDIATING ROLE OF WORK ALIENATION IN THE RELATIONSHIP BETWEEN PSYCHOLOGICAL RESILIENCE AND TURNOVER INTENTION

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This study examines the relationship between psychological resilience, work alienation, and turnover intention among white-collar workers in the Turkish service sector. Drawing on the Job Demands–Resources model and the Conservation of Resources theory, the research investigates how individual and organizational factors shape employees' decisions to leave their jobs. Although turnover intention has been widely studied, inconsistent findings regarding the role of resilience suggest that additional mechanisms need to be considered. To fill this gap, the study positions work alienation as a potential mediating variable between resilience and turnover intention. Data were collected from 167 participants using validated scales for psychological resilience, work alienation, and turnover intention. Structural equation modeling was used to test the hypothesized model. The results showed that psychological resilience had a significant negative effect on work alienation but no direct effect on turnover intention. Instead, resilience indirectly reduced turnover intention by lowering levels of alienation. Work alienation emerged as a strong positive predictor of turnover intention and explained a large portion of its variance. These findings suggest that resilience is not a factor that directly prevents turnover but rather functions as a protective personal resource that helps employees maintain their commitment by acting as a buffer against alienation. This study contributes to the turnover literature by integrating individual and organizational processes within a theoretically grounded framework, clarifying the indirect role of resilience, and providing evidence consistent with the full mediation model. Practically, the results emphasize that resilience-building interventions will have limited impact unless accompanied by organizational efforts to reduce alienation through enriched job design, supportive leadership, and inclusive workplace policies. Future research should examine the long-term effects of these interventions.

Keywords: psychological resilience, work alienation, turnover intention, JD-R model, COR theory

BRIDGING MOTIVATION AND INNOVATION: AN EMPIRICAL ANALYSIS OF PSYCHOLOGICAL CAPITAL IN PUBLIC TRANSPORTATION SECTOR

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This study explores the relationship between psychological capital (PsyCap) and innovative behavior in the public transportation sector, with particular emphasis on the mediating role of motivation. Unlike private enterprises, public institutions operate within bureaucratic structures and do not pursue profit; nevertheless, they increasingly face the imperative to innovate in response to urbanization, digital transformation, sustainability requirements, and citizens' evolving expectations. Innovation in public transportation is therefore essential for enhancing efficiency, service quality, and long-term adaptability. Grounded in positive psychology, PsyCap is conceptualized through four dimensions: self-efficacy, optimism, resilience, and hope. Employees with strong PsyCap are more capable of maintaining engagement, overcoming challenges, and contributing to organizational creativity and problem-solving. Building on this theoretical foundation, the study hypothesizes that PsyCap exerts a direct effect on innovative behavior and an indirect effect through motivation. Motivation, both intrinsic and extrinsic, is positioned as a mediator because it drives employees to generate, promote, and implement new ideas. The pilot research was conducted with 173 administrative and technical employees in a Turkish public transportation organization. Data were collected through validated survey instruments measuring PsyCap, motivation, and innovative behavior. Statistical analyses were carried out using SPSS v21 and PROCESS Macro. Findings reveal that PsyCap has a strong and significant direct effect on innovative behavior, indicating that employees with higher PsyCap are more likely to engage in creative problem-solving, idea generation, and idea implementation. However, motivation did not significantly mediate this relationship. Despite this, PsyCap remained a consistent driver of innovation, underscoring its importance in public organizations where adaptability and creativity are increasingly required. Overall, the study highlights the central role of PsyCap in fostering innovation within the public sector, while pointing to the limited mediating role of motivation in this specific context.

Keywords: psychological capital, motivation, innovation.

WORLD POLITICAL LEADERS AS KIDS: AI-DRIVEN REIMAGINING OF LEADERSHIP

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AI generated videos of political leaders are mostly used for political campaigning (e.g., creating a brand image of a leader or constructing a popular political figure for wider public engagement or interaction) or for spreading disinformation or misinformation (e.g., deepfake videos) especially at times of events like national elections. Latest trend is portraying political leaders as kids in AI videos. Thus, representations of political leaderships that emphasize their "authority" through reliance on ritual, targeted propaganda, pursuit of legitimacy, and shaping via ideological invitations have been supplemented with new and even "childish" representations through prompts entered AI. These new variations of AI videos have opened new perspectives in discussing leadership as "representation". One of the latest examples is entitled "Welcome to Albania", a video message from AI-generated European leaders as kids at the European Political Community meetings in Tirana. In this study, the aim has been to conduct a thematic analysis of textual content (e.g., columns, news) by using purposive sampling from the international media (e.g., CNN, Politico, RTSH, Albanian Times, The Telegraph). With this analysis, first the entertainment function of AI through these videos and then the transformation of leadership representation through public opinions have been discussed.

Keywords: AI, leadership, entertainment, representation, "Welcome to Albania".

AI-ASSISTED DECISION-MAKING IN STARTUPS: REDUCING ANCHORING AND FRAMING BIASES

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This study investigates how explainable artificial intelligence (XAI) can reduce cognitive biases—specifically anchoring and framing—in high-stakes startup investment decisions. Grounded in Dual-Process Theory and Human-AI Collaboration frameworks, the research explores whether AI explanations can shift decision-makers from fast, heuristic-driven System 1 thinking to more analytical, deliberate System 2 reasoning. Using a controlled experiment, 15 startup founders and managers were divided into three groups: a control group (no AI), an AI-assisted group (recommendations only), and an AI-assisted + explanation group (recommendations with justifications and confidence scores). Results showed that the group receiving AI explanations achieved the highest decision accuracy (85%), compared to 72% in the AI-only group and 55% in the control group. Anchoring bias was reduced from 75% to 35%, and framing bias from 80% to 45% in the explanation group. Additionally, explanations improved trust calibration, helping users avoid automation bias and evaluate AI outputs more critically. The findings demonstrate that simply providing AI recommendations is insufficient to eliminate cognitive distortions—instead, transparency and explainability are essential for effective bias mitigation. Practical implications include designing user-centered explanation strategies that match users' cognitive capacity and context, especially in fast-paced, uncertain environments like startups. The study also highlights future research directions, such as the long-term impact of XAI and individual differences in trust and decision-making styles. Ultimately, explainable AI is positioned not just as a technical tool, but as a behavioral catalyst that enhances rational thinking and supports better human judgment.

Keywords: explainable AI, cognitive bias, AI-assisted decision-making, startup investment.

ATTITUDES TOWARD AI: A RECENT REVIEW

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Artificial Intelligence (AI) refers to computer systems designed to simulate intelligent behavior with minimal human input. While often seen as a technical innovation, AI is also a social phenomenon that intersects with human values, identities, institutional norms, and ethical concerns. As AI technologies are increasingly integrated into daily life, it is vital to understand not only their technical functions but also their social and psychological impacts. One of the most effective ways to explore these impacts is through studying individuals' attitudes toward AI. Attitude is a learned predisposition to respond to specific objects and comprises three main components: affective, behavioral, and cognitive. Although attitudes do not always predict behavior, they are closely linked to individuals' tendencies to act in particular ways. Public attitudes are particularly important in the context of AI, where misinformation and limited understanding may lead to resistance or discomfort. Understanding these attitudes can help ensure the ethical, responsible, and efficient deployment of AI systems. Recent research on this topic spans various sectors, including science, healthcare, tourism, education, psychotherapy, law, and the military. This study aims to review relevant literature from the past five years and provide a general discussion based on current findings.

Keywords: artificial intelligence, attitudes, attitudes towards AI application, attitudes towards AI, human-computer interaction

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FROM INNOVATION TO FLEXIBILITY: HOW BUSINESS MODEL INNOVATION ENHANCES STRATEGIC FLEXIBILITY IN THE TURKISH ICT SECTOR

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Today's volatile environmental dynamics force organizations to enhance strategic flexibility (SF) to proactively adapt to changing conditions. Business model innovation (BMI) is recognized as a key driver for this purpose. In this study, BMI is conceptualized as the novel changes in one or more domains of value creation, value proposition, and value capture. SF is identified as a dynamic capability that enables organizations, when necessary, to shift their existing strategies in favor of new ones by leveraging the flexibility of their resources and coordination. Environmental dynamism refers to the degree of unpredictability in markets, technologies, and customer preferences, acting as an external trigger that pushes firms toward both innovation and flexibility. This paper explores the impact of BMI on SF, specifically within the Turkish information and communication technology (ICT) sector, by drawing on a multidimensional framework. A quantitative approach is used by analyzing data from 201 firms using partial least squares structural equation modeling (PLS-SEM), The results show that BMI has a strong and significant effect on SF. The mechanism of BMI enhancing SF is more effective through coordination flexibility. In addition, the results emphasize that innovations in the value proposition and value capture domains are the key drivers for this mechanism. Value creation innovation contributes indirectly through new partnerships. Furthermore, environmental dynamism is found to be the trigger for BMI to foster SF which offers an explanation for inconsistent findings in prior research. Theoretical contributions to dynamic capability literature are discussed by positioning BMI as a micro foundation of SF and empirically validating the pathway from innovation to flexibility. Practically, it offers guidance for managers aiming to adapt to a fast-changing business environment by highlighting effective coordination is vital for firms seeking resilience in turbulent contexts.

Keywords: business model innovation, strategic flexibility, environmental dynamism, ICT-sector, PLS-SEM.

THE IMPACT OF INSTITUTIONAL TRUST ON DOLLARIZATION: A PANEL DATA ANALYSIS USING EDELMAN TRUST BAROMETER AND WEF EXECUTIVE OPINION SURVEY

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Dollarization, the substitution of domestic currency with foreign currency in savings and transactions, remains a challenge in many emerging economies. While conventional explanations emphasize inflation, interest rate differentials, and exchange rate volatility, this study highlights institutional trust as a structural determinant. Trust in central banks, judiciaries, governments, and regulatory bodies shapes financial behavior by influencing citizens' confidence in the stability of the local currency. When trust erodes, households and firms shift toward foreign currencies perceived as more reliable, embedding dollarization into financial systems. This study empirically examines the role of institutional trust by constructing a composite index using data from the Edelman Trust Barometer and the World Economic Forum's Executive Opinion Survey. A balanced panel dataset covering ten countries (Turkey, Argentina, Ukraine, Indonesia, Poland, Colombia, Germany, Sweden, South Korea, and Canada) for 2012–2023 is employed. The dependent variable, foreign currency deposit ratio, is analyzed through fixed-effects and dynamic panel estimations, with controls for inflation, exchange rate volatility, financial development, and interest rate differentials. Endogeneity concerns are mitigated using lagged trust variables and robustness checks with Arellano–Bond estimators. Findings show that institutional trust significantly reduces dollarization. Interaction models reveal that higher trust moderates the effect of inflation: in high-trust environments, inflation shocks have little impact on foreign currency deposits, while in low-trust settings they sharply accelerate substitution. Country cases reinforce these results—Argentina and Turkey show persistent dollarization due to low trust, while Germany and Sweden maintain negligible levels despite global shocks. The study concludes that anti-dollarization strategies must extend beyond monetary tools to include reforms that build and sustain institutional trust. Strengthening central bank independence, judicial integrity, corporate governance, and transparent communication are essential for restoring confidence in domestic currencies and ensuring long-term stability.

Keywords: institutional trust, dollarization, panel data analysis.

DESIGN MANAGEMENT MODELS: THE MANAGERIAL ROLE OF DESIGN IN BUSINESSES AND A MODEL PROPOSAL WITH ARTIFICIAL INTELLIGENCE INTEGRATION

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Artificial intelligence (AI) has increasingly transformed higher education, offering opportunities to enhance learning, engagement, and assessment. This study investigates the impact of AI-supported case-based group discussions on student achievement, participation, and critical thinking within the MAN213 Organization Theory course at Atılım University. Using the Breakout Learning platform, the research explores how randomized versus pre-determined homogeneous groups influence learning outcomes and identifies which student profiles benefit most from AI-supported environments. Grounded in constructivist and experiential learning theories, case-based learning encourages students to analyze authentic scenarios, collaborate, and develop problem-solving skills. When combined with AI, these discussions gain additional pedagogical value through real-time analytics, adaptive feedback, and structured facilitation. The study employed the k-Nearest Neighbor (kNN) machine learning algorithm to classify student performance patterns based on participation, critical thinking, and cumulative GPA. A sample of 53 undergraduate business students, divided into experimental and control groups, participated in the field experiment. Findings reveal significant learning gains across multiple dimensions. Quiz scores increased from a pre-intervention average of 64.2 to 78.5 post-intervention, while 94% of students reported improved comprehension and 91% noted enhanced critical thinking. Students highlighted the benefits of individualized feedback, balanced participation, and visualized analytics, which fostered self-regulation and motivation. Subgroup analyses showed that low-GPA students benefited most in participation and confidence, while high-GPA students demonstrated deeper engagement. Gender-based differences also emerged, with female students valuing structured support and male students emphasizing self-regulation. The study concludes that AI-supported case-based discussions effectively shift learning from teacher-centered to student-centered models, improving academic performance and collaborative skills. Despite minor technological challenges, Breakout Learning proved to be an effective pedagogical partner, enabling instructors to monitor group dynamics and promote equity. The findings highlight the potential of AI to transform higher education by creating inclusive, reflective, and impactful learning environments.

Keywords: artificial ıntelligence in education, case-based learning, critical thinking, engagement

UNCOVERING THE THEMATIC LANDSCAPE OF SUSTAINABILITY REPORTING CHALLENGES THROUGH SCIENCE MAPPING

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Climate change is demonstrably impacting the stability of economic and social systems through both direct and indirect consequences, requiring a reassessment of risk management and institutional preparedness for entities. Sustainability Reporting (SR) is one of the strategic and anticipatory mechanisms to bolster accountability and transparency by disclosing their Environmental, Social and Governance (ESG) commitments and adaptability to pervasive uncertainties. Hence the present study adopts an explicitly barrier-oriented perspective, aiming to systematically identify and conceptually structure the SR barriers through literature review and science mapping approach. Utilizing this analytical framework, the study contributes a novel conceptual mapping of SR barriers - advancing beyond descriptive or sector-specific reviews. Moreover, this work offers a systematically derived thematic model to inform future empirical and theoretical work in the SR domain. By retrieving 551 articles from the Web of Science (WoS) Core Collection from 2013 to 2025 (inclusive) within the Business, Management, and Business Finance categories, our results indicate a substantial surge in publication volume, with output quadrupling relative to the prior decade. Corporate Social Responsibility (CSR) and financial accounting were the most dominant concepts discussed based on legitimacy and institutional theories in literature for the period 2013-2017. In contrast, contemporary research shifts towards ESG performance, firm valuation studies and sustainability reporting auditing. Additionally, The Multiple Correspondence Analysis (MCA) reveals four main thematic concepts of studies that constitute literature regarding barriers to SR, ranging from governance and stakeholder dynamics to legitimacy concerns. Future studies are encouraged to investigate the interrelations among these barriers and expand the database to offer fruitful insights for information users.

Keywords: sustainability reporting, barriers, science mapping

LEADING FROM THE SOUL: UNVEILING SERVANT LEADERSHIP IN RUMI'S VERSES

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This paper strives to delineate servant leadership in the poetry of Rumi, as found in the book "The Essential Rumi" by Coleman Barks. The study follows a qualitative methodology that applies a textual analysis to unveil how the verses of Rumi can reflect the ideals of servant leadership, including empathy, humility, and selflessness. The paper presents selected poems as empirical material, to which the researchers apply themes aligned with the concept of servant leadership. The theoretical premise of servant leadership, first proposed by Robert Greenleaf, forms the basis of this work, and these concepts are compared to those expressed in the poetry of Sufis, as represented by Rumi. The results demonstrate that the values identified in poems written by Rumi are closely aligned with or even identical to those attributed to servant leadership. In terms of its contribution to the literature on servant leadership, this study offers a spiritual and poetic perspective on leadership, suggesting that the wisdom of Rumi can continue to guide leadership in contemporary times.

Keywords: Servant leadership, Rumi, Sufism, poetry.

INTERRUPTING RUMINATION: RESILIENCE AS A MEDIATOR OF NEGATIVE WORK OUTCOMES

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This study examines the mediating role of psychological resilience in the relationships between work-related rumination and job stress, burnout, and turnover intention among white-collar employees in Türkiye's tourism sector. Grounded in Conservation of Resources (COR) theory and the Job Demands-Resources (JD-R) model, it is argued that rumination functions as a resource-depleting cognitive process, whereas resilience serves as a protective personal resource. A mediation model was tested with structural equation modeling (SEM) using cross-sectional survey data from 436 professionals employed in four- and five-star hotels in Antalya, Türkiye. SEM results indicate that work-related rumination is associated with higher levels of job stress, burnout, and turnover intention. Mediation analyses show that resilience fully mediates the effect of work-related rumination on turnover intention and partially mediates its effects on burnout and job stress in line with the proposed research model. Thus, resilience consistently weakens the detrimental effects of work-related rumination on strain outcomes. The study contributes by extending the rumination-resilience mechanism, mostly examined in clinical contexts with patient samples, to a high-demand service context characterized by intense customer contact and emotional labor. It also indicates how the cognitive cycle described by Response Styles Theory can affect critical organizational outcomes. Practically, the results underscore the value of resilience-building initiatives, which may simultaneously support employee well-being, reduce job stress, burnout, and turnover intentions, and help maintain service quality, particularly in customer-facing industries. Overall, these findings highlight the strategic importance of strengthening personal resources in demanding service environments and offer actionable insights for interventions aimed at enhancing both employee and organizational well-being.

Keywords: work-related rumination, psychological resilience, job stress, burnout, turnover intentions.

SUBJECTIVE WELL-BEING AND ITS WORKPLACE DRIVERS

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This study examined the extent to which innovative climate, psychological safety, and job insecurity predict employees' subjective well-being at work (SWB), representing motivational, relational, and threat-related aspects of work. Drawing from positive psychology and grounded in the Job Demands–Resources (JD-R) theory, the study aimed to capture how supportive and challenging features of the workplace shape well-being. Using a longitudinal, four-wave design with employees in the tourism sector (N = 62), data were analysed through Partial Least Squares Structural Equation Modelling, a method suited for smaller samples and predictive modelling. This design enabled us to trace how perceived resources and demands influenced well-being four months later, reducing common method bias and capturing temporal dynamics. The results indicate that innovative climate significantly predicts SWB, supporting the notion that environments fostering openness to new ideas and providing resources for their implementation enhance employees' emotional fulfilment. Conversely, psychological safety showed no significant effect. This may reflect its stronger influence on team-level processes (e.g. collaboration) or its function as a relational buffer in demanding contexts rather than a direct contributor to affective states. Furthermore, the temporal gap between measurements may have attenuated this relationship, consistent with prior meta-analytic findings. Job insecurity demonstrated a marginally significant negative association with well-being, aligning with theoretical expectations that perceived threat undermines psychological needs, though its effect fell short of significance, possibly due to differences in appraisal and coping. Collectively, the model explained 22.4% of the variance in SWB. For a multidimensional construct like well-being, these results represent meaningful explanatory power, showing that organizational conditions play a significant role in shaping employees' well-being. Simultaneously, by its very nature, well-being is influenced by personal resources (e.g., psychological capital) and non-work factors (e.g., socio-economic status). Future research could incorporate such factors to provide a more comprehensive understanding within the JD-R framework.

Keywords: subjective well-being, innovative climate, psychological safety, job insecurity, JD-R theory.

FROM GOVERNANCE TO AGILITY: HOW FAMILY COUNCILS SHAPE DYNAMIC CAPABILITIES IN FAMILY ENTERPRISES

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This conceptual paper explores how family councils shape the dynamic capabilities of family firms. Despite their growing importance, the mechanisms through which family councils influence sensing, seizing, and transforming capabilities remain largely under-theorized. We conduct a systematic literature review of 84 peer-reviewed articles to identify family-specific mechanisms that affect dynamic capabilities and can be traced to the structure and functioning of family councils. Based on this thematic synthesis, we propose the Family Council-Dynamic Capabilities (FC-DC) model, a six-layer conceptual framework that positions the family council as an embedded governance body orchestrating strategic adaptability. The model highlights structural features, mediating mechanisms (e.g., socioemotional wealth balancing, social capital, ambidexterity, and knowledge transfer), contextual moderators (e.g., generational stage, family complexity, industry dynamism), and feedback loops through which governance and capabilities co-evolve. Our framework integrates perspectives from dynamic capabilities theory, socioemotional wealth theory, and family governance literature. The FC-DC model advances understanding of how family councils transition from consultative bodies to capability-enabling platforms. It offers testable propositions and practical guidance for enhancing agility in multigenerational family firms without compromising family unity.

Keywords: family governance, dynamic capabilities, family council, strategic agility.

FROM BUREAUCRACY TO MEANING: INTERPRETING BUURTZORG THROUGH WEICK'S SENSEMAKING FRAMEWORK

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This study investigates the construction of meaning within alternative organizational models by analyzing Buurtzorg, a Dutch community-oriented healthcare organization recognized for its distinctive care delivery style. Established in 2006, Buurtzorg has expanded rapidly and gained global recognition for its decentralized, nurse-led, and self-managing team framework. The organization's capacity to thrive amid uncertainty and adversity underscores the importance of comprehending how individuals and groups interpret their work environment. The research is guided by Karl Weick's sensemaking framework, which highlights how individuals understand and ascribe meaning to their experiences within organizations, particularly in complex and uncertain times. Buurtzorg exemplifies the collective construction of meaning centered on principles such as autonomy, trust, and purpose-driven labor. This study employs qualitative analysis of publicly accessible video content to identify significant themes, including identity formation, trust-based collaboration, critique of bureaucracy, and ethical work practices. The study links Buurtzorg's approach to the ideas of holacracy, a management philosophy that prioritizes distributed authority, self-organization, and dynamic job definition. While Buurtzorg does not formally implement holacracy, numerous fundamental practices, including team autonomy and a reduced hierarchy, align with holacratic principles. The findings provide insights into how alternative organizational structures can cultivate meaning, resilience, and commitment among healthcare workers. This research analyzes Buurtzorg through the framework of sensemaking, contributing to current discourse on the future of work, particularly in mission-driven and complicated contexts where conventional bureaucratic frameworks may be inadequate.

Keywords: sense-making, Buurtzorg, holacracy, Karl Weick.

STRATEGIC HRM MATURITY IN HIGHER EDUCATION: A COMPARATIVE STUDY OF HUNGARY, TURKIYE, AND KAZAKHSTAN

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This paper explores the maturity of Human Resource Management practices in the skills development across selected Turkic countries, including Hungary, Turkiye, and Kazakhstan in the higher education sector. Drawing upon established HR maturity models, the study assesses the extent to which higher education institutions in these countries have implemented a system of strategic HR Management and influence to the skills development. At the same time, on the one hand, researchers in the literature note the particular complexity of the transition from traditional HR to strategic HR management. On the other hand, there is no comprehensive research on comparative HR management maturity across the Turkic region and its universities covering only studies on separate countries. Utilizing a mixed-methods approach, primary data from HR professionals and secondary sources, including policy documents and relevant reports from selected higher education institutions. The findings expect significant differences in HR maturity, shaped by institutional development, economic reforms, and global integration. It is hypothesized that Hungary and Turkiye show more advanced, European-aligned systems, while Kazakhstan remains in transitional stages from traditional HR to strategic HR management. The expected results will reveal the challenges and opportunities for HR modernization practices; cross-cultural variations shaped by institutional and policy contexts, variations in leadership competencies and its influence towards strategic HR management integration and offer practical insights to strengthen the implementation.

Keywords: strategic HR Management, skills development, Turkic countries, HR maturity, higher education.

EXPLORING THE ROLE OF ARTIFICIAL INTELLIGENCE ON THE FUTURE OF PUBLIC RELATIONS PRACTICE

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The increasing integration of artificial intelligence (AI) into business calls for more than technical considerations, it also invites an ontological interrogation into the nature of professional identity and communicative practices. Particularly in fields like public relations, grounded in knowledge-based work, the role and function of public relations practitioners must be re-examined. As AI increasingly reshapes communication strategies, media relations, content production, and public engagement, it becomes essential to understand how public relations professionals perceive and adapt to these changes. Rather than focusing solely on the operational impacts of AI, the study investigates how public relations professionals are redefining their occupational identities in light of this technological transformation. This qualitative research aims to explore the transformative effects of AI on the future of public relations. The research addresses several key questions: How is AI influencing daily public relations practices? What competencies are becoming more important for professionals in the field? What ethical concerns arise from the use of AI in public relations? To explore these questions, the study employs a qualitative research design involving semi-structured, in-depth interviews with public relations professionals in Türkiye. The research will investigate how AI is currently being used, how professionals perceive its benefits and limitations, and what competencies are becoming increasingly essential for future success in the profession. It will also explore how AI is reshaping the daily practices of public relations, particularly in areas such as media relations, crisis communication and stakeholder engagement. Interview data will be analyzed using thematic analysis to uncover emerging trends, expectations and concerns regarding AI. The findings are expected to provide valuable input for the strategic adaptation within the profession. Ultimately, this research will offer a projection on how professional standards can evolve in response to AI, ensuring the field remains ethical and socially responsive in the age of AI.

Keywords: public relations, public relations professionals, artificial intelligence.