

# DIGITAL MANAGEMENT

Editor  
Fetullah BATTAL



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Social Sciences

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## **Digital Management**

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## PREFACE

In this work, which was created under the name of “Digital Management”, an answer is sought to the question of what the reflexes that occur in organizations can be, especially with the rapidly changing technology today. For this reason, this book has been prepared with the contributions of valuable scientists from different universities related to the field.

For these reasons, this book has been prepared with the contributions of valuable scientists from different universities related to the field. The content of the book aims to examine the concept of digitalization, which has become popular in the field of management and organization, organizational behavior from different perspectives. In addition, the sociological analysis of this concept is mentioned.

The book consists of sections created by 5 scientists working at different universities. From this point of view, a unique resource under the name of digital management has been prepared with the teamwork of different scientists. It is expected to contribute to potential researchers and scientists on the subject. I would like to take this opportunity to thank my teachers for their diligence and effort in the writing of the book chapters. At the same time, I would like to express my gratitude to the ‘Book Chapter Project’ team who contributed to the publication of the book.

**Assistant Professor Fetullah BATTAL**

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# CHAPTER I

## FROM THE DIGITAL REVOLUTION TO THE SOCIAL REVOLUTION\*

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### 1. Introduction

With the development of technology and the inclusion of digital culture in the lives of individuals, people's lifestyles and expectations have changed. Like objects, thoughts and opinions have become liquid and circulated rapidly over time (Bauman, 2019: 25-33). While in traditional media tools, people were only the recipients of information, with the introduction of social media tools into people's lives, every individual has become a subject that produces information (Başer, 2010:43). However, although the introduction of social media into people's lives is perceived as a purely technological or natural process, this is not necessarily the case in reality. The producers of technology have captured people's private information, people have become easily monitored, and exposed to more advertisements, and as a result, attitudes and opinions have been formed by intervening in

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\* This topic was discussed at the congress "National Society and Change" held on 02-03-04/06/2021.  
published as an abstract paper.

their lives (Postman, 2004: 15-30). The use of social media, the relative freedom in social media, and the ability of young people to come together, make decisions and criticize (Babacan et al., 2014: 78) in these chat environments have made the people living there feel freer. This situation held hope for the Arab peoples of the Middle East, who had been ruled by dictators for many years and were socially overwhelmed. These people began to revolt against their governments with new demands. They demanded freedom, democracy, and prosperity.

### ***1.1. Digital Revolution Social Media and Change***

People can share videos, pictures, and documents through social media applications, send and receive messages, and create virtual communities and congregations through these networks. They can share their ideas through social media applications and convey them to large, enormous masses in a short time. In addition, without the need to get to know other people who use social media applications, they can agree on specific issues, come together and engage in activities that will make an impact worldwide. In this respect, the most crucial feature of social media, the internet, and technology is that they eliminate time and space and erase borders (Kırık, 2012: 88). In addition to these positive aspects, social media also contains various negativities. Although these negativities include many social, psychological, economic, political, and individual factors, this study will focus on the negativities that are of interest to this study. One of the main negativities is that information is produced from a single center by the owners or advertisers of these social networks and delivered to the masses through social networks. Opinions are easily formed (Postman, 2004:20). Social media has a strong impact on culture, education, health, and politics. Political parties present their programs through social media, reach their voters faster through social media, and conduct their propaganda through social media.

This shows the impact of the digital revolution on politics. Besides, it is also evidence that politics is shaped through social media in new times.

### ***1.2. Arab Countries Before The Revolution Caused By Social Media***

Looking at the region's situation before the Arab Spring, it can be said that there were dictatorial governments and that the dictators ignored the wishes of the region's people. In addition, it would not be wrong to say that in the Arab countries where the digital revolution took place, citizens were deprived of many rights, subjected to arbitrary practices, and governed unjustly. This situation caused the people living in that region to become overwhelmed and accumulate their anger (Şen, 2011: 98-101). That is why the people of dictator-ruled countries want to be free from oppression. It is humanitarian for oppressed peoples to seek a means to channel their anger in the face of oppression. This conjuncture shows that the Arab people are sociologically prepared for a social event such as the Arab Spring and psychologically prepared with a sense of aggression and revenge. The psychological literature on the subject indicates that restriction, anger, frustration, or deprivation can lead to physical aggression after a certain period (Karataş, 2008: 278). The events in the Arab countries have been defined in two ways. First, the conceptualization of the Arab Spring was used to name the various forms of widespread protests against the rulers of the Arab peoples in the Middle East, which began in 2010 and continued in 2011, to define this process in the context of freedom and democratization (Doğan and Durgun, 2012: 61). However, the events were not only defined positively but also different conceptualizations took place in the face of this situation. Secondly, those who defined this situation in Arab countries negatively conceptualized it as the "Arab Winter" (Sağsen, 2011: 58).

### ***1.3. The Digital Revolution and the Start of Events***

A minor incident in Tunisia sparked the Arab Spring. Mohamed Buazizi, an unemployed university graduate in Tunisia, was a peddler. On December 17, 2010, he was at his stall when a municipal police officer told him that he could not work as a peddler on the street because he did not have an official permit. A scuffle ensues between the municipal police officer and Buazizi, and the municipal police officer slaps Buazizi. Unable to bear this incident, Buazizi sets himself on fire in front of the government house. This event triggered a popular movement in Tunisia known as the Jasmine Revolution. After Buazizi's self-immolation, these events spread to Tunisia and then to other Arab countries such as Yemen, Syria, Libya, Egypt, Jordan and Bahrain and turned into a war for freedom and struggle (Koçak, 2014: 23). Although Buazizi's action was characterized as the Arab Spring, it spread to other non-Arab countries in the Middle East. Still, it did not make a severe impact. Inequalities in income distribution, dictatorship, repression, lack of freedom of expression, difficulties in access to food due to high inflation, bribery, corruption, and low living standards are some of the reasons for the events (Buzkıran and Kutbay 2013: 147-154).

## **2. Method**

This study was designed as a qualitative and case study. When conducting a case study, the subject has certain limitations. The structure qualifies as a case can be a specific policy, program, group, community, or phenomenon (Merriam, 2015). The structure defined as the situation in this research is the Arab Spring. Document analysis technique, one of the qualitative research approaches, was used as a data collection tool. The document analysis technique analyzes written documents containing information on the events and phenomena intended to be studied. The structure defined as the situation in this research is the Arab Spring. Document analysis

technique, one of the qualitative research approaches, was used as a data collection tool. The document analysis technique is based on analyzing written documents containing information on the events and phenomena intended to be studied (Yıldırım and Şimşek, 2009). In the study, a two-step sampling technique was used in sample selection. In the first step, while using the documents, the purposeful sampling method was used to determine the materials. In the second step, the answers to the questions were determined with the criterion sampling technique through pre-prepared questions related to the purpose of the study. The data obtained were analyzed using the descriptive method. The descriptive method is a method for revealing the status of phenomena, programs, groups, and structures as they are (Karasar, 2006: 77). Descriptive studies aim to explain situations by taking into account the interaction of pre-existing situations and conditions with the events (Kaptan, 1998: 59).

### ***2.1. Purpose of the Research***

This study aims to examine the impact and mediating role of social media on the events known as the Arab Spring in the Middle East after the digital revolution through the document analysis method.

### ***2.2. Research Questions***

1. What are the reasons affecting the formation of the Arab Spring?
2. In the Arab Spring events, did social media only enable communication, or were people mentally guided?
3. How did the Arab Spring, a digital revolution, result?

### **3. Findings and Discussion**

The findings obtained from the literature review related to the study were evaluated within the framework of the research questions

and used in the study. The data obtained in this context are presented under three sub-headings.

### ***1.1. Causes of the Arab Spring***

Under the heading of this question, the data in the documents on why the Arab Spring happened will be evaluated. Prashad (2012) explained the emergence of the Arab Spring process as follows;

*“The social crisis caused by the rise in food prices has triggered complaints against the national security state... President Ben Ali’s extended family has often been portrayed as the nexus of corruption in Tunisia... This fuelled Tunisians’ anger against the government. Numerous allegations of the Trabelsi family’s corruption are widespread, as well as sarcastic remarks about their lack of education, low social status, and penchant for luxury consumption. Revelations such as these have provoked the ultimate disgust for Ben Ali. Ben Ali has lost his legitimacy. He had nothing left....Ben Ali had left office. Maybe Gaddafi was afraid that it would spread to Libya, and some extent, it did. But Gaddafi’s fate would be in the hands of older movements with deeper roots and grievances”.* (Prashad, 2012: 98-105).

Vijay Prashad assesses that the people complain about low incomes and that the administration is the source of corruption, bribery, and favoritism in Tunisia, and that the people are outraged by these situations because those who do this are uneducated, luxury-loving, low-status people from the families of those in power (Prashad, 2012: 98-104). He states that this anger, which has accumulated in the Arab peoples over the years, manifested itself immediately when it found the appropriate time and ground. Doğan and Durgun (2012) summarize the start of the process using various sources as follows;

*“Many problems in the Arab world, such as unemployment, food insufficiency, inflation, political corruption, lack of freedom of expression, irregularities, and poor living conditions, have triggered the spread of these movements and protests in the aforementioned countries with a domino effect....The international public opinion has been mobilized.... In addition to individual steps, the United Nations Organization and NATO have also participated in operations” (Doğan & Durgun, 2012: 62).*

The Arab Spring has not only affected the region’s people but has also moved to an international platform to solve the problem. The events that led to the start of the process were unemployment, the killing of many innocent people, poor living conditions, bribery, irregularity, and political corruption among the region’s people. In addition, these activities of the people of the region were de facto supported by the international community, the United Nations (UN), and NATO (Doğan & Durgun, 2012: 62). Banu Avar (2016) while evaluating the situation, defined it as a game of Western countries and the re-staging of the Greater Middle East Project (BOP) with cute names. Avar sees the problem not as an internal problem but as a problem imported by Western countries under the pretext of bringing democracy there or as a new form of occupation. Avar (2016) summarized the emergence of the process with quotes as follows;

*“Market democracy requires multinational corporations to destroy national economies. If they do not do this on their own will and in cooperation with their global masters, the Arab Spring will be brought befall.... The button has been pressed and Africa and the Middle East have risen up one by one.... America is going bankrupt. Global capital is in crisis. Then coups and wars are on the agenda.” (Avar, 2016: 5-16).*

Some thinkers argued that the cause of the events was not related to the people of the region but a global necessity. One of the most important critical factors that triggered the events of the Arab Spring was definitely globalization, that is, large capital companies that wanted the borders between countries to be removed. The views of Paksoy et al. (2013) on the subject were as follows;

*“As a result of the increasing communication and transportation opportunities in the globalizing world, people, especially Arab youth, emulate the more democratic countries and societies they see and hear through social media and rebel against the system”* (Paksoy et al., 2013:178-180).

It can be said that the fact that nation-states constitute an obstacle to globalization and that the people of the region want to participate in this process facilitates the entry of global firms into the region.

### ***3.2. The Mediating Role of Social Media in The Arab Spring Events and Mental Manipulations***

In his TED talk (2017), Tristan Harris describes how social media drives our lives;

*“I want you to imagine walking into a room, a control room with a group of people, a hundred people leaning over a table with a small dial, and this control room is going to shape the thoughts and emotions of a billion people. This may sound like science fiction, but this is actually happening right now, today. I know because I was in one of those control rooms, I was a design ethicist at Google, how do you ethically steer people’s thoughts here? Because what we’re not talking about is how a handful of people working in a handful of tech companies are*

*going to steer the thoughts of a billion people today with their choices.... They're not just stealing our attention and leaving us to live the life we want, they're changing the way we converse, our democracy, our ability to converse, the relationships we want" (Harris TED, 2017).*

Harris says that technology does not leave us to our own devices but directs our minds and, indirectly our actions, for which technology companies form special teams. As Fuchs quotes Castells;

*"Digital social networks built on the Internet and wireless platforms are decisive tools for mobilization, organization, reflection, coordination, and decision-making... Castells' model is simple: social media causes revolutions and revolts" (Fuchs, 2014: 119-120).*

Banu Avar said of the Facebook and Twitter Coups, "In North Africa, the internet was used to mobilize people to take to the streets" (Avar, 2016: 33). The information given above shows that Facebook and Twitter are not just communication networks, but can also be considered as centers that can direct people's thoughts and create perceptions through special work offices. It seems that the Arab Spring, which is said to have started with the demands of the people for freedom and democracy, is not only related to the people's desire for prosperity, but it is also very likely to be a popular uprising managed and designed by some centers. In this context, the events of the Arab Spring have inextricably linked the internet and politics (Korkmaz, 2012: 2148). In this context, social media has become a medium for politicians to make appointments, resignations, propaganda, and statements.

### ***3.3. An overview of the consequences of the Arab Spring, a digital revolution.***

Bahtiyar (2016) discussed the issue in detail in his thesis and described the situation as follows;

*“The region is at the center of energy, especially oil, religious, sectarian, ethnic, strategic, international, and local political wars and conflicts. In short, power and power struggles are as intense in the Middle East today as they have been in its history... As a matter of fact, one of the important reasons why the Arab Spring revolts did not result in the same effect in every country is that societies have their own differences, and in parallel with these differences, authoritarian regimes have different levels of authoritarian tendencies... With these revolts; it has been seen that authoritarian regimes, despite their repression and limitations; cannot prevent the transformative effect of the communication age and technologies on societies. A significant part of the people in the Middle East live independently of the regimes, integrated into the world, especially through social media, and the people of the region are aware of the realities of the world and the living standards in developed countries.” (Bahtiyar, 2016: 285-290)*

As a result of these events, dictators have fallen in some countries in the region, and new governments have replaced them. However, despite all these events, there are still some incidents that have not been finalized, and it is still unclear what the situation in Syria will be, despite the passage of years (Paksoy, Paksoy & Alancioğlu, 2013: 180). Despite all these events, Bingöl (2013) states that the process is not over and that what has happened is a harbinger of things to come and adds the following for the outcome of the events.

*“The changes that emerged with the Arab Spring process are not yet complete. As the process continues, some emerging phenomena are losing their impact while others are changing. It is also possible that new dynamics related*

*to the previous ones will come to the agenda in the coming period... In the Arab Spring process, the influence of the US has diminished in parallel with the loss of importance of the anti-Western bias fault line. In addition to Russia's limited influence in the region, Asian countries, particularly China, are likely to make political and economic overtures in the context of energy security. This situation diversifies the global ties of the countries in the region and offers new options to all countries.” (Bingöl, 2013: 41-48).*

It is much more important how the Arab Spring continues rather than how it develops (Şahin, 2011: 81). Many countries in the region have been disturbed by the situation. Iran, in particular, is still worried that the demands for freedom and democracy that the Arab Spring embodies, and which it has shied away from, will reignite the Green Movement, which it has somehow overcome through repression (Şen 2012: 96). Another importance of the Arab Spring process for Iran is that the governments supported by the US and Israel have changed hands, so it can be said that Iran gave strong support to the Arab Spring process in the early days of the events (Oğuzlu, 2011:31). In particular, the protracted war in Syria and the involvement of many countries in the situation have caused concerns around the world. This situation has indirectly paved the way for forming new political and social groups (Şen, 2013:57). The large-scale migration to Europe shows that the problem is not limited to the region but has a global impact on the whole world. Although Turkey is geopolitically close to the Middle East, on the other hand, it is far from it (Duran ve Özdemir, 2012:183). At a time when Turkey wants to establish good relations with the countries around it when Turkey and Syria were on good terms, some dimensions need to be considered, such as making a “High-Level Strategic Cooperation Agreement” together, border cleaning, lifting visas, etc. (Kıbaroğlu, 2011:34). It cannot be said that the peoples of

the Middle East have achieved what they want. When the situation is analyzed in terms of leaders, it is seen that leaders have changed in many Middle Eastern countries.

### **3. Conclusion**

The events of the Arab Spring are not an easily understandable unidirectional process but rather a very complex situation involving many other elements. The causes of the Arab Spring include years of oppression, unjust governance, persecution, unemployment, corruption, bribery, hunger, rising food prices, inflation, the desire of large global companies to enter these countries, and the people's desire to reach better living conditions as they become aware of the outside world. Looking at the role of social media, it can be said that social media can be managed from specific centers and it is possible to direct it in this process. As a result, social media was recognized as a new power in the political arena. The events known as the Arab Spring have not ended despite the passage of years, and it still seems to be an ongoing process. The Syrian conflict, the migrant crisis, and its impact on the whole world bring international conflicts. Especially with the involvement of Russia, the region has turned into an arena where powerful countries can assert themselves. These situations show that the consequences of the Arab Spring are more global than regional.

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### **ABDULSELAMİ SARIGÜL**

The author completed his undergraduate education at Konya Selçuk University, Faculty of Arts and Sciences, Department of Sociology between 2004-2007, his master's degree at Atatürk University between 2014-2016, and his doctorate in 2022. In 2014, he was appointed as a lecturer at Ağrı İbrahim Çeçen University, Department of Therapy and Rehabilitation, where he is still working as an assistant professor.

The author works in the fields of Sociology of the Body, Disability, Social Media, Aesthetics, Women's Studies and Sociology of Violence.



# CHAPTER II

## DIGITAL ENTREPRENEURSHIP

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### Introduction

Entrepreneurship, which is the basic component of economic mobility, has played an important role in human life for centuries. Especially with the effect of technological developments and globalization, competition has become more intense after the 1990s, increasing the research on the concept of entrepreneurship (Çöğürçü, 2016: 65; Fayolle and Gailly 2008: 569). In parallel with the rapid development of information and communication technologies in the 2000s, the understanding of entrepreneurship also changes. This is because new digital technologies such as social media, big data, artificial intelligence and cloud computing provide a range of opportunities with significant business potential. These technological innovations are reshaping entrepreneurial activities, traditional business standards, structures and processes (Zhao and Collier, 2016: 2173). Thus, million-dollar digital enterprises such as Airbnb, Amazon, Microsoft, Facebook and Google not only completely change the business world, but also seriously affect our daily lifestyles. In this context, digitalization makes human life easier in terms of researching, storing and calculating information, as well as making it more economical

and more flexible (Kraus et al ., 2018: 353). Apart from all these developments, digital entrepreneurship is now accepted by all segments of the society with its solution to the unemployment problem, the economic prosperity it creates, and the creative and innovative potential it reveals (Ballı, 2020: 1058).

Especially with the emergence of the Covid-19 pandemic, which affected the whole world in 2019, it is seen that more people are looking for entrepreneurship in digital environments (Ratten, 2020: 508). In this context, the aim of the study is to explain the concept of digital entrepreneurship in a theoretical sense. In this direction, it will be tried to express what entrepreneurship means and who the initiatives are. Then, the definition and importance of the concept of digital entrepreneurship will be mentioned. Then, the development and characteristics of the concept of digital entrepreneurship will be emphasized. The benefits of digital entrepreneurship will be discussed. Finally, some important examples of digital entrepreneurship in Turkey and the world will be presented and some suggestions will be made for scientists who are considering doing research on digital entrepreneurship.

### **What is Entrepreneurship? Who Are Entrepreneurs?**

In today's digital world, business life no longer fits the old definitions. Competition blended with rapid change and transformation, intense technology and collaborations causes traditional management definitions to be left behind. Entrepreneurship is one of the phenomena brought about by this change and become indispensable in today's business world. Entrepreneurship is the activity of transforming a business idea into a production activity by taking the risk and using production factors (Demirer et al ., 2019). Entrepreneurs who carry out these activities are different from other individuals because they have certain individual characteristics. They are people who see opportunities that others cannot realize, evaluate opportunities and create innovations (Develi et al ., 2011).

Entrepreneurs are people who perceive opportunities and start businesses to take advantage of them. Entrepreneurship is a kind of business. The most important factor that distinguishes entrepreneurs from non-entrepreneurs is that while entrepreneurs start a business, non-entrepreneurs do not (Uygun, 2019).

Entrepreneurship is an activity consisting of identifying and using opportunities, transforming these ideas and opportunities into useful goods and services, adding value to them in the long run, taking risks and getting rewards (Vineela, 2018). Entrepreneurial actions include new and legacy ventures, nonprofits and public sector activities. The most important feature of the entrepreneurship phenomenon is to create a new value for a product or service through innovation. According to Santana, (2017), entrepreneurs are people who bring together raw materials, labor and other assets in order to create greater value. Entrepreneurs are also people who create innovation, change and a new order. In this respect, entrepreneurship is seen as a new value creation process by taking sufficient labor and time, taking social, physical and financial risks, and obtaining monetary rewards, individual satisfaction and independence (Develi et al ., 2011).

Entrepreneurship research includes the economic system, risk-taking behavior, entrepreneurs, resources, and creating and realizing value for individuals and societies. Entrepreneurial actions always involve some degree of uncertainty. Because entrepreneurship is about identifying new but unexplored opportunities and often trying to take advantage of unknown markets (Leung, 2019). In the most basic sense, an entrepreneur is a person who, after identifying a business opportunity, creates and manages a business in order to obtain a certain economic benefit (Santana, 2017).

Schumpeter ( 2000) points out that entrepreneurship is primarily based on inventions and new technology opportunities to produce new products and services or update existing ones. It is stated that capitalism mainly relies on low price or high quality

strategy in order to beat competitors without using any innovation or innovation. David McClelland, who investigated how the phenomenon of entrepreneurship emerged, reviewed the issue by taking into account the motivating factors. It is stated that the most important motivating factors in the emergence of entrepreneurs are social relations, the need for success and power. In addition, people who act with success motivation are people who like to deal with optimistic and responsible tasks with an innovative understanding. The most important characteristics of these individuals are their independence, effectiveness and willingness to take risks. Entrepreneurs initiate, implement and develop projects that try to use a limited number of resources to generate surplus and profits that can later be reinvested for further development (Filion, 2008).

According to the Oxford Dictionary, an entrepreneur is defined as a person who takes responsibility for business or business with the possibility of profit or loss. This definition highlights that entrepreneurs take a high degree of initiative and are willing to take a high degree of risk. Entrepreneurship involves recognizing opportunities, turning them into marketable products or services, taking risks, adding value to time and resources, and rewarding them. Entrepreneurial activity can occur in a variety of settings, such as old or new ventures, non-profit organizations, and the public sector. In short, creating new value is one of the defining characteristics of entrepreneurship.

In some sources of information, it is stated that the concepts of business, entrepreneurship and entrepreneurship are synonymous. For example, according to Burns (2010), entrepreneurship is defined as a certain talent or organization, while business is defined as property or responsibility. However, it is controversial that entrepreneurship can exist without responsibility. Austin et al ., (2006) state that entrepreneurship is a combination of responsibility, volunteers and initiatives and that businesses are an independent activity that only benefits. So what is the truth – can businesses be

entrepreneurs? Entrepreneurial leaders are likely to have a tendency to take risks, a need for achievement, and a high level of autonomy, control, and self-efficacy (Vecchio, 2003).

Entrepreneurial character education is thought to contribute partially to the development of entrepreneurship. However, according to Gray and Lawrence (2001), entrepreneurship should be encouraged as a team rather than an individualistic attitude. Unfortunately, individualism is no longer acceptable in today's conditions. Teamwork in business means more than just a good business idea, and a reliable and motivated workgroup is the key to business success. From a different perspective, entrepreneurship actually emphasizes creating value. However, in order to create value, it is necessary to establish a profit-oriented new business or develop a business or offer new goods or services. In other words, an entrepreneur is a person who is considered a valuable asset for society (Çiçek, 2018).

### **Definition and Importance of Digital Entrepreneurship**

In today's world where the rate of change is increasing, the risk of increasing uncertainty with the experience of digital transformation creates and increases. In today's world, the risk taken and the return earned by digital entrepreneurs differ from traditional entrepreneurship. In this context, it is possible to say that the concept of digital entrepreneurship differs from traditional entrepreneurship in some aspects. Considering the characteristics of digital entrepreneurship, internet and technology, it is accepted as a different and new research area. Internet in digital entrepreneurship; It is used as a tool to achieve the vision, business goals and objectives of the enterprises in a strategic and competitive way. Digital entrepreneurship relates to some digital goods and services as well as digital business activities (Hull et al, 2006). Newly developed software and applications, social networks, easier access to the internet and developments in information technologies

have offered many new opportunities for entrepreneurs. Although the concept of Digital Entrepreneurship is used in the literature as “Internet Entrepreneurship”, “Electronic Entrepreneurship”, “E-Entrepreneurship”, “Computer Entrepreneurship”, “Web Entrepreneurship”, the meaning of all these concepts is the same. Digital Entrepreneurship is defined by Kollman (2006) as follows: “The creation of a new business idea by an innovative thinking person using data networks in a net economy, or the establishment of a new business by providing services in purely electronic environments by creating the value of products.” When this definition is examined, it can be thought that this value created was developed especially through information and communication technologies. Digital entrepreneurship; It is a type of entrepreneurship that is realized by selling innovative products and services that can be reached by many segments of the society by taking advantage of the developments that occur thanks to the continuous advances in technology (Balli, 2020).

literature on digital entrepreneurship are examined, it is possible to see that the basis of all of them is information and communication technologies. The role of digital media and other digital technologies is inevitable in the acquisition of digital entrepreneurship opportunities. In this context, Davidson and Vaast (2010) defined the concept of digital entrepreneurship as “an opportunity seeking in the use of information technologies and digital media”. According to the definition of Yaghoubi et al, (2012), digital entrepreneurship; “Entrepreneurship in which digital goods and services create a new workplace and markets in the digital environment.” Rashidi et al, (2013) digital entrepreneurship; defined as entrepreneurial activities in which new digital tools such as websites and internet are used in a business environment. According to Bogdanowicz (2015), digital entrepreneurship is “a value creation activity that guides the development of products, processes and economic activities in the use of new technologies.” Giones and Brem (2017) discussed digital

entrepreneurship as the use of services provided by traditional entrepreneurs in the technology environment. On the other hand, Sataalkina and Steiner (2020) digital entrepreneurship; In the overall work in the innovation system, he defined the infrastructure of the system as a driving force that causes social networking and the change of goals in the direction of mechanisms.

As can be seen, the definitions indicate that new information technologies and digitalization have effects on entrepreneurship. Entrepreneurship on digital platforms, development and continuous updating of payment systems in virtual environments have led to significant developments in entrepreneurial activities. In this context, digital technologies encourage entrepreneurs to use digital entrepreneurship platforms to help them establish businesses and direct them to these activities. Digital entrepreneurship makes the starting processes easier every day in the way the sectors work. With the changes in digital technologies, it is important for businesses to remove the barriers to entering the markets. Mobile software, social networks and platforms, sites developed for information and entertainment purposes, Many services such as computer software, training and consultancy can be considered within the scope of digital entrepreneurship (Vural and Çavuş, 2017). Digital entrepreneurship, which enables businesses to find new opportunities, has an important role in promoting innovative business practices (Jelonek, 2015). For this reason, it is thought that digital entrepreneurship activities have increased significantly.

There is a growing interest in digital entrepreneurship as it is seen as the ultimate and contemporary trend in entrepreneurial development due to the rapid development of digital technologies and the evolving digital economy. In addition, it is stated that in today's entrepreneurship, it is necessary to have the skills of the 21st century in order to learn in the environment of information and communication technologies, to work and to live in societies (Tekin and Küsbeci, 2021). Digital entrepreneurs use World Wide

Web (WWW) technologies to complete virtual transactions to interact with both other businesses and consumers and customers (Pourhossein and Omran, 2014). For this reason, those with information and communication technology skills now play an important role in successfully running new businesses in a global market (Vorbach et al ., 2019). Digital entrepreneurs contribute to the fact that everything that is physically recognized in institutions is done on the internet. For this reason, according to the constantly renewed and changing conditions, the digital entrepreneur should develop himself in accordance with the needs of the new generation consumer and adapt it according to the needs of the technological age. In this context, digital entrepreneurs are expected to play important roles in economic development, the realization of digital transformation and the development of the digital economy.

### **Development and Characteristics of Digital Entrepreneurship**

It is seen that consumers, customers, businesses and value chains, ecosystems and sectors have changed in different ways with digital change, which is one of the elements of the economy developing in the direction of digitalization. This change manifests itself in almost all areas with the strategic aspect of business models, products and services, customers and organizational structures, processes, individuals' decision-making mechanisms and technological infrastructures (Tusiad, 2016). Emerging information and communication technologies such as mobile devices, computers, smart phones, tablets, social media, data analytics, and three-dimensional printing have led to the start of a new era in the field of entrepreneurship (Nambisan, 2017: 1047). In this context, the co-occurrence of entrepreneurship and digital technologies has led to the recognition of digital entrepreneurship as a new approach in entrepreneurship (Yaghoubi et al., 2012). With the spread of information and communication technologies, the

interest in digital entrepreneurship practices on online platforms has increased. Renewed information technologies, the use of processed information in a different way, the differentiation of information and communication channels and the change of traditional tools have made digital entrepreneurship a new and different type of entrepreneurship (Aracıoğlu et al., 2016).

Individuals can act in line with their lifestyles, entrepreneurial intentions and needs depending on the rapid progress in informatics and technology (Durmuş, 2020: 1743). Organizations that want to achieve success have to offer better quality goods and services (Battal, 2020: 567). This situation shows that in the light of technological developments, both employees and organizations should be able to act in harmony.

In our age, almost all of the activities are now managed over the internet. Things that were not done in the absence of the Internet are now easily doable. Businesses give more importance to the development of the internet and the digitalizing world day by day. For this purpose, businesses tend to establish new collaborations and organizational units. Business owners, who understand the importance of digital entrepreneurship in the 21st century, attach importance to working independently in locations, more flexible working hours and making changes in the way they work with their own equipment. Therefore, these changes affect employees as well as businesses. Looking at the last decade, it is possible to see that digital technologies have radically changed methods, processes, products and services over traditional business strategies. For example, changes in social networking technologies have brought about the emergence of new approaches in network formation and contributed to the connection of entrepreneurs with different actors to regions at greater distances (Hansen, 2019).

We are in an era where new digital technologies and emerging innovations are commercialized mainly through start-ups. The emergence of digitalization is impacting the traditional

transformation of business creation in the digital era, with new digital technologies in new ways (social, artificial intelligence, cloud and cyber solutions) (Aagaard, 2019: 18-19). With the advancement of these innovations in technology, it is thought that businesses are turning to entrepreneurial minds in order to create and maintain their competitive advantage. Traditional entrepreneurs are able to take advantage of the opportunities offered by digital technologies in order to develop and change new and existing business models through technology or with the growth of globalization, and they become digital entrepreneurs.

Today, it is seen that powerful digital platforms provide advantages to many businesses with the increasing prevalence and application of powerful digital platforms in the business world. The transformation of businesses and society by digital technologies also affects the field of entrepreneurship in the direction of digitalization. In a period when the world is digitalized, digital entrepreneurship causes some changes on entrepreneurial practice, theory and education. The traditional understanding of entrepreneurship includes the characteristics of individuals such as recognizing opportunities and seizing these opportunities and transforming them into marketable goods and services, taking risks and adding value (Yaghoubi et al ., 2012). Although digital entrepreneurship is different from traditional entrepreneurship, it generally carries the characteristics of traditional entrepreneurship and integrates with the originality of digital environments. It is also seen that digital entrepreneurship is associated with the concepts of risk, creativity and innovation (Horne et al ., 2016).

### **Benefits of Digital Entrepreneurship**

Digital entrepreneurship has many advantages over traditional entrepreneurship on a global scale. Even if the digital world scares companies with traditional structures with its complex structure, it

is seen that companies that do not resist digitalization survive and grow (Satish, 2018). Some of these benefits can be listed as follows;

- Increasing revenue diversity (New markets, new products, new customers)
- Reducing costs (collaborations and technological integration)
- Customer retention (Additional services and virtual community)
- Increasing brand image and visibility
- Follow the technology and not be behind the times

### **Examples of Digital Entrepreneurship from the World**

In recent years, many digital entrepreneurship applications have emerged in the world. As a result of this progress and development, the concept of digital entrepreneurship emerges as a popular concept among the business world. Some leading examples of digital entrepreneurship in the world are briefly introduced below.

**Google:** One of the most important companies in digital entrepreneurship, which has achieved great success in the world of technology, Google was founded in 1998 by Larry Page and Sergey Brin. The company, which was established as a search engine, has become one of the largest companies in the world, operating in dozens of different technological fields (Seller, 2012).

**Apple:** Founded in 1977 by Steve Jobs and Steve Wozniak, who signed the company's first product in software and hardware, Apple started its life with computers called Apple I and Apple II. It was offered to the public in 1980. The main achievement of the company has been its unique approach to performance and design. It has both produced technological products and had significant effects in the world of technology (Beattie, 2021).

**Netflix:** It was founded in 1997 by Reed Hastings and his friend Marc Randolph. The company, which was established as a DVD sales and rental venture, was doing this business through a physical

store. With the development of the Internet, they established their first website in 1988. The company, which initially sent movies by courier, has turned into a completely online movie and series viewing platform with the increase in the speed of the internet over time. Netflix is seen as one of the most important companies that see technology opportunities well and increase its success for many years in this way. It provides online service in more than 200 countries around the world (Aygün, 2019).

**WeChat:** It was developed by Tencent holdings in 2011 as an alternative to whatsapp. It is the largest messaging application in China. The application also provides the opportunity to talk via video and microphone, as in whatsapp (Iqbal, 2022).

**Microsoft:** It was founded in 1975 by Bill Gates and Paul Allen. Bill Gates has been the world's richest person for more than 20 years. Microsoft has made significant gains in the technology world in the last 40 years, both with its software and its products. Microsoft has taken its place in history as one of the leading companies in digital entrepreneurship (Fuhan, 2017).

**Uber** was founded in 2009 by Travis Kalanick and Garrett Camp in San Francisco. The company, which started its business life with the motto of "providing a comfortable vehicle at any time, at any place", has more than 68 million users. Since the company is outside of the technology sector, it is considered an important example of digital entrepreneurship (Sezer, 2019).

**Alibaba:** It was founded in 1999 by Jack Ma and seventeen (17) friends. It is one of the largest companies in the world. Alibaba, the world's largest B2B e-commerce platform, is one of the most important examples of digital entrepreneurship, especially starting from scratch and growing out of the USA as a Chinese company (Editor, 2017).

### **Examples of Digital Entrepreneurship from Turkey**

When we look at the prominent examples of digital entrepreneurship in Turkey, it is noticed that the most prominent

ones are Yemeksepeti.com, sahibinden.com, Scorp, Trendyol.com, and Onedio. Brief information will be given about the mentioned digital initiative examples in order to better understand the subject.

**Yemeksepeti.com:** It is one of the most important and successful entrepreneurship examples of Turkey. It was founded in 2000 by Nevzat Aydın and two of his friends. Yemeksepeti.com enables a business or individual to reach the global market. The direct selling cost for an order received from a website appears to be lower than in traditional ways as there is no human interaction in the ordering process. In addition, Yemeksepeti.com provides services online 24/7 (Gencer, 2017).

Yemeksepeti.com is a food ordering site that allows the user to order food online through an affiliated restaurant without removing any additional items (Çalışkan and Stefaniuk, 2018). Yemeksepeti.com is the organization that implemented the first e-commerce tool model in the food industry in Turkey. After the establishment of Yemeksepeti.com, although many online food ordering sites were established (for example, doydum.com, aloyemek.com, anindayemek.com, evibalik.com, neyese.com), none of them were as successful as Yemeksepeti.com (Tomaş, 2014).

Yemeksepeti.com is Turkey's first and most advanced online food ordering site, which brings together restaurants with takeaway service and internet users who want to order food online in the same environment. This site, which gives a brand new direction to the food ordering habits of consumers and is the most well-known in the sector, has attracted great attention from the first day. Yemeksepeti.com is a food ordering site that offers people the opportunity to order the food they want from the restaurants they want, without paying any additional fees (Çeltek and Bozdoğan, 2013).

**sahibinden.com:** In the late 1990s, while internet entrepreneurship was just beginning to develop in Turkey, advertisements were published in traditional media, especially in media such as daily newspapers. owner during this period. com's founder, Taner Aksoy, came up with the idea for a site in 1999 that

allowed sellers to present detailed advertisements, including visual elements, on the Internet.

Founded by Aksoy Group in 2000, the company is a free advertisement and online shopping site. It is a platform where advertisements and e-commerce transactions are made in many categories such as real estate, vehicles, shopping products and services. Today, with 43.1 million active users visiting 261 million times and viewing 8 billion pages per month, it is seen that the company continues to set the standards in its field of activity with its nearly 600 employees, 6 million active postings and many product types (Kiş, 2018) .

It operates in a total of 10 categories: Real Estate, Vehicles, Construction Equipment and Industry, Spare Parts-Accessories-Hardware and Services, Job Postings, Animal World, Tutors and Helpers (Sahibinden.com, 2022). From its owner, which is Turkey's most visited internet platform after Google, Youtube, Facebook, Twitter and Instagram.

**Scorp:** Scorp, a project jointly produced and developed by Koç University students İzzet Zakuto and Sercan Işık, started to spread rapidly among university students. Founded in 2015, Scorp is managed by CEO Sercan Işık Scorp, a video-based and popular social media platform among young people, has more than 10 million users in Turkey in 2017, Scorp exceeded the 3 million user threshold in total outside of Turkey (Kennedy, 2018).

**Trendyol.com:** The fastest growing company in Turkey, founded in 2009, is a shopping site operating in the fashion e-commerce sector. It sells the products of various world-renowned clothing brands. It allows customers to shop at various clothing stores.

Trendyol is the first site to offer Turkish designers' products for sale on the internet, by advancing towards supporting Turkish designers. In addition, for the first time in Turkey, Facebook e-shop was opened by Trendyol. Facebook users can now easily shop on

Facebook. Thanks to the clickable videos, customers can easily order and purchase the products they like. The idea of creating such a market in Turkey; It was put forward in order to enable everyone to access fashion easily, to fill the gaps in this field, and to deliver products to customers from anywhere by removing obstacles such as time, budget, and location (Dal and Şahin, 2018).

**Onedio:** Onedio was established on August 1, 2012 as Turkey's first social content platform. Users can access the most popular news, photos, galleries and videos of the internet, solve fun tests and contribute to the content of Onedio (Doğan and Geçgin, 2017). Users can create a profile on Onedio, add the content they want, make comments, follow and reach other users and share them on their social media accounts. In this social content network, there are categories such as Onedio Special, Turkey, World, Entertainment, Food, Business World, Life, Culture, Sports and their sub-categories. Users can access various content by entering categories that interest them. of Onedio; There are also opportunities to be followed on Facebook, Twitter, Google Plus, YouTube, Instagram and Pinterest sites (Kartal and Erigüç, 2018).

Onedio offers its users features such as creating a profile, sharing on the profile and following the news shared by other profiles. The categories on the platform are as follows: News, Galleries, Videos, Tests. The most basic distinguishing feature that distinguishes Onedio site from a news site is the categories given under the "Onedio Special" content. These categories include "Test, Video, Female, Male, Interesting, Funny, Files and Articles". Some of the news, videos and articles shared in these categories include content compiled from the internet, and some include content produced by Onedio editors and members. The name of the platform, inspired by the phrase "What Does He Say", offers clues about the theme. It basically has functions of exchanging alternative information and establishing a communication network about what others are doing (Göker and Keskin, 2015).

## CONCLUSION

This research is to put forward the concept of digital entrepreneurship conceptually, which is a step towards turning the intensive internet use into an opportunity, which has become widespread in the light of globalization and technological developments. In these studies conducted in this direction, what entrepreneurship means, whose work is called entrepreneurial activity, what are the definition, importance, development process and characteristics of digital entrepreneurship, and what are the most striking examples that fit the definition of digital entrepreneurship both in the world and in Turkey.

Globalization and globalization movements in the 21st century are affecting the whole world. These globalization and globalization movements bring along technological developments. Technological developments, on the other hand, have made the use of the Internet increasingly broadcast. The Covid-19 pandemic has also increased these usage rates. In addition, the increase in our population born in 2000 and later, which we call the Z generation in today's conditions, and the fact that the individuals of this generation keep up with the technological developments and changes experienced, have a significant effect on the use of the internet. Today, shrinking job opportunities are pushing job seekers to virtual environments to virtual job opportunities. Today, the increasing number of Z generation leads to digital entrepreneurship, such as efficient use of the internet and narrow job opportunities. In this context, especially when looking at the examples of digital enterprises in Turkey, it is noticed that the Z generation has an effect. Situations such as the long duration of education and the increasing costs of education push the younger generation to such entrepreneurial activities. Digital entrepreneurship activities should be taught to our youth, both through trainings and projects. In this way, our young people will be supported at the point of drawing their own path.

The scarcity of research in the field of digital entrepreneurship draws attention. Considering that today is a digital age, doing research on this subject will make a great contribution to the relevant literature.

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## CHAPTER III

# CONCEPTUAL ANALYSIS ON DIGITIZING MANAGEMENT AND METAVERSE

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### **Digitalization**

**D**igitalization has become a popular concept with the rapid development of technology in recent years. The term digitalization was first coined in North American in 1971. It is used as “digitalization of societies” in Rewiev. In terms of content, the potentials of computer-based humanities are examined (Kreiss, 2014, s. 3-15). Digitization makes it possible to develop a wide range of technologies that are accessible to everyone. For this reason, digitalization has led to significant changes in cultural, behavioral, demographic and lifestyles. In addition, with digitalization, the term e-book, e-banking, e-commerce, e-news, e-learning and information society has emerged (Kupiainen, 2006, s. 287). Stolterman and For , who are among the first scientists working on the theoretical features of the concept of digitalization, define digitalization as a world where everything is associated through information technologies (Stolterman & Fors, 2004, s. 688). According to another definition,

digitalization is defined as the development of a new business model or the use of digital technologies to create a new resource and value by changing an existing business model. For example, converting a handwritten text into a digital format is described as digitization. (Bloomberg, 2018).

Although digitalization and technology are intertwined concepts, they do not mean the same thing. While technology is expressed as an effort to create a continuous innovation, digitalization is expressed as the act of removing everything around us from being manual. It can be said that this is the most important difference separating the two concepts from one another (Avison & Fitzgerald, 2003). Digitalization makes its impact felt by creating a rapid change in people's business and private lives. The Internet and social networks can be expressed as the main platforms on which digitalization shows its effect today (Balkin, 2009, s. 436). With digitization, it has become easier for most people to access the internet, smartphones or other digital products and services. Therefore, digitalization causes an increase in technological consumption (Molesworth, 2012). Today, with the spread of digital technologies, digitalization has become a necessity rather than a choice for both individuals and organizations. Thus, the survival of organizations in competitive markets is possible by adapting to innovations in digital technology. In this adaptation process, a continuous transformation occurs in the activities of the organization. This situation affects business processes, products, services and the structure and concept of management. Organizations that cannot adapt to digitalization in increasingly competitive markets may lose their competitive advantages and end their activities (Matarazzo, Penco, Profumo, & Quaglia, 2021, s. 642).

### **Digital Transformation**

Organizations are going through a process of change so that they can use the technological opportunities required by the

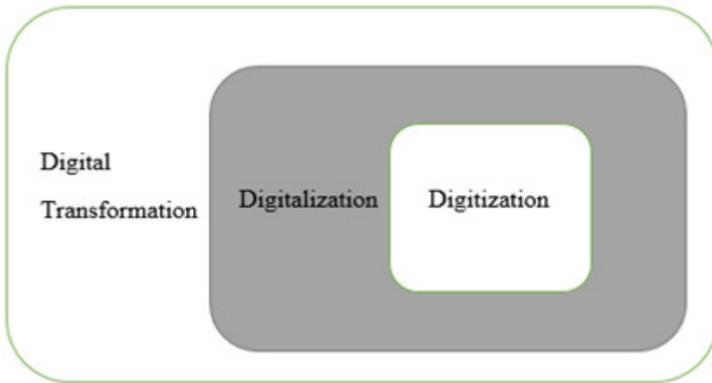
age. This change is called digital transformation. The concept of digital transformation is expressed as the structuring of technology, production and management process in the organization, especially with different degrees of digital technologies, including the business model (Kraus, Schiavone, Pluzhnikova, & Invernizzi, 2021). According to Abbu et al., digital transformation first includes the restructuring of production, communication and human resources management of organizations. Secondly, digitization involves senior management (Abbu, Mugge, Gudergan, & Kwiatkowski, 2020). Although there is no universally accepted definition of digital transformation in the literature, another definition surrounding the previous two definitions states that digital transformation is a company that improves customer experience information of the organization and facilitates business transactions by using new internet-related digital technologies such as artificial intelligence, cloud storage system and blockchain. and a process of transformation and change aimed at creating new business models (Warner & Wäger, 2019, s. 326). From this point of view, digital transformation refers to the innovative use of various advanced digital technologies to create value on a larger scale for internal and external stakeholders (Gong & Ribiere, 2021, s. 102).

In terms of organizations, the behavior of the management mechanism towards employees can be effective in terms of organizational goals and employee activities (Durmuş, 2022: 6). In this respect, employees should be able to reach their managers and convey their problems and suggestions to them easily (Seyrek & Cengiz, 2014: 346). In this respect, organizations will also need a lot of digital transformation. Digital transformation plays an important role in the communication of employees with their managers.

The rapid spread of digital transformation in industry, economy and society has led to the intertwining of different concepts. Therefore, it is becoming more and more important to distinguish between conceptual confusion. The concepts that need to be

distinguished are specified as digitization, digitalization and digital transformation. The figure below shows the relationships between the three concepts. And as can be seen from the figure, digitization and digitalization are within the scope of digital transformation (Saarikko, Westergren, & Blomquist, 2020, s. 828).

**Figure 1:** Digital Transformation and Related Concepts



**Source:** Saarikko et al.,2020:828

Khan clearly states the distinction between the three concepts. The concept of digitization is also called digitalization in the local literature. Accordingly, Digitization (Digitization) is defined as the conversion of information into digital analog. An example of digitization is the conversion of an image, sound or written text from a physical format to a digital one. On the other hand, digitalization goes one step further and is defined as the actual application of digital information. Examples of digitalization are big data, mobile applications and the Internet of Things (IoT). Digital transformation is defined as the result of digitization. According to this, it can be said that digitization, digitalization and digital transformation are (Khan, 2016, s. 6) successive stages that follow each other.

Digital transformation increases organizations to develop innovative business models, which basically affects the expectations and behaviors of customers. In this context, customers can actively

and effortlessly communicate and interact with organizations and other customers through many media channels (Verhoef, ve diğerleri, 2021). There are three important external reasons why organizations need digital transformation. The first is the development of technologies that have powered the development of e-commerce applications since the emergence of a worldwide internet network and its adoption by everyone ; secondly, the drastic change of competition and the necessity of adapting to technological developments for sustainable growth in a competitive market; Thirdly, organizations need digital transformation as customer behavior changes in response to digital changes. (Verhoef, ve diğerleri, 2021). However, digital transformation can enable organizations to design products and services that will further increase their productivity and customer satisfaction. Moreover, digital transformation enables organizations to access and store high-level data. Thus, the external dependency of the organization is reduced. (Schiuma, Schettini, & Santarsiero, 2021, s. 122). In addition to the explanations made, there are some stages for the realization of digital transformation. It is important to explain these stages for a better understanding of the digital transformation process. Gün and Aslan (2021, s. 53) describe this process in five stages.

- **As usual:** Organizations work with a familiar customer, process, business model and technology perspective, believing that it contributes to the level of digital change.

- **Existing and active:** Organizations aim to improve specific areas and processes, while at the same time promoting digital literacy and creativity by experimenting.

- **Strategies:** Individual groups recognize the power of collaboration as their research, work and shared insights contribute to new strategic roadmaps planned for ownership, efforts and investments in digital transformation.

- **Integration:** At this stage, a dedicated digital transformation office is established to guide strategy and operations based on

business and customer-oriented goals. The new infrastructure of the organization is shaped by the roles, expertise, models, processes and systems that will support the transformation.

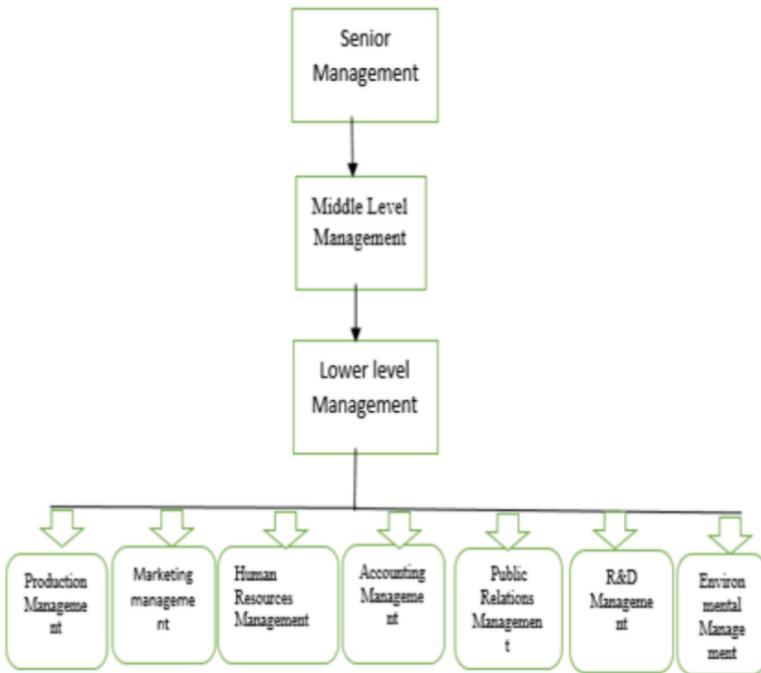
• **Innovation and compliance:** Normal business continues to evolve at this stage. In addition, a new ecosystem is being established to identify and act on the trends of technology and the market.

### **Digitalized Management**

In the process of digital transformation that organizations have gone through, their understanding of management also changes. In order to understand this change more clearly, it may be useful to examine the change of management approach from past to present. The history of administration is as old as human history. In any period of history, people lived in communities because they could not meet any of their needs alone. In this case, people have benefited from the science of management in order to avoid the complexities of living as a community (Genç, 2004). Management concepts are analyzed by dividing them into sections. Accordingly, the period from the beginning of humanity to the 18th century is expressed as the “Traditional Administration Period”. In this period, the information source of the administration consists of the books in which the thinkers of that period wrote their thoughts and suggestions about the commercial activities, management and ways of doing business, and the recommendations of the king, commander and state administrators of that period (Baransel, 1979). In this period, religious and artistic developments affecting the development of humanity, the continuous shaping of countries and geography, and the making of many inventions and discoveries that affect humanity are accepted as the beginning of management thought because it requires management knowledge and skills (Dessler, 1998). The management approach after the traditional management period is called the “Classical Management Approach”.

Changes and developments in and around the organization caused by the industrial revolution that started in the second half of the 18th century in England made it difficult to manage organizations according to senses and experiences. With industrialization, division of labor, specialization and stability have become important for organizations. In this period, managers focused on increasing efficiency and reducing costs. (Baransel, 1979). The period after the classical management approach, which criticizes the disregard of the individual relations of the classical approach, is expressed as the “neo-classical Management Approach”. While this management approach agrees with the concepts and principles put forward by the classical management approach, it has been developed in order to correct the shortcomings and failings of the classical management approaches (Alpaguan, Demir, & Oktav, 1995). When the management approaches explained so far are examined, technical perspectives such as organizational efficiency, stability and costs are examined in the classical management approach. In the neo-classical management approach, the neglected individual element, his behavior and his involvement in management are emphasized. In the period of modern management approach, which is the period after the neo-classical management approach, there are two elements. These elements are expressed as systems approach and contingency approach (Akat & Budak, 2002). The systems approach refers to the integration between the interrelated elements of the organization (Sabuncuoğlu & Tokol, 2001). Contingency approach focuses on technology, social relations and environmental conditions of the organization (Schermerhon, 1996).

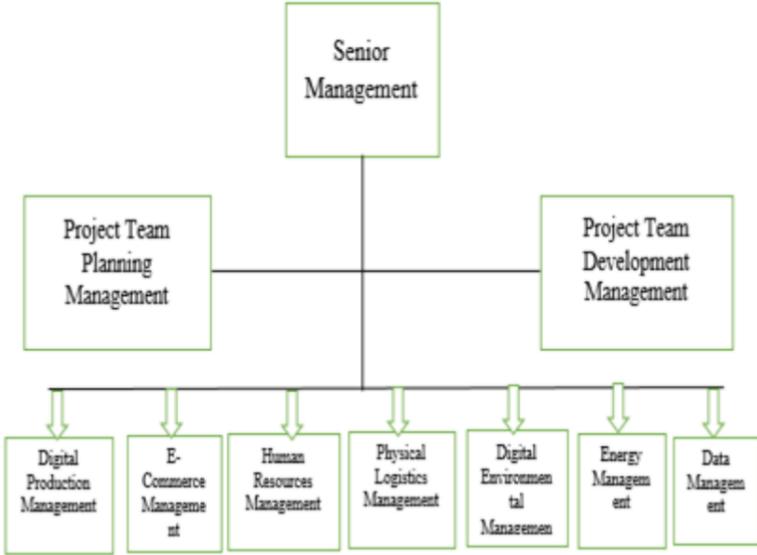
In line with these explanations, an organizational management scheme that has been accepted until today has been created. According to this scheme, businesses are structured as top management, middle management and lower level management.

**Figure 2:** Management Structure in Classical Style

**Source:** (Schermerhon, 1996)

With digitalization, the structure of organizations is faced with an organic transformation expressed as “on-site management, empowerment, flexibility in rules and procedures, horizontal communication and teamwork”. With this structure explained , organizations can adapt more appropriately to learning, virtual organizational climate and digital environment in an innovative way (Tom & Stalker, 1998). The new generation digital management structures and management departments of organizations that have been redesigned with digitalization can be expressed as follows (GCI GROUP INC, 2017).

**Figure 3:** Possible Digital Management Structuring After Digital Transformation



**Source:** (Davutoğlu, 2021, s. 58).

With the digital transformation in organizations, personalization, improvement and visualization based on cyber-physical systems find a place in the management level (Brettel, Friederichsen, Keller, & Rosenberg, 2014). In other words, it is thought that organizational effectiveness and productivity will increase with the opportunities that the use of the internet in organizational business and transactions can create with digital transformation (Porter & Heppelmann, 2014). In addition, it creates a fast communication network within the organization by adapting the internet and information technologies to the organization. With digitalized management, complex systems can be standardized and thus effectively managed. Organizing and designing ways of doing business, ensuring continuity in the education and career development of employees, and using organizational resources

efficiently are expressed as opportunities provided by digitalized management to the organization (Landscheidt & Kans, 2016, s. 3). One of the most important goals of digitalized management is to create organizations that improve the ability of organizations to adapt to their environment, are flexible, can use organizational resources effectively, and have good compatibility with buyers and business partners (Akgül, Akgül, & Ayer, 2018, s. 201). As a result, the use of less costly, less space-saving, energy-saving, but at the same time more reliable hardware and operating systems that will run them, unlike the existing hardware, will be possible with the digitalization of the management (Odasi, E. B. S., 2015).

### **Digital Leader**

Today, almost every organization focuses on developments in digital innovations, as it effectively anticipates the needs and opportunities that it may encounter in the future in the face of digital developments. For this reason, organizations are constantly establishing systems that can improve their digital capabilities (Hapha & Somprach, 2019). In this context, the presence of a leader who can integrate the innovations and developments required by the age in the digital transformation process that the organization is going through plays an important role on the effectiveness and efficiency of this process. Considering that information is consumed very quickly in our age, one of the most important problems of organizations is to monitor the change in question and to adapt the organizational structure to this change. In addition, there may be errors in the predictions due to the rapid change in life. In this context, these leaders need to follow and analyze the change well, and adapt the changes that are deemed appropriate to be made where and when necessary to the organization. These leaders, who emerged with the innovations brought by the age, are called digital leaders. Taking risks, having high self-confidence, being able to

empathize, being creative, thinking universally and creating a vision are among the characteristics of digital leaders (Owie, 2017).

Digital leaders play an important role in adapting digital changes to the organization in the digital transformation process (Stana, Fischer, & Nicolajsen, 2018). Digital leaders enable businesses to gain a sustainable competitive advantage by adapting their business strategies to the digital age. A talented digital leader who has developed himself according to the needs of the digital age can help create the organization's digital business strategy, increasing organizational performance and effectiveness (Kıyak & Bozkurt, 2020). In line with the explanations made, digital leadership is defined as a leader who quickly adapts information technologies that will contribute to the development of the organization (Tanniru, Khuntia, & Weiner, 2018). In another definition, digital leadership is defined as a leadership style that is fast, beyond hierarchy, focused on innovation with an approach based on teamwork and collaboration (Abbu et al., 2020). Technology, which has entered our lives with personal use, has become a phenomenon that leaders should pay attention to in every respect. Thus, digital leadership has an active role in the issues of vital importance for the organization, such as setting the direction for the sustainable success of organizations, providing access to information and influencing others, initiating transformation and, more importantly, predicting future changes. (Sheninger, 2014, s. 2). The fact that digital leadership is not static is another feature of digital leadership. The fact that digitalization has become more widespread in society increases the importance of digital leadership (Hensellek, 2020, s. 65).

Since today's organizations are generally dynamic and rely on technology, digital leaders need to have some skills in order to survive in the competitive business world and organizational success. These skills consist of (Băeșu & Bejinaru, 2020, s. 650):

- **Digital Literacy:** Just knowing new technological resources and tools for digital leaders is not enough for organizational development. At the same time, it should be able to use these technological resources and tools to achieve organizational goals and adapt them to the organization. They should be able to keep their digital literacy at the highest level at the organizational level.

- **Learning Ability:** It refers to the ability that leaders can base some results and lessons learned, including a specific work and life experience.

- **Mental Agility:** It is expressed as the ability to make new connections and think critically while solving problems. In the digital age, mental agility is a very important skill for digital leaders. Because in this age, leaders make decisions without complete information and in areas where there is a complex information asymmetry.

- **Customer Focus:** With digitalization, market research can be done more effortlessly, while customer needs can be determined more accurately. Obtaining specific information about customers can offer significant advantages to organizations. Therefore, digital leaders must constantly monitor customers and have the ability to understand their needs.

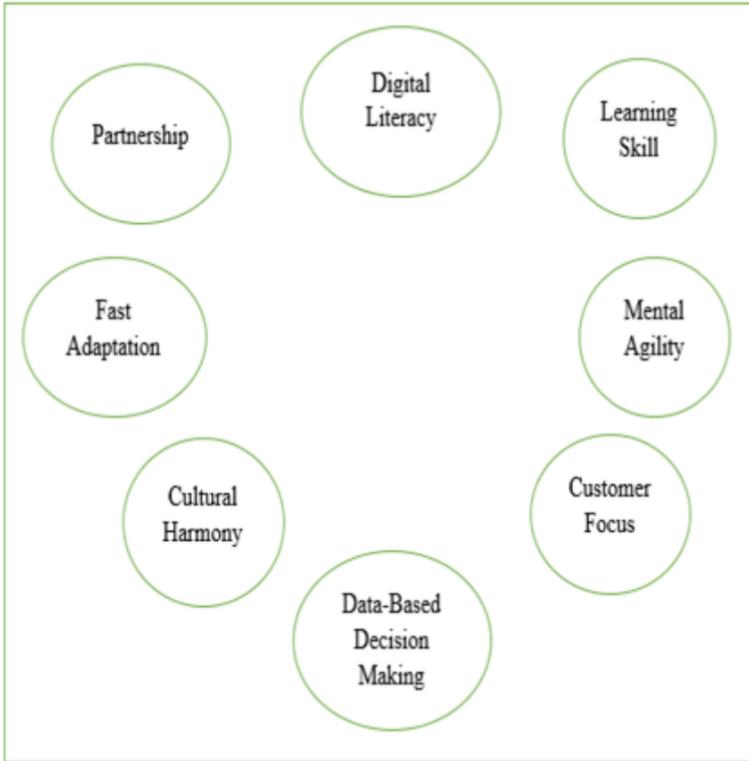
- **Data-Based Decision Making:** It means that the digital leader has the ability to use the data he has in his organizational decisions.

- **Cultural Harmony:** The cultural adaptation skill, which is a new skill that the digital age demands and creates simultaneously, needs to increase the cultural capacity of the leader in order to work in harmony with employees from different cultures and in a complex business environment.

- **Collaboration:** Digital leaders must have the ability to collaborate with other employees in the organization in a transparent, honest and benevolent framework.

- **Quick Adaptation:** Digital leaders must have the ability to adapt to changes that the organization needs. At the same time, digital leaders are willing to try and do new things in order to be flexible and stay up-to-date in rapidly changing work environments.

**Figure 4:** Capabilities of Digital Leaders



**Source:** (Băeșu & Bejinaru, 2020, s. 650)

**Metaverse**

In the last half century, a new paradigm emerges approximately every decade. While the paradigm of the 90s was the developments in the computer and communication industry, the web networks

of the 2000s, and the change of the mobile in the 2010s, the key concept of the paradigm that emerged in the 2020s is metaverse. first published by Neal in 1992. “*Snow “ by Stephenson Crash ”* to depict a three-dimensional visual world (Lee J. Y., 2021, s. 72). The word metaverse consists of the combination of the words meta and universe. Beyond meta, universe means universe, while metaverse means beyond universe (Duan, ve diğerleri, Metaverse for social good: A university campus prototype, 2021).

Especially in 2020, with the Covid-19 virus turning into a worldwide epidemic, people’s non-face-to-face relationships start a new era. As a result, it is aimed to fill this gap in social relations with the use of digital technologies. This situation increases the interest in the concept of metaverse. Because the metaverse provides access to three-dimensional visual and auditory reality, people no longer have to be in the same physical environment for social interaction (Choi & Kim, 2017). Metaverse is expected to reach a market price of 280 million dollars in 2025 as it begins to spread rapidly. It is predicted that this figure will reach two trillion dollars in 2030 (Lee, Trimi, Byun, & Kang, 2011, s. 164).

Kim (2020), the metaverse, which has a very complex concept, consists of a three-dimensional space used as a metaphor for the real world. In other words, the metaverse is expressed as a visual world consisting of the combination of augmented reality and the internet. In terms of definitions, metaverse refers to a universe beyond the physical world. It is stated that in the metaverse world, which is described as the evolution in digital, radical changes will occur in many fields from education to health, as well as establishing social relations. Although negative criticisms are directed towards creating a life style separate from the real world in a virtual universe, it is foreseen that the great transformation that is being experienced cannot be prevented. Thus, the necessity of adapting to the transformation is emphasized. It is stated that adapting to the concept of virtual universe presented to humanity by Metaverse

and being a candidate to manage this virtual universe can offer important opportunities for organizations, otherwise staying out of the virtual universe may be a threat for organizations in the near future (Jeon, 2021). However, it is not enough for organizations that want to be included in the virtual universe with Metaverse to change their management and organizational structures. At the same time, organizations need to change their perceptions of e-business and e-commerce in order to adapt to the transformation. Because with the metaverse, organizations are faced with more complex business conditions than ever before. For this reason, organizations need to act systematically and determine their roadmaps correctly in order to exist in the metaverse universe (Bourlakis, Papagiannidis, & Li, 2009, s. 136-137).

Although Metaverse offers many benefits and opportunities in education, health, management, economy and cultural fields, it also provides some concerns, as in previous technological developments. One of these concerns is the inability to adapt to the rapid transformation experienced in both technology and social life with the metaverse. In addition, considering that the content and quality of areas such as the internet or social media cannot be fully controlled even today, the difficulties in keeping the content of a virtual universe such as the metaverse under control are given as an example of the threats of the virtual universe (Alan, 2021). Another concern about the metaverse is the inability to define the boundaries between the virtual universe and the real world. Content in the virtual universe may cause negative effects on people's perception of reality. For example, individuals use only their visual and auditory senses in the virtual universe, that is, they are not physically present in that environment. Thus, they can harm (Kallman, 2018) themselves in the real world where they are physically present with the effect of what they see and hear in the virtual universe. Another concern about the Metaverse is that the difference in technological development between countries will increase even more. In

addition, since underdeveloped and developing countries use the technologies of developed countries, this situation may threaten the political and cultural security of underdeveloped and developing countries (Shen, 2021).

However, despite all these criticisms and concerns, the metaverse creates a virtual universe that centers people, creating innovations and opportunities in many areas. Considering especially in terms of accessibility, diversity and equality, the metaverse creates significant positive effects. With the increase of globalization, the communication and interaction between countries or societies is happening much more than in the past. However, physical distances increase the costs in this process. In fact, with the occurrence of the Covid-19 epidemic, business and transactions in many areas were postponed as part of the fight against the epidemic. However, the metaverse can provide an extraordinary accessibility that can prevent these situations. Converting many events to a visual format is supported by Metaverse. In this way, uninterrupted accessibility can be ensured by preventing disruptions in education or business life due to physical distances or epidemics. Again, for many reasons such as social distances and language differences, it is not possible for different people to be together in an integrated way in the real world. However, with the metaverse, geographical distances or language differences are no longer a problem. Thus, it can be ensured that individuals from various geographies, races or languages can be effectively coordinated together. Another benefit that can be obtained with the metaverse is equality. Equality can be expressed as a spiritual quest for humanity. However, in reality, there are many factors that negatively affect equality. Examples of these factors are racism, gender discrimination, disability or financial opportunities. Thanks to the metaverse, these factors that negatively affect the equality can be eliminated. For example, avatars can be created in the virtual universe so that users can exist (Duan, ve diğerleri, 2021, s. 154)equally in all areas .

## Conclusion

In the last thirty years of the century we are in, there has been a rapid change and transformation with the contribution of the developments in technology. This transformation is from traditional methods to digital. This transformation is affecting many sectors such as education, health, marketing, banking, trade and shopping. Especially since 2020, the Covid-19 epidemic, which has been under the influence of the world, accelerates this transformation. Digital transformation, which has an impact in many areas, also causes many changes in the field of management. Toffler says that such transformations in the field of management are in accordance with the nature of management. Because every age creates a form of management and organization suitable for its own needs. From here, management is a dynamic process and it is constantly changing and transforming in line with the experience of the previous era and the needs of the era (Dessler, 1998). Thus, it should not be possible to exclude digital from the field of management as a necessity of the age. Because it is not possible for organizations that cannot keep up with environmental change to engage in sustainable activities. Organizations that adapt digitally to their structure correctly can obtain opportunities in areas such as time, space and efficiency.

Metaverse, another important concept of our age, is seen as an important innovation brought by digitalization. With Metaverse, the individual can interact with other individuals with the avatar he has created in a virtual universe. No matter where you are from in the world, a second world is designed with visual and auditory reality in a three-dimensional virtual universe with the internet and a device. In this universe, it is possible to carry out activities in various fields such as shopping, political campaigns, art works and education (Duan, ve diğeri, 2021, s. 155). It is important for their future that they do not stay out of this virtual universe in their organizations. In particular, the redesign of the organizational

and managerial structures of the managers in accordance with the virtual universe after the right analysis can directly affect their profitability, performance, cost or efficiency in a positive way. With the Metaverse, the elimination of obstacles caused by physical distances or language differences can also enable organizations to have a qualified workforce. Considering that the most important resources of organizations are people, this can be a very important factor in gaining competitive advantage.

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## CHAPTER IV

# DIGITAL TRANSFORMATION IN BUSINESSES: A THEORETICAL OVERVIEW ON ITS PRIORITIES AND IMPACTS

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### 1. Introduction

Humanity has continuously developed itself and the world in a continuous development, with some exceptions (war, epidemic, natural disaster, etc.) throughout history. As a result of these developments, while some rituals disappear and disappear, they are replaced by new business models, habits, tools and equipment. The main actor of all these changes is human. It is an undeniable fact that these changes and transformations have a direct relationship with human nature. Because human is a being who thinks, produces, realizes problems and searches for new solutions for these problems. Perhaps this is the secret behind the dominance of humanity over the world for so many years. The saying of Heraclitus, whose views and ideas are still discussed and accepted as the father of ideas, such as Plato, Socrates and Aristotle, who is thought to have lived between 530 and 475 BC, “The *only*

*thing that does not change is change itself*“, reveals the dynamism and eternity of the ongoing change process. presents it.

According to the holy books (Quran, Bible and Torah) of the three biggest religions (Islam, Christianity and Judaism) believed in the world, humanity started with Adam and Eve’s expulsion from the world by eating the forbidden fruit in heaven. Accordingly, when the history of humanity, which has been lived from Adam and Eve to the present, is examined in outline, the change that has been experienced and is being experienced will be much easier to understand. The history of humanity dates back to prehistoric times, starting from the Paleolithic Age (Old Stone Age) and continuing with the Neolithic Age (Polished Stone Age). The first major revolution of mankind is the agricultural revolution between 10,000 and 5,000 BC. In other words, man first learned to cultivate the soil. Thus, humanity experienced perhaps its first major change from a nomadic life to a settled lifestyle. The security and productivity provided by being an agricultural society play the most important role in the development of humanity (Zubritski, Mitropolski and Kerov, 2011:61-62). From the Ancient Age to the end of the Middle Ages, many civilizations, empires and religions existed. Some of them still exist today, while others are trapped in the dusty pages of history books. The Early Modern Period (New Age), referred to as the European Age, includes radical developments such as geographical discoveries in the period from 1500 to 1800.

The industrial revolution, which is one of the most important touchstones of human history in terms of technological development, started in the 18th century. With the discovery of steam power in England, hand weaving was replaced by factories and steam-powered machines, especially in the field of weaving (Aston, 1948). This period, called Industry 1.0, is considered the second greatest turning point in human history. Especially the radical changes in the lifestyle of the western people, the increase in the welfare level and the increase in the population

with the economic comfort are considered as the most important gains of this period (Deane & Cole, 1962). Today, Industry 4.0, which is accepted as the fourth Industrial Revolution, expresses a technological transformation that affects people, societies and businesses both industrially and economically and socially and socially (Klein, 2019; Schwab, 2017:12-15). Especially in the last decade, the rapid developments in network technologies have led to the emergence of technologies such as the Internet of Things, Cloud Computing, Augmented Three-Dimensional Reality and big data analysis, and this has paved the way for the existence of concepts such as digital, digital development and digital transformation in social and business life. In fact, although the emergence of these concepts started with the discovery of the computer in the 1970s, the developments experienced today add a different dimension to digital (Klein, 2020:1). In addition, developments in digital technologies bring about changes in expectations in social and business life. With digitalization, the limiting effects of the concepts of time and space disappear and it creates an expectation that it will play an important role in increasing performance and efficiency in a business world where data and services are more prominent than a physical product. As in every developmental stage throughout history, business models that continue to exist with digitalization are changing or a different business model is being designed again. Thus, it is important for businesses to have the ability to use the digital technology required by the age in terms of continuing their existence (Schwab, 2017). Otherwise, they may come to the end of their life cycle by neglecting the opportunities and conditions of the century we are in.

However, although digital transformation is beneficial and necessary for businesses today, because it is a destructive process and business unity, managers need to carefully execute the strategies in this process (Berghaus & Back, 2016; Besson & Rowe, 2012; Hess, Matt, Benlian, & Wiesbock, 2016). Determining a strategy

or roadmap in the digital transformation process is the first step of the transformation. At this point, it is considered as the most critical point of the process that the managers take into account every area of the business that will change in this process, so that it will be affected. At this stage, managers need to plan the transformation with a holistic structure (Fitzgerald, Kruschwitz, Bonnet, & Welch, 2014:1). The definition of the concept of digital transformation, its characteristics, determination of the driving factors in its implementation, and matching of the antecedents and results of digital transformation in harmony are considered as an important research gap in today's literature (Morakanyane, Grace, & O'Reilly, 2017).

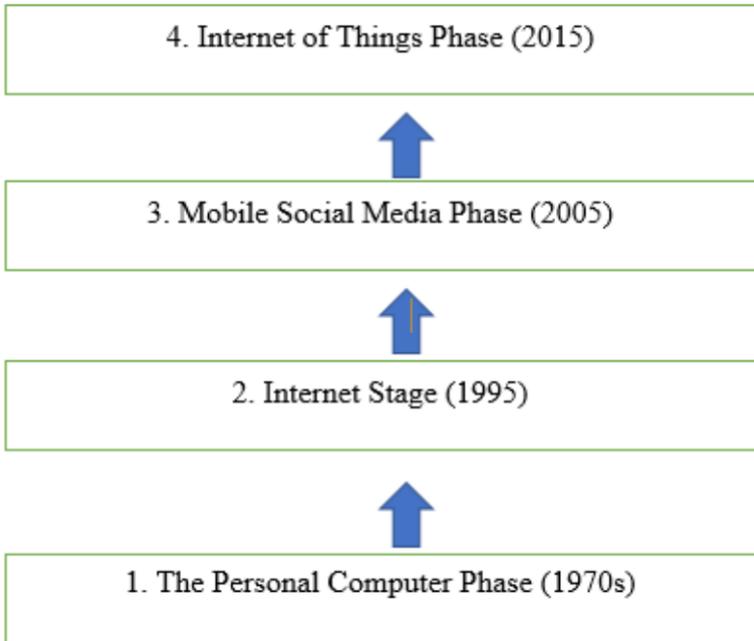
From this point of view, this study was carried out in order to collect the information in the literature about the concept of digital transformation, its effects and antecedents in a single research theoretically and to examine the change from the past to the present. Thus, this study can help business managers determine their digital transformation strategies, help business owners and managers as a resource about the factors that make digital transformation necessary and in which areas businesses should make digital transformation. In this way, it is thought that it will contribute to the understanding of the subject by shedding light on the enterprises that conduct resource and model research on digital transformation, in terms of their understanding of the theoretical structure of the concept of digital transformation, and by establishing a relationship between the triggering effects of digital transformation and the results of these effects.

## **2. Digitalization and Digital Transformation in Business**

One of the issues discussed by researchers today is whether the concepts of digital transformation and the creation and development of the technological infrastructure for digitalization

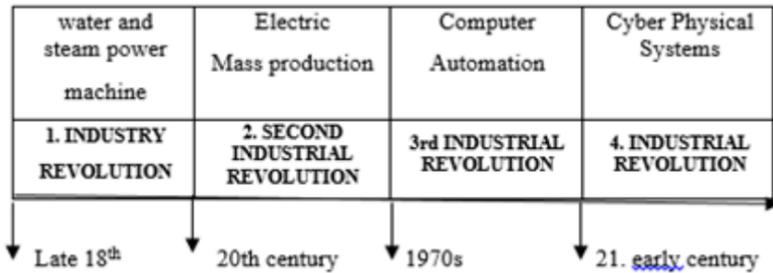
in businesses are different. Despite Savic (2019), who stated that digitalization first started with process automation, Riedle and his friends state that businesses have entered the digitalization and digital transformation phase for the last fifteen years, but digitalization and digital transformation are two concepts that mean the same thing. (Riedl, Benlian, Hess, Stelzer and Sikora, 2017). In another evaluation in the literature, digital transformation includes the changes that occur in business structures as a result of digitalization (Berghaus and Back, 2016). Kofler (2018) states that digital transformation is a phenomenon that emerges as a result of a fast and dynamic digitalization experienced in a short time in businesses. In another definition, digital transformation is expressed as the use of new technologies (such as artificial intelligence, big data use) in businesses to improve businesses and improve the way they do business (Morakanyane, Grace, & O'Reilly, 2017). When the definitions about digital transformation are examined, the common point is that it includes comprehensive changes and it affects business models, customer relations, employee competencies, organizational culture, job definitions and even organizational culture as well as business processes of enterprises. However, when the definitions of digitalization are examined, they are similar to the definitions of digital transformation. The reason for this conceptual complexity is the expectation that there will be a larger scale and more dynamic digitalization in enterprises with the fourth industrial revolution, Industry 4.0. According to the studies in the literature, digital transformation in businesses includes products, services, customer experience, business value chains and business processes (Liere-Netheler, Packmohr, & Vogelsang, 2018; Markides, 2006; Matt, Hess, & Benlian, 2015; Westerman, Calm ejane, Bonnet, Ferraris and McAfee, 2011). This high-scale digitalization, which is expected to be experienced, is expressed as digital transformation. In this study, digital transformation is used in the sense of the digitalization process experienced today.

Depending on the technological developments from the past to the present, the digitalization process in businesses consists of four phases, but each phase continues to use the previous phase. (Klein, 2019).



**Figure 1.** Stages of Digitization in Business (Source: (Klein, 2019).

Digitalization in businesses led to the third industrial revolution in the 1970s. As can be seen in Figure 2, the first three digitization phases were experienced in the same period as the third industrial revolution. Technological developments in areas such as the Internet and social media are among the technological outputs of this period. Finally, the fourth phase, the internet of things phase, which shows its effect today, led to the birth of the fourth industrial revolution.



**Figure 2.** Industrial Revolutions (Source: (Klein, 2020))

### ***2.1. Personal Computer Digitization Phase***

The 1970s are characterized as the period when computers and computer technologies were first used in businesses and the beginning of the third industrial period. The phase of internet use in the beginning of the use of computers in businesses is called the first digitization period. In this period, work and transactions in the physical environment are digitized and transferred to the digital environment. After the digitalization of the data from the physical environment via computers, process automation was started. With process automation, there has been an increase in the speed and efficiency of business and transactions in businesses. With process automation, similar and directly related business processes (such as purchasing and storage) are combined in a single automation. (Savic, 2019). The emergence of software systems integrated into automation processes, where all similar and related business processes are combined, has emerged in the first phase of digital transformation. The data systems in which the data is stored, the network technologies and the connection of computers are another result of this phase (Savić, 2019). The technologies used in the first digitization period and their effects on businesses are given in Table 1.

**Table 1.** Personal Computer Digitization Phase

TECHNOLOGY	IMPACT ON BUSINESS
Integrated software systems	Process automation
network technologies	Contact support
	Process acceleration
databases	Effective data management
	Process acceleration

**Source:** (Klein, 2020)

## ***2.2. Internet Digitization Phase***

With the emergence of the Internet worldwide, the second era of digitalization began in the 1990s for businesses. With the use of the Internet, radical changes have occurred in the way businesses communicate with their internal and external stakeholders. In fact, there has been a change in the way businesses view information and access information via the internet. Businesses, which have the opportunity to share some information about their own businesses over the Internet, have also had the opportunity to follow their competitors in the world more easily. In the second phase of digital transformation, businesses started to use the e-mail system via the internet. Thus, the electronic mail system has become an indispensable element of internal and external communication. Another contribution of the second digitization period to businesses is the introduction of the intranet. Thanks to the intranet, businesses carry out their business processes on a closed network with the assurance of confidentiality. This system makes it possible to work from home by decentralizing working environments. The biggest contribution of the internet phase to businesses has been electronic commerce. In this way, businesses are active in all markets. (Wigand, 1997). The internet phase has developed new business processes in enterprises and eliminated the legal business processes. The purpose of digital transformation at this stage can be expressed as increasing operational efficiency (Klein, 2019). The technological

developments in the internet digitalization phase and their effects on the business are given in Table 2.

**Table 2.** Internet Digitization Phase

TECHNOLOGY	EFFECT
Internet	Easy access to information
	New communication tools
	Business model changes (Electronic Commerce)
Intranet	Contact support
	flexible working

**Source:** (Klein, 2020)

### ***2.3. Mobile Social Media Digitization Phase***

The next phase of digital transformation after the internet phase is considered to be the mobile social media phase. The emergence of the digitalization phase of mobile social media has been influenced by the use of mobile devices in daily life and Web 2.0 technology. With this technology, it is now possible for users to produce content. Also, this period, which is called the social media media phase, not only affects social media as a medium where people produce and share content related to their social lives, but also affects businesses in many different ways. Since people in social media also include potential customers of businesses, developing customer-oriented products from this area creates an important value for businesses to increase their sales. Thus, the fact that customers are active in the virtual environment has enabled businesses to develop social commerce business models based on customer-oriented product developments (Liang and Turban, 2011). An important development in this phase is the implementation of the collective product development model. Thanks to Web 2.0, customers are also included in the product development of businesses. Thus, it will be possible to produce products and services that meet the demands and needs of customers. In this business model, called *crowdsourcing* ,

businesses determine more clearly the products and services that will satisfy their customers. Thus, the sales risk ratio also decreases (Bächle, 2016). At this stage, thanks to mobile applications, the relations of businesses with customers go beyond a physical space. Thus, the relations between customers and businesses gain continuity. This means that businesses will enter new markets and interact with more customers. The responsibility of the enterprises is to develop business models and new collaborations in line with the developments experienced (Klein, 2019). The effects of digital transformation on the technology and business used in the mobile social media digitization phase are given in Table 3.

**Table 3:** Mobile Social Media Digitization Phase

<b>TECHNOLOGY</b>	<b>EFFECT</b>
Social media	new markets
	New business models
	Flexible business processes
	New collaborations
mobile devices	Communication independent of place and time

#### ***2.4 The Internet of Things Digitization Phase***

Today, the last phase of digital transformation, the internet of things, is experienced. The emergence of the fourth digital transformation universe has caused the fourth industrial revolution. At this stage, network technologies and sensors called sensors began to be used in an integrated manner. Thanks to the technology called cyber physical systems, smart factories have emerged. In this way, the existence of human being is tried to be abstracted in production. With the fourth industrial revolution, not only the business models of production have changed, but many other business value chains have changed. Since the business value chain from supplier to consumer is directly related to each other, a change in one unit obliges other units to change. In the third phase of digital transformation, the

mobile social media digitization phase, businesses increase their interaction with their customers more effectively in the internet of things phase. In this period, the traceability of the products enables businesses to have more information about their customers. In addition, the management of data through the cloud system adds a new dimension to the relationship between customers and the business. The prominent features of the IoT phase can be explained as being based on data, enabling collaboration over the application, and enabling the development of business models in which the service is offered as a value. From this perspective, these business models and processes also pose a threat to traditional businesses (Burmeister, Lüttgens, & Piller, 2016). At this stage, businesses aim to gain competitive advantage by developing business models suitable for market conditions and new customer portfolio that will effectively realize digital transformation. Important technological developments in the digitalization phase of the Internet of Things and their effects on businesses are listed in Table 4 (Blunck & Werthmann, 2017; Crnjac, Veža, & Banduka, 2017).

**Table 4:** Internet of Things Digitization Phase

<b>TECHNOLOGY</b>	<b>EFFECT</b>
internet of things	Human-independent production
	Horizontal and vertical integration
	new business models
big data	Customer analysis
	New business models
cloud computing	Time and place independent data sharing

### **3. New Organizational Structure in Digital Transformation**

Although digital transformation affects many business value chains, it makes the most changes on the organizational structure. With the digital transformation, it is expected that the hierarchical

management structure in businesses will change. Instead of a hierarchical structure, the determination of a management that is connected to each other at a more horizontal level and that changes flexibly according to changing environmental conditions is expressed as the change in the organizational structure of digitalization (Kofler, 2018; Schwab, 2017). In particular, the concept of the internet of things, which is the last stage of digitalization, opposes the departments that are separated sharply within the enterprise. Instead, an organizational structure is designed in which the employees of the enterprise can be ready to work with each other independently and in a short period of time. Thus, it is aimed that the organizational structure will be dispersed and flexible, unlike departments (Schwab, 2017). At the same time, with digitalization, not only employees and organizational structure, but also managers should have some skills and characteristics. With digitalization, some of the business models completely disappear and a new business model is designed, while some improvements are made, but some business models are preserved as they are. This means that managers manage two different organizational structures at the same time. This situation, which is expressed as the ability to use two hands, states that it is necessary to have managerial skills with the necessary flexibility and speed to ensure the optimum balance between two different businesses (Staffen & Schoenwald, 2020).

#### **4. Factors Triggering Digital Transformation in Business**

Businesses need to determine a consistent cause-effect relationship when creating their digitalization strategies (Liere-Netheler, Packmohr, & Vogelsang, 2018). There are two important factors that will guide businesses at this stage. These:

- Source research: To identify the digital transformation factors in the sources in question

- Grouping: Identifying cause and effect relationships among the identified digital transformation factors or grouping those that are similar in scope.

As a result of the resource researches about the digital transformation strategies of the enterprises, the factors that trigger the digital transformation were examined. While some studies examine digital transformation in general (Chanias, 2017; Ezeokoli, Okolie, Okoye, & Belonwu, 2016; Kane, Palmer, Phillips, Kiron, & Buckley, 2015; Pflaum & Schulz, 2018; Tesch & Brillinger, 2017; Verina & Titko, 2019) some have only examined the issue in the context of work moles (Anderson & Kupp, 2008; Burmeister, Lüttgens, & Piller, 2016; Chesbrough, 2010; De Reuver, Bouwman, & MacInnes, 2009; Foss & Saebi, 2017; Wirtz & Daiser, 2017).

Some of the studies on digital transformation that examine the transformation of business models examine the transformation of digital transformation that directly affects the result (Burmeister et al., 2016; (Foss & Saebi, 2017; De Reuver & Bouwman, 2009), while others approach the issue from the perspective of developing business models (Wirtz & al. Daiser, 2017; Anderson & Kupp, 2008; Chesbrough, 2010) Wirtz and Daiser (2017) examine the issue at macro and micro levels in their research on determining the factors that trigger digital transformation. *product and service innovations*” and macro-level factors as “ *globalization, technology, economic issues and market shifts.*” As a result of the literature research, the factors that trigger digital transformation were determined as follows.

- digital technology
- Digital Competence
- strategic decision
- Functional Improvement
- Senior management

- Profit and revenue growth
- business value chain
- Legislation
- New collaborations
- competitive advantage
- Customer happiness
- Adaptation to the market and business models

## **5. Conclusion**

Comprehensive studies in the national and international literature on digital transformation express the importance that businesses attach to digital transformation, while three-quarters of existing businesses today are in the process of digital transformation, and two-thirds of them think that the process of digital transformation strategies is a challenging process (Oswald & Krčmar, 2018). For this reason, businesses need to create a comprehensively planned digital transformation strategy in order to successfully carry out this challenging process. The fact that there are many dimensions and different areas in the digital transformation process of businesses makes it difficult to create such strategies. In order to determine an effective and correct digital transformation strategy, it is necessary to determine the fields of digital transformation and the relations related to the transformation areas. Although digital transformation, areas of digital transformation, and the factors affecting digital transformation are explained in the sources in the literature, the relationships between these concepts are not emphasized. This study is visualized in order to fill this gap in the literature and to establish a connection between digital transformation and the factors affecting digital transformation and the fields of digital transformation. Thus, it is aimed to create a guide for businesses in the digital transformation process while drawing a roadmap in this process.

Changing environmental and technological developments directly affect businesses. In this process of change, businesses need to keep up with the change in order to continue their activities. Today, digital change, which includes adapting to rapidly developing technological innovations, is one of the most important developments in the business environment. In this respect, businesses that cannot keep up with digital technology will not accurately determine customer value, wants and needs. This situation may cause businesses not to gain competitive advantage in global markets. However, adapting to this change has never been this difficult in any period of history. Because this change is happening continuously and rapidly. In this case, they are leaders who are open to change, open and forward-thinking, who will follow digital changes that will give businesses an advantage. Thanks to these leaders, businesses can realize up-to-date technological innovations. In addition, realizing a cumulative change rather than a total change in the digital transformation process can enable businesses to stand firmer in this process.

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### **HALİL HAKDAN ÖZ**

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## CHAPTER V

# A CRITIQUE OF UNLIMITED HUMAN AND ORGANIZATION NEEDS IN TERMS OF EMPLOYEE HAPPINESS ON A MORAL BASIS IN THE DIGITAL ERA

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### 1. Introduction

Organizations that do not put a moral foundation in their center may face many problems in terms of both their employees and the future of the organization. This situation can be evaluated as an opportunity from the perspective of both the employee and the organization (employer), especially in today's digital environment where the perception of unlimited human needs is intense. It is not questioned whether the activities, which are considered opportunities for the employee and the organization, have moral content. Failure to make this questioning allows organization and employee activities that can be considered immoral in many parts of society, from part to whole, to be considered normal.

The individual who represents morality has a moral identity. In this case, the individual has a self that exhibits tendencies towards moral actions (Weaver, 2006: 345). In the display of these actions,

the influence of the people and the environment with which the individuals are in contact is in question. In addition, the attitudes of individuals towards morality, their moral evaluations, and their expectations regarding their fields of activity can also be effective.

Digital transformation in organizations refers to companies reinventing themselves in the digital world. Organizations need to incorporate technology into their work for industrial change. This situation turns organizations into technological companies (Wagner et al., 2019: 398). The rapid change of technology in the digital age also affects the employees working in organizations. To this effect, employees should carry out their activities within the scope of digital morality. Particularly due to digital change, groupings within the organization and subordinate-superior relations are being reshaped. As a result of this change, employees should put moral behavior at the core of their digital activities.

The human need can be perceived in different ways according to the ideological and disciplinary perspectives of individuals (Max-Neef, 1991: 14). This difference can also be observed in terms of organization and employees. The perception of unlimited needs in terms of today's organizations (employers) and employees shows its effect in many areas. The perception of unlimited needs is experienced more intensely, especially in organizations with the primary goal of profit. This situation may bring along various practices so that employees can contribute more to the organization's profit and employer expectations. Since the priority of the organizations is profit, it is not questioned too much what kind of applications the income is obtained. Especially in environments where low-wage workers are concentrated (in multi-alternative labor markets), employment anxiety in individuals can bring about arbitrary practices by employers. This situation may create a perception of limitlessness for employers.

In terms of human needs, conflicts can be managed and social justice can be achieved by meeting the needs (Christie, 1997: 316).

In this respect, the ability to respond to the needs of employees operating in different organizations can provide social justice within the organization. In this case, the approach of the organization towards its employees should also be taken into account. Because the creation of a conflict-free and fair social environment means that organizational policies and practices are also fair and have a structure that can satisfy employees. The ability of organizational managers to act with a balanced approach in their decisions to create this structure can contribute to the continuity of the working environment.

The expectations of employees from their organizations in today's business life also show that the perception of unlimited needs is very active. In particular, the number of employees, whose luxury consumption is intense, and whose income cannot meet the expenses, is too high to be underestimated. There may be many factors that can affect this situation. In addition to the expectations of the employees, the pressures of the family, environment, and society on the employee can also affect the demands of the individual from the organization.

At the end of the 20th century, while the information economy and technology satisfy material life, the loss of people, distortion of ethical and social values, and the occurrence of crimes show that material and spiritual life is not in balance (Sheng, 2012: 46). Considering today's 21st-century conditions, it can be stated that societies, in general, are in a moral deprivation. Many societies put moral values in the background and prioritize material life. This situation has caused spiritual values to take place in the background. The priority of many organizations now is to make a profit. For this reason, the impact of material and moral demands, opportunities, and feelings between the employees of the organization and the owners of the organization can be evaluated on a moral basis. In addition, in today's social structure, the priorities of individuals have changed, and old habits have been replaced by new ones. Most

of the new habits are based on materiality. This situation causes more dependency and a more intense work tempo in individuals.

The value given to spirituality in today's business world will make organizations stronger. Adhering to spiritual values and principles helps to reveal the moral side of the employee (Mukherjee et al., 2016: 14). Spirituality is characterized by components similar to religion at the ontological level (Mcghee & Grant, 2008: 62). Considering the relationship of morality with religion, it shows that moral and spiritual values in organizations can be closely related to the beliefs of employees. This situation shows that not only the moral and spiritual values that are dominant within the organization but also the values outside the organization can be effective. It can be said that human relations are more developed in organizations where spiritual values are prioritized. However, it can be stated that in environments where spiritual values are secondary and materiality is above spirituality, human relations are not given much importance (in terms of spirituality). It is the provision and preservation of a balance in material and moral values that are optimal for organizations. If organizational policies are built on an ethical basis on this balance, both employees and employers can operate in a healthier (or happier) working environment.

## **2. Morality in Organizations**

Morality is the sum of religious doctrine, laws, institutionalized regulations and codes of conduct, traditions, beliefs, attitudes, values, and norms, which clearly or indirectly explains how an individual should be developed over time in a society or organization (Poulton, 2005: 5). In other words, morality is the sum of all the values that the individual is under the influence of throughout his life from birth to death. Therefore, morality in organizations is a fundamental phenomenon that shapes the essence and activities of employees. Both employees and employers have to consider this phenomenon in every practice.

Since organizations have an important role in the lives of many people, they can be considered not only as a source of income but also as a place where individuals spend most of their time and friendship relations are established (Jones & Ryan, 1998: 435). In these places, a moral approach can be effective in establishing communication and human relations. Because effective results can be achieved if the dialogues between employee-employer, employee-customer, and employees are based on moral principles. Relationships established on a moral basis maintain their existence for a long time. This asset provides long-term contributions to both individuals and the organization.

Morality in organizations is not tied to gender, race, or ethnicity (Jackall, 2010: 209). There is a universal structure of morality that applies to all people. It is understood that especially the varying characteristics of human beings and exhibiting moral behavior occur with the effect of both internal and external factors. Personal characteristics (such as emotion, feeling, perception, understanding, expectation, and perspective) in individuals can affect the formation of moral behavior in organizations. In addition, individuals' beliefs, traditions, culture, and the moral behavior of the people around them can also guide them.

Interrelationships in the organization enhance the employee's ability to understand how their actions may affect others. This is a situation that is fundamental to moral and responsible behavior (Bunderson, 2001: 187). His moral behavior, then, can be regarded as a perception of his ability to comprehend interrelationships. This perception may be a reflection of the employee's value judgments. In other words, a moral or immoral approach in his interaction with the individuals he operates with is a reflection of the individual's internal judgments. In addition to the employee's values, many variables such as close and distant environment, cultural values, traditions, and beliefs may affect this situation.

In organizations, individuals can base their relationships with each other on a moral basis, which can create a positive working

environment. This situation is related to individuals taking into account the behaviors of mutual love, respect, and tolerance. In addition, individuals can exhibit ethical behaviors in organizational activities by taking into account the concepts such as obligation, responsibility, sense of duty, benevolence, courtesy, and honesty. In the literature, Ladd (1970: 509) emphasized the social aspect of morality and stated that rational standards were taken as a reference in administrative, political, and economic decisions. He stated that the personal relationships of individuals depend on moral principles such as obligation, responsibility, and honesty.

Organizations are the management mechanism that directs the work of the employees in their activities. Management plays an effective role in the ethical conduct of organizational activities. This role is shaped by the decisions they take and is reflected in the practice areas of the employees. The moral or immoral practices of the management can shape the continuity of the organization. In this respect, Carroll (2000: 41) stated that immoral management will decrease in organizations but will continue to exist continuously.

In the literature, the close relationship between ethics and morality has been expressed, and it has been stated that ethics initiates moral problems and contributes to the moralization of the organization (Besio & Pronzini, 2014: 298). This shows that there is a linear relationship between ethics and morality. Ethical values prevailing in organizations allow employees to display a moral approach in their activities. This situation shows that with the dominance of both ethical values and moral approach in the working environment, the human relations and activities of the employees can be carried out with a positive organizational culture.

### **3. Organization and Employees**

In organizations, managers set goals for their subordinates and evaluate their efforts to achieve these goals. The moral rules

that the employees of the organization must comply with are related to the professional ethics that guide their behavior (Jackall, 2010: 204). Organizations that prioritize moral behavior patterns can create a positive working environment for both their employees and employers. This will shape the activities of the employees in terms of organizational culture, values and goals. In particular, the implementation of moral rules by the hierarchical structure in the organization will ensure that the field of activity of the employees is shaped accordingly.

Organizations have the ability to both reduce and increase their moral standing (Jones & Ryan, 1998: 440). This ability can affect the organization's and employees' perceptions of moral behavior or not. Especially in organizations where moral values are a priority, it will be more likely to be the mechanisms by which these values are most reflected to the environment by their employees. Because the expectation of the organization from the employee (organizational priorities) shapes the attitude of the employee towards the organization.

Maslow stated in his research that motivation theory is not synonymous with behavioral theory. He stated that motivation is only one of the determinants of behavior (Maslow, 1943: 371). The high motivation of employees in organizations helps them to display a happier and more willing behavior. In addition, the high motivation of employers in the organization will create more happiness for them. This situation may differ materially or morally in terms of returns or feelings. For example, the employer's long working hours in order to earn more financial gain may cause more fatigue in the employees (assuming they do not receive any additional income). In this case, the more unhappy the employee, the happier the employer will be. In addition, in terms of motivation, low motivation can be observed in the employees in the future.

Organizational employees may have different characteristics in terms of personality or character. This situation causes differences

in the employee's reactions to the decisions taken in the organization and their implementation. While some individuals are not very involved in the decisions, some of them can use the objection mechanism due to their position and personal characteristics. For example, Mittelman (1991: 127) defined outspoken individuals as individuals with strong moral principles and emotions who sympathize with people with an open and impartial perception of reality. He emphasized that these individuals will not immediately accept every idea or suggestion they come across and that they may have ideas that conflict with their perception of the world, moral principles, and feelings.

Various moral principles prevail in organizations. These principles, in general, shape organizational policies and have a guiding quality for the employees. In this respect, Rabin (1994: 1246) stated that employees in organizations have various moral codes. He emphasized that if these codes conflict, one will dominate, and moral codes can be obtained from the organization, family, beliefs, and socio-economic structures.

Every organization has its organizational policies. These policies shape how employees approach their organization and their colleagues. Material and moral feelings in the working environment can affect the expectations and happiness of the employee. It can also shape the perspective of employees in the operating environment. In this framework, Duchon & Plowman (2005: 823) stated that the spiritual environment that individuals in the organization encounter in the work environment are the same. In their research, they emphasized that the sense of meaningful work that employees feel when they do similar work differs.

The moral structure based on organizations can create various responsibilities for employees and employers. The development of this sense of responsibility can make organizational activities more functional. Moral and responsibility in employees can have an impact on employee behavior. In the literature, Elçi et al. (2011:

1376) revealed that the morality of employees has a positive effect on their hardworking behavior.

### ***3.1. Needs***

The most basic and natural starting point of individuals is formed by the concept of 'need'. The needs of individuals shape the movement, diversity and existence of life (Pekcan, 2003: 532). Mankind is a believing creature and this is an unavoidable situation. Concepts such as a person's belief in a creator, being able to sustain his life, being able to develop happiness and personality can be evaluated within the framework of his needs (Can, 2020: 495-496). Considering the effect of the concept of need on happiness, limited or unlimited needs expressed in the literature have been examined within the moral framework. Evaluating the needs in organizations from a moral and material point of view can bring new perspectives to the literature.

Maslow put the needs in a certain order and stated that the basic needs come before the higher-level needs (Maslow, 1967: 112). Maslow emphasized that lower-level needs are more concrete, observable, and more limited than higher-level needs. In his research, he stated that less satisfaction is needed to meet low-level needs. He stated that hunger and thirst are more clearly physical than love. He stated that he can eat a lot, but that love, respect, and cognitive satisfaction are almost unlimited (Maslow, 1970: 100). This situation shows that the perception of unlimited needs can be experienced more intensely in qualities that can be evaluated in spiritual status (such as love, respect, satisfaction). However, the limit or limitlessness of these needs may vary from individual to individual. In this respect, giving the perception of limitlessness to many needs is not a very correct attitude. Because human beings have certain limits in many areas as far as they can think, comprehend, understand, and live. Expressing these borders as limitless brings with it many criticisms.

In terms of happiness, an individual who has been hungry for a long time, physically meeting this need will create a feeling of happiness (physiologically because of the sense of pleasure) more than the normal situation. Although the need seems limited, the difficulty of reaching this need makes it a higher satisfaction (happiness) tool. When considered in terms of today's business world, finding a job in an environment where unemployment is very high has a more important reality than income. From another point of view, it is obvious that in an environment where unemployment is very low, the importance that the employee will give to his income or the conditions of the business environment (material or spiritual) may be more effective. As a result, the concept of need has many different evaluations from individual to individual, from family to family, from organization to organization, from society to society (or from culture to culture), and from belief to belief.

In his expectation theory, Vromm linked the intensity of individual effort in an activity to the amount of reward that the individual expects to receive (Matei Gherman, 2012: 582). This situation shows that the employee operating in the organization can act according to the result that can be achieved. That is, what motivates an individual is also what causes his effort (or performance). It is understood that this situation shapes the needs, expectations, and what they get from the organization of the employee operating in the organization. In addition, there should not be only material values obtained from the organization. Because the spiritual values (belief, happiness, pleasure, etc.) that the employee acquires from his organization can shape his activities and needs.

In the ERG theory, it is emphasized that the individual has three basic needs that he tries to meet. It is emphasized that these needs include obtaining material existence needs, maintaining relationships with other significant individuals, and seeking opportunities for unique personal development and growth (Alderfer, 1969: 145). In this respect, the organization and employees' evaluation of growth opportunities should be based on morality. Because many

situations that are considered opportunities in today's conditions act in a way that is devoid of moral basis. This situation can harm the organization, its employees, and society, especially in the long run.

When the needs of individuals are listed, there may be some more demanding needs to be reached in general at the top. Sometimes these needs can turn into goals for individuals and many ways are covered to reach the goal. In some cases, meeting the needs also leads to the emergence of new needs. Reaching the highest level of needs that individuals want to achieve can create a greater sense of happiness in them. In the literature, Neher (1991: 109) stated that higher-level needs do not arise from a sense of lack, as Maslow stated in his research. They emphasized that higher-level needs are more distinctive and contain higher motivation, unlike lower-level needs.

There can be many factors that can affect the perception of needs in individuals. This situation can be evaluated financially or morally. In addition to the needs that are necessary for a person to continue his physical life, some needs are necessary for reaching spiritual satisfaction (or happiness). These material or spiritual needs can shape the activities of individuals in business life. It may not be right to state that these two needs are completely different from each other. Because both affect each other as a whole and can direct the activities of the individual. In this respect, Matei Gherman (2012: 589) emphasized that human needs are formed by the combination of the individual's material and spiritual needs for survival in a logical and consistent representation of the real-life cycle in the entire life cycle.

### ***3.1.1. Unlimited Needs***

Human needs can be expressed as a system. In other words, all people have an interrelated and interactive situation. Apart from survival, humans have various needs such as the need for subsistence. Simultaneity, complementarity, and exchanges form the characteristics of the needs fulfillment process (Max-Neef,

2017: 199). When the interaction of people with each other is taken into account, the needs of the employee and the organization can generally change at the material and spiritual levels. Both employees and organizations can mutually demand many unlimited needs. This situation gains functionality, especially within the framework of organizational policies. The physical and mental contributions of the employees to the organization and their labor and receiving a price in return can shape the demand for their needs. The fact that this exchange-like process serves both employee and organizational purposes allows for achieving acceptable results.

The basis of Maslow's motivation theory is the hierarchical nature of people's needs. Until the unmet sub-needs are realized, a situation that dominates the individual's thoughts, actions, and existence occurs. When a lower-level need is satisfied, the next need arises in daily life. After the basic needs are met, people can turn to the need for self-actualization (Zalenski & Raspa, 2006: 1121). This situation reveals that the need is a continuous situation in a certain hierarchy. However, after the individual's self-actualization, no further explanation is given. In addition, considering the personal perspective of people, this hierarchy may vary from individual to individual. While some individuals may feel accomplished by reaching a single goal, others may think that they have achieved self-actualization by achieving many successes. This situation can also create the perception of infinity from the perspective of human needs. Because although many individuals think that they are self-actualized, they may express that they have deficiencies in many areas and this situation creates dissatisfaction. In this case, the perception of unlimited need may occur. Both physiological (material) factors and emotional (spiritual) structures of individuals are effective in this perception. In addition, in some cases, some individuals realize themselves (especially approved by society) without going through these hierarchical rankings, so the hierarchical structure always eliminates the individual's self-actualization sequence.

Being aware of the wishes and needs of individuals and fulfilling them is related to their inner sensitivity (Mink, 1992: 22). This situation shows what kind of expectations the employees have with their internal structure and whether these expectations are met or not, can result in a positive or negative result.

The perception of unlimited needs can create dissatisfaction for both the employee and the organization. For this, both organization owners and employees should not forget that there is a limit to their needs. Because the perception of limitlessness can create a feeling of unhappiness due to dissatisfaction. This situation is reflected in the organizational activities of the employees. Employees who do not feel happy in the working environment may not be motivated to work, and disruptions may be observed in their activities.

### ***3.1.2. Limited Needs***

Although human needs are universal, the strength and priorities of needs will vary depending on the types of barriers that exist (Christie, 1997: 327). Many internal and external factors such as individuals' habits, expectations from the workplace, the opportunities offered by the workplace (advantages or disadvantages), the individual's family structure, beliefs, cultural values, working environment, and working conditions have both an encouraging and a hindering role. In this respect, the limit of need may have different evaluations and different criteria in terms of the employee and the organization.

Employees in organizations compete with other employees to obtain scarce resources (Hine, 2004: 234). This competition can shape the organizational activities of the employees. While some employees prioritize financial income as a resource, others may attach importance to being appreciated. In this respect, as long as the policies implemented in the organizations meet the expectations of the employees, they can create satisfaction in terms of needs.

Needs assessment plays an important role in the organization. Because these evaluations provide information about what is needed to improve employee performance (Rossett, 1995: 184). This situation reveals that there are not only needs for organizational goals in the organization, but also the needs of employees should be taken into consideration. In particular, the expectations of the organization and the expectations of the employee from the organization determine the limits of their needs.

Maslow expressed the top needs of individuals as the most human, desirable, and mature source of motivation (Jin-Soo & Jin-Mo, 2017: 15). This shows that whether the organization has enough potential to meet these needs can be effective in reaching the high-level needs of the individual. The fact that the organization has a structure that limits the employee's self-realization and happiness can be a source of dissatisfaction for employees. In this case, it will be difficult for the employee to be happy with the organizational activities. However, in some cases, if the limitation is valid for many areas (if the same is the case in organizations that carry out similar activities), the lack of a new alternative for employees causes them to perform their activities in a compulsory (with a sense of obligation). As a result, the perception of limited needs is not only for the employee but also for the organization. Material or spiritual conditions in daily life shape the perception of need in the employee and the organization.

It will be possible to evaluate the perception of limited needs in the organization differently in terms of both the employee and the organization. The employee's limited needs for the organization can be met more positively by the organization. In addition, keeping the organization's expectations from the employee at a limited level in terms of their needs may yield more effective results. In this case, for example, limiting the income that the employee can obtain from the organization will be welcomed by the organization. In addition, showing flexibility in employee performance in terms

of the expectations of the organization (such as a reward) leads to a positive evaluation for the employee. In this case, it will be possible for the employee and the organization to be subject to a positive evaluation, by implementing a mutual and balanced policy.

### ***3.2. Financial Opportunities***

In today's world conditions, keeping the material in the foreground in all kinds of environments (such as advertising, social media, and showing off) can also affect the individuals operating in the organization. The economic problems experienced especially in countries, regions, and organizations have led employees to demand more financial opportunities. This may be a result of future anxiety and uncertainties, especially in individuals. When evaluated in terms of organizations, the financial opportunities provided by the organizations to the employees shape the long or short-term labor preferences of the employees. Jobs with satisfactory financial opportunities are among the priority preferences of employees. However, in addition to financial opportunities, spiritual (socially conceivable) opportunities also affect the preferences of many employees.

In an environment with limited resources, success can have a different meaning. Because in such an environment, the process of obtaining resources starts to function as a means of reinforcement to achieve success as well as being tiring (Sinha, 1968: 234). The limited financial opportunities or resources in the organization may have a negative reflection on the activities of the employees. In particular, the risk that the income of the employees will fall into a risky situation disrupts the activities of the organization. This situation can harm the continuity of both the organization and its employees.

Individuals working in an organization with high financial means can operate for a long time in terms of a materialistic approach. In particular, a satisfactory level of income and opportunities

contributes to employee happiness. However, in terms of employee happiness on a moral basis in organizations, spiritual feelings should be taken into account as well as financial opportunities.

### ***3.3. Spiritual Emotions***

Spirituality is expressed as the recognition of unity amid experienced diversity and the reflection of this awareness of pure love and compassion for all beings (Srirangarajan & Bhaskar, 2011: 95). Spirituality is a productive mechanism with real consequences or actions (Mcghee & Grant, 2015: 16). In terms of this productivity, the behavior of employees working on a moral basis in organizations, and the dominance of love and compassion in these areas of action contribute to the spirituality in the working environment. Spirituality, which is felt in the relations in the organization, also has positive reflections on employee happiness.

Spirituality, which is a form of intelligence, is innate and can be developed (Gracia, 2012: 123). The moral development of spirituality in human existence both in terms of the individual and the organization provides a positive output to all stakeholders (society) working and related. Spirituality prevailing in the organization contributes to employee and employer development.

Spirituality in the organization contributes to a better understanding of the work of individuals and organizational reality (Gotsis & Kortezi, 2008: 576). In other words, spirituality in the organization creates a humane working environment. In this way, employees become more creative and passionate individuals (Fanggidae et al., 2019: 234). In this case, spiritual feelings support employees to approach each other with more positive and understanding actions. In addition, it is understood that the spiritual feelings of the employees can play an effective role in the solution of the problems related to the activities.

In today's workplaces, spirituality has become a tool to overcome business problems. Spirituality is associated with the

organization's values, motivation, leadership, ethics, work-life balance, and many other important factors (Mukherjee et al., 2016: 11). This situation reveals that creating a spiritual atmosphere in the organization and making it permanent should be among the primary goals. In the literature, Sheng (2012: 53) stated that organizations stated that they should guide the spiritual development of their employees without prioritizing their profits. Mukherjee et al. (2016: 12) stated that spiritual awareness in organizations supports a better understanding of the behavior of the employee and the owner of the organization. They emphasized that spirituality creates implications for organizational performances, decision-making abilities, and tasks for ethical issues.

Individuals can put their spiritual feelings into practice at every stage of life. This shows that spiritual feelings can be effective in all environments, especially in dialogue. In some environments, spiritual feelings may not be fully expressed by individuals. However, individuals experience many spiritual feelings within themselves. In this respect, it should not be forgotten that spiritual feelings are sometimes experienced internally and sometimes externally. Karakas & Sarigollu (2019: 799) stated that employees actively protect, enlarge, shape, limit or expand their spiritual feelings when it comes to their organizations.

### ***3.4. Financial Demands***

Employees perform organizational activities in return for a certain price. This price can direct the activities of the employee in his daily life and can be effective in his preferences. In this context, employees have both expectations and some financial demands from their organizations. Meeting these demands creates a feeling of happiness in employees.

The higher an employee's financial expectations from his organization, the lower his satisfaction with what he has achieved as a result of his activities. This situation causes the employee to

have a feeling of unhappiness. In addition to the financial demands of the employees in the organizations, there may be some different demands. In the literature, Guillen et al., (2015: 814) stated that not only the material (money) returns in the organization but also the elements such as care, respect, and development can affect the behavior and performance of the employees in the organization.

In addition to the material demands of the employees, they also have spiritual demands in terms of protecting and implementing their organizational activities and their own values. Meeting these demands by the organization is reflected in both the activities and continuity of the employees. In other words, it is not possible for employees to be active for a long time in organizations where spiritual values are not taken into account.

### ***3.5. Spiritual Demands***

In an organization dominated by spirituality, employees have a lively, creative and individual-centered understanding that generates income by caring about structural practices, employees, customers and society (Gockel, 2004: 159). Spirituality in the organization is guided by an inner life that gives meaning to the employees' work and provides a sense of joy in the working environment (Afsar & Rehman, 2015: 2). In this spirituality environment, individuals work for a final value or purpose, believe and behave accordingly (Bandsuch & Cavanagh, 2005: 225). In addition to these behaviors, employees may have spiritual demands from their organizations.

Every individual may have spiritual expectations from the organization in which he or she operates. These expectations are effective if the spiritual demands of the employee can be met. Because meeting the spiritual expectations of the employees creates a healthier working environment. Employees whose spiritual expectations are met are likely to display a happy picture. As a result, meeting or not meeting the spiritual demands of the employees from the organization will affect the happiness of the employees.

The spiritual environment in the organization is considered as a source of human development and a mechanism of harmony in the working environment (Cunha et al., 2006: 222). Spirituality in the organization is also expressed as the desire of the employee to find the purpose of survival beyond business life (Mukherjee et al., 2016: 12). This situation shows that the spirituality in the organization can also affect the living space of the employee outside the organization.

The spiritual values that prevail in organizations can affect the activities of employees. Especially in organizations where positive spiritual feelings are a priority, employees will feel more comfortable, so this can contribute positively to their performance. In this respect, Jurkiewicz & Giacalone (2004: 136) emphasized that spiritual values in the organization have a positive effect on employee and organizational performance.

The fact that the spiritual values in the organization find an application area with the employees and the people with whom they are in dialogue will be reflected in the organizational activities of the employee. In this case, if the spiritual expectations of the employee are met, a happier working environment will be created. Asutay et al. (2021: 2) stated that from generation to generation in organizations, it was believed that work was about profit in the early days, spirituality existed at work over time, and today spirituality is fully understood and settled in the workplace.

### ***3.6. Requests Fulfillment Status***

Maslow described man as an animal with constant desires. Based on his research, he stated that there is an increasing dissatisfaction of individuals as they go up hierarchically (Maslow, 1943: 395). A critique of Maslow's approach; On a moral basis, it can be said that human beings have a structure that they can comprehend and respond to their wishes with their given values such as intelligence, thought, emotion, feeling and belief. This situation distinguishes humans from other living things, and therefore reveals

that it may be more accurate to evaluate human wants and needs with human-specific criteria. Due to the dissatisfaction in people, in some cases, even if the wishes are obtained, an unhappiness can be observed. There are many factors that can affect this situation. For example, an individual who has had many opportunities since childhood and another employee working in the same position with limited opportunities may have different expectations from their organization and their perspectives on their organization. In particular, the individual who feels obliged to his organization will not be able to make more demands (especially financially) from the organization. However, the individual who has many alternatives and does not feel obliged to the organization may have many wishes (material-spiritual). This may differ from organization to organization. The organization provides more funds for an employee who is most in need according to the field of employment. However, it does not make much sense for an organization that does not need many personnel to allocate a large amount of provision. This situation can be subjected to an evaluation similar to supply and demand in terms of employees and positions in organizations.

Cooperation and coordination in organizations contribute to both optimum resource allocation and positive interpersonal relations (Sinha, 1968: 235). This makes it possible to meet the demands of the employee and the organization (employer). The employee or employer whose wishes are met will paint a happier picture of the organization. In ensuring cooperation in the organization; It can be effective to make the moral structure, needs, and material and spiritual demands functional with a balanced policy.

In addition to creating resources for employees, corporate organizations follow careers and enable employees to progress (Hine, 2004: 234). This situation affects the employee's organizational commitment and employee continuity. Creating opportunities for the advancement of the employee in the organization is an indicator of the value given to the employee. Employees who feel valued in

the organization will do their best to contribute to the activities of the organization. This situation benefits both employee and employer happiness.

The wishes of employees in organizations can form a mechanism of comparison with what employees in similar organizations achieve. If this situation is particularly balanced, the probability of continuing my activities in the employee organization is high. However, in some cases, there may be a perception of this balance. This perception can be by both the organization and the employee. If the employee's contribution to the organization is more than what he has achieved, this situation causes a feeling of dissatisfaction. In some cases, giving more value (material-spiritual) to those working in similar positions may cause dissatisfaction. In this framework, Karakas & Sarigollu (2019: 815) stated that the heavy workload in the organization causes stress and fatigue in the employees. In their research, they emphasized that high expectations of employees sometimes cause great stress. They emphasized that a manager who has worked in the organization for years with a high tempo is sent to a lower position, causing him to feel used, manipulated, and vulnerable.

### ***3.6.1. Feeling of Happiness***

Happiness is subjective and a phenomenon that people need. Every individual interprets happiness differently. Because there are different physical and mental effects on human life (Isa et al., 2019: 6551). This basic need is an effective factor in the daily lives of individuals and the execution of organizational activities. Individuals with a feeling of happiness can draw a positive and more motivated profile to their environment. In a working environment where happiness is common, the activities of the employees are affected by this situation. It should not be ignored that happiness should be based on a moral basis, taking into account the different perspectives of each individual on happiness. Because if the

unhappiness of others (such as another employee or competitor) makes the individual or organization happy, then it should not be ignored that there are moral problems. In summary, happiness should be based on moral grounds.

The happiness of the individual is the happiness of others, or the happiness of others is the happiness of the individual. When an individual is happy, he can convey his happiness to other people. The happiness response to be given here will ensure the formation of collective happiness (Efferin & Hutomo, 2021: 708). When this situation is evaluated in terms of employee activities in the organization, the widespread feeling of happiness among employees means that individuals operate in a more positive environment.

The positive perspective of a happy employee in the organization will help create a better working environment and shape the organizational culture. In other words, the happiness of the employee can affect the success of the organization (Ficarra et al., 2020: 45). In this situation, it is understood that with the presence of happy employees in the organization, healthier outputs can be achieved by carrying out more successful activities. However, in many organizations, the priorities of success criteria may differ in terms of evaluating success. Because in some organizations, customer satisfaction is at the forefront of success criteria, while in other organizations, profitability may be the most important success criterion. As a result, employee happiness contributes positively to these success criteria.

Organizational management has some duties for the happiness of the employees in their organizations. In particular, providing an environment that can meet the expectations of employees makes significant contributions to organizational policies in the long run. In the literature, Howard & Gould (2000: 377) emphasized that the happiness of employees is a business goal, and one of the important roles of management is to create an environment where employees can be happy.

In organizations, work (activity) and the workplace can be evaluated as a whole in terms of happiness. Because the employee who adopts the work and the policies of the workplace will have a happier attitude. If the policies implemented in the organization are not accepted by the employees, the employees can't display a happy attitude in that environment, even if they love their job. In this context, the organization's contribution to the happiness of the employee as a whole is reflected in employee activities. In the literature, Williams et al. (2017: 9) emphasized that to promote happiness in the organization, the workplace should encourage positive employee attitudes as well as positive attitudes toward work, and that the ones obtained from positive employee development programs need to be supported by the organizational culture.

### ***3.6.2. Feeling of Unhappiness***

In today's turbulent work environment, there are many factors (such as work-family conflict) that will directly affect the happiness levels of employees (Opatha & Uresha, 2020: 115). This shows that there is a close relationship between the work and life of the employee (Wesarat et al., 2015: 82). Conflicts experienced by employees both inside and outside the organization lead to a feeling of unhappiness. Unhappiness, especially reflected in the work environment, has a depressing effect on employee performance. It is not possible for an employee who is not happy in the organization to produce effective and efficient outputs. In this case, if a positive communication mechanism between the organization owners and employees is established, it can give effective results.

The goals expressed in the organizations are effective if the employees adopt these goals and carry out their activities in this direction. The fulfillment of this performance by employees may be related to meeting employee requests. Failure to meet the demands of employees can lead to unhappiness in them. In the literature, Fisher (2010: 397) stated that instant happiness in the organization

is associated with effective performance or perceptions of progress toward goals. He stated that setting challenging but achievable short-term goals and following these goals can increase the feeling of happiness.

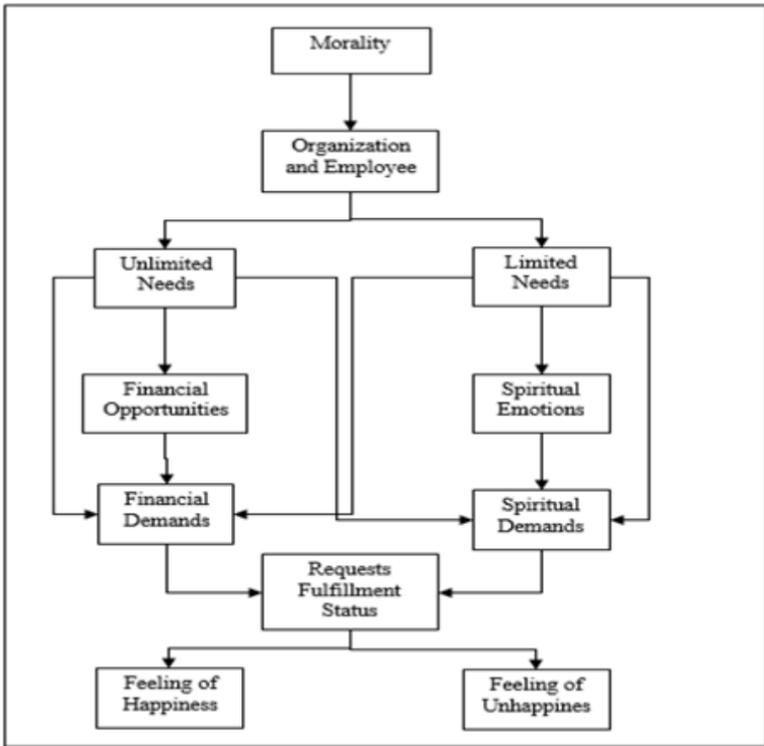
Every person has a specific purpose or purpose throughout his life. Fulfilling these goals is among the priorities of individuals. When the goals are not achieved, people may feel unhappiness. This situation shows that it will contribute more to the happiness of the employees working in the organizations to carry out their activities in an environment where they can achieve their goals. Employees' goals can be material (like high income) or intangible (like reputation). Isa et al. (2019: 6552) stated that employees who reach their goals in life will be happy and their self-confidence will increase.

#### **4. A General Framework for Some Variables that may Affect Organization and Employee Happiness from a Moral Perspective in the Digital Era**

The capitalist system emphasizes that happiness consists of the sum of all kinds of wealth and physiological pleasures (Bouzenita & Boulanouar, 2016: 76). However, happiness is not the result of pure material acquisitions or physical pleasures. In happiness, there are generally spiritual feelings related to the inner world of the individual and its external reflection. There may be many factors (belief, value, morality, culture, etc.) that make up this spirituality. A child's happiness with a small gift (which could be a smile/kindness/tolerance) may be more effective than the many incomes another person receives that day. In this respect, it is necessary to perceive happiness or unhappiness more individually. In addition, it would not be the right approach to associate happiness with pure pleasure. It should not be forgotten that spiritual values can also be effective. Happiness in organizations is effective as long as it is based on a moral basis. Moral should be at the forefront in all activities,

policies and practices of both employees and organization owners in organizations. In this respect, in the research, the situations that can lead to happiness or unhappiness in the organization are expressed as follows in the moral framework.

**Figure 1:** Some Stages of Organization and Employee Happiness from a Moral Perspective in the Framework of Digitalization



**Resource:** Figure 1 was created by the author.

Considering the digital framework created in the research, the moral structure shapes the basis of the happiness or unhappiness of the employee or employer. In this case, the limited and unlimited needs of the organization and employees, material-spiritual feelings and wishes, and mutual satisfaction or non-fulfillment of requests

can cause happiness or unhappiness. In research, it is also possible that limited or unlimited needs can directly affect material or spiritual demands. In research, it is also possible that limited or unlimited needs can directly affect material or spiritual demands. In the research, it is seen that not only the financial opportunities and material demands of the organization, but also spiritual feelings and spiritual demands (in terms of employer-employee) can be effective. On the moral basis, materialist (in terms of pleasure and happiness) approach in materialism, spiritual values (only in terms of happiness) in spirituality are given priority. In this context, it was stated that making both of them functional in organizations with a balanced policy would be more effective for employee happiness. While carrying out the organizational activities of the employees, some of them prioritize the material demands in terms of their expectations from the organization, while some employees may focus on the spiritual environment. There are also employees in the organization who want these two situations to be in balance. In organizations, material and spirituality on the basis of morality shape employee happiness within the framework of needs.

While the organizational behavior literature examines the emotional and cognitive aspects of organizational life, very little research has focused on spirituality in the organization (Rego & Cunha, 2008: 68). This makes it valuable to examine spirituality feelings and spirituality demands in the workplace from the perspective of both the employee and the organization (or employer). The spiritual feelings of the employees in their organization are affected by the spiritual atmosphere of the workplace. This situation takes shape with the policies implemented by the organization managers. Employees also have spiritual expectations from their organizations. Subordinate-superior relations can be associated with the value given to the job and the employee, the employee's fulfillment of habits (especially belief) outside of organizational activities, and the appropriateness of the spiritual environment.

Spiritual feelings that are effective in organizations will shape the spiritual demands of employees. Meeting these demands can lead to happiness of employees, while not meeting them can cause unhappiness.

The dialogue of employees in any organization with individuals inside or outside the organization can reflect the values prevailing in the organization. In other words, the employee trained in the organization represents the organization. This representation can give preliminary ideas about the moral structure prevailing in the organization. In the literature, Sageer et al. (2012: 37) stated that the attitudes of the employees reflect the morality in the organization.

Individuals who have spiritual values in the organization provide special benefits to the development of the organization (Mukherjee et al., 2016: 14). This situation can contribute both to the continuity in organizational activities and to the communication environment of the employees. Consideration of spirituality will create a positive atmosphere in the organization. Vasconcelos (2015: 198) stated that those who take spirituality as a basis in the organization have an environment that is determined to do good work and goodness.

Moral in organizations is the interconnected state of individual contributions. In other words, morality begins with mutual relations (Bunderson, 2001: 187). Based on respect, kindness, tolerance, and goodness in these relationships can further increase the moral strength of the relationship. In the literature, Ladd (1970: 511) stated that morality essentially consists of relationships between people as individuals. The author emphasized that with the loss of this relationship, morals will disappear.

It is stated in the literature that the hierarchy of needs is not suitable for basic human nature. It is stated that the main reason for this is that the spiritual principles specific to human beings are overlooked (Acevedo, 2018: 748). In this respect, it is necessary to take into account the spiritual values that exist between the

organization and the organization and other relevant stakeholders. Spiritual feelings and spiritual demands affect the happiness of employees. Considering the conditions for satisfaction in the hierarchy of needs, spiritual principles can be considered within this framework. In addition, the feeling of satisfaction and happiness can have a linear result for employees. Spiritual feelings, spiritual demands, and feelings of happiness can bring a different perspective to the theory.

The concentration of limited resources (especially in terms of financial resources) in organizations affects both employees and employers. Limited resource, especially in terms of supply and demand balance; limited business activities can lead to concepts such as limited production, limited employment and limited income. In this respect, Sinha (1968: 244) stated that when resources are plentiful, conflict is low and outputs reach maximum. The author emphasized that when the resources are limited, the total output and the love of duty of individuals decrease and negative evaluations increase.

With the effect of environmental factors, individuals create new needs for themselves and give up other needs to meet these needs. Environmental (internet, advertisements, etc.) factors lead individuals to consume more, making it difficult to maintain the income-expenditure balance. Today, many individuals identify new hobby areas such as games, entertainment, social and sports activities, and can direct most of their time and expenditures to these activities. The income-expenditure imbalance in the needs of individuals can create a feeling of unhappiness in them. In the literature, Jackson & Marks (1999: 422) stated that most of people's needs are made up of attempts to meet their social and psychological (non-material) needs. In their research, they stated that the increasing expenditures of individuals prevent them from satisfying their basic needs.

Understanding the needs of the employee in the organization contributes to employee happiness. This situation reveals the fact

that various changes may occur in the needs of employees, especially depending on the changes in organizations from day to day. The education level, position, working conditions and expectations of the employee in the organization can contribute to employee happiness. In researches, Benson & Dundis (2003: 319) stated that Maslow's hierarchy of needs model is a tool for understanding the needs of individuals and employees; growing technologies provide new ways to meet needs; They emphasized that education has a structure that provides employees with a safer sense of belonging, self-esteem, and the opportunity to realize themselves.

In organizations, morality can play an active role in the implementation of spiritual values. The environment in which the employees grow up (family structure, close and distant environment), beliefs, personal perspectives and cultural values are effective in moral formation. Acting in an integrity and harmony (with organizational policies) of morality and spirituality in the organization creates more effective results. In this respect, Garcia-Zamor (2003: 361) states that spirituality is important for productivity increase in the organization; emphasized that they reflect their personal moral values associated with their cultural backgrounds and religious beliefs. Bandsuch & Cavanagh (2005: 247) stated that spirituality in the organization should have a structure that allows continuous evaluation, adaptation, renewal and change.

Justice, spirituality and morality in organizations facilitate the adaptation of the employee to the organization. The effectiveness of justice, spirituality and morality in the organization contributes to the employee's feeling of safety. Fortin (2008: 116) emphasized that being sensitive to justice in the organization creates moral consequences. Bolton (2010: 160) emphasized that spirituality in the workplace has a structure that demands good relations between employees.

The happiness of the employees can be realized by meeting their needs. These needs can be evaluated both materially and

spiritually. In particular, the value (material or spiritual) of the outputs that the employee provides to the organization results in a comparison of what he has achieved from the organization. These comparisons result in happiness or unhappiness in employees. In the literature, Fisher (2010: 404) stated that the happiness of the employee in the organization is affected by both short-term events and chronic conditions in the job, task, and organization. The author also emphasized that happiness is affected by the characteristics of individuals such as personality, the harmony between what the organization provides, and the expectations, needs, and preferences of the employee.

The characteristics of the employees of the organization can be effective in the execution of the activities in the working environment. Some individuals may be more emotional in the working environment, while others may be more realistic. This situation shows that the needs, priorities, beliefs, personality traits, and preferences of the employees in organizational relations should be taken into consideration. Karakas (2010: 101) stated that it is important to acknowledge and know an individual's emotional, intellectual, and spiritual needs, values, priorities, and preferences in organizations.

The existence of a moral working environment in the organization can make the activities of the employees more functional. Because the moral atmosphere allows the employee to carry out his activities easily. From another point of view, the moral environment contributes to the trust of the employee in this environment and prevents the formation of uneasiness in his mind that will create a negative perception towards himself. Therefore, the employee exhibits a happier attitude in his organization. Happiness shapes the life of the employee. In the literature, Ellemers et al. (2011: 115) revealed that perceived organizational morality is a feature to be proud of in the organization and that it affects the work attitudes of employees. In their research, they stated that morality

is an important source of value and motivation in terms of business and organization. Ott (2011: 523) emphasized that happiness is a representative indicator for the objective quality of life.

Meeting the spiritual wishes of the employees in their organizations contributes to their happiness. Spirituality in the organization allows the employee to be unprejudiced, to sort his needs (limited or unlimited) spiritually, and to lead a more organized and systematic organizational life. For example, Gill (2014: 146) emphasized that spiritual leadership in the organization will contribute to the well-being and happiness of employees in their lives, and enable them to act with a sense of meaning, purpose, and value. The author stated that success and happiness in the organization can be achieved with spiritual leadership.

The fact that the employees have a structure that is compatible with their work and integrated with their colleagues cannot be evaluated independently of morality. Differences in employee skills and interests in organizations can lead to different assessments of competency. However, whether an individual is very talented or incapable is also shaped by moral behavior. That is, the moral compliance of an unskilled person may be more effective in the organization than the immoral dishonesty of a talented person. Because of immorality in the organization; causes negative consequences such as confusion, disharmony, disorder, and poor performance. In the literature, Prooijen & Ellemers (2015: 233) revealed that the positive evaluation of concrete and comprehensive work environment by employees in an organization is determined by morality rather than competence. They stated that a highly moral work environment creates a more attractive and stronger perception of identification.

In the research, it is emphasized that the employees in the organization are happy in terms of material and spiritual opportunities and that it can be realized with balanced action. However, this balance can be disrupted in individuals with a dominant belief or materiality.

In other words, when belief is dominant, happiness can continue after life, and in cases where materiality is dominant, happiness can occur immediately with a sense of pleasure. In addition, it is not possible for happiness to be permanent in a materialistic moral understanding. In the literature, Öner (2016: 60) compared Topçu and Camus; In Topçu's morality of rebellion, individuals explain rebellion as an action against their own self, and Camus as an action against life itself. The author states that Topçu's morality is based on God in universal dimensions, and Camus's morality, in individual dimensions, adopts a worldly and material style. In his research, Topçu also characterized happiness as the aim of moral action, not as benefit or pleasure, but as taking actions that glorify people. This situation reminds us that moral values that glorify people in spiritual action (in terms of faith) are at the top of the factors that should be emphasized in organizations.

Undoubtedly, one of the values that affect the organizational activities of individuals is their beliefs. Many people strive to fulfill the requirements of the religion they believe in and try to fulfill the orders and prohibitions at every stage of their lives. Therefore, beliefs will be reflected in the organizational activities of the employee. The happiness of the employees will also be shaped within the framework of these beliefs. In the literature, Bouzenita & Boulanouar (2016: 77) emphasized that in the basic line of Islam, it is best to fulfill the needs, satisfaction, stability, change, health, illness, problems, and happiness in human life with a balance between material and spiritual needs. This result contributes to the necessity of carrying out activities with a balanced approach emphasized in the research.

The positive interaction of moral and spiritual feelings with each other can contribute to the motivation and activities of employees in organizational activities. In their research, Mcghee & Grant (2016: 12) stated that individuals have a consciousness of wanting the welfare of other people with the effect of their spiritual

and moral identities. In their research, they stated that spirituality guides values such as treating others ethically, justice, compassion, and self-sacrifice. They emphasized that this situation motivates individuals in terms of spiritual originality. Mukherjee et al. (2016: 14) stated that spiritual values in the organization inspire and satisfy the employee. In their research, they also emphasized that the moral aspect of spirituality in the organization motivates the employee to be good at his job, job, and profession.

Today, consumption habits that are not needed have become an indispensable disease in many societies. In particular, the fact that consumption and consumption habits (for reasons such as vanity) are at the forefront rather than production, affects the organizational activities of individuals and organizations (For example, the fact that employees have more expenses than their income can be a factor that prevents them from focusing on their activities in the workplace). Organizations that state that the priority is profit encourage their target audience to consume continuously and create organizational policies in which the concept of morality is not taken into account. In the literature, Dal (2017: 2) stated that there is postmodernism in the culture that emphasizes today's capitalist consumption, in which moral corruption occurs and the perception that more consumption can make individuals happier.

Happiness does not only take place in materialistic (temporary) habits. Happiness is a concept that develops with the spiritual feelings of employees on a moral basis. In organizations where happiness prevails, employees may consider themselves as in a family environment. Since this environment does not limit the movement area of the employee, more creative and more original ideas can be put forward. In happy working environments where the ideas of the employees are given importance, individuals will give many positive outcomes in favor of the organization. For example, Rahmi (2018: 32) in organizations with happy employees; stated that productivity, quality, customer satisfaction, sales, innovation,

creativity, adaptation, and flexibility will increase and there will be an environment where losses, absenteeism, and stress of employees will decrease.

A mutually balanced policy should be implemented to ensure employee and employer happiness on a moral basis. In this respect, the expectations, wishes, and needs of both the employees and the employer from the organization should be taken into account. A continuous working environment will not be possible in an environment where the employee is happy and the employer is unhappy. In this framework, a working environment where both the employee and the employer are satisfied can find a healthier and continuous field of activity. In the literature, Awada et al. (2019: 265) emphasized that to increase the happiness of the employees in the organization, their concerns, needs, and wishes should be taken into account.

The fact that the material and spiritual demands of the organization are not met by the management may cause unhappiness in the employees. This can reduce employee productivity and performance. Bellet et al., (2019: 23) stated that when the employees in the organization perceive that there are low incentives for their activities by their management, the employees will be unhappy and this will increase performance costs.

A happy working environment can be considered as a result of the interaction of the employee with both his management and other colleagues. The practices of the management mechanism, the ability of the employees to respond to their requests shape the happiness of the employees. In the literature, Zhao & Pan (2019: 310) stated that employee happiness will contribute to the spread of organizational culture, increase the quality of the organization and create a more profitable environment by shaping communication, getting along and harmonious relations among employees.

Effective results can be achieved if morality are taken into account and applied by all stakeholders in the organization. In other

words, morality in the organization is not a concept specific to a particular group or individual. Considering the universal aspect of morality, it forms the basis of mutual interaction in terms of worker-employer. In this respect, Kar (2020: 124) stated that Veblen, whose ideas can be taken into account in his research, suggested that the moral problems existing in the capitalist system can be solved by a managerial class consisting of engineers. The author stated that this situation may cause new moral problems.

The spiritual feelings that dominate the organization are reflected in the activities of the employee. Employees may have various demands against their spiritual feelings. Meeting these demands by the organization (directly or indirectly) contributes to employee happiness. Beliefs (such as the ability to comfortably fulfill their prayers in the organization) have an important place in the spiritual feelings of the employees. Spiritual feelings in the organization can motivate employees towards their activities. This is a reflection of the importance given to spirituality and spiritual values. Spirituality in the organization can be shaped by a moral approach and direct the activities of the employees. In the literature, Maham et al. (2020: 11) revealed that spirituality increases employee happiness from an Islamic point of view. Moon et al. (2020: 1627) revealed that the spirituality of the employee in the organization increases his internal motivation. Asutay et al. (2021: 13), on the other hand, emphasized that there is a positive relationship between spirituality and work ethics in terms of Islam, and that the morality of ethics and the standard of morals and values that are at the root of religiosity constitute this relationship.

The positive spiritual feelings of the employee towards other colleagues and organization owners in the organization may have a positive effect on the feeling of happiness. Positive spiritual feelings in the organization may be related to meeting the expectations of the employee from the organization. Efferin & Hutomo (2021: 724) emphasized that spirituality in the organization will create

a conditional happiness that balances the importance of material rewards and career prospects.

In the literature, the happiness of the individual is generally associated with the feeling of material pleasure. However, little emphasis has been placed on the fact that happiness in spiritual values can also be quite effective (for studies emphasizing materiality). In this respect, there are not only financial opportunities in organizations. In organizational policies, spiritual values should also be taken into account in the communication of employees with each other, in their social environments, and in the execution of activities. For example, Vasylivna et al. (2021: 65) stated that the practical need of a person's social engagement consists of his personal goals and value. Regardless of the role of the individual, they have tied the limits of their personal freedom and happiness to material pleasures.

The fact that human beings have an insatiable feature can create a feeling of dissatisfaction or unhappiness even though they have many opportunities (such as goods and services). This situation may prevent the employees from enjoying and being satisfied with their work in organizational activities. Zulkifli et al. (2021: 2) emphasized that the impossibility of human desires is a result of their wants and needs that cannot be met with goods and services.

Organizations should strive on a moral basis to contribute to the happiness and success of employees. Employees who have an intense sense of happiness in the organization can provide more output to the organization. This situation will direct the work activities of the employees both individually and collectively. In the literature, Akyüz & Yazıcı (2022: 92) stated that in order to increase employee success, the organization should motivate its employees, contribute to their personal development and provide convenience for them to carry out their business activities.

## **5. Conclusion**

As a result, in today's digital environments, it is important to consider the moral basis in both employee and organizational

policies. Organizations and employees have many needs. However, the concept of boundary in these needs can be shaped by the perspective of the employee or the organization. Today, although individuals and organizations have certain limits (material-spiritual, income, expenditure, emotion, thought, etc.) in many respects, the concept of unlimited need finds more area of investigation. The perception of unlimited needs in organizations can harm both the employees and the organization. The priority in organizations is not just to generate income in financial terms. Spiritual feelings should also be taken into account in organizations. Fulfilling the organization and employee requests within the framework of possibilities may affect employee happiness. For happiness on a moral basis, not only financial opportunities but also spiritual feelings should be taken into account in the working environment. A policy that is balanced in terms of activities in the organization (in terms of employer and employee) can be an effective solution. In the research, the necessity of a balanced action is emphasized in the formation of a happy or unhappy result in terms of morally limited-unlimited perception of needs, material-spiritual opportunities, meeting-not meeting the wishes of the employees in the organization. In other words, it has been pointed out that a common request fulfillment mechanism can be effective in terms of both the employee and the employer, in which both parties can be happy in terms of moral and material and spiritual achievements.

Happiness should not be a generalized result of the perception of material possibilities or unlimited needs. Because, unhappiness is observed in organizations and employees who have many financial opportunities and meet many of their needs. This situation reveals that material means and the perception of unlimited need can contribute to the formation of a more meaningful and more satisfying result by integrating with the perception of spiritual possibilities and limited needs on a moral basis. In other words, the source of happiness can be considered as a reflection of the morality approach.

In organizations, both employees' and employers' perceptions of unlimited needs and their insatiable demands for material opportunities can be controlled by morality. Because morality is a system that coordinates the activities of individuals, both individually and socially, within the framework of a certain order and without harming the environment. This system includes a policy of mutual balance that prioritizes moral values in all structures such as worker-employer, large-small. Therefore, organizations that center the moral foundation have a more cooperative field of activity with their employees and more moderate with their environment.

Organization and employees should not harm those around them while meeting their limited or unlimited needs. Because the needs demanded by individuals or organizations have a price in daily life. The harm that may be caused to the environment in the fulfillment of this price may cause negative (unfortunate) consequences both in terms of the individual and the organization and in the social framework. In that case, the activities for individual and organizational needs will be functional within the framework of resources, which may lead to more positive results.

To create spiritual awareness in organizations, it should be possible to respond to the values, beliefs, personalities, and expectations of employees on a moral basis. The goals of the organizations should not conflict with the spiritual values of the employees. The organizational goal must coincide with the employee's purpose. The values prevailing in the organization and the values of the employees should serve the same purpose. The workload in the organization should allow the employee to spare time for himself and his environment (such as family) outside the organization. The cultural values prevailing in the organization and the spiritual-cultural expectations of the employee should have qualities that support or complement each other.

Employees' personal or business environment honesty will be at the forefront among each other in the business environment, it

will make individuals happier in their work and it will be ensured that they have a more successful business and social life (Seyrek & Cengiz, 2014: 347). In today's digital environment, it may be the case that employees operating in organizations with a machiavellian attitude only think about their benefits and accept everything as legitimate to achieve their goals (Battal, 2020: 567). This situation causes temporary happiness in the activities of the employees and cannot make the pleasure created by moral deprivation permanent. In that case, it will be possible for the employees to be happy all the time in their organizational activities, on a moral basis, by preserving the spiritual values and the balance in the organizational activities.

In the workforce organizations of the future, it is necessary to cope with technological innovations and digital tools. Employees should have an increased motivation to overcome challenges in their career and life by bringing technology and process together (Mahesh & Gigi, 2020: 670). This motivation of employees contributes to their happiness. This situation reveals that moral basis is a necessity for employees in the digitalized world for happiness.

Technological transitions in digital transformation can change new processes and infrastructures. However, it is very difficult to convey the change in organizations without the help of human resources (Singh & Atwal, 2019: 56). In this situation, it is observed that it is possible to realize digital transformations more conveniently with the happiness of the employees in the organizations. For the employees to be happy, it reveals the importance of the responses given to material and spiritual demands on a moral basis in the organization.

Within the framework of digitalization in the organization; A communication network can be created for the limited, unlimited, material and spiritual demands of the employees. The fact that this mechanism acts within the framework of employee and organizational integrity can facilitate access to both individual and organizational goals. In addition, the implementation of

organizational policies within the framework of moral values can contribute more to employees and organization owners. In future research, other factors that may affect the happiness of employees in their organizations can be brought into the literature by considering the framework presented in the research.

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