

DISMISSAL INTERVIEW A Research in Automobile Sector

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Abstract: The importance of the «dismissal interview» is increased by global and local economic crisis and it entered into the interest of human resources managers. Manager makes the last interview with his personnel and announces a difficult decision. For this reason, we can determine the dismissal interview as the most boring one. To overcome this boring process and conclude the interview successfully is depend on managing the process successfully. From the planning of the interview, determining the content and conducting the interview process, the responsible manager should have some special abilities and responsibilities. For analyzing the application of dismissal interview, its content and process relating with perceptions it, a sample case study which consists of five firms in automotive industry in Turkey, was made. Interview technique which is structured by qualitative research techniques is the tool of collecting data.

Keywords: Dismissal, Dismissal Interview, Automotive Sector

I. INTRODUCTION

Undoubtedly, in the last years, the most discussed subject in Turkey is the economic crisis from the point of its causes, effects and results. As a result of economic crisis, a lot of establishments partially or totally reduce their production capacity. This brought dismissal. This condition seen in establishments as a part of a global economic conjecture basically also locates a strong belief that it will be an aspect of future. Economic conjecture which changes and become uncertain gradually, technological development, new production firms and severe competition pressure gives important signals that dismissal is a reality which will be lived significantly in the future. This is an indication that not only blue collard but also white and golden collard will face external results. In the last years, when we look at the traditional huge structured firms of industrialized countries, we see that they dismiss personnel continuously [1]. Of course, the mentioned subject cannot be the problem of modern industrialized establishments only. This problem is quiet draw attention from the point of developing countries. If

İŞTEN ÇIKARMA GÖRÜŞMESİ Binek Otomotiv Sektöründe Bir Araştırma

Özet: İşten çıkarma görüşmesi son yılların en önemli ve güncel konularından biridir. Konu, global ve bölgesel ekonomik krizlere bağlı olarak önem kazanmış ve insan kaynakları yöneticilerinin ilgi alanına girmiştir. Diğer görüşme tiplerinden daha güç koşullar altında yapılan, ciddi bir süreçtir. Yönetici elemanı ile son görüşmesini yapmaktadır ve zor bir kararı açıklayacaktır. Bu nedenle, işten çıkarma görüşmesinin en sıkıcı görüşme türü olduğunu söyleyebiliriz. İşten çıkarma görüşmesi esas olarak yönetici ve işten çıkarılan eleman arasında son kez gerçekleşen bir iletişim ve etkileşim sürecidir. Bu sıkıcı süreci başarılı bir şekilde geçirmek ve sonuçlandırmak, sürecin başarılı yönetimine bağlıdır. Görüşmenin planlanmasından içeriğinin belirlenmesine ve sürecin işletilmesine kadar bu konudan sorumlu yöneticinin bazı özel beceri ve sorumlulukları olmalıdır. İşten çıkarma görüşme uygulamalarının analizi için, içeriği ve işleyişine ilişkin Türkiye binek otomotiv sektöründe bir araştırma yapılmıştır.

Anahtar Kelimeler: İşten Çıkarma, İşten Çıkarma Görüşmesi, Binek Otomotiv Sektörü

we look from Turkey example, we can say that November 2000 and February 2001 general economic crisis are the leading causes of dismissals, we think that the new subject is entered into the area of human resources administrations. As a result, dismissal is always lived and will be lived in the future. At this point, a "dismissal interview" faces us as a process which its importance increases gradually. The process which serves as a nominee subject for working life from the point of content, process, aim and results.

II. DISMISSAL MEETING

Whatever the reason is, dismissal interview faces us as a critical subject which it borns problems from the point of content and results. For this reason, the employer should inform the personnel he dismisses from work about the reasons and aspects of dismissal. Basically, the dismissal meeting which serves for the aim of getting information becomes a process that the employer or the representative explains the dismissal condition and its causes to the person dismiss from the work. The aim and

the content of the mentioned interviews carry differences according to the cause of dismissal [2,3].

Basically, dismissal based on two reasons. One of them is sourced from personnel (The personal characteristics of the personnel, performance, etc.); second one is the reasons sourced from the conditions of the establishment (Economic reasons).

Dismissal caused from economic reasons which forms the subject of the study expresses a very difficult situation both for employee and employer. Dismissal based on economic sources can be brought to the agenda as the following reasons:

■Canceling or transformation of works and the impossibility of the harmony with wage levels

■Economic difficulties and technological satisfaction

■Re-Organization

As can be seen, in economic based dismissal, the aspects formed the cause of the dismissal sourced from employer. In such a dismissal condition, it expresses a difficulty from the point of employee. Because, it causes not only the dismissal of personnel who has a low performance or a similar difficulty, personnel who are very precious for the establishment can be dismissed from work. Employer who makes big investment from the beginning of hiring the personnel faces big losses. In automotive sector which we examined, the condition shows similar characteristics. In the research made in the mentioned sector, it is detected that with an intense and comprehensive content, an orientation education programme is applied to the people who started work new [4]. On the other hand, in economic based dismissal, it is seen that generally instead of individual dismissal, more personnel is dismissed. It expresses another difficulty of dismissal based on to the mentioned reason.

However, whatever the cause of the dismissal based on, dismissal meeting seen as the first step in the compensation of negativities lived as a result of dismissal [5].

III. THE IMPORTANCE OF DISMISSAL INTERVIEW

Dismissal makes a decreasing effect (Loss of income, loss of thrust of employees, damaging of social status, etc economic and physco-social) both from personnel dismissed and establishment point. For this reason, dismissal meeting has a sensitive place in the direction of decreasing the mentioned cost from the point

of sides. Such a meeting is an important process which realizes communication and interaction from the point of both sides. If we evaluate dismissal meeting as a process aimed to certain targets, we can see that it consists of different aspects. These are:

Informing: The basic aim of the dismissal interview is to inform [6]. It serves both to announce the condition of dismissal and to determine the cause of the dismissal.

Communication and Interaction: In dismissal interview, sides can find the opportunity to communicate and interact. If the condition of dismissal is based on an economic reason, the person who dismiss will tell the information about economy and establishment, besides this the firm which faces a dismissal condition based on performance, it will tell the condition of individual characteristics which even the employee doesn't realize before.

When looked at the aspects of dismissal interview, we see that it has a different importance level and content from the point of sides.

Its importance from the point of personnel: The personnel dismissed faces both economic and socio-psychological problems. With every interview,

■Dismissal and unemployment is a tragedy which the individual does not share with anybody and live it alone. With the interview, the severe concern and stress which the person who lost his job, can be diminished.

■The message that respect is given to the employee is delivered.

Its importance from the point of establishment: Dismissal causes disturbance and boredom within the establishment [7]. Especially, in establishments where there are intense dismissals, the increased concern and uncertainty medium causes the decrease in work productivity. For this reason, the dismissal condition expresses a sensitive condition from the point of personnel as well as establishment. Because, it can cause to negative judgments about establishment as well as it makes bad effects on other employees. Employer starts to feel concern about their own future [8]. The possible reaction of people dismissed and people who stayed in the firm and the process of change bring problems such as slowing and hunching of work, conflict. To diminish these problems lived within the establishment; dismissal interview will be an effective tool. By the help of this tool;

■The reaction of the person dismissed and the other employees will be reduced.

■Feedback is provided. The personnel dismissed can explain some problems in a clear and objective way. It can be an effective method in detecting and solving the possible problems.

IV. THE MODEL AND AIM OF THE RESEARCH

According to human resources management foundation (HRMF), in Turkey automotive sector is among the high rank within the sector which affected from February 2001 crisis and dismiss personnel the most [9,10]. The subject of the research is to detect the process of dismissal interview in firms which is active in automotive sector in Turkey. This research is to determine the things occurred during the dismissal meeting made between the person dismiss and the person dismissed. Since the research is to detect the existing condition is a model intersected with the indicator of the condition together with model directed to get information or determiner model [11]. Since research comprises 5 firms active in one sector, it is in the quality of a sector analyze. On the other hand, since the research aimed to analyze the application in this sector deeply, it is an example of an event study.

Work faces us as an important activity of human life. The work of the person is an unseparated part of his life. Generally, people spent most of their time at work. The ending of the work can lead to important shocks in an individual's life. At this point, the announcement of the dismissal to the personnel has an importance. Individual's coping with this difficult situation, the method of informing is very important. Also, it is known that, the individual problems occurred can lead to more social problems.

With the last economic crisis lived in Turkey, the dismissal aspect faced a lot and this condition formed the source of economic and socio-psychological problems. In the mentioned period, to be able to determine the quality, content and results of the interviews in dismissals, an area study in automotive sector was realized. Basically, research is aimed to detect the application and approaches.

V. THE SCOPE OF THE RESEARCH

The human resources units of the establishments producing car in Turkey formed the body of the research. As known, the automotive sector in Turkey is limited with producer firms: Renault, Fiat-Tofaş, Toyota, Honda and Hyundai. By comprising these 5 firms, research was realized the complete count method. But, among these firms, Toyota told that no dismissal is made and won't be made in any reason within their company that's why such a

subject does not mean anything to them. By taking it into consideration, the study is aimed to reach a result based on four firms. One of the firms put a condition that research results should be announced without telling their firm's name. For this reason, results are announced with symbols (Such as A firm, B firm...) instead of the names of the firms.

VI. LIMITS AND ASSUMPTIONS OF THE RESEARCH

It is reached to the whole main body in the research. Since the period of the research is short, the possibility of affecting the results of the affect of the past is unimportant to be considered. According to human resources managers, change frequency in the components of the meeting is so low. Since the research is completed in a short time, the affects of the results to maturity effect is in a very low level. In research, it is moved from some assumptions. It is assumed that the whole of the answerers gave realistic answers and the survey method is the most suitable too in obtaining data.

VII. VARIABLES OF THE RESEARCH AND TOOLS FOR OBTAINING DATA

In the research, 37 variables consisting of three evaluations such as "I agree - I am undecided - I disagree". Basically, research exhibits a qualitative research specification. Due to its specification, it used the techniques of qualitative research tools such as observation, interview and examining of the documents of the institution. Interview technique structured by the help of question form prepared before, is used. Questions include two types which are open ended and close ended. In the first part, it is tried to be reached to the general specifications about establishment, in the second part, basic approaches related with dismissal interview is tried to be detected.

VIII. DATA ANALYZE AND EVALUATION

The data obtained as a result of interview are analyzed and commented by the help of other information obtained by using other data collection tools. The results obtained are given as classified with the help of tables below. The basic data related with the application of firm's dismissal interview is given in Table 1. As known, dismissal can have different causes. These are technological renewal, the financial condition of the establishment, change in the process of production in establishment, general economic crisis, individual performance, personal problems. The reasons are the leading ones in research: these are economic crisis and individual performance. Two of the firms in the sector express that they dismiss personnel because of general crisis and the other two dismiss personnel due to

individual performance. Two of the firms determine that "even it is a rightful reason they didn't dismiss personnel due to economic crisis and they didn't hide in such a reason.". In the case of economic crisis forms a pressure in direction of dismissing personnel in establishments, it is seen that the basic criteria in determining the personnel dismissed is individual performance.

Table.1. The Cause of Dismissal, Method and Application

	A Firm	B Firm	C Firm	D Firm
The cause of dismissal	Individual performance, Discipline	General economic crisis	General economic crisis	Individual performance, Discipline
The method of informing	Both written and oral	Both written and oral	Both written and oral	Oral
Person making the informing	Human resources manager	Unit manager	Human resources manager	Human resources manager
Dismissal is expressed clearly	Yes	Yes	Yes	Yes
The period of dismissal interview	30 minutes	1 hour	30 minutes	30 minutes

Whatever the reason is dismiss personnel biased on, the informing of the dismissal and method used during this process is important. In the sector, while one firm makes oral informing, the other three firms inform the condition of dismissal both written and oral. The firm which makes oral informing explains its reason as "the dismissal process is too short and should be kept secret, if it is extended, some problems can occur."

On the other hand, as can be seen from the table, firms left the responsibility to the human resources department in informing the dismissal decision. Even it is the top administration duty to lead the dismissal application, in the cases where it is not possible, human resources department take the responsibility on behalf of administration and it is right that take the job of calming the medium [12]. It is seen that in firms which are the subject of our research, human resources managers take this duty.

During this process it is seen that the decision and cause of the dismissal is expressed clearly. In sector, the dismissal meeting which is a process of explaining the decision can be between 30 minutes and 1 hour. This shows that, the dismissal interview gives opportunity to provide mutual communication and interaction to both sides.

When the dismissal interview is examined from the point of content, firstly, it is seen that there is no common view between firms about "making excuse to the personnel and saying thanks to the personnel for his

work". One of the firms says "we will not express our excuses but we can thank" other say "we neither say excuse nor thanks". This firm, declare that they do not dismiss except the reason of discipline and individual performance. Even in dismissals based on economic sources individual performance is the leading one, it is emphasized that it is meaningless to say excuse from such a personnel.

Table.2. Aspects Related with the Content of Dismissal Interview

	Agree %	Undecided %	Disagree %
An excuse is made to the personnel dismissed and say thank you for their work	25	25	50
It is expressed that the economic condition is temporary and if the conditions are change everything will be done to make him start work	75	-	25
It is expressed that it will be helped to find job	75	-	25
It is expressed that leave with pay will be given to find work	25	-	75
It is told that psychological support will be given	50	25	25
It is told that career consultation can be made	50	25	25
Interview starts with explaining economic crisis	75	-	25
Views about the firm are asked	25	25	50
The cause of the dismissal is expressed in the interview	75	25	-
It is expressed that the personnel dismissed is chosen fairly	75	25	-
It is a process which the personnel express his ideas	50	25	25
It is faced with the question of "why it is me who dismissed from work"	75	-	25
It is told to the personnel who makes though talk that the interview will be made in another day and the interview is cut kindly	-	25	75
It is a process that only the cause of the dismissal is told	25	-	75
There is no difference between dismissal and exit interview from the point of content	25	-	75

Besides this, all of them except one firm determine that during the interview it is expressed that this condition is temporary and when the conditions are changed, an effort about to make everything to make them return work

will be done.

Together with this, different views are available in helping to find job to the personnel dismissed. The cause of the different views is that it carries difference according to the person dismissed from work. Even it is an accepted judgment dominantly that it will be help about finding job, it is expressed that this help will be given to the personnel who does not live a discipline problem. Connected with this, instead of giving leave with pay, notification and severance pay are given and dismissed from work. Also, it is determined that even he is a qualified personnel and only an adaptation problem was lived, career consultation can be done.

On the other hand, except one firm, it is determined an obligation can be made in the direction of giving psycholological support to the personnel dismissed.

If dismissal is based on an economic basis, economic condition and its effects are explained in the beginning of the interview. By this way, firms aimed to reduce the reaction of the personnel and provide easy acceptance and make him calm down. Also, most of the firms express that during the interview process if the reason of the dismissal is general economic crisis they behave fair and objective.

No intention is observed in the firms in the direction of asking the views about the firm. Firms think that it is not beneficial to take the views about the firm from the dismissed personnel. Because, it is think that a personnel who is in the condition of dismiss can tell his decision in a biased and not objective way.

It is seen that from the point of content dismissal interview an opportunity to talk is given to the personnel.

In nearly most of the dismissal based on economic crisis, the personnel dismissed asked the question of "why me and not anyone else". The condition occurred as a reaction of an individual's physiology who is behaved unfair and mistreated as well as a reflection of a unacceptance. Together with this, it is determined that interview is completed in any case and does not cancelled or cut due to any reason. Dismissal interview which expresses a hard process for both is postponed to another date; it will be a stress source for both employee and establishment. The special importance of resulting such a condition in a very short time brings the aspect of completing the meeting in every condition.

Dismissal interview and leaving the work meeting serves to different aims also their content is different. Because in leaving the work meeting is done as a result of a conscious decision from the point of personnel, the

personnel is prepared to this condition. But in dismissal meeting, such a condition does not exist. Firstly, in the process of two meetings, the person taking the information and the one who gives the information change places and it causes difference from the point of content and result.

There is a common idea that the interviewer should be a good listener from the point of qualities and abilities which the interviewer making the dismissal meeting should have (see Table 3). In the same way, it is seen that there is a common decision that he should come to the interview planned and prepared. As can be seen, dismissal interview expresses a systematical and planned process from the point of firm. Interviewer should determine how to start the interview, what to say and in what attitude he should be in before and follow a strategy within the framework of this approach. Especially, the attitude of the personnel dismissed and statements he made are the subjects that the interviewer recorded.

Table.3. The Characteristics of the Interviewer in Dismissal Interview

	Agree %	Undecided %	Disagree %
Interviewer should be a good listener	100	-	-
Interviewer should be prepared to the meeting	100	-	-
Interviewer takes notes of the talks of the personnel dismissed	100	-	-
Interviewer should be careful to be far away from being emotional	50	25	25
Interviewer looks decided about his rightness	100	-	-

In this process it is impossible that both dismissed personnel and the interviewer to get rid of from the emotional state, the effort of the interviewer about being far away from emotional state reflects an aimed and desired condition. Especially, if the dismissal meeting is disciplined sourced, an intention directed to being far away from emotions can be felt. To express such a decision which can affect the rest of the personnel life's is a quite a hard aspect to express. During the meeting, it is seen that interviewers are in a decisive manner and without any doubt.

As can be seen from the fourth table, it is expressed that dismissal interview are done in a kind and warm climate rarely some small discussions can be seen. Meeting is tried to be finished without getting tough. But interviewers express that they sometimes see upset personnel. It is not a surprising thing to see personnel who can't control themselves and not accept the dismissal. In

such a condition, it is the responsibility of the interviewer to calm down the meeting. Interviewer should evaluate every possibility before starting the interview and should make a preparation. The basic condition of a good interview is that the emotional state of the dismissed personnel and how he will react to such a condition especially the character and attitudes of the personnel should be determined and a preparation process should be done.

Table.4. The Application of the Dismissal Interview

	Agree %	Undecided %	Disagree %
Discussion is seen during the interview	50	25	25
An upset personnel can be seen during the interview	50	25	25
Interview becomes tougher	-	50	50
A friendly atmosphere is formed in interview	75	-	25
Physical conditions of the meeting place is considered	75	-	25
Image recording device is used in interview	-	25	75
Sound recording device is used in interview	-	25	75
More than one interviewer are ready in interview	-	25	75
Personnel called to the interview are taken in groups	-	25	75
Gifts are served during interview	25	-	75

Although dismissal interview is an official aspect, it is seen that during the meeting, a humanistic approach is shown to the dismissed personnel. Together with this, it is understood that even no special effort is paid; an attention is given to the physical condition of the room being comfortable. Also, sound and image recording devices are used in firms.

When looked at the process of interview, it is observed that there is only one interviewer. Together with this, the dismissal interview expresses an individual interview process and it is realized with dismissed personnel and one interviewer. Answerers defend that the dismissal interview should be made in a structural climate and in a structural meeting style. For this reason they think that giving gift during the interview is useless and it will destroy the seriousness of the interview.

As can be seen from Table.5, dismissal interview is seen as an information source for the important part of firms active in sector. Two firms say that positive critics are important, the other two say they especially in

discipline sourced dismissal, no importance is given to the critics of the personnel about firm and its administration.

Dismissal interviews face us as an indication of respect to the personnel from the point of firms. But in application, there are doubts. Because it is perceived that this process has a different aim in basic. Firstly, dismissal interview has a meaning as an expression of the condition to the personnel. This shows that even the firm perceives the respect to the personnel as the part of the interview; the "declaration" aspect is in the leading plan.

Table.5. The Benefits of Dismissal Interview

	Agree %	Undecided %	Disagree %
Dismissal interview is a source of information for the firm	50	-	50
One of the aims of the interview is to take the positive critics of the personnel and he is motivated	50	-	50
The positive critics of the personnel is important for the firm	50	-	50
Interview is an expression of respect of the firm	50	25	25

As can be seen from Table.6, except one firm is undecided about giving legal rights, it is behaved sensitive. This is an important subject from the point of passing the dismissal process good and at the same time the personnel dismiss adapts himself to the situation more easily. Because of not getting paid the legal shares the personnel psychology being exposed to injustice will increase.

Table.6. Application in the Condition of Dismissal

	Agree %	Undecided %	Disagree %
Leave with pay is given to the personnel dismissed	-	25	75
All legal rights are provided to the employee	100	-	-
Farewell is organized to the dismissed personnel	-	25	75

On the other hand, as can be seen from the table, a farewell should be organized. Because, such a ceremony should be carried to different aspects can have problems in establishment. Also, a great effort is paid not to make any boredom within the establishment during the dismissal.

IX. CONCLUSION

The basic aim in this study is to determine the importance and process of dismissal meeting. "Dismissal interview" in world and in Turkey become important with the increase in the number of dismissal based on economic crisis. The subject we examined starting with the Turkey example shows interesting results. From the point of the results of the meeting, automotive sector gives importance to the subject. Firstly, we can say that such a subject which entered the interest area of human resources managers seen more sensitive and important than past. How can intentions accepted human as an important value and management views directed to human focus will give the decision of dismissal? We think that the hardest part for the management is these interviews where the decision about dismissal is told. During the research, when taking the views of managers we feel their boredom. Undoubtedly, dismissal is a system which should be kept in establishments and should be used when needed. At this stage, dismissal should be last way. The important thing is to know in what conditions should be applied and when. Of course, such a problem cannot be overcome like this. We think that it is a good start to consider the mentioned problem within a solution process. The whole of the firms formed the examples of the research gathered in the same view: dismissal is an unwanted situation but should be applied when the conditions force. It is impossible not to share this view. The main problem is the size of the approach shown to the personnel dismissed. Will it show difference in dismissals when the reason is economic crisis, individual performance, not appropriate to the structure and undisciplined behavior? In the research comprising automotive sector, we see that even in small amounts the human resources managers of firms are undecided. The dismissals based on discipline separated from other types. Personnel who are against the process of formal structure or to the rules forming this structure can be dismissed after getting warning or warnings, he is dismissed in a short time and taking the necessary precautions about not getting him back is very significant. It is impossible not to share this view. But to us, organization should learn a lot of things about dismissal interviews. These meetings provide an excellent opportunity to the organizations about whether their climate and inner relations are healthy. As differences between humans, interviews are different too. No interview is same. To be successful in dismissal interviews, interviewers or managers should educate themselves according to the special condition of the interview. The only way to do this is to make more practice without hesitating to take risks.

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