

THE RELATIONSHIP BETWEEN MEANING OF WORK AND MANAGERIAL RISK PERCEPTION DURING THE COVID-19 PANDEMIC IN TURKEY: AN EXAMPLE OF HEALTH PROFESSIONALS

Mustafa ŞEKER*

Asmaa SAADALLAH**

Serpil SARI***

Abstract

Public health workers who are actively undertaking their work duties during the Covid 19 pandemic period are extremely worn out due to the hectic work schedules and the risks they face. The results indicated that employees were not aware that the management staff takes further risk than it should and that the institutional/operational risk can be controlled. Regarding the high motivation and the meaning of the work, there was a consensus that the evaluation of risk management by independent consultants is expected to improve the activity of risk management process. It has been found that there is a correlation between the meaning of work and administrative risk perception. Public health workers believed that their managers were not very efficient in corporate and operational risk management during the pandemic period. Thus, our study ascertains that, during risky periods such as pandemics, actions should be taken according to predetermined strategies and action plans, additionally, in crises, risk management in health sector should be taken into consideration, not only in terms of disease-based, but also in terms of organizational management.

Keywords: Public health workers, Managerial risk, Risk management, Health organization, Internal Control

Introduction

As a part in the society, individuals reveal the extent of socialization by their behaviors. In this process, they express whether they can adapt to the behavior patterns or norms of the community they interact with, and their interaction patterns also refer to the position or role of the person in that social structure. It is the same as how people interact in work organizations. Although the interaction in work life is like the interaction in normal daily life, it has a more formal structure as it includes a job-oriented interaction. Formal structure rules and procedures bring a number of limitations. Living the routine of life often allows us to see behaviors that are standardized and accepted as normal (automatically), however, unplanned situations that arise suddenly, such as natural disasters or epidemics, disrupt everyone's routine. The COVID-19 pandemic period represents such a situation.

The COVID-19 pandemic represents a striking public health crisis for the time being (Cucinotta & Vanelli, 2020). It has entirely disrupted countries' systems such as economic, social, political, educational systems (Pokhrel & Chhetri, 2021; Padhan & Prabheesh, 2021). Due to the dramatic increased demand for healthcare workers, such as medical doctors, nurses, and public health professionals, they have been entirely pressured in dealing with thousands of infected cases daily as a part of their work. Being the frontline barrier in the face of the virus has imposed them to long-lasting tension in their daily life; for instance, witnessing death, and sense of hopelessness and helplessness about the huge numbers of patient death, experiencing the risk of infection and re-infection, all are factors which in turn have affected their physical, mental and psychological wellbeing (Pollock et al., 2020). In the terms of healthcare professionals during the pandemic, it has been identified that there are other factors that can exaggerate the stress, e.g., professionals with chronic diseases, living with children, or old parents. In addition, physical symptoms such as unexplained fatigue, deteriorated intellectual functions, low mood and body pains has been recorded by health authorities (Ornell et al., 2020).

Obviously, the pandemic has caused significant and multidimensional alternation of healthcare organizations. The massive application of modifications within healthcare organizations, for example, in the medical research field, integrating digital technologies, and newfound medical services, have acted as an added tension on workers in health sectors. Although the pandemic has remarkably boosted leaning on digital procedures instead of traditional methods, it has negatively impacted the actions of health organization managements, by decreased performance and much more work burden on the working staff (Bednarz et al., 2021).

*mstfseker@gmail.com, ORCID: 0000-0002-9188-0837

**asmaashaban247@outlook.com, ORCID: 0000-0002-5614-8341

***serpiledair@gmail.com, ORCID: 0000-0003-4026-4644



Institutional administration includes supervision and direction of top management of organizational work and relations of other shareholders such as workers, consumers, creditors, funders, and the state (Koçel, 2003, p.469). Institutional administration aims to increase efficiency and productivity and regulate the relation between various advocacy groups (Radu, 2012, p.114; Bekis et al., 2013). Institutional risk management and workers' perception about their administrators' attitudes and behaviors towards risk are important for institutional effectiveness and performance.

One of the core pillars of successful management is the extent of organizations' preparedness in the terms of risk management in disasters. The range of tangible accomplishments a corporate can achieve in a specific situation can indicate the degree of competence to manage its own affairs (Backlund et al., 2014). Institutions that can instantly respond to the changes taking place around, by taking appropriate actions, can handle the unprecedented circumstances better than those which adhere to obsolete approaches. Inadequate management plans and/or goals, for example, not meeting the demanding needs of the workers, misunderstandings, lack of effective communication, and staff conflicts, are all factors that make an organizations goals doomed to failure (Derindag et al., 2021).

Human factor is the main strategic resources in institutions. Human resources should be involved in institutional processes, internal control and risk management factors should be shaped according to level of this involvement and risk assessment stage should be reached after aims and objectives determined by strategic analyses are made suitable for internal control. Human factor in institutions might cause malfunctions in application of internal control activities which are designed successfully, however, well regulated internal control can be enabled by appropriate behaviors and attitudes of workers in institutions. Personality, cultural accumulation, perception, attitudes, and behaviors are the important reasons that lead people to display different attitudes and behaviors. Workers' perception, attitude and behaviors towards top management directly affect workers' thoughts and activities in workplace.

Institutional aims and objectives must be disclosed clearly and precisely in order to make risk assessment. Objectives are the goals and missions to be implemented in every performance program that management prepares (Aksoy, 2008, p.17). Job satisfaction and organizational commitment of workers will increase as they internalize institutional aims and objectives, and when they find their job meaningful. Consequently, workers will be more reactive to the institutional problems and more willing to embrace their job.

A good internal control enables to understand which risk is more important in terms of their threat (Woods, Linsley & Kajuter, 2008, p. 35). The difficulty to decide in ambiguous circumstances will relatively decrease as manageable risks permit predictable activity fields.

Literature Review

In this section, the literature review will be concerned with health management. In addition, issues that health organizations have faced in different ways during the pandemic period such as probable risks and organizational control, will be discussed as well.

Internal Control

People are exposed to some behavioral limitations as they are not entirely free. Limitations determine the range of the people's behaviors. Over time, behaviors can be affected by those limitations and reshaped in certain ways. The social structures or organizations constitute the research area of organizational behavior sciences. Work organizations created for a specific purpose are examined by the above-mentioned science field. One of organization behavior- regulation approaches is internal control practices.

Internal control is the functional unit of management. It monitors the attitude of top management, and organizational structure. It is reviewing and updating the work system, as well (Hoai et al., 2022). It is a process developed because of strategic planning and analysis. Internal control studies aim to determine institutional capability and use of these capabilities effectively, economically, and efficiently. Control activities is the application of policies and methods which help prevent risks that would hinder the institution from achieving its goals (Cevahir & Caliyurt, 2021). Purposes of internal control are sorted as



achieving activities regularly, effectively, efficiently and in the context of ethical principles. Fulfilling the liabilities required by the responsibility of accounting for, obeying the present laws and regulations, and protecting resources from losses, misuse, and damages (Zakaria et al., 2021).

There is two dimensions of strategic analysis. The first dimension shows internal features of organization and the second one is related to external environment. Features such as structure, technology, culture, talents of administrators and workers and quality of leadership constitute the internal dimension; features such as accessibility of resources, pressures for change and competition status constitute the external dimension (Hendrick, 2003, p. 495). Internal control, by taking the thought of strategic management into consideration, can be defined as “an activity developed by management in order to increase the realization possibility of aims planned before” (Sawyer et al., 2003, p. 64). When considered as a system, internal control is a system that includes all measures and methods, establishing the chart of accounts and reporting system, determining duties, authorizations, responsibilities and organizational plan of management in order to protect properties of management, ensure the reliability and accuracy of data and reports related to accounting and other activities, increase the activity of management in its operations, determine the suitability of management activities for policies established by administration (Cook & Winkle, 1980, p. 198).

Risk management and assessment have a vital role in choosing convenient control activities that will be undertaken (Ionescu, 2007, p. 131). The control scheme, risk assessment, control activities, information and communication networks, and tracing systems should be existed both at both management and clinical levels. A strong board of directors can establish an institutional culture across the management and provide the power of control at the top level (Woods, Linsley & Kajuter, 2008, p. 37).

The Meaning of Work

Individual can find the meaning of life in three ways; finding a job or being already working, interacting with an individual, adopting an attitude towards inevitable sad situations (Frankl, 1997). Researchers concluded that those who think their life is meaningful are more successful in coping with losses they may experience during their search for meaning of life (Robak & Griffin, 2000). Meaning of work can be defined as the pleasure, which workers get from work beside its positive and significant contribution to meaningfulness of life (Rosso, Dekas & Wrzesniewski, 2010). Individuals generally ask themselves questions like Who am I? Why am I here? Where am I going? What is my goal? Which circumstances make me achieve these goals? The content of answers to these questions that individuals ask themselves in work atmosphere reveals the meaning of work (Steger et al., 2006).

Risk Management and Administrative Risk

Risk generally is described as “the possibility of damage to individuals’ values because of individuals’ activities and consequences of events” (Klinke & Renn, 2002, p. 1071). With the acceleration of globalization, dynamism in communication and interaction appears in definition of risk. Risk has become a concept that can be described less but cause more severe results in this period and onwards (Beck, 1992). Risk are the events and behaviors that prevent organizations from achieving their goals and practicing the predetermined strategies successfully (Demirtaş, 2005, p. 177).

Risk management is the process by which risks, that can prevent institutions from achieving their goals, are determined and eliminated and then figuring out opportunities enabling them to achieve those goals. (Reding et al., 2009, p. 4- 3). Institutions’ strategies, processes, personnel and technological facilities and information must act together for risk management (Walker, Shenkir & Barton, 2002, p. 2).

Developing a common model of risk management is impossible due to variation of risks that different businesses’ face. However, board of directors must supervise risk management processes appropriately. Board of directors must apply regulations of risk management appropriate to business’ risk profile (EU, 2011, p. 10). Risk-benefit analysis is important since there are often opportunities that accompany each risk. Additionally, risk analysis of every organization will be more valuable when it is done by a person



inside the organization because of possible differences between organizations in terms of risk tolerance. After the conditions are defined in risk-benefit analysis, the process is tried to be managed by avoiding risk, risk transfer, lessening the risk or accepting it (Bodine, Pugliese & Walker, 2001, p. 67).

Unlike the traditional risk management approach, institutional risk management, under the supervision of certain units or all units in the institution, undertake approaches in a broader perspective to deal with risks and make use of opportunities that affect creating and protecting institutional values and this enables to analyze risks in all management parts strategically and build a risk profile (Thornton, 2003, p. 34).

Risk Management and Internal Control Relation

Risk management is a critical tool in healthcare running. Every new task mostly is accompanied with a thorough assessment of risks that might happen so we can, at least, eliminate the most hazardous of them (Esa, Ibrahim & Kamal, 2020). Since the emergence of the pandemic, healthcare managers have been exposed to many risks at the same time which negatively impacted their managerial behaviors towards the crisis. Internal control is a management tool involving policies, procedures, processes, systems and actions, data and communication established to decrease risks in institutions. Since risk is approached within risk management in internal control, institutes' policies and procedures related to risk and risk profile are of great importance for risk management (Tunç, 2014, p. 64).

Internal control and risk management systems and processes are complementary to each other, not separate from each other. Risk assessment, the need of observing the system continuously, and assessing it by the methods of handling the risk, are common components in both systems (Mom & Kazimoto, 2021).

Method

Purpose of Research

The aim of the research is to examine the relationship between the meaning of the work to healthcare staff and their perceptions of managerial risk, taking into account the situations that public health workers experience in the workplace during the covid 19 pandemic period while carrying out their duties.

The Extent and Method of Research

This research, which was conducted with relational screening model, aims to determine the relation between health professionals' perception about the meaning of work and administrative risk.

The population of the research consists of people working in the public health sector in Kayseri/Turkey, who were actively working in the field during the pandemic period. Participation in the research was based on volunteerism. The sample of the research consisted of 117 women (27.5%) and 308 men (72.5%), 425 at total, who were chosen by simple random sampling. Public health workers who participated in this research, conducted during the Covid 19 pandemic period, carried out the task of routine patient follow-up. These employees are the first contacts of the patients during or after the illness. Public health workers answered the questions by considering the situations they encountered in both public health centers and hospitals during routine patient follow-ups.

Measuring Instruments and Applied Analyses

Research comprises the measuring instruments below:

- 1- Demographic data form: Consists of 4 questions related to age, gender, educational status, and total work experience.
- 2- Job Crafting Scale: The scale with 10 questions developed by Tims Bakker and Derk (2012). Questions are scaled by 7-point Likert scale. It consists of 3 subscales, positive meaning, the meaning that job adds and high motivation. Cronbach's Alpha reliability coefficient of the scale was calculated as 0.884.
- 3- Administrative Risk Perception: Consists of 6 questions developed by researchers and experts. Questions are scaled by 7-point Likert scale. As the results of chi-square analysis is shown in Table 2, p value of all questions is calculated as 0.000.



Because alpha coefficient method developed by Cronbach (1951) becomes an internal consistency estimation method convenient to use, when it is scored like 1-3, 1,4, 1-5 and 1-7 instead of true-false (Tutz, 2021), Cronbach's alpha reliability coefficient of point of work scale was calculated.

Because chi-square test is used for examining whether a volume sample represents main mass or from which main mass it comes (Serper 2004, p. 189) and determining the reliability and validity status of non-parametric variables, chi-square analysis was applied to questions of administrative risk perception scale.

Frequency, percentage, arithmetic means, standard deviation, one-way ANOVA and analysis of variance were applied throughout the research.

Ethical Consideration

Informed consent was obtained from all participants before the initial survey was conducted. The ethical review board of the Kayseri Training and Research Hospital, reviewed and approved the study protocol (Registration number: 2019/134.KEAH.543)

Hypotheses of Research

Hypotheses below were developed appropriate to the purpose of research:

H1: There is statistical significance between the meaning of work and administrative risk perception.

H2: There is correlation between the meaning of work and administrative risk perception.

Findings of Research

Descriptive statistics related to demographic data of workers who joined the research are in Table 1.

Table 1
Descriptive statistics related to demographic data

Age	Frequency	Percent	Experience	Frequency	Percent
Age 18-30	150	35,3	1-5 years	197	46,4
Age 31-40	159	37,4	6-10 years	109	25,6
Age 41-50	82	19,3	11-15 years	49	11,5
Age 51-60	34	8,0	16-20 years	35	8,2
Total	425	100,0	21 years or more	35	8,2
Education	Frequency	Percent	Total	425	100,0
High School	154	36,2	Gender	Frequency	Percent
2-year Undergraduate	63	14,8	Female	118	27,5
4-year Undergraduate	172	40,5	Male	308	72,5
Graduate	36	8,5	Total	425	100,0
Total	154	36,2			

Based on the Table 1 above, 27.5% of participants are female and 72.5% are male; 4-year undergraduates constitute such a big portion as 40.5%; average age is 40 or lower ages with such a big portion as 72.7% (35%+37.4%) and 72% of participants have 10 years or lower of experience in their current work.

Table 2

Distribution of questions of administrative risk perception and chi-square test

Questions of administrative risk perception	Chi-Square	p	Mean	Std. Deviation	Variance
Family medicine or hospital administration is aware that it can manage operational and institutional risks.	209,167 ^a	0,000	4,89	1,438	2,067
Management pays attention to my opinions about determining risks and reactions.	94,696 ^a	0,000	4,20	1,829	3,346
In this business, assessment of risk management process by independent consultants and reporting to those concerned will increase the activity of risk management process.	267,671 ^a	0,000	5,51	1,414	2,000
Management encourages to be advised to increase the activity of risk management.	117,064 ^a	0,000	4,67	1,658	2,750
Most of my colleagues are aware of institutional-operational risks to be controlled.	163,544 ^a	0,000	4,76	1,476	2,179
In this business, management takes risks more than ordinary.	196,518 ^a	0,000	3,71	1,625	2,639

a.0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 60,7.

According to Table 2, it can be seen that the level of significance of all the questions is $p=0.000$; “In this business, assessment of risk management process by independent consultants and reporting to those concerned will increase the activity of risk management process.” has the highest chi-square value with 267.671 and “Management pays attention to my opinions about determining risks and reactions.” has the lowest chi-square value with 94.696.

Table 3

One-way ANOVA test examining statistical significances between meaning of work (job crafting scale) and administrative risk perception

Questions of administrative risk perception	Meaning of work		Positive meaning		Meaning that job adds		High motivation	
	F	p	F	p	F	P	F	p
Family medicine or hospital administration is aware that it can manage operational and institutional risks.	8,759	,000	14,151	,000	5,910	,000	11,896	,000
Management pays attention to my opinions about determining risks and reactions.	4,981	,000	6,218	,000	4,248	,000	8,711	,000
In this business, assessment of risk management process by independent consultants and reporting to those concerned will increase the activity of risk management process.	2,652	,022	3,845	,002	1,924	,076	1,338	,247
Management encourages to be advised to increase the activity of risk management.	6,788	,000	5,676	,000	5,881	,000	3,913	,002

Most of my colleagues are aware of institutional-operational risks to be controlled.	1,901	,093	8,476	,000	5,049	,000	8,768	,000
In this business, management takes risks more than ordinary.	1,714	,130	2,699	,020	3,095	,006	2,308	,044

Statistical significance between administrative risk perception with its subscales and job crafting scale is studied. According to the findings, there is statistical significance between meaning of work subscales and statements “Family medicine or hospital administration is aware that it can manage operational and institutional risks.”, “Management pays attention to my opinions about determining risks and reactions.”, “Management encourages to be advised to increase the activity of risk management.”, “Most of my colleagues are aware of institutional-operational risks to be controlled.”, “In this business, management takes risks more than ordinary.” ($p=0.000$, $p=0.002$, $p=0.020$, $p=0.44$ and $p<0.05$). There is no statistical significance between meaning that job adds, high motivation from the subscales of meaning of work and the statement “In this business, assessment of risk management process by independent consultants and reporting to those concerned will increase the activity of risk management process.” ($p=0.076$, $p=0.247$ and $p>0.05$) but there is statistical significance between positive meaning and the statement “In this business, assessment of risk management process by independent consultants and reporting to those concerned will increase the activity of risk management process.” ($p=0.002$ and $p<0.05$). When meaning of work is evaluated as only scale, there is no statistical significance between the statement “Most of my colleagues are aware of institutional-operational risks to be controlled.” ($p=0.93$ and $p>0.05$) and the statement “In this business, management takes risks more than ordinary.” ($p=0.130$ and $p>0.05$). It can be said that when administrative risk perception is evaluated according to meaning of work, management takes risks more than ordinary level and employees are not aware that institutional-operational risk can be controlled. It can be concluded that when high motivation and the meaning that job adds considered, there is agreement that independent consultants will increase the activity of assessment of risk management (mean=5.51 and std. deviation=1.41). Therefore, hypothesis H1, which involves the statement “There is statistical significance between meaning of work and administrative risk perception” is partially accepted.

Table 4

Correlation test examining the relation between meaning of work (job crafting scale) and administrative risk perception

Questions of administrative risk perception	Positive meaning	Meaning that job adds	High motivation
Family medicine or hospital administration is aware that it can manage operational and institutional risks.	,240**	,252**	,252**
Management pays attention to my opinions about determining risks and reactions.	,156**	,195**	,202**
In this business, assessment of risk management process by independent consultants and reporting to those concerned will increase the activity of risk management process.	,165**	,134**	,037
Management encourages to be advised to increase the activity of risk management.	,103*	,203**	,156**
Most of my colleagues are aware of institutional-operational risks to be controlled.	,168**	,210**	,154**
In this business, management takes risks more than ordinary.	-,033	-,038	-,047

Correlation coefficient is a value that measures the degree of linear relation between two variables and varies between -1 and +1. r 's being close to -1 points that there is a strong negative linear relation between these variables, being close to +1, a strong positive linear relation. r 's being more than 0.70 allows us to say that linear relation is very strong (Bishara & Hittner, 2017, p. 303-4). When Table 4 considered with this information, it can be seen that value of r is lower than 0.250 which is very weak. It can be seen that there is a positive, mutual and weak relation between the statement "Family medicine or hospital administration is aware that it can manage operational and institutional risks." and the meaning that job adds and high motivation at the level of 0.252** and positive, mutual and very weak relation between the statement and positive meaning at the level of 0.240**; there is a positive, mutual and very weak relation between the statement "Management pays attention to my opinions about determining risks and reactions." and positive meaning at the level of 0.156** and the meaning that job adds at the level of 0.195** and high motivation at the level of 0.202**; there is a positive, mutual and very weak relation between the statement "In this business, assessment of risk management process by independent consultants and reporting to those concerned will increase the activity of risk management process." and positive meaning at the level of 0.165** and meaning that job adds at the level of 0.134**; there is a positive and one-way relation between the statement "Management encourages to be advised to increase the activity of risk management." and positive meaning at the level of 0.103*, positive, mutual and very weak relation between the statement and meaning that job adds at the level of 0.203** and high motivation at the level of 0.156**; there is a positive, mutual, and very weak relation between the statement "Most of my colleagues are aware of institutional-operational risks to be controlled." and positive meaning at the level of 0.168** and meaning that job adds at the level of 0.210** and high motivation at the level of 0.154**; there is no relation between the statement "In this business, management takes risks more than ordinary." and positive meaning, meaning that job adds and high motivation. Therefore, hypothesis H2, involving the statement "There is correlation between meaning of work and administrative risk perception.", is partially accepted.

Results and Recommendations

Disasters can turn systems upside down, and their negative implications on both individual and community levels are irreversible. The COVID-19 pandemic has clearly revealed how much the current global health systems are insecure. The health systems of some countries have shown organizational weaknesses during the epidemic as they failed to deal with such disasters. They have lacked the systematic approaches to prevent the risks. Because of the pandemic, it has been uncovered that there are many defects in health bodies such as insufficient organization practices of public health systems. So, for setting up a concrete healthcare infrastructure, we need to strengthen public health systems by framing new policies and strategies (Lopes et al., 2021).

The management of health institutions has different characteristics than other community sectors. Parallel to the management of human resources, institutional resources should be used effectively, economically, and efficiently. Health organizations' role is not limited to medical intervention of diseases, they should allocate much more attention for establishing the administrative structure to be well-prepared for emergencies. Organizational competencies require harmonious actions with certain standards and plans and this should be adjusted by internal or external stakeholders.

Because of the diversity of healthcare systems' structures, each should tailor its own intervention strategies according to its resources, budgets, and priorities. Different models should be designed by analyzing organizations' structure with different instruments during developing internal control mechanisms appropriate to organizational strategies. In risk assessment, while generally concrete factors are emphasized, abstract factors should also be considered. These factors are strategic aspects of organization, competition factors, organizational development, change factors and social factors (Hertz & Howard, 1983, p. 14). Health managements need to anticipate potential risks by prompt application of the appropriate intervention method. Furthermore, they need to assess whether the intervention plan in use is suitable for handling the risk that happened or not. Healthcare agencies can build collaborative activities with other social institutions as this may assist their managerial actions.



Carrying out training seminars on management and leadership topics will positively influence healthcare workers' performance as well.

For healthcare workers, finding their job as meaningful and satisfying will be expressed by high performance and productive interactions in the work environment. Previous research has noted that job meaningfulness in healthcare workers is a crucial indicator of work efficacy and commitment (Gray, Toft & Anderson, 1985). And to achieve this, the managers should encourage them to express their opinions by enhancing team communication either virtually or in the office. It is important for all working staff (managers and employees) to predict and recognize risks, and by utilizing this awareness interactively, they can put proper strategies to be executed during emergencies. By creating a collaborative empathic work environment, their sense of responsibility towards their job will increase. Individuals or organizations might take on risks unconsciously, so it is mandatory to control potential risks by assessing situations in which risks are probable (Rejda, 1997, p. 13). Involving them in the decision-making process, screening of risks, and embracing their inputs into action plans during crises will boost their belonging to work and motivate them to manage any risks related to their work. Interdisciplinary collaborations must be maintained by different authorities, with healthcare sector in the first place, for the sake of supporting basic daily needs and psychological well-being of the healthcare personnel worldwide (Wang et al., 2020).

Internal control, as a part of organizations' control systems, is fostered by the internal dynamics of the organization. In internal control, responsibility involves all working staff in all operation processes. All working staff in the institution have roles and responsibilities in common (Aksoy, 2008, p. 9). Administrators must control and check the process during implementation phases. Besides the convenience of internal control activities, they should consider convenience to themselves and to activities' quality as well. Convenience to themselves or quality of activities should not be ignored beside convenience of activities to internal control. To have a qualified internal control, it should be monitored continuously. The need to the monitoring component, which is also referred to as surveillance, involves monitoring and assessment of whether internal control procedures and internal control activities are designed accurately, whether there are faults and malfunctions in its running, whether internal control is sufficient, efficient, and convenient or not (Candan, 2006, p. 15). These monitoring and assessment activities should be shaped according to institution's own dynamics. Action plans should be prepared according to strategic analyses which are done by analyzing the dynamics of institutions precisely. Relations between meaning of work and administrative risk management, which were figured out by the research, being multidimensional and weak is important as it shows how complex the process is.

In our research, determination of statistical significance between the statements "Management pays attention to my opinions about determining risks and reactions.", "Management encourages to be advised to increase the activity of risk management." and meaning that job adds, positive meaning and high motivation, which are subscales of Job Crafting Scale, supports this opinion. Organizational development and change and social factors of workers who feel themselves valuable and understand the meaning of their works will contribute directly or indirectly to their job performance. The statements "Management encourages to be advised to increase the effectiveness of risk management." and "Most of my colleagues are aware of institutional-operational risks to be controlled." are important as they indicate the communication and awareness level about risk; the statement "In this business, management takes risks more than ordinary." is important because it refers to workers' perspectives towards management. Therefore, the contribution of our research is being both a technical study analyzing internal control and risk management and an administrative process management study contributing to an institution accomplishing its strategic goals. And this can help policy makers and institutional structures in identifying the specific needs of their employees, it can also provide new perspectives on the management of risks at work.

References

- Aksoy, M. (2008). *Kamuda iç kontrol ve iç denetim*. Muhasebat Kontrolörleri Derneği Yayını. Ankara.
- Bishara, A. J., & Hittner, J. B. (2017). Confidence intervals for correlations when data are not normal. *Behavior Research Methods*, 49(1), 294–309
- Backlund, F., Chronéer D. & Sundqvist E. (2014). Project Management Maturity Models - A Critical Review: A Case Study within Swedish Engineering and Construction Organizations. *Procedia - Soc Behav Sci*. Mar 19; 119:837-46.
- Beck, U. (1992). *Risk society: Towards a new modernity*. Londra: Newbury Park, Calif.: Sage Publications.
- Bednarz, A. L., Borkowska-Bierć, M., & Matejun, M. (2021). Managerial Responses to the Onset of the COVID-19 Pandemic in Healthcare Organizations Project Management. *International Journal of Environmental Research and Public Health*, 18(22), 12082. doi:10.3390/ijerph182212082
- Bekis, T., Bayram, A., & Seker, M. (2013). A Research on the Determination of the Effects of Corporate Reputation on Employee Performance. *International Journal of Alanya Faculty of Business*, 5(2), 19-27. Retrieved from <https://dergipark.org.tr/tr/pub/uaifd/issue/21597/231914>.
- Bodine, S. W., Pugliese, A., & Walker, P. L. (2001). A road map to risk management. *Journal of Accountancy*. 192 (6), 65-70.
- Candan, E. (2006). Kamu idarelerinde iç kontrol sistem ve süreçlerinin tasarlanması, uygulanması ve geliştirilmesinde uyulacak usul ve esaslar. *Mali Yönetim ve Denetim Dergisi*. (38), 15.
- Cevahir, A., & Caliyurt, K. T. (2021). Evaluation and Rating of Corporate Governance and Internal Auditing in Turkish Public Companies. In *Ethics and Sustainability in Accounting and Finance*, Volume II (pp. 235-252). Springer, Singapore.
- Cook, J. W., & *Winkle, G. M., (1980). *Auditing: Philosophy and technigue* (2. Edition). Boston: Houghton Mifflin Company.
- Cucinotta, D, Vanelli M. (2020). WHO Declares COVID-19 a Pandemic. *Acta Biomed*. Mar 19; 91(1), 157-160. doi: 10.23750/abm.v91i1.9397. PMID: 32191675; PMCID: PMC7569573.
- Demirtaş, M. (2005). İç kontrol ve iç denetim faaliyetlerinin kapsamında meydana gelen değişimler. *İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi*. 4(7), 169-177.
- Derindag, OF, Demirtas O, Bayram A. (2021). The leader-member exchange (LMX) influence at organizations: the moderating role of person-organization (PO) fit. *Revi Bus*. 241(2), 32-48.
- Esa, MB, Ibrahim FSB, Kamal EBM. (2020) Covid-19 pandemic lockdown: The consequences towards project success in malaysian construction industry. *Advances in Science, Technology and Engineering Systems Journal*, 5(5), 973-983.
- EU (2011). *Green paper. The EU Corporate Governance Framework*. Brussels.
- Frankl, V. (1997). *İnsanın anlam arayışı* (Çev. S. Budak). Ankara: Öteki Yayınevi.
- Gray-Toft, P. A., & Anderson, J. G. (1985). Organizational stress in the hospital: development of a model for diagnosis and prediction. *Health Services Research*, 19(6 Pt 1), 753-774. <https://pubmed.ncbi.nlm.nih.gov/3972593/>



- Hendrick, R. (2003). Strategic planning environment, process and performance in public agencies: A comparative study of departments in Milwaukee. *Journal of Public Administration Research and Theory*. 13(4), 491-519.
- Hertz, D. B., & Howard, T. (1983). *Risk analysis*. Singapore.
- Hoai, T. T., Quang Hung, B., Nguyen, P. (2022). The impact of internal control systems on the intensity of innovation and organizational performance of public sector organizations in Vietnam: the moderating role of transformational leadership, *Heliyon*, (8)2, 1-10.
- Ionescu, L. (2007). Internal control, human resource management and risk assessment. *Economics, Management and Financial Markets*. 2(2), 129-136.
- Klinke, A., & Renn, O. (2002). A new approach to risk evaluation and management: Risk-based, precaution-based, and discourse-based strategies. *Risk Analysis*. 1071 - 1094.
- Koçel, T. (2003). *İşletme yöneticiliği*. İstanbul: Beta Basım Yayım Dağıtım A.Ş.
- Lopes, R. H., Da Costa Dantas, J., Augusto, R., Da Silva, R., & Alice Da Costa Uchoa, S. (2021). National Health Systems and the pandemic by COVID-19: actions to cope with Brazil and Italy. *Physis: Revista de Saúde Coletiva*, 31(4), <https://doi.org/10.1590/S0103-73312021310419>
- Mom, R., & Kazimoto, P. (2021). The Effectiveness of Internal Control Systems and Perception of Employee Work Performance: A Case of Asia-Pacific International University. *St. Theresa Journal of Humanities and Social Sciences*, 7(2), 180-204.
- Ornell, F., Halpern, S. C., Kessler, F., & Narvaez, J. (2020). The impact of the COVID-19 pandemic on the mental health of healthcare professionals. *Cadernos de saude publica*, 36(4), e00063520. <https://doi.org/10.1590/0102-311X00063520>
- Padhan, R., & Prabheesh, K. P. (2021). The economics of COVID-19 pandemic: A survey. *Economic analysis and policy*, 70, 220-237. <https://doi.org/10.1016/j.eap.2021.02.012>.
- Pokhrel, S., & Chhetri, R. (2021). A Literature Review on Impact of COVID-19 Pandemic on Teaching and Learning. *Higher Education for the Future*, 8(1), 133-141.
- Pollock, A., Campbell, P., Cheyne, J., Cowie, J., Davis, B., McCallum, J., *McGill, K., Elders, A., Hagen, S., McClurg, D., Torrens, C., & Maxwell, M. (2020). Interventions to support the resilience and mental health of frontline health and social care professionals during and after a disease outbreak, epidemic or pandemic: a mixed methods systematic review. *The Cochrane database of systematic reviews*, 11(11), CD013779. <https://doi.org/10.1002/14651858.CD013779>
- Radu, M. (2012). Corporate governance, internal audit and environmental audit - the performance tools in Romanian Companies. *Accounting and Management Information Systems*. 11(1), 112-130.
- Reding, F. K., Sobel, P.J., Anderson, L.U., Head, M.J., Ramamoorti, S., Salamasick, M., & Riddle, C. (2009). *Internal auditing: Assurance&consulting services* (2. Editon). The IIA Research Foundation.
- Rejda, G. (1997). *Principles of risk management and insurance*. Amsterdam.

- Robak, R. W., & Griffin, P.W. (2000). Purpose in life: What is its relationship to happiness, depression, and grieving?. *North American Journal of Psychology*. 2, 113-120.
- Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*. 30, 91-127.
- Sawyer, L. B., Mortimer A.D, Scheiner, J.H., & Graham, A. (2003). Sawyer's internal auditing: the practice of modern internal auditing. The Institute of Internal Auditors.
- Serper, Ö. (2003). *Uygulamalı istatistik 2*, Bursa: Ezgi Kitabevi.
- Steger, M. F., Frazier, P., Oishi, S., & Kaler, M. (2006). The meaning in life questionnaire: Assessing the presence of and search for meaning in life. *Journal of Counseling Psychology*, 53(1), 80-93.
- Thornton, G. (2003). An ERM framework: Developing effective risk management. *Corporate Governor Series*.
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*. 80, 173-186.
- Tunç, İ. (2014). Kurumsal risk yönetim sisteminin stratejik planlamanın başarısı üzerindeki etkisi (uzmanlık tezi), Yalova Üniversitesi Strateji Geliştirme Daire Başkanlığı.
- Tutz, G. (2021). Hierarchical models for the analysis of Likert scales in regression and item response analysis. *International Statistical Review*, 89(1), 18-35.
- Walker, P. L., Shenkir, W.G. & Barton, T.L. (2002). *Enterprise risk management*. The Institute of Internal Auditors Research Foundation
- Wang, C., Pan, R., Wan, X., Tan, Y., Xu, L., Ho, C. S., & Ho, R. C. (2020). Immediate Psychological Responses and Associated Factors during the Initial Stage of the 2019 Coronavirus Disease (COVID-19) Epidemic among the General Population in China. *International journal of environmental research and public health*, 17(5), 1729.
- Woods, M., Linsley, P., & Kajuter, P. (2008). *Internal risk management: Systems, internal control and corporate governance* (1st edition), Great Britain: CIMA Publishing.
- Zakaria, M., Abd Manaf, K., Nurmala Sari, E., Syed Yusuf, S. N., Abdul Rahman, R., & Hamoudah, M. M. (2021). Effective internal controls and governance: analysis of ethical culture and ethical evaluations on whistleblowing intentions of government officials. *Polish Journal of Management Studies*, 23.