



## The Relationship Between Social Expectations and Management's Public Policies in Times of Crisis

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### ABSTRACT

*Various problems arise in almost every country. These crises, which have a wide-ranging influence on society; irregularities in income distribution, terrorism, activities of criminal organizations, intolerance of various segments of society, abuse at the state level, restriction of liberties, epidemic diseases, natural disasters. Each crisis causes different results in society. Social problems can cause people to act in search of ways to benefit from this situation to maintain the existing standard of living since it affects living conditions. Also, they may give illegal reactions to protect themselves against social security problems that may arise. Perception, approach, problems arising from attitudes, and perplexing relationships are formed between public expectations, and public policies created by the management during times of crisis. For managers who have a voice in a country's administration to make the right decisions and implement them, they should know the characteristics of their society, their needs, expectations, and what their problems are.*

**Keywords:** Crisis, Societies' reactions, Management decisions, Social policy

### INTRODUCTION

The most obvious and tension-generating feature of the crisis periods is uncertainty. In the crisis, the process is shaped by perception management and consent generation. Consent production, of management determining what the masses want, how they prefer to live, and what they will oppose, is to develop tools that enable them to make these choices as if they were their own (Türk,2015). The crisis creates an irregularity that creates tension under time pressure. This environment of disorder starts with the symptoms that appear before the crisis and dominate society until the balance is restored. To define the crisis, first a theory, an image of the normal, trouble-free situation is needed. Unusual and unexpected results are assessed as "crisis". The most common defense mechanism in the face of the anxiety created by the possibility of disruption of the current order, fear of exclusion from the society, and the threat of being left alone; is to adapt. As long as the existing state is complied with, a trusted environment is used. When people are in groups, they exhibit a 'group behavior' that is quite different from their behavior. The first of these is 'working groups'. The Working Group is reality-oriented, just like ego. The other group behavior is called "basic assumption groups". The Basic Assumption Group, on the other hand, faces the world of imagination just like the "sub-self". People try to avoid confusion by reducing

uncertainty instead of taking risks to avoid uncertainty. Uncertainty; is a threat because it creates indecision and helplessness.

No process can test a manager as much as in a crisis environment. The negative conditions and difficulties experienced in times of crisis are an important element that shows to society what kind of own a manager it is. According to societies, the position of the leader and expectations from the leader differ. During times of crisis, the leader needs to focus on the process rather than the outcome, be well equipped to solve every problem, and to know every detail. People think that the leader should know the answer to every question. For this reason, the statements of the leader as "I do not know" or "I cannot solve" are not welcome by the people. There is no doubt that in crisis settings, private life and business life may interfere. Today individuals and societies are under various risks, creating unknown and uncertainties. Societies that experience fear and constant uncertainty are lost in feelings of confusion-conflict-violence and aggression. According to Gustav Le Bon (1841-1931), the masses can be guided by rumors, legends, empty beliefs, hatreds, and fears. Conspiracy theories become the target of fictional threats, horror scenarios, and power and power foci. In the face of the risk, there are three possible reaction situations of the management; Denial is neglect and transformation. The first is mostly in modern



culture, the second is in the post-modern process, the last is the cosmopolitan moment of risk society.

The ultimate impact of the crises emerges as a complex component of the stability and structural adjustment programs implemented during the crisis, the reactions of the affected groups, the attitudes of international organizations and country governments, and many other elements. In the process, it is difficult to distinguish between the effects of crises and the effects of post-crisis programs. In addition, some of the socio-economic impacts cover areas that cannot be easily quantified. Another factor that makes it difficult to expose socio-economic effects in all dimensions and clearly, effects, from one country to another, show the difference from crisis to the crisis within the same country and is that socio-economic indicators don't always move in the same direction. In this study, the socio-economic effects of crises in societies and the expectations created by these effects create a framework for management's public policies in the process. For this purpose, the study seeks to answer the following questions.

1-What are the most obvious effects of crises on society?

2- What is the degree of these impacts, the societies' reactions and expectations in this process?

3- How can the stability and structural adjustment programs of management decisions implemented after the crises be explained in terms of social policy?

4- What role do these decisions and programs play on people in crisis situations?

5- What is the relationship between management practices and social expectations?

In this framework, the study consists of five main sections.

## **1- The effects of crises on society**

Various problems arise in almost every country. The larger these problems are, they are a crisis for society. These crises, which have a wide-ranging influence on society, irregularities in income distribution, terrorism, activities of criminal organizations, intolerance of various segments of society, abuse at the state level, restriction of liberties, epidemic diseases, natural disasters. Each crisis causes different results in society. In the historical process, societies have experienced many similar problems. In the face of these problems, societies seem to behave with almost similar reactions. Whatever

the cause of the crises, they have a significant impact on societies. The effects of various crises in society:

Increasing injustice in income distribution in a country causes classes in terms of economic income in society. This situation, in the first place, causes the deterioration of the relations of people in society and the emergence of social chaos. Irregularity in income distribution brings the spread of charity culture and tax injustice in the society, deterioration of moral values, unfair competition, social security, and employing uninsured workers.

Another problem in countries is the phenomenon of terrorism. This phenomenon is undoubtedly one of the most discussed concepts/problems of our time. While terrorism expresses a situation of intimidation and alarming fear in individuals; terrorism is the situation of adopting organized, systematic and continuous terrorist acts as a method to change the current situation illegally for political purposes (Çağlar,1997). In the regions where the phenomenon of terrorism is effective, the impoverishment of the society, the lagging of the public at the point of education, the gender distinction shows itself at the highest level. It is seen societies appear to experience a security problem in the context of intense migration and terrorist acts (Özceylan & Coşkun,2012).

It seems that as in the century we left behind, criminal organizations of interest will remain an important social problem in this century as well. Because socio-economic problems are feeding these formations, and they continue to exist. Since it will not be easy to eliminate such distortions that arise as the problems of the industrial society, it will not be easy to eliminate the crimes caused by it. Especially unemployment, skewed urbanization, and imbalances in income distribution have always been the environments that criminal organizations have sought. Organized crime organizations are not violent, but corruption and intimidation. Corruption and intimidation are committed against individuals, private and public institutions(Turkish democracy foundation,1999). Economic systems, financial markets, and public institutions and the people there are under extreme threat and danger of this global criminal system. In light of this fact, no country can isolate itself from the existence of organized crime (Unified receptacles theory). In this context, it should not be ignored that some countries may be a problem for money laundering (Yücel, 1998).

The problem, which is defined as the intolerance of various segments of society to each other, expresses



the psychological reactions of a social group. In the personality structures of the people in that group, the features that are common with most members of the group come to the fore. We can call this personality a social personality. If it is a social personality, only certain features, as a result of the common basic experiences of a group and the lifestyle of the common, it forms the basis of the personality structure that has developed in most of the members of that group. In different societies or classes within a society, there is a certain, unique social personality and different ideas develop and strengthen based on this personality. Social personality emerges as a result of the dynamic adaptation of human nature to the social structure. Changing social conditions lead to the change of social personality, that is, the emergence of new needs and concerns. These new requirements lead to the emergence of new ideas and make people sensitive to these new ideas; these new ideas tend to intensify and consolidate the new social personality and determine the actions of man. The negative attitudes of groups with different social personalities depending on their cultural and value perceptions make social polarization inevitable. If the necessary precautions aren't taken for this situation, it may be dragged the country until the internal conflict. These differences can be as ideational as well as personality traits.

One of the most important crises in the community is epidemics. As it is now. During epidemics, patients are a victim, but also a carrier. Efforts to control the infectious disease outbreak can raise individual freedoms and violations of civil rights. In such practices, it is an ethical dilemma to recognize the individual liberty area based on basic rights, to respect the decision, and to restrict individual freedoms with measures such as isolation and quarantine to prevent the spread of the disease by protecting the public interest. fear-inspiring quarantine operations, medical conflicts on preventive and therapeutic strategies. It is among the factors that increase fear in society. When a socially correct policy is not followed, one of the consequences of fear is stigmatization. Stigmatization is used to describe a negative approach to people with certain physical, behavioral or social qualities, the process of discrimination. The concept of stigmatization in terms of discrimination is of central importance, especially in areas such as disability, social aspects of psychological illness, like race and gender inequalities in health care. In epidemic cases, stigma may delay patients' admission to hospitals,

thus not early detection and treatment, and advance the spread of infection. In situations that threaten public health, such as outbreaks, there may be a pattern of distrust in society and inequalities in health. This situation can cause behavioral disorders due to psychological disorders as well as emotions such as fear and anxiety in people in society. when public health is lost in a country, it can cause the country to weaken, become susceptible to social, economic, and social attacks and even disappear.

Natural disasters have deep and lasting effects on societies. Since many losses of life and property occur in these disasters, people living in that area will have traces for many years. Therefore, sometimes psychological support may be needed. Natural disasters on societies; It can cause death or injuries, loss of goods, transportation problems, communication failures, damage to agricultural fields and crops, electricity cuts, and economic problems.

While the societies where the war took place are constantly lagging behind the level of modern civilizations, they also suffer from poverty and financial problems. Therefore, it is important to have peace in a country. Extremely violent events or actions occurring among the masses due to wars create negative effects on society that will never be forgotten, it causes living conditions to be in very bad conditions or impossible. It causes humanity to remain in deep economic and political depressions. Communities that are constantly at war: its economic system deteriorates, they stay away from contemporary life and their right to life is restricted. People who are hungry, thirsty, and without medication face many dangerous diseases.

The state is responsible to its citizens through a community contract. But the articles of this contract are not always clear, just like their sanctions. Each state is the product of its society, as states feed on the elements of the relevant social structure. Only individuals living inequality and justice can establish healthy political regimes and states. The manager should look out for the benefit of the people of the governed, not for her benefit. Managers should be among the best, and the state should act with the urge to create an open society. The state, which also functions as a social control tool, is both the discourses and the positive legal system it manages; It guides the society through institutions that have direct or indirect control over the economy, media, military, and education system(Althusser,2000). People responsible for government administration, if he forgets that he has agreed with them to meet the expectations and needs on behalf of the



community, In the case of making and implementing decisions for individual interests, not for community interests, communication, trust, health, merit, wage imbalance, etc. in society. will create effects.

In some cases, there may be restrictions on human liberties by the state. Human rights theory can protect the individual while at the same time making it difficult for the state to function effectively; Because the realization of these human rights requires transparency, democracy, freedom of expression and responsibility of the state, weaknesses of the state may arise (Gündüz,2001). Freedoms can be limited in necessary situations such as epidemic and war. However, when these limitations are suppressive and restrictive, there may be disorganized behaviors that turn into explosions, that is, collective actions after a certain period. Freedom is one of the fundamental rights. However, this right is a right that should be used without violating the freedom areas of others.

## ***2-People's reactions and from management expectations depending on the degree of the crisis affecting society.***

Society reacts to the events it is in. These reactions can be divided into two as positive and negative. The real reaction today is a conscious and organized human business. The effects that make life difficult for a part of the society, affect it negatively, and disrupt the usual process of life are called social problems. The social problem is the situation that arises from the conditions of the social environment and is considered to be objectionable in terms of some social values, and it is necessary to use social power and tools to correct it. In the crisis, people will have difficulties in believing first and prefer to stay stationary without knowing what to do with the effect of this event. The 'Response Period' following this period is experienced within a few days after the shock period. In this period, comments on the subject, criticisms to the system, denial, rejection, and reactions to the factors causing it to begin to increase and then decisions will be taken about what can be done, and then it will be quit from stagnation. As a result of this period, an "Adaptation Period" will occur for this crisis. As well as those who adapt to the situation and continue their lives, there will be people who can harm themselves and their environment with the effects of this crisis (Budak, 2012).

There are some problems that people face in life such as hunger, poverty, waste, unemployment, traffic, environmental pollution, global warming, migration,

desertification, scarcity, and epidemic diseases, which are social problems. Social problems can cause people to act in search of ways to benefit from this situation to maintain the existing standard of living since it affects living conditions. Also, they may give illegal reactions to protect themselves against social security problems that may arise. Social problems create psychological pressure on people. The Buddha prepares the ground for social problems such as anxiety, fear, anger, violence, anxiety, tension, loneliness, helplessness, not taking risks, unwillingness, inadequacy, and insecurity, and decreased emotion and behavior disorders. When the size of the problem increases in society and there is no serious solution by the administration, reactions may occur in the form of mass movements. French thinker Gustave Le Bon stated that people who experience social, economic, and cultural difficulties in society will tend to mass behavior more. According to him, it is a structure with features such as crowd, imitation, the number of numbers, direction of time and space and crisis, disaster, and necessity factors that have an accelerating effect on crowd formation (Le Bon, 2019). Blumer, people act according to the meanings they place on objects, these meanings arise in interaction and these meanings are created in the process of interpretation, it follows three basic assumptions that it is sustained and transformed (Blumer, 1969). According to this;

1- At what level is our sensitivity to problems as a society?

2-Can we demonstrate the necessary and sufficient response to the problems?

3- Can we have a correct and healthy reaction?

People believe and advocate that they have an idea about many problems and that they have reasonable solutions for a significant part of them. People's reactions are generally spontaneous, instantaneous exits, and not being able to go beyond being against many times, being inadequate in producing alternatives. This inadequacy is linked to democracy, which is felt in the country. People show their sensitivity through communication channels in the face of problems, but at the point of changing, they act with the thought that the will is not into themselves. In the current environment, people are waiting for a reaction from someone else. Over the years, getting used to it, remaining unresponsive, acting passively as to a result of this stating that person or certain group interests are prioritized with various examples every day to yourself angry first and then they show their reaction by saying



that there is no way such order. People are looking for both complaints and ways to benefit from this situation in the face of social problems. This emerges as rumors and complaint reactions. The name of rumors and complaints is considered as sensitivity to problems.

The individual's attitude towards the social problem may be **indifferent** and **sensitivity**. Some people ignoring the fact that problems are a product of institutions being unable to do business, with human emotions, be interested in with the visible pathetic part of the problem, some superficial solutions are sought to try to search. **Trying to distort the facts**; individuals or institutions that realistically express social problems, issues sensitive to the public, they choose the way of fraying with all kinds of slander and lies and cause the problems to become even more chronic. Their aim is not to solve problems, but to pursue their benefits and opportunist interests in a fuzzy environment. **Social Attitude**; Those who approach the problem scientifically are aware that sympathy is not effective in solving problems. Those who follow the scientific method believe that it is necessary to go down to the real causes of the events to solve the problems. According to this; 1) What is the problem, 2) Events and Institutions Related to the Problem, 3) Other decisions about the problem, 4) What are the alternatives that will solve the problems, 5) They investigate what changes and reform-type works will create the desired outcome by the benefit of the masses

The difference of individual-centered systems from other systems, first of all, it is the goal of making individuals happy as humans. The system sees all individuals as a difference. So, if there are six billion people in the world, they are all different. The liberation of the individual, the shaping of her personality, her self-development, the value judgments, and happiness acquire depends on the social institutions of the society in which she lives, consisting of family, education, economy, religion, and politics. Each of these institutions has stereotypes and judgment rules that are stereotyped over time, binding for all individuals. The presence of differences between individuals causes conflict and conflicts of interest between the individual and society. The same conflicts and contradictions can sometimes occur even among the social institutions that consist of family, education, religion, economy, and politics. Paths, beliefs, preferences, truths can be different. But the truth is one. Hidden and open unemployment, bribery, corruption, inadequate use of state resources, lack of

equal opportunities in education and health, imbalance inland distribution, poverty, migration from village to town, slum problem, terrorism, brute force and terrorism, mafia, continuous opening of income between the rich and the poor the solution of problems related to economic regulations is needed by the majority of the society. In this framework, society;

1-The ethnic structure of the society, it's material and moral demands needs to take into consideration,

2- Creating a free environment that is free from all kinds of prohibitions against human rights and that respects human values and human rights,

3- Arrangements are made in cooperation with the citizen-state,

4- Determining and eliminating the losses brought about by the crisis,

5-Making and implementing decisions by the laws in the crisis periods,

6-Those affected by the crisis will report their problems and having a structuring that will take it seriously,

7-The policies determined by the management during the crisis should be reassuring to solve the problem by considering the social benefit.

8-For large-scale investments that will contribute to the economy during the crisis, prevent employment negativities, healthy R & D activities, public, participatory, multi-partner, investments,

9-The emergence of brave and knowledgeable organizations that can take the right steps in the correct and on the right ground,

10-Non-governmental organizations must be active in these periods,

11-It expects everyone to sacrifice to overcome the crisis as a whole by giving the necessary confidence to the public.

Undoubtedly, the entire history of humanity is important for understanding today. Because human basic qualities can be comprehended by understanding how people react in different conditions, what solution methods they develop, and how they structure their social structure (Özkan & Parladır,2014). The most important expectation of people during the crisis periods in the historical process is not to lose their social welfare level. Also, societies; strengthened by arrangements that will bring ethnic, religious, and cultural differences together in peace, and they expected problems to be resolved as



soon as possible, both quantitatively and qualitatively. Societies have thousands of years of history, languages, beliefs, traditions, thoughts, and lifestyles. This includes the whole of the actions, events, and formations of society. Societies, have great confidence in social research and therefore scientific knowledge. Accordingly, it expects to benefit from scientific knowledge and to increase the success of the created policies.

### **3-Explanation of stability and structural adjustment programs in terms of social policy in the implementation of management decisions after crises**

Management policies are defined from a broad perspective as the mode of action governments choose to do or not to do. Anderson defines public policy as follows: "Public policy" is the purposeful action that some organizations or individuals pursue in solving a problem (Anderson,1990). Policies that management makes towards society are policies that are not immediately sudden. Public policies are activities that consist of a series of movements developed and implemented by governments and public institutions. In other words, when it comes to public policy, there should be a process that involves these making decisions, passing laws that make up the operational form of these decisions, enforcing them, and so on (Çevik,1998). Public policy analysis can be defined as learning what governments do positively or negatively about all public services such as foreign policy, defense, housing, health, education. In this sense, as Dye points out, 'a public policy analysis is to learn and understand what governments are doing, why they do it, and whether this is doing any changes in citizens' lives (Dye, 1998).

The concept of Structural Adjustment can also be defined as "turning towards the demands of a new order", "reaching a more accurate or more effective relative position" or "rearranging the variables to improve performance" (Thomas and Chibber,1989; Ongun,1999). The second definition is "mostly to adapt to sudden or large changes in unexpected features" (Streeten,1991). The Stability and Structural Adjustment Program generally includes the that measures (WB,1980): To restore the balance between public investments and expenditures and to improve existing public investment, taking measures to ensure the effective use of national resources by reassessing the policies regarding social and financial measures, It is the realization of institutional changes that will ensure the efficient use of resources. Structural adjustment policies are not slow

implementations stability policies. It is a set of phased policies that broadly affect and change the policies in the country in which it is applied and foresee new accumulation models (WB, 1995). Structural adjustment programs are implemented gradually. It is important in what order these steps will be applied. The decisions to be implemented by management consist of financial, trade, industry, finance, public sector, and agricultural policies depending on the type of social problem faced. The condition for the applied programs to be successful is the starting conditions and the quality of their social policies. All of the decisions taken by the state towards the welfare of the people of the country and the practices it continues are called social policy. Social policy elements; social justice, fair income distribution, and correction of the functioning of the economy are social balance. Social policy is implemented by the state, and it is the state's responsibility to control it. Today, social policy issues are; Unemployment, improvement of working conditions, social exclusion, injustices in income distribution, proper work, poverty, deprivation and migration, environmental problems and housing problems, discrimination, care of children and the elderly, prevention of all forms of discrimination against women, multinational companies, racism and the establishment of a system that will prevent all these risks is to be obtained the freedom of association. (Altan, 2010). According to the results of the social crises, stability, and cohesion policies regarding the decisions to be taken by the management should support social policies. In this process, local governments, non-profit organizations, all organized organizations in the society, which support and strengthen the social structure and expectations, should be socially organized and these activities should be regular, and not accidental and one-time.

Management policies to be determined for the solution of problems caused by crises in this period, 1- Management style 2-Legal order 3-Economic order 4-Demographic structure and characteristics of the society 5-Socio-cultural characteristics 6-Industrial relations system 7-It should include the social security system. The important thing is to ensure that society can get out of the negative environment with less harm. There is a close relationship between social policy and the concept of citizenship. Since social policy aims to improve the economic and social situation of all individuals living in the country, the importance of the relationship between social policy and citizen increases. The main feature of



social citizenship is social policies. Because, while fulfilling the requirements of social citizenship, social policies are used as much as possible (Şenkal,2006). Social Citizenship and Legal Bases of Social Rights Social rights are the rights that the state is in charge of making a positive action, as is frequently emphasized in the teaching and decisions of the supervisory bodies (Gülmez,2009). Management during the crisis; To overcome the problems, especially the decisions, it should be an important entrepreneurial force in the effective execution of social policies, the solution of social problems, and the successful execution of common services for people.

#### **4- The role of management policies on people in a crisis environment**

Crises can arise due to the economic system, technological developments, social and cultural factors, legal and political factors, international environmental factors, natural factors. If the impending crisis signals are received, interpreted, evaluated and healthy responses are not given, it is inevitable for the organization to enter the crisis period (Tack, 1994). Behaviors exhibited during this period can be grouped into three groups.

**Centralization of power;** The central decision-making unit consists of interlocking homogeneous individuals and is guided by a strong leader, decision-making group shrinks during the crisis, in the face of threats, the leader gathers all power or located on waivers, autocratic behavior increases, As the crisis is prolonged and aggravated, those at the top level of management assume more decision-making responsibilities.

**Fear and Panic:** During the crisis, people show retreat behavior in the society, production decreases, motivation decreases, conflicts increase, the crisis threatens individual goals, inefficiency, tension, and inner fear occur, physical and mental fatigue are observed.

**Disruption of the decision process:** Decreased cognitive processes, group pathologies, rigidity in programming, not having enough information available for the decision, are the main pathologies of the crisis. The creative policy is very important, but it is unlikely to be created. The possibility of error increases in a high-stress environment. Uncertainty tolerance decreases. The quality of the decision is reduced. Cognitive performance decreases as the severity and duration of the crisis increases, crisis orientation, makes managerial decision making difficult (Can, 1997).

It is very important to make and the right decisions implement in the management in times of crisis for the country. The society we live in consists of many institutions and organizations. These institutions and organizations are managed with a certain structure, not random. The state is a large family that includes all of these institutions and organizations. Of course, this family also needs to be managed. It is necessary to make some decisions while managing. Management is influenced by some factors when making compliance programs when making decisions. These factors are essentially organizations within the society that play an active role in decision-making in management. In democratic societies,

the problems faced by the people on behalf of the society in the unusual events that the country is in, political parties are communicating their needs and expectations, non-governmental organizations, media, and individuals (public). When the factors that affect the decisions of the management are examined, the focus of all of them is individuals. Individuals can create public opinion both on social media and other mass media so that they can make decisions in favor of society. This status is a situation that should be considered in the social process in times of crisis. In the face of problems affecting the whole society, management and the public can overcome this process with less harm by supporting each other within the framework of mutual understanding, correct and realistic information sharing within the democratic environment.

Preparing and implementing the decisions and programs of the management by excluding the organizations representing the society may prevent it from reaching the desired results. If management wants to implement decisions and programs to solve problems during the crisis period without informing the society, without creating a sense of trust, regardless of the needs and expectations of the public, it can have negative effects on people. Because obscurity negatively affects human psychology and social behavior. Normal social life turns into chaos with the already existing crisis (problem). Clear and understandable information about what happened in such an environment and how to behave should be provided, and a stable discipline in practice. Policies formed by the management play an important role in society during the crisis. Herbert Kalman has divided the social impact into three as compliance, adoption, and internalization.



**Social compliance;** is the change of the individual's behavior as a result of other people's real or imaginary effects.

**Adoption;** is that the individual shows similar behaviors as a result of being affected by people's loves or respects.

**Internalization;** It makes the individual's internalization of a behavior.

That is prominent compliance behavior among three social effects (Aronson et al., 2012). Adaptation behavior is imperative for social life. Many rules are developed for individuals to live conflict-free and compatible. This situation has been going on since the existence of humanity. In the examination of compliance behavior, the main point is the group to which it belongs. As a result, society is made up of many groups. For example, political groups, religious groups, or ethnic groups are some of them. Factors affecting compliance behavior are examined under three main headings.

1. Environmental factors
2. Personal factors
3. Cultural factors

There are two basic motivations that push people to show harmony behavior. The first of these is the **legal social effect**. Individuals want to be approved, liked, and accepted by others (Kağıtçıbaşı and Cemalcılar, 2017). Another motivation is **an informative social impact**. The individual sees others as a source of information that will guide his behavior. Policies that consider the adaptation factors affecting society will cause it to play a positive role in people. Briefly, management being aware of the factors affecting the society, it has to fulfill its responsibility by making the right decisions against social problems.

### ***5-The relationship between management policies and social expectations***

Administrative procedures are considered legitimate by citizens as long as they remain within the limits of their authority given to state bodies within a legal framework (Akdoğan, 2011). When the public policy is viewed from the perspective of administration, it provides equal service to the citizens, provides equality before the law, lawful administration, the policy will use appropriately is an activity that accepts to allow mechanisms. This is considered legitimate management (Sabuktay, 2011). It is a public policy that the government decides to make or not to implement the application draft it has created on a subject, as well as not to do anything

about the subject. This move is likely to be a decision taken by the state, but the state may remain unresponsive without addressing this issue or entering into any decision process, ignoring a publicly developing problem. Public policy affects citizens in the area where it is targeted and implemented. Considering the definition of the Turkish Language Institution, "all people in a country" meaning, which is one of the meanings of the word public, should not be considered that every public policy will affect or concern all citizens in the country. When viewed from the opposite of this angle; another meaning of the word public the concept of public policy, based on the definition of "all organs of public service", It also means "the policy of state organs serving the people".

Management policies are public policy. Public policy, so that decision-makers can fully understand the problem, the importance of being a good listener is emphasized. During the analysis phase, interviews should be conducted with different groups, and the approaches of these groups to the problem should be examined and they should be in constant communication with them. The important point here is not for the decision-makers to identify the problem and transfer it to the citizens, but to listen to the problem from them (Forester, 2006). In the approach that sees the public policy analysis as a proposal (Wilson, 2006), it was brought as an idea about the alternatives to an emerging problem and its elimination and handling these alternatives as a proposal. Public policy analysis according to Kraft and Furlong (acted in 2007; Eryılmaz, 2013); It covers the steps of collecting the necessary data to reveal the causes of the effects of public problems, processing the data, and producing and interpreting qualified information. Management's decisions and practices play a major role in the formation of an agenda of management policy and the opinion and attitude of the public as of this agenda.

Perception, approach, problems arising from attitudes, and perplexing relationships are formed between public expectations, and public policies created by the management during times of crisis. Some of these problems; non-governmental organizations representing the society are not regarded by the management as equal stakeholders with the right to participate in policy processes. Both the public and the management carry out activities and studies in line with their goals, mostly mutually each other, but they perceive not to be competent in carrying out programs and projects, but as organizations that constantly demand help. Since it



prevents the right to advocacy due to the legal and practical limitations in the freedom of association in the society, Unorganized groups, especially the poor, are excluded from both accessing resources and are excluded from the decision process. There are problems especially about public finance provided to non-governmental organizations. Problems persist in accessing information. For example, the data that NGOs must follow, such as public spending, are shared in an extremely complex and difficult-to-understand format. In public benefit status applications that take too long to be answered, questions remain unanswered and information about the process is not provided (TÜSEV, 2013). Policies followed by management in this process; as well as being able to use the existing situation in its favor, people in the community also try to direct this process in a way that contributes to their work and position. The fact that both the people in the society and the administration want to take advantage of the negative situation creates an incompatibility between expectations and policies. Managing the process correctly is under the responsibility of the administration to create policies that favor the public interest by minimizing the possibility of society being harmed in this process and considering their priority needs. In times of social crisis:

1. Legislation capable of responding to community problems
2. Removing all bureaucratic and legislative barriers to freedom of association
3. The developing of new ways of participation and processes compatible with time and technology
4. To play a facilitating role in the development of a favorable environment, especially to provide resources for the development of civil society, to create a workforce, to provide a bureaucratic, legal and political atmosphere
5. Cooperation is the execution of within the framework of the principles and principles agreed by both parties, ensuring the sustainability of communication and cooperation,
6. Services provided and in-kind support are defined as a citizen's right, not some kind of aid bestowed by political authorities,
7. All processes of public financing are to be transparent,
8. Management, of data generation and be transparent about sharing the data it produces and it not

just problem detection oriented; At the same time, it expects to carry out of solution-oriented studies.

Management should be able to create policies that embrace public interest, stability, and compliance programs to fulfill social expectations. The management, who will decide what to do and what not to do, is not alone in these special conditions, It is important to cooperate with institutions and organizations providing services on behalf of the society according to the nature of the social problem.

## **RESULTS AND DISCUSSION**

Public relations configure "relationships", crisis management ensures "continuity of relations", management builds the "future of relationship". During the crisis, the characteristics of management become evident. The theoretical framework of the Crisis Management Coordination area depends on the development of effective communication strategies. Society accepts the fiction of management as its reality. Management realizes the consent production it needs as a source of legitimacy through social relations. Management can make decisions about individuals, that the society in which they live in their society, they have authority and rights over this society are free to take advantage of this society it is the reality that gives the assures of. The management takes its power based on the consent and approval of the public. Although this power is needed during the crisis, its structuring is based on the relations between the government and the society experienced in the pre-crisis period. The symbol and visibility of this relationship towards society are realized with the leader. In this context, the leader is both a symbol of power and a figure in which the mass transfers its will. a leader motivates, organizations, directs. It is considered as one of the most important factors for crisis management that the leader is in the foreground and the public is in front of the public with her presence. Crisis leadership is a dynamic process that constantly develops and requires continuity. To be stable in such environments and Informing the public is an indispensable crisis leadership. As long as it meets the expectations of the people, the power of those who govern the society continues. There are parallelism and similarity between management with public beliefs, expectations, and hopes. The management can affect the society and the continuity of this effect with the spiritual contract that the society develops against the leader. For management, the crisis is the accountability process.



Common behavioral codes are formed in societies during times of crisis. These; **group Solidarity**; When it comes to events related to a common social issue, deviation arises in a way to strengthen solidarity and coherence in the group and justify the supported struggle. For example, in war environments, public opinion is shaped in this direction. **Control of Acts**; sincerely, unconsciously, with unintentional deviations, to justify one's attitude the deviations applied conscious and unconscious always occur in the same direction. It does not change the result of the attitude being material, mental and emotional. **Reciprocal Interaction**; The deviation that arises when the individual answers a question spontaneously without such an opportunity to think and it is much less than the rapidly occurring reactions. Despite the instability created by crisis processes in existing structures, the same events can be seen as an opportunity to take vital steps in the construction of new institutions and relationships.

It is seen that more researches are conducted on economic crises related to the problems experienced during crisis periods. One of the researches, Booth (2002) examined the social impacts of the Asian crisis. He stated that the crisis in question seriously affected public health spending and school spending. He points out that there was an increase in child mortality rates after the crisis, a decrease in schooling rate. The crisis caused many social programs (such as food aid) to be badly affected. Briefly, the crisis had negative social effects on the countries of the region. Hossain et al. (2010) examined the social effects of crises in five countries (Bangladesh, Indonesia, Kenya, Yemen, Zambia). While people living in these countries before the crisis after 2008 felt less stressed, more optimistic, safer, and financially safer, these perceptions were reversed after the crisis. Crises do not mean any experience for the poor, it was only seen as a situation that exacerbates existing poverty.

Bakan et al. (2011) examined the effects of the economic crisis on human behavior in Malatya example. In the field study conducted on 10 neighborhoods and 500 people, it was concluded that crises increased unemployment, violence, migration, suicide, and divorce along with economic problems. Also, individuals who state that they are affected by the crisis and individuals who think that the crisis does not affect; It has been revealed that there are significant differences between perceptions of economic, health, and social life. In this

case, it reveals the differentiation between the groups in society during the crisis.

Kaya (2002) examined the impact of the economic crisis on the lifestyle of Isparta province in the study. In the study conducted with the survey, it was determined that the crises experienced caused quite significant changes in family life, consumption expenditures, entertainment habits, and behavior styles. Stated that crises were most effective in the lower-income group. Also found that the crises in question caused the family order to deteriorate, individuals to close to their homes, and to cut back on meeting the necessary and mandatory needs for the maintenance of social life. Koyuncu and Senses (2004) have made a theoretical assessment and for example, examined the issue in Argentina, Turkey, Indonesia. In this study, it is determined that the common effect seen in all countries is in the form of a rapid decrease in social aid expenditures. Therefore, it is stated that crises harm social benefits. The results of the researches, the effects of the crisis periods on society cause important changes in the living conditions and the correct policies are waiting for the management to prevent the living standards in this process from changing. management should seek answers to some questions to manage crisis periods correctly.

Genç (1995) lists the questions that can be asked in a crisis, as follows: What is the critical level of the situation? What's the worst possible? What is the main factor of this mess? What are the alternative solutions? - Who will be the most accused of those concerned? - Are there people who will try to take advantage of the situation? Which groups can feel insecure with each other?

Managers in the crisis process; Being able to receive in crisis signals, preparing for a crisis and being able to be protected, to be able to make an effective decision in the crisis management process, to be able to plan the crisis management process, be able to organize, to provide communication, to provide coordination, to be able to get under control, to be able to transition to the normal state. In times of crisis is very important for a country to make the management right decisions and implement. In this process, management should learn about the extent and effects of the crisis and try to alleviate or remove it (Reduction). Increase the effectiveness of the techniques to be applied at the beginning of the crisis (Onset Management), improve the details to be applied against the crisis (Response Management) and to



effectively and quickly restore damaged material and spiritual resources to eliminate the effects of the crisis (Recovery Management). In short, the (Reduction-Readiness-Response-Recovery) model should be applied (Lagadec, 1997; Tutar, 2000).

## CONCLUSIONS

As long as management responds to the expectations of the public, the power of those who govern the society continues.

There should be parallelism and similarity between the beliefs, expectations, and hopes of the people and the administration.

The management can affect the society and the continuity of this effect with the spiritual contract that the society develops against the leader.

It should be noted that the crisis period for management is an accountability process.

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